

# *Integrating Business Values the Legality, Morality, and Social Responsibility of Motorola*

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## **ABSTRACT**

This paper examines how Motorola, Inc. integrates its business values (legal values, moral values, and social responsibility) in order to maintain its respectable position in the market and in the society. Motorola's legal values go beyond the requirements of the Telecommunications Deregulation Act of 1996; their moral values are established by following a strict business code or corporate governance act that foresees their interest in being respectful of all society rules; and their social responsibility goes beyond simple community-approach programs into great contributions to education, science, and technology. After the business values review, it is required to recall the importance for Motorola in this era of rapid changes and increased competition, to continue to strike the right balance of abiding by the law; and being morally and socially responsible, while still seeking a competitive edge and making a profit for its stakeholders.

## **DESCRIPTORS**

Motorola inc., values, social responsability, ethic, spotting.

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## **RESUMEN**

Este artículo muestra como integra Motorola sus valores de negocios (Normas legales, valores morales y responsabilidad social) para mantener una posición respetable en el mercado y en la sociedad. Los valores legales de Motorola van más allá de los requerimientos de la ley de regulación de comunicaciones de 1996; sus valores morales se establecieron siguiendo un estricto código de gobierno corporativo que proyecta sus intereses siendo respetuoso de las reglas sociales y va más allá de un simple contacto con la comunidad, mediante grandes contribuciones a programas de educación, ciencia y tecnología.

Además de revisar los valores de negocios, hay que recordar la importancia que tiene para Motorola, en esta era de cambios rápidos y creciente competencia, seguir impactando con la observancia correcta de la ley y con la responsabilidad social y moral, mientras se busca la competitividad y seguir generando beneficios para los accionistas.

## **DESCRIPTORES**

Organización Motorola, valores, responsabilidad social, ética, posicionamiento.

## INTRODUCTION

This paper examines the legal, moral, and social responsibility of Motorola. To begin, let's review the background and products of the company, and other factors which affect Motorola's integration of business values.

### *Background*

Motorola, Inc., a company that started with battery eliminators for radios and repairing supplier for Sears Roebuck, was founded in 1928 in Chicago, IL by Paul V. Galvin. Galvin was a 33 year old radio technician and prospective entrepreneur. Motorola's beginnings were shaky. The company barely kept itself alive in the first year and almost went bankrupt on the edge of the “crash” of 1929. After this, the company started operations in different areas such as car radio building which has been profitable since 1931 (Collins & Porras, 1994).

In the 1940s the company began to develop government work and opened a research laboratory in Phoenix, Arizona to explore solid-state electronics. By the time of Paul Galvin's death in 1959, Motorola was a leader in military, space, and commercial communications; had built its first semiconductor facility, and was a growing manufacturer of consumer electronics (Motorola web page, 2004).

By the end of the 1980s, Motorola had become the premier worldwide supplier of cellular telephones and in 1996 produced the 3.1 ounce, pocket-sized StarTACTM wearable cellular telephone. Today Motorola is harnessing the power of wireless, broadband, and the internet to deliver embedded chip system level and end-to-end network communication solutions for the individual, work team, vehicle, and home (Op cit, 2004).

The last few years have not been the best ones in terms of performance for the company. Several aspects including consecutive quarterly loses have forced Motorola to seriously rethink their value proposal and their impact to society. For example, during 2001 the demand for electronics waned as the global economy worsened and a telecommunications industry slump continued (Gale Group, 2002).

By 2002, due to the aggressive competition of Nokia, Motorola trimmed its workforce by nearly 33% in an effort to offset the effects of a prolonged downturn in the telecommunications market. In an attempt to respond to that market scenario change, Motorola also created a Professional Services Group and began to focus its efforts on providing information technology services. Two years later, after a change in management and the hire of an outsider, the company started to see profits each quarter (Op cit, 2004).

### ***Products***

Motorola's principal activities are the provision of integrated communication and embedded electronic solutions. The company provides software-enhanced wireless telephones, two-way radio and messaging products and systems; and networking and internet-access products for consumers, network operators, and commercial, government and industrial customers. Embedded semiconductor solutions are delivered to the customers in the networking, computing, transportation, wireless communication, and digital consumer/home networking markets (Motorola web page, 2004).

