

Summary Post

◀ initial post

Display replies in nested form

Settings ▾



Summary Post

by [Oi Lam Siu](#) - Sunday, 9 February 2025, 10:57 AM

When reviewing the ACM case study on Abusive Workplace Behaviour (ACM, n.d.), it is generally agreed that team leader Max repeatedly violates key ethical standards (ACM, 2018; BCS, 2022), namely respect, honesty, and inclusive practices. His actions, including removing names from submissions, yelling in online forums, and denying credit, undermine both professional integrity and the psychological safety of his colleagues (Nielsen & Einarsen, 2012). Additionally, under UK law, such behaviour may amount to workplace harassment (Equality Act, 2010).

Central to the discussion is that leadership must cultivate a safe environment (Kapur, 2018), rather than excuse or ignore abusive conduct. Failing to act, as manager Jean does, breaches ethical obligations to support well-being. Ultimately, abusive supervision erodes morale, trust, and staff retention (Tepper, 2000). Adopting inclusive leadership, safeguarding workers' legal rights, and combatting hostile behaviour—both in-person and online—are vital (Avey et al., 2011).

Through ethical frameworks, legal standards, and proactive steps, employees' well-being is protected, and the profession's reputation is upheld. Organisation-level preventive strategies include confidential reporting mechanisms (Berry, 2004), robust leadership training (CIPD, 2019), and explicit misconduct policies. Embedding these within the organisational culture can discourage power imbalances and protect victims (Einarsen et al., 2011).

Furthermore, aligning with international guidelines such as ISO 45003:2021 on psychosocial risks (ISO, 2021) can help institutions formalise procedures to address stress and hostility. CIPD (2019) emphasises the importance of an ethics-focused culture, sustained by ongoing training. By adopting these measures, an organisation can uphold the public interest, maintain fairness, and preserve trust—principles at the heart of the ACM and BCS Codes (ACM, 2018; BCS, 2022).

References

ACM (2018). ACM Code of Ethics and Professional Conduct. Available from: <https://www.acm.org/code-of-ethics> [Accessed 1 February 2025].

ACM (n.d.) Case Study: Case Study: Abusive Workplace Behavior. Available at: <https://www.acm.org/code-of-ethics/case-studies/abusive-workplace-behavior> [Accessed 1 February 2025].

Avey, J.B., Palanski, M.E. and Walumbwa, F.O., (2011). When leadership goes unnoticed: The moderating role of follower self-esteem on the relationship between ethical leadership and follower behavior. *Journal of business ethics*, 98, pp.573-582.

BCS (2022). BCS Code of Conduct. Available from: <https://www.bcs.org/membership-and-registrations/become-a-member/bcs-code-of-conduct> [Accessed 1 February 2025].

Berry, B. (2004). Organizational culture: A framework and strategies for facilitating employee whistleblowing. *Employee Responsibilities and Rights Journal*, 16, pp.1-11.

Einarsen, S., Hoel, H., Zapf, D., & Cooper, C. L. (2011). *Bullying and Harassment in the Workplace: Developments in Theory, Research, and Practice*. Second Edition. CRC Press.



Equality Act 2010, c.15. United Kingdom. Available from: <https://www.legislation.gov.uk/ukpga/2010/15/contents> [Accessed 1 February 2025].

Chat to us!

ISO. (2021) ISO 45003:2021 Occupational Health and Safety Management – Psychological Health and Safety at Work. Available from: <https://www.iso.org/standard/64283.html> [Accessed 9 Feb 2025]

Kapur, R. (2018) Leadership Theories and Practices. Available at: https://www.researchgate.net/publication/323794733_Leadership_Theories_and_Practices [Accessed 9 February 2025]

Nielsen, M. B., & Einarsen, S. (2012) Outcomes of exposure to workplace bullying: A meta-analytic review. *Work & Stress* 26: 309-332. DOI: https://www.researchgate.net/publication/263312489_Outcomes_of_exposure_to_workplace_bullying_A_meta-analytic_review

Tepper, B.J., (2000). Consequences of abusive supervision. *Academy of management journal*, 43(2), pp.178-190.

[Permalink](#) [Edit](#) [Delete](#) [Reply](#)

◀ initial post

You are logged in as Oi Lam Siu (Log out)

[Policies](#)

Powered by Moodle

[Site Accessibility Statement](#)
[Privacy Policy](#)

© 2025 University of Essex Online. All rights reserved.



Chat to us!