Contents

list	of boxes	vii
	of figures	viii
	of tables	ix
	of contributors	X
2131	of controllors	Λ
1.	Moral leadership in action: building and	
	sustaining moral competence in European	
	organizations	1
	Heidi von Weltzien Hoivik	
2.	Is Europe distinctive from America? An overview of business	
	ethics in Europe	9
	Laura J. Spence	
3.	<i>'Unternehmensethik'</i> in German-speaking countries: economic	
	rules versus moral argumentation?	26
	Sonja Grabner-Kräuter	
4.	The economic approach to corporate citizenship: the main	
•	argument	42
	Bernhard Seitz	
5.	Normative stakeholder management: balancing legitimate	
٠.	claims	53
	Stephan Cludts	
6.	Moral character and relationship effectiveness: an empirical	
٠.	investigation of trust within organizations	71
	Manuel Becerra and Lars Huemer	, -
7.	Reducing opportunism through moral commitment: the ethical	
<i>,</i> .	paradox of management	84
	Luk Bouckaert	٥.
8.	Rational discourse as a foundation for ethical codes	96
٥.	J. Félix Lozano	,,
9.	Accessing, managing and sustaining moral values in	
٠.	organizations: a case study	107
	Heidi von Weltzien Hoivik	107
10.	How to implement business ethics in a French multinational:	
•	a case study	127
	Fred Seidel and Henry-Benoît Loosdregt	

vi Contents

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