### ***Competitors***

Motorola's primary competitors are Lucent Technologies, Nortel Networks, Samsung, Alcatel, Nokia, Zenith, and Ericsson (Company profile, 2004).

### ***Customers***

In general, the company manages a variety of customers ranging from regular individual citizens (customers that own cell phones, networking, and internet access products for homes or small businesses), to corporations and government customers that look for digital telecommunications, networking, computer, and wireless access (Motorola web page, 2004).

### ***Worldwide operations***

Social responsibility and ethical behavior must be taken into account with a company that works almost everywhere in the world. Motorola has offices and branches on the five continents, most prominently in Asia, South America, U.S., and the Caribbean (St. James Press, 2002).

### ***Technology a main force on the company's behavior***

Technology is indeed the main core of this business. Any minimum change on the development of products among rivals could result in a disadvantage for the company. Because telecommunication products and services depend on technology research and update, it is imperative for Motorola to keep an eye on this force. The trends developed on technology brings to the issue controversial facts among the elusion of certain laws, mismanagement of social responsibility, and doubts on the ethical behavior of several companies on the sector (Encyclopedia of American industries, 2001).

The industry has been changing in response to advances in technology and in the deregulation of the telecom services industry. Rapid changes in digital technology promised to open an entirely new market to the cellular service industry-data transmission. A prospectus overlook to the

telecommunications industry might conclude that there is an extreme emphasis on technology, an emphasis that served as a major entry barrier to potential competitors. Companies that concentrated on proprietary technology had to risk massive capital investments to drive the research and development (R&D) machines that generate new semiconductor designs (Op cit, 2004).

Because of the technological orientation of this industry, research and technology are a continual high priority concern. Most of the research and technology is intended to achieve one of several goals: maximize an existing technology, combine existing technologies for enhanced competitiveness across technologies, and improve technology in existing products to attract consumers with next-generation models (Op cit, 2004).

## **OUTLOOK TO MOTOROLA'S MORAL VALUE PERSPECTIVE**

All of the above affect how Motorola views and addresses its legal, moral, and social responsibilities. Primarily, the moral value perspective of Motorola is influenced by the industry rivalry. Since 1998 there has been a continuous detriment on market shares for Motorola in the cell phone business based on quality failures. Nokia took the lead in that business. Some answers to this problem are obtained on certain strengths (quality, tailor-based service) of the competitors that are showing the lack of quality on Motorola's cell phone division. This is leading to unpredictable staff cutbacks (Op cit, 2004).

Other elements that could be considered in this environment are the massive capital requirements to invest in research & development, the shortage of specific components used in manufacturing wireless phones due to the intense rivalry, and the presence of a divided market with different products. Depending on technological innovations, competition is based on new products with different features (Op cit, 2004).

The competition is based on providing attention to the corporate customer with a different approach. Companies are changing to be always present to attend to the customer-to be responsive everywhere. A more deep review to the quality of service has equated to reliability of the actions performed. Competitors are focused on giving the customer what they want-on being customer oriented (Op cit, 2004).

Ethics has become a crucial factor due to the increasing amounts of contracts on the sector especially with government agencies. Companies must also be socially responsible in their actions. Ethics has been considered a key factor among competitiveness on this sector with the establishment of business ethics codes, corporate governance issues, and integrity in their actions (Op cit, 2004).

Social responsibility and ethical behavior also imply a different marketing approach for each area of business. For example, in the case of individual persons, companies struggle with the competition based on pricing and technological innovations; and for other clients such as corporations and governments they struggle based on pricing as well, but mostly in integral service (extended warranties, technical assistance, easy payment periods, etc). This means that marketing, research and development departments need to be focused on measuring customer satisfaction, value-adding processes, customer service, and reliability (Op cit, 2004).

The impact of the technology creates a big concern on the moral value behavior of the company. For example, benchmarking is a useful tool to overview the technological environment. In essence, it is a responsibility to adapt new trends into business realities.

Other elements in study are: the creation of a concern between the profitability of new technologies and the impact on the environment and on population behavior; and to maximize an

existing technology, to combine existing technologies for enhanced competitiveness across technologies, and to improve technology in existing products to attract consumers with next-generation models. The action research budget must be increased and customer needs understood (Op cit, 2004).

