Index

academic activity, in relation to business ethics 14–20, 220–21
Adams, J.S. 299
agency theory, stakeholder 56, 57–61, 67
Aktouf, O. 108
Albert, H. 97
Alchian, A. 53, 56
Allison, M.A. 167
Ambler, T. 54
American Social Ventures Network 12
Amsterdam Treaty 176
Amusátegui, J.M. 175, 185
Anderson, J. 294
Anderson, J.C. 73
Angell, R.C. 287
Annan, K. 310
Apel, K.-O. 27, 97, 100–101, 102, 103–4, 122
Aquinas, Thomas 7, 304, 307–9
Argandoña, A. 11, 54, 65
argumentative a priori of communicative community 97–8
Argyris, C. 161, 168
arms trade 309
Association of Volkswagen and Audi Dealers (Poland), code of ethics 4, 142–8, 151–8
Aston School 264
asymmetry of power, move from to mutuality 168–70, 171
attitude, translated into action in Eidsvåg/Salhus municipality ‘ethics’ project 6, 244–62
Audi see Association of Volkswagen and Audi Dealers (Poland), code of ethics
Augustine, St 288
authoritarian organizations, transition from to participative leadership 4, 159–72, 293
see also discourse ethics
authority, competent, in relation to ethics of war and business 313–14
legitimate – in thought of Thomas Aquinas 307–8
autonomy 59, 96, 132–3, 296–302
Baldwin, D.A. 312
Banco Chemical Finance (BCF) see BSCH–Champalimaud strategic alliance, failure of
Banco Santander Central Hispano (BSCH) see BSCH–Champalimaud strategic alliance, failure of
Banco Totta and Açores (BTA) see BSCH–Champalimaud strategic alliance, failure of
Bank of Portugal see BSCH–Champalimaud strategic alliance, failure of
Banque National de Paris (BNP) 182
Barber, B. 71
Bartlett, C.A. 159
Bashein, B. 74
BCP investment bank see BSCH–Champalimaud strategic alliance, failure of
Becerra, M. 72
behavioural hypotheses, social contract stakeholder theory 60
Belasco, J. 159
Bellamy, C. 310
benchmarking 13
benevolence, in relation to relationship effectiveness 72, 76–7, 78–9, 80
Benhabib, S. 63
Bemham, J. 280–81
Bergen, Eidsvåg/Salhus municipality ‘ethics’ project 6, 244–62
Berger, P. 264
Bergson, Henry 84–5, 87–90
bilateral safeguards, in stakeholderency theory 58
Black, M. 286
Blair, M. 54, 62
Blome-Drees, F. 30, 32, 38
Boatright, J.R. 54, 58–9
Boelkestein, F. 183
Bohm, D. 161
Boín, E. 175, 185
bottom-up vs top-down approach 4, 107–24, 134–40, 159–72, 222–41, 293
see also discourse ethics
Boulding, K.E. 145
Bowie, N. 57, 124
brand name, Association of Volkswagen and Audi Dealers (Poland) 146, 147, 148
Brandenburger, A. 50
Brandt, R.B. 280
Brennan, F. 200
Brioschi, E. 19
Brodt, S.E. 73
Brown, L.M. 296
BSCH-Champalimaud strategic alliance, failure of background to 174–6
chronicle of events 176–9
issues, arguments and rebuttals 179–86
overview 4–5
Buchanan, J.M. 31, 44
bureaucracy, in relation to moral competence 275–6
Burt, R.S. 71
Burton, B.K. 54
described as moral competence
Business Ethics: A European Review 19
Cadbury Committee 128–9
Cailé, A. 53, 57
Camérer, C. 71
care, feminist ethics of 54
Carley, S.S. 299
case studies
accessing, managing and sustaining moral values in organizations 3–4, 107–24
Health and Social Welfare department (Bergen) 6, 244–62
processes and politics of organizational transition 162–71
Suez-Lyonnaise des Eaux, implementation of business ethics 4, 134–40
Catholicism, organizational transition in General Chapters of Roman Catholic Church 162–72
see also religion
Caux Round Table (CRT) 13
Cawell, S. 285
Central and Eastern European countries, in relation to business ethics 15, 21
Central Association of Local Governments, Norway 111–12
centralization, of operations in relation to ethical risk 132–3
CEOs (Chief Executive Officers), ethical decisions in relation to ethics of war 304–18
