

Contents

<i>List of boxes</i>	vii
<i>List of figures</i>	viii
<i>List of tables</i>	ix
<i>List of contributors</i>	x
1. Moral leadership in action: building and sustaining moral competence in European organizations <i>Heidi von Weltzien Hoivik</i>	1
2. Is Europe distinctive from America? An overview of business ethics in Europe <i>Laura J. Spence</i>	9
3. ‘ <i>Unternehmenseethik</i> ’ in German-speaking countries: economic rules versus moral argumentation? <i>Sonja Grabner-Kräuter</i>	26
4. The economic approach to corporate citizenship: the main argument <i>Bernhard Seitz</i>	42
5. Normative stakeholder management: balancing legitimate claims <i>Stephan Cludts</i>	53
6. Moral character and relationship effectiveness: an empirical investigation of trust within organizations <i>Manuel Becerra and Lars Huemer</i>	71
7. Reducing opportunism through moral commitment: the ethical paradox of management <i>Luk Bouckaert</i>	84
8. Rational discourse as a foundation for ethical codes <i>J. Félix Lozano</i>	96
9. Accessing, managing and sustaining moral values in organizations: a case study <i>Heidi von Weltzien Hoivik</i>	107
10. How to implement business ethics in a French multinational: a case study <i>Fred Seidel and Henry-Benoît Loosdregt</i>	127

11.	Codes of ethics, their design, introduction and implementation: a Polish case <i>Wojciech W. Gasparski</i>	142
12.	Building moral competence in organizations: the difficult transition from hierarchical control to participative leadership <i>Rafael Esteban and Jane Collier</i>	159
13.	National champions in a unified market: the BSCH-Champalimaud case <i>Alejo José G. Sison</i>	174
14.	'Green' business practices: why should companies get involved? <i>Eleanor O'Higgins and Eamonn J. Harrigan</i>	188
15.	Corporate ethics and social responsibility: principles and practice at Siemens AG <i>Gerhard Hütter</i>	205
16.	Cultural differences of values-driven management: the value-management programmes of the General Electric Company and Siemens AG <i>Eberhard Schnebel</i>	222
17.	From attitude to action: strategy for development of values and attitudes <i>Christen Andreas Larsen</i>	244
18.	Moral competence: a non-relativistic, non-rationalistic definition <i>Tomas Brytting</i>	263
19.	Habits of the heart: arguments for an ineffable, social grammar <i>Verner C. Petersen</i>	278
20.	Ethical competence training for individuals and organizations <i>Iordanis Kavathatzopoulos</i>	293
21.	The hard questions of international business: some guidelines from the ethics of war <i>Gregory M. Reichberg</i>	304
	<i>Index</i>	319