McAdams in *Law, Business, and Society* (2004) states that some business practices have unfavorable consequences. The question becomes what should be done to change these consequences. Do we “let the market “regulate” the behavior; leave the problem to the individual decision maker's own ethical dictates; pass a law; or rely on some combination of the market, ethics, and law.” (p. 116). Companies such as Motorola would like to let the market and its ethics fix problems and weed out the “bad guys”. Although ideal, it does not always work that way and regulatory bodies feel obligated to step in and create laws which companies must come to understand and abide by. Next, we will look more in depth at some of these legal issues and then examine more closely the moral and social responsibility issues faced by Motorola.

## **LEGAL RESPONSIBILITY**

### ***Governing laws***

In telecommunications, government regulations or deregulations are critical to the future of the industry. They could change powerful advantages into threats and vice versa. Moreover, companies such as Motorola that competes in a global market are very sensitive to changes of laws in their sector, the ones that could change the perspective of investments in a particular country or in certain activities of the telecommunications industry (Op cit, 2004).

The deregulation of the telecommunications services industry enabled the service giants such as AT&T to diversify their offerings as well, expanding the market for equipment.



Moreover the explosive growth of the internet created demand for further advances in equipment, and the industry was eagerly responding (Encyclopedia of American industries, 2001).

The Telecommunications Competition and Deregulation Act of 1996, swept away 62 years of regulation of the telecommunications industry. The legislation was intended to promote competition across the industry, resulting in the development of new technology, the creation of new businesses and new jobs, and ultimately lower prices. Local telephone companies (telcos), long-distance providers, wireless companies, and cable television operators are free to offer any and all telecommunications services. The 1996 act has also had a strong impact on the radio and electronics field. It eliminated monopolies in cable television and telephone companies, opening fields traditionally regulated as public utilities to competition (Op cit, 2004).

Another critical element is the one related to environmental law. Due to the use of chemicals, and other toxic materials, the telecommunications manufacturing companies are forced to develop a comprehensive environmental plan to perform several goals in the future. Some of these goals are: zero waste-reuse or recycle all our waste materials; benign emissions: eliminate all emissions from our plants that adversely impact the environment; closed loop: conserve natural resources by fully integrating our products and processes in the recycling loop; green energy: use energy in highly efficient ways at our sites and use renewable energy where practical; and lastly, product stewardship: all products are designed for the environment and safety (Motorola webpage, 2004).

*Global considerations.* There continues to be a trend toward globalization with the breakdown of national boundaries and rules to allow free interchange around the world. More and more companies are moving their operations overseas. This

has created an added challenge in determining governing laws and has raised concerns about the loss of jobs in America (McAdams, 2004).

In March 2004, 50 U.S. House of Representatives members planned to introduce a bill that would deny U.S. companies federal financing and loan guarantees if they shift U.S. jobs overseas. The bill, written by Representative Bernard Sanders, is called the Defending American Jobs Act. This is the first bill that is attempting to deal with the issue of outsourcing or sending U.S. manufacturing and service jobs to lower-cost venues abroad. The Defending American Jobs Act would target corporate assistance offered by agencies like the U.S. Export-Import Bank, a 70-year old unit that provides financing to U.S. companies abroad (Money-CNN.com, 2004).

This will directly affect Motorola because they were singled out for receiving \$190 million in Ex-Im Bank assistance to build its China operation while firing 42,900 workers in the nation. Ex-Im claims that they never financed foreign expansion for Motorola but financed exports, not foreign expansion by U.S. companies. This bill would involve the loan applicant to specify the number of employees in the U.S. and abroad as well as a wage scale. If the number of non-U.S. workers increases while jobs here fall then the loan will be denied. Law makers in 20 states have proposed laws that would ban state contracts from being awarded to Non-U.S. companies (Money - CNN.com, 2004).

In January, President Bush signed the Omnibus Appropriations Act, which has a provision that bars some government agencies from hiring non-U.S. companies. The American Electronics Association reports that the U.S. technology employment fell 4 percent last year to below six million. This is the lowest level since 1999. Much of this decline has been directly correlated to outsourcing and the low-cost centers abroad (Yahoo finance web page, 2004).