Champalimaud see BSCH–Champalimaud strategic alliance, failure of chaos theory, in relation to move from hierarchical to participative leadership 4, 160–72
Charter of Ethics, Suez-Lyonnaise des Eaux 134–6
Chatman, J.A. 73
Chief Executive Officers (CEOs), ethical decisions in relation to ethics of war 304–18
Chile, Banco Central of 182
Ciulla, J.B. 39
Ciudts, S. 63
codes of ethics
appraisal of 142, 149–50
Association of Volkswagen and Audi Dealers (Poland) 4, 142–8, 151–8
rational discourse as foundation for 3, 96–105
in relation to ineffable ethics 285, 286
Suez-Lyonnaise des Eaux, case study 4, 134–40
see also corporate culture
cognitive school of organization theory 264–5, 266–8, 275
Coleman, J.C. 75
collective goods, corporations’ attitude towards in relation to profit maximization 46–7
‘collective irrationality’ 31
Collier, J. 20, 35, 36, 123, 160, 161, 172
commitment, moral see opportunism
Common Foreign and Security Policy, EU 176
common good, concept of 65–6
commons, theory of 188
communication
communicative community 27, 96–100, 122
communicative-ethical rationality, Ulrich’s conception of 29
see also Ulrich, P., lines of at Siemens 218–19, 233, 234, 239
openness, in relation to relationship effectiveness 3, 72–3, 76, 78–9
see also discourse ethics
Community of European Management Schools network 16
Compagnie de Suez see Suez-Lyonnaise des Eaux, implementation of business ethics
company culture see corporate culture
compensation levels, moral competence issues in relation to loss adjusters 269–76
competence, moral see moral competence
competent authority, in relation to ethics of war and business 313–14
competitive advantage, in relation to ‘green’ business practices 191–2, 195, 196, 200, 203
competitive strategy, in relation to profit maximization 32–3, 38
complexity theory, in relation to hierarchical and participative leadership 4, 160–72
complicity, in relation to ethical wrongdoing 305–6, 310–11, 312
concretizing, emphasis on in Eidsvåg/Salhus municipality ‘ethics’ project 258
conduct, rules of for Siemens’ employees 213–15
Conference of ethical advisors, Suez-Lyonnaise des Eaux 137–8
conflict
economic (in relation to Homann’s economic theory of morals) 32
emotional, in relation to relationship effectiveness 3, 73–4, 76, 79–81
in organizational transition 130, 161–2, 165–71
procedural solution for balancing claims within stakeholder theories 63–6
resolution 34, 157–8, 257, 300, 309–10
see also discourse ethics
congruence, move to from consensus 123, 167–8, 171
conscience, levels of evolution in analysis of Kohlberg 98–9
consensus
consensus-building see discourse ethics
move from to congruence 123, 167–8, 171
consequentialism 280–81, 312
constructivism, social 264–5, 266–8, 273–4, 275
contractarian approaches to business ethics 26–7, 37–8, 39
control techniques, in Eidsvåg/Salhus municipality ‘ethics’ project 259
‘conversion’, as prerequisite for organizational transition 171–2
cooperation
cooperative relationships, role of trust in 3, 71–81 see also trust emphasis on in Eidsvåg/Salhus municipality ‘ethics’ project 245, 250–51, 252, 253, 257, 258–9
in relation to stakeholder theory 64, 65
see also discourse ethics
Copenhagen Business School 15
corporate citizenship see corporate culture
corporate culture
Association of Volkswagen and Audi Dealers (Poland) 4, 142–8, 151–8
corporate citizenship, economic approach to 42–51
corporate ethics, Steinmann and Löhr’s conception of 26, 27–8, 122, 123
General Electric Company 222–30 234–41
Siemens 5–6, 205–21, 222, 230–41
Suez-Lyonnaise des Eaux 4, 134–40