### *Current litigation example*

Since Motorola is such a huge conglomerate it has no doubt experienced some legal issues over the years. The most recent high profile case that they've had to deal with involved the Uzan family who perpetrated U.S. cell phone fraud. On September 26, 2003 a three-judge panel ruled in favor of Motorola. The Uzan's, Turkey's fourth richest family, borrowed money from Motorola with no intention of paying it back. A U.S. Federal Court for New York issued a \$4.26 billion judgment against Turkey's controversial family. The trial proved that members of the Uzan family obtained financing for a Turkish telecommunications company. The Uzans had taken more than a billion dollars of Motorola's money into their pockets and into other Uzan-controlled entities. If any member of the Uzan family comes to the U.S. will be arrested and held until they comply with the court orders. The court also ordered the Uzan family to give Motorola 73.5% of its GSM operator Telsim's stock shares or pay at least \$853 million to this company. The Uzans plan to appeal but have had many financial setbacks which the Turkish government has charged in mismanagement and fraud at power stations, banks, and media holdings. Motorola has already written off the debt and has seized Uzan assets worth about \$150 million, including airplanes, New York apartments, London real estate, and millions of dollars in American bank accounts (\$4.26 billion judgment for Motorola, 2004).

### *Effect of laws*

In order to be aware of the changes in regulations and procedures, the company has developed a close network with the federal and state governments working hand in hand in difficult areas such as national homeland security. This type of work has given the company the opportunity of being closer to the government as a supporter, and to avoid the risk of being harmed by regulations (Motorola webpage, 2004).

After the 1996 deregulation Motorola has tried to take advantage of the law in order to promote competition across the industry, resulting in the development of new technology, the creation of new businesses and new jobs, and ultimately lower prices (Encyclopedia of American industries, 2001).

## **MORAL RESPONSIBILITY**

One of the earliest U.S. quality pioneers was Motorola, winner of the 1988 Malcolm Baldrige National Quality Award the first year it was offered. This company remains one of the few large companies to have won the award for company-wide activities. Motorola is an exemplary company in the business ethics world with its internal control at the forefront of the FERF (Federal Control Review), having featured the firm as a case-study company in a 1993 publication, *Finance in the Quality Revolution*. Motorola was again featured in FERF's 1995 publication, *Reengineering the Finance Function*, which described how Motorola applied Six Sigma principles to the monthly closing process. "Six Sigma" is a statistical measure of "virtual perfection" (picture the far-end of the tail of a bell curve), and represents a defect rate of only 3.4 errors per million opportunities (Sinnet, 2003).

For the individual social investor, evaluating a company's overall social performance can be a daunting task. Investors can get a good head start with the latest issue of *Business Ethics* magazine, which contains its new list of "The 100 Best Corporate Citizens." Motorola appears fourth on this list. The top five companies in 2003 were Procter & Gamble (ticker: PG), Hewlett-Packard (HWP), Fannie Mae (FNM), Motorola (MOT), and IBM (IBM) (Procter & Gamble, 2001).

Motorola has its own code of ethics that they call the Code of Business Conduct. "It is a strong culture of corporate ethics and citizenship." It provides guidance for all Motorola employees and places emphasis on "establishing trust within

stakeholders.” This code is applied to employees and also to business partners. Starting this year, Motorola will be allowing access to the Auditing Committee. This means that anyone, with a concern about Motorola's accounting, internal controls, or audits can review that information (Motorola webpage, 2004).

The Code of Business Conduct states “Uncompromising integrity means staying true to what we believe. We adhere to honesty, fairness and "doing the right thing" without compromise, even when circumstances make it difficult.” The purpose of the Code of Business Conduct is to serve as a guide to help Motorolans, people who work for Motorola, live up to Motorola's high ethical standards. The Code goes beyond the legal minimum (Motorola webpage, 2004).

Motorola emphasizes that each Motorolan has the personal responsibility to make sure their actions abide by this Code of Business Conduct and the laws that apply to their work. If employees have any questions or concerns about illegal or unethical acts, they are to check with management or call the Motorola “Ethics Line”. At Motorola it is stressed that failure to abide by the code and the law would lead to disciplinary measures appropriate to the violation, up to and including dismissal (Motorola webpage, 2004).

Managers are responsible for promoting open and honest two-way communication. Managers must be diligent in looking for indications that unethical or illegal conduct has occurred (Ethics & code of business conduct, 2004).

### ***Rule-Utilitarianism: Follow all society's rules***

Companies that strive to maximize the ratio of good over evil for all concerned in making ethical decisions are utilitarian. There are two branches of utilitarianism, act- and rule-utilitarianism (McAdams, 2004).

In the case of Motorola the application of the rule-utilitarianism is based on a formulation utilitarianism which maintains that a behavioral code (Motorola Ethics Code and Business Code) or rule is morally right if the consequences of adopting that rule are more favorable than unfavorable to everyone (Internet philosophy encyclopedia, 2001).

Motorola follows the rule-utilitarianism. They follow all of society's rules and go beyond. This company has a code of ethics all employees are encouraged to abide by, and supervisors are heavily encouraged to enforce. This company follows the golden rule, and they practice it with their customers, suppliers, vendors, and employees at all levels. The company also has an open audit committee line. This line is open to all who may have any concern with the company auditing, a very responsive way to deal with the wave of corporate scandals.

A good example of how the company implements its rule utilitarianism is that since 1979 Motorola has established a model of ethics, based on Standards of Internal Control (known internally as "SIC"), that was developed to document its continued commitment to compliance with laws and regulations, reliable operational and financial reporting, and integrity of business activities and records. The SIC is just one component of Motorola's system of internal control-which also includes financial and human resource policies, audit and internal control functions, business ethics compliance committees, audit committee of the board, financial and operating management, self audits, and the Motorola code of business conduct (Sinnert, 2003).

## **SOCIAL RESPONSIBILITY**

Similar to companies applying the rule-utilitarianism in making ethical decisions companies must also make decisions along the social responsibility continuum to balance welfare

and profit maximization. It is good business for corporations to be socially responsible as the evidence is generally supportive of the idea that the market rewards good conduct and punishes bad conduct (McAdams, 2004).

To keep in touch with the needs of its stakeholders, Motorola has designed specific areas where the company can help with the interaction and development of social responsibility. Following are some examples:

Motorola foundation for fostering education One key area in social responsibility is managed at the Motorola Foundation. This foundation provides funding for higher education as well as a multitude of primary and secondary education programs assisting individuals to reach their greatest potential and to become lifelong learners. It provides funding to communities where Motorola has a major operating presence. The foundation is a global entity and endeavors have been made to support diversity in all of its activities. The foundation gives support to the following educational areas:

- University engineering, technical, and science programs.
- Programs reaching traditionally under-represented groups in the areas of math, science, engineering, and business.
- Programs providing technical assistance, research, and statistical information on the state of science and engineering education.
- Strengthening science and mathematics education at the pre-collegiate level.
- Programs that support the protection and preservation of the environment (Motorola webpage, 2004).

### ***Motorola University***

Another key area is Motorola University, an educational branch that brings time-tested and highly refined business improvement practices to leading organizations around the

world. Most notably, as the inventor of the Six Sigma methodology for continuous improvement, Motorola University offers a variety of Six Sigma services designed for speed, results, and sustainability, whatever the size or nature of a business. Motorola University offers a wide array of Six Sigma services to help organizations of all shapes and sizes meet their objectives for continuous business process improvement. The Six Sigma methodology applies to any industry, from manufacturing and telecommunications to financial services, healthcare, and entertainment. Their services are designed to meet the needs of individuals and groups at all levels of your organization (Op cit, 2004).

### ***Suppliers programs***

Another element is the hand in hand work with suppliers and fostering diversity in this particular area. Motorola's Supplier Diversity program assists minority-owned, woman-owned, disabled veteran-owned, and other recognized "diversity" businesses by helping them connect with Motorola supplier procurement opportunities (Op cit, 2004).

### ***Customer responsibility***

An important fact is the compliance with individual regulations among quality and customer attention. Motorola's Customers and National Regulators can be assured that Motorola radio products conform to the essential requirements of the European Union Radio & Telecommunications Terminal Equipment (R&TTE) Directive. The essential requirements of R&TTE govern user Health & Safety, electromagnetic compatibility, and radio spectrum usage (Op cit, 2004).