see also codes of ethics
corporate dialogues, in discourse ethical approaches 35–7
corporate ethics, Steinmann and Löhr’s conception of discourse ethics 26, 27–8, 122, 123
Corporate Social Responsibility Europe (CSR Europe) 12–13, 14
‘Corporate Social Responsibility, Citizenship and Business Ethics’, university course 14
corporations
objectives of 45–6
in relation to collective goods 46–7
rules governing in relation to individuals 44–5
see also corporate culture
Cortina, A. 101–3
Cosmides, L. 282, 284, 285
costs, of environmental protection measures 195, 197, 198, 200, 203
‘cradle-to-grave’ environmental assessment 189–90
creativity
creative evolution, in Bergson’s analysis of business ethics 88–94
creative tension, as catalyst in organizational transition in General Chapters of Roman Catholic Church 160–72
emphasis on in Eidsvåg/Salhus municipality ‘ethics’ project 245
Crédito Predial Portugués (CPP) see BSCH-Champalimaud strategic alliance, failure of
Crosby, M.H. 170
CRT (Caux Round Table) Principles for Business 13
CSR (Corporate Social Responsibility) Europe 12–13, 14
cultural differences
in business ethics language 15–16
in General Chapters of Roman Catholic Church 163–72
in value-management of General Electric Company and Siemens AG 6, 222, 230–41
see also multinationals
Cummins, J. 14, 15
customers
customer service Association of Volkswagen and Audi Dealers (Poland) 148, 155–6
environmental pressure exerted by 192–3, 197, 198, 199
loyalty of in relation to business ethics 315
in relation to corporate culture of Siemens 211–12
in relation to General Electric Company 224, 231
Damasio, A.R. 282–3
Davies, P.W.F. 11
Davis, J.H. 72, 75, 76
de Bettignies, H.-C. 13
de Geer, H. 18
de George, Richard 19
de Leeuw, J. 16
Deacon, T.W. 292
dealers, in relation to Association of Volkswagen and Audi Dealers (Poland) 148, 155–6
decentralization of operations, in relation to ethical risk 132–3
decision-making speed, in relation to relationship effectiveness 3, 74, 76, 79–81
declaration, open (in relation to ethics of war and business 316
Demsetz, H. 53, 56
derivative responsibility, in relation to complicity 311
descriptive stakeholder theory 55, 56–7
Deutsch, M. 75
dialogue see discourse ethics
dictatorial regimes, in relation to complicity 312
direct complicity 310–11
Disclosing New Worlds (Spinosa, Flores and Dreyfus, 1997) 85, 90–91, 92
Index

discourse ethics
  case study, Norway 3–4, 107–24
in relation to formulation of ethical
codes 3, 96–105
in relation to Unternehmensethik
  tradition 26–39, 122, 123
see also communication
discrimination, in relation to ethics of
  war and business 316–17
dispute resolution see conflict
dissent see conflict
Dobson, J. 63
Donaldson, J. 18
Donaldson, T. 54, 55, 62, 64
Donnelan, A. 159
Dooley, R.S. 73, 74
double-effect principle, in relation to
  complicity 311, 317
Dreyfus, H.L. 85, 91, 92
Drucker, P.F. 313
dugnad (team spirit, Norway) 109
Dunfee, T.W. 54, 64
Dunn, C.P. 54
EBEN (European Business Ethics
  Network) 1, 17–18, 19
EBNSC (European Business Network
  for Social Cohesion) 12–13, 14
Eccles, T. 159
eco-labelling schemes 189–90
Eco Management and Audit Scheme
  (EMAS) 190
economic theory of morality, Homann
  30–33, 37–8, 39, 42–3
education
  General Electric Company 228, 231
in relation to profit-oriented
corporation 46–7
Siemen’s support for 219, 220–21
see also training
Edwards, F.D. 161
EEN (European Ethics Network) 17, 19
efficiency gains, in stakeholder agency
  theory 58, 60
efficient contracting, theory of 86
Eidsvåg/Salthus municipality (Bergen),
  ‘ethics’ project in 6, 244–62