### ***Working with communities***

To get involved with the community is one of the company's



main points. Motorola is actively involved in a wide range of sponsorships and events on a global, national, and local level. Motorola is also involved in sporting events, the community, education, and environmental programs (Op cit, 2004).

Motorola is a co-founder and long-time sponsor of CALL to PROTECT, a national initiative to fight domestic abuse. Motorola has donated new wireless equipment and sponsored program initiatives such as Donate-a-Phone, a used wireless telephone donation drive. These new and used phones help provide security for nearly 100,000 victims across the United States (Op cit, 2004).

For over 50 years, Motorola has been a strong supporter of the United Way, a leading non-profit organization that helps millions of people every day. The United Way touches lives and gives hope by building stronger communities, fostering health and wellness, developing self-sufficiency, strengthening families, and nurturing youth. In 2001, Motorola and their employees contributed \$5.3 million to United Way and volunteered thousands of hours to dozens of agencies and projects (Op cit, 2004).

Motorola has a long history of supporting its customers during times of crisis. Following are some recent examples where the company has provided emergency support:

- Washington, D.C., New York, and Pennsylvania-Supplying radios and infrastructure to help inter-agency communications between public safety services dealing with the aftermath of September 11th.
- Germany and Hungary-State-of-the-art digital communication network installed and radios deployed within two days for the national emergency services dealing with overwhelming floods in late 2002.
- People's Republic of China-Communication hardware and resources provided for police at critical health checkpoints

in Shanghai to help combat the spread of the Severe Acute Respiratory Syndrome (SARS) virus. In addition, financial contributions raised by local and foreign staff were donated.

- Most recently in the U.S.-Strategic deployment of field engineering to maintain communications of critical public safety systems and the "high alert" teams who stood by for rapid response manufacturing and distribution, to provide additional equipment for emergency services dealing with the impact of Hurricane Isabel in September 2003 (Interpol honors Motorola, 2003).

### ***Environmental policy***

Motorola envisions that in the future their factories will be accident-free, create zero waste, emit only benign emissions, use energy in highly efficient ways, and use their discarded products as feed for new products. They seek to design all of their products for innovative performance and low environmental impact (Motorola webpage, 2004).

### ***Health and safety policies***

Motorola is committed to the health and safety of their customers, employees, and neighbors, as well as the world in which we work, play, and live. The Responsible Driving site also stresses the need for good driving (Op cit, 2004).

The Occupational Health and Safety sites include information on health and safety management systems, safety compliance records, and programs to protect health and promote the well-being of their employees (Motorola webpage, 2004).

Some recommendations beyond the social responsibility of a company like Motorola, is that in order to be more customer oriented the company needs to rethink its strategy. They need to maintain their prestige but also maintain quality under a venture risk plan. Motorola should focus on the business units

where it is profitable (like in radio systems for government and safety agencies, and also as the major manufacturer of communications networking equipment), but without forgetting that they need to perform leadership in broadband equipment for the cable television industry and be a major manufacturer of electronic components for the transportation and manufacturing sectors (Feder, 2003).

Corporate environmental responsibility could see a boost through the application of industrial ecology principles. There is little reason to wonder why AT&T and Motorola are showing their early support for the society. The potential win-win benefits, a win for the bottom line and a win for the environment, provide compelling motivation (Business ethics recognitions, 2004).

## CONCLUSION

It is apparent that Motorola pays a great deal of attention to integrating business values by the way it handles the law, ethics, and its social responsibilities. Recent examples are cited in this paper, but one could go back in history and find many more. They are at the top of their market but in particular areas others are ahead (such as Nokia in the cell phone business), and other smaller companies are not far behind. In the stock market their prices are about average. This creates a challenge for companies as they continue to look for that market advantage.

Motorola has a long history of “doing the right thing”. The question is if in this day and age of rapid changes in technology, deregulation, the global market, and increased competition, Motorola will continue to strike the right balance of abiding by the law; and being morally and socially responsible, while still seeking the competitive edge and making a profit for its stakeholders. Only time will tell.

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