élan vital, in Bergson’s analysis of
  business ethics 89, 92–3
Ellerman, D.P. 53
Ellram, L.M. 73
Elster, J. 64
EMAS (Eco Management and Audit
  Scheme) 190
Emery, F.E. 109
emotions
  emotional conflict, in relation to
    relationship effectiveness 3,
    73–4, 76, 79–81
in relation to moral competence 27,
  39, 73–4, 269, 271–2, 283
employees
  of Association of Volkswagen and
    Audi Dealers (Poland) 156–7
  of Eidsvåg/Salthus health services
    sector 254–5, 261–2
  environmental pressure exerted by
    193, 196, 201
  of General Electric Company 238
  in relation to accessing, managing and
    sustaining moral values in
    organizations 107–24
  in relation to proposed BSCH–
    Champalimaud alliance 182
  of Siemens 6, 208–9, 210, 213–15,
    222, 230–41
  of Suez-Lyonnaise des Eaux 4,
    134–40
empowerment of see discourse ethics
Enderle, G. 9, 10, 11, 12, 13, 15, 16, 19,
  107, 129
entrepreneurship, in relation to moral
  commitment and opportunism 85,
  90–93
Environment Information Service
  (ENFO), Ireland 190
environment, ethical issues relating to
  35–8, 46, 189, 190, 194, 216–18
see also ‘green’ business practices
Environmental Action Programmes
  (EAPs) 189, 190
Erdal, ‘Frosch’ detergents 38
Erlangen School 27
Escoubes, F. 192
Esteban, R. 123, 160, 161
ethics
  ethical auditing 13
  Ethical Autonomy Questionnaire –
    Working Life and Business
    (EAQ–WLB) 297–8, 301–2
Index

ethical codes see codes, ethical
cultural competence see moral
cultural competence
ethical investment 193, 195, 196,
201–2, 315
ethical management 6, 107–24,
205–21, 222–41, 244–62, 304–18
ethical risk 131–40
Ethics Committee, Suez-Lyonnaise
des Eaux 137
Ethics Development Centre, Hong
Kong 142
Ethics Officers, General Electric
Company 229
ineffable ethics 281–91
Etzioni, A. 54, 62
EU see European Union
Europe, overview of business ethics in
1–22
European Business Ethics Network
(EBEN) 1, 17–18, 19
European Business Network for Social
Cohesion (EBNSC) 12–13, 14
European Centre for Ethics, Leuven 17
European Commission, in relation to
BSCH-Champalimaud strategic
alliance 174–86
European Court of Justice 176, 179, 183,
184
European Declaration of Businesses
Against Social Exclusion 12
The European Difference: Business
Ethics in the Community of
European Management Schools
(Zsolnai) 14–15
European Ethics Network (EEN) 17, 19
European Institute for Business Ethics,
Nyenrode University 18
European Union
environmental legislation 188–90,
193, 207
European Commission 174–86
funding for business education 13, 14
Evan, W.M. 54, 59, 61, 63
evolutionary development
of conscience 98–9
of organizations 99–100
of social grammar 289–91
experiential a priori of communicative
community 98–100
explicit values, General Electric
Company 241
external growth of firm, in relation to
ethical risk 133
externalities, principle of 59
Eysenck, M.W. 295–6
fairness, in relation to social contract
stakeholder theory 54, 59, 60
Fallibilismus. Konsenstheorie der
Wahrheit und Letzbegründung
(K.O. Apel, 1987) 100–101
Faughnan, P. 192, 200
FEANI, international code of ethics 150
Ferell, L. 299
Fernández-Dols, J.M. 281
fiduciary relationships, ethics of 54
Fifth Environmental Action Programme
189
financial capital, in relation to
stakeholder theory 62
financial deregulation see BSCH-
Champalimaud strategic alliance,
failure of
Fisman, R. 73
flexibility, organizational – Siemens and
General Electric Company 239–41
Flores, F. 85, 91, 92
follow-up, in Eidsvåg/Salhus
municipality ‘ethics’ project 251
Foreign Corrupt Practices Act, USA 10
forums, open – emphasis on in
Eidsvåg/Salhus municipality
‘ethics’ project 255, 257
Fotion, N. 304
Fouts, M. 192
frameworks, central role of 49–50
France, business ethics in 4, 128–30,
132, 134–40, 142
Frank, R.H. 87
Frechen, M. 10
Freeman, R.E. 54, 59, 61, 63
French, W. 19
Friedman, M. 42, 43, 53, 309
Friends of the Earth 193
‘frontier situations’, in relation to
organizational transition in General
Chapters of Roman
Catholic Church 163–4
Frooman, J. 55
Index

Fryxell, G.E. 73, 74  
Gadamer, H.-G. 116  
Gaita, R. 265–6  
Gama, J. 177  
Gasparski, W.W. 10, 11  
GE (General Electric Company), values-driven management in 222–30, 234–41  
General Chapters of Roman Catholic Church, organizational transition in 162–72  
General Electric Company, values-driven management in 222–30, 234–41  
generalized safeguards, in stakeholder agency theory 58  
generativity, of social grammar 287–9  
Geneva Convention 309, 315–16  
Germany, business ethics in 15–16, 26–39, 142  
see also Siemens  
Ghoshal, S. 159  
Gilligan, C. 296  
Gladwin, T.N. 188  
globalization, in relation to business ethics 46, 50–51, 210, 237–8, 241  
see also war, ethics of in relation to business ethics  
goal limits, in Eidsvåg/Salhus municipality ‘ethics’ project 248  
Gonçalves, J.J. 176, 180  
Goodpaster, K.E. 53, 54, 59  
Goodpaster, K.G. 113  
government incentives, in relation to environmental protection measures 195, 196, 197, 201  
Grabner-Kräuter, S. 16, 37, 63, 122–3  
granular, social 279–81  
Granovetter, M. 72  
‘Greatest Happiness Principle’ 280–81  
‘green’ business practices 5, 188–203  
see also environment, ethical issues relating to  
Greenpeace 193  
Greenwood, M.R. 73  
Griffiths, J. 194  
Grønvaters Zopf 289–91  
Guild, A. 194  
Guterres, A. 176, 179, 181  
Habermas, J. 27, 28, 33, 63–4, 99, 102, 122  
Haller, R. 284  
Hallowell, E.M. 72  
Hamel, G. 170  
Hansen, U. 35  
Harriss, C. 299  
Harvey, B. 18  
Hasnas, J. 59  
Health and Social Welfare department (Bergen), project on ethics 6, 244–62  
Hechoscher, C. 159  
Henderson, C. 194  
Hendrick, T.E. 73  
hermeneutic philosophy, application in relation to business ethics 85, 94  
heteronomy-autonomy dimension, in relation to moral competence training 296–302  
see also autonomy  
hierarchical control, transition from to participative leadership 4, 159–72, 293  
see also discourse ethics  
Higgins, A. 300  
history-making, art of in relation to business ethics 90–91, 93  
Ho, F.N. 296  
Hoechst Neighbourhood Circle 36  
Høivik, H. 109, 302  
Holland, codes of ethics in 142  
Holt, D. 296  
Hommann, economic theory of morals 30–33, 37–8, 39, 42–3  
honesty, emphasis on in Eidsvåg/Salhus municipality ‘ethics’ project 245  
Hong Kong, codes of ethics in 142  
Houlder, V. 193, 194  
human capital see employees  
human rights 286, 307, 314–17  
Hume, D. 85, 280, 283  
Hummels, H. 20  

imperialism, moral/ethical 129, 169  
implied values, Siemens 241  
indirect complicity 310–11, 312  
 ineffable ethics  
in relation to justice and injustice 278–81
Index

social and ethical grammar 284-91
somatic markers 282-4
value judgements, ineffable foundation for 281-2
information, emphasis on provision of in Eidsvåg/Salhus municipality ‘ethics’ project 248
infra-rational pressures, in formation of ethics 89-90
injustice, in relation to moral judgements 278-81
innovations, in relation to corporate culture of Siemens 211-12
Institute of Business Ethics, The 129
institutionalization of discourse ethics 100-101
instrumental stakeholder theory 55-6, 85-6, 87
instrumentalization of ethics 208
integrative approach to business ethics, Ulrich’s approach to 28-30
see also Ulrich, P.
Integrative Social Contract Theory (ISCT) 64
integrity see codes of ethics; corporate culture; trust
intention, right (in relation to ethics of war and business 307-8, 314-16, 317
internal growth of firm, in relation to ethical risk 133
International Business Ethics Code for Christians, Moslems and Jews 13
international social charter, Suez-Lyonnaise des Eaux 136
International Society of Business, Economics and Ethics 1, 9
intra-organizational relationships see trust
intuition see ineffable ethics
investment
ethical investment 193, 195, 196, 201-2, 315
in relation to stakeholder theory 2-3, 62-3
strategy of corporations 45-6
‘invisible hand’, of Adam Smith 11, 48
Ireland, environmental awareness and measures in 190, 192-3, 194-203
Irish Business and Employers Confederation (IBEC) 190
Irish Environmental Management System (IS 310) 190
ISO 14001, environmental standard 190
Jackson, J. 294
Jacobin tradition 130
Jacobs, M. 194
Jaggar, A. 61, 63-4
Jarillo, J.C. 71
Jehn, K.A. 76
Jensen, M.C. 53
John, G. 71
joint acknowledgement, emphasis on in Eidsvåg/Salhus municipality ‘ethics’ project 256
Jones, T.M. 55, 85-6, 87
Journal of Business Ethics 19
Journal of the European Ethics Network 19
Jung, C.G. 287, 288
‘just war’ (bellum justum), in relation to business ethics 7, 304-18
justice, in relation to moral judgements 278-81
Kant, I. 44, 54, 86, 96-7, 280, 283
Kaplan, A. 267
Kavathatzopoulos, I. 296-8, 301-2
Keane, M.T. 295-6
Kelly, S. 167
Kets de Vries, M.F.R. 73, 161
Khanna, T. 73
Kim, W.C. 74
Klein, M. 165
Kleist, H. von 278-9
knowledge, tacit see ineffable ethics
Kohlberg, L. 98, 107, 296, 300
Kohlhaas, Michael - von Kleist’s story of in relation to injustice 278-80
Kommunenes Sentralforbund (KS), Norway 111-12
Korsgaard, M.A. 73
Korten, D. 107
Kosowski, P. 18, 64
Kramer, R.M. 75
Kreuzc, J. 193, 201
Kuhn, J.W. 54
Kuhn, T. 91
Index 327

Lange, H. 19
Langfield-Smith, K. 73
‘language’-dependency, business ethics
language 15–16, 17, 21, 168, 237–8
layered social grammar 285–7
Lazari-Pawlowska 143
Leader, S. 65
leadership
guidelines (Unternehmensleitfäden)
see Unternehmensethik (ethics of
the business firm)
training programme, Kommunenes
Sentralforbund (Norway) 111–12
see also moral competence
learning, in relation to corporate culture
of Siemens 211–12
LeChair, D. 299
legal risk 131
legislation, environmental 188–90, 195,
196, 197, 198, 199–200, 207
legitimate authority, in thought of
Thomas Aquinas 307–8
Les deux sources de la morale et de la
religion (Henry Bergson, 1932) 84
lesser evil, concept of 312–13
Lewis, J.D. 75
liabilities, avoidance of in relation to
environmental protection measures
195, 196, 200
Lilly, B.S. 74
linguistic barriers, in business ethics
15–16, 17, 21, 168, 237–8
Logan, D. 49
Löhr, A. 15–16, 17, 18, 27–8, 122, 123
Lonergan, B. 172
loss adjusters, moral competence in
relation to 6–7, 269–76
low-skilled unemployed, in relation to
stakeholder theory 66–7
loyalty, emphasis on in Eidsvåg/Salhus
municipality ‘ethics’ project 245,
248
Lozano, J.M. 15
Luckmann, T. 264
Luhmann, N. 71, 75
Luther, M. 266–7, 278, 279
Lyonnaise des Eaux see Suez-Lyonnaise
des Eaux, implementation of
business ethics
Maak, T. 121
Maastricht Treaty 176
management see moral competence
managerial tool, ethics as 86, 93
manners, in relation to ethics 284
manufacturing industry see General
Electric Company; Siemens
Marens, R. 54
Markus, M.L. 74
Marxism, in relation to ‘just-war’
tradition 309
Matutes, A. 177
Mauborgne, R. 74
Mayer, R.C. 72, 75, 76
McCabe, B. 192, 200
McCune, J.C. 73
McEvily, B. 71, 73, 74
McIntyre, A.C. 286
McLagan, P. 162, 166, 171
McMahon, T. 10
McWhinney, W., 159
Meckling, W.H. 53
media, environmental pressure exerted
by 194
Merkel, H. 36
metaphysical core, moral experience 94
Métiévier, F. 19
Meyerson, D. 75
Microsoft 49–50
military strategy, in relation to ethical
decisions see war, ethics of in
relation to business ethics
Mill, J.S. 280–81, 283
mission statement, Association of
Volkswagen and Audi Dealers
(Poland) 145, 146
Mitchell, R.K. 54, 55, 67
Moberg, D. 107
monologue-oriented rationality 35
Monti, M. 177, 182, 184, 186
moral competence
case studies 3–4, 6, 107–24, 134–40,
162–71, 244–62
non-relativistic, non-rationalistic
hermeneutic definition of 6–7,
263–76
overview 1–8
in relation to attempted BSCH–
Champalimaud strategic alliance
4–5, 174–86
in relation to ethics of war 7, 304-18
in relation to European and American business ethics 9–22
in relation to formulation of ethical codes 96–105, 142–58 see also corporate culture
in relation to ‘green’ business practices 5, 188–203
in relation to hierarchical control and participative leadership 4, 159–72, 293
in relation to ineffable ethics 7, 293–302
in relation to normative stakeholder management 53–67
in relation to opportunism 3, 84–94
in relation to training in business ethics 7, 278–91
in relation to trust 71–81
in relation to Unternehmensethik in German-speaking countries 26–39
moral hazard see opportunism
moral reason, evolution of according to Kohlberg 98–9
morality, Homann’s economic theory of 30–33, 37–8, 39
morals, personal – at Siemens 208–9
Morgan, G. 264, 265, 267
Morgan, R.M. 71
Morscher, E. 287
Moser, P.K. 287
Mühlfriedel, B. 19
multinationals
ethics of in relation to ethics of war 7, 304–18
implementation of business ethics 127–40
Mundial Confiança (MC), Portugal 175
Murphy, P. 9, 19
mutuality, move to from asymmetry of power 168–70, 171
mysticism, in Bergson’s analysis of business ethics 85, 92–3
Nagel, I. 10
Nalebuff, B. 50
Nash, L. 10
Nat, A.v.d. 287
‘national champions’ see BSCH-Champlain ltd strategic alliance, failure of National Standards Authority of Ireland (NSAI) 190
natural world analogies, to organizational structure 160
‘natural’ intuitions 290–91
Nazism, in relation to complicity 312, 313
negative compatibility, in Homann’s economic theory of morals 32
Nel, C. 162, 166, 171
Newell, G. 193, 201
Newell, S. 193, 201
‘nexus-of-contracts’ firms 58–9
Nielsen, R.P. 108
Nietzsche, F. 289
Nilsson, T. 109
Nino Kumar, B. 18
Noorderhaven, N. 71
normative stakeholder management 2–3, 33–4, 53–67, 84–94
Norway, case studies of business ethics in 108–24, 244–62
Norwegian School of Management 18
nursing and care facilities see Eidsvåg/Salhus municipality ‘ethics’ project
O’Reilly, C.A. 73, 76
OECD (Organization for Economic Cooperation and Development) 140
open declaration, in relation to ethics of war and business 316
openness, emphasis on in Eidsvåg/Salhus municipality ‘ethics’ project 245, 255, 257
operations, mode of in relation to ethical risk 132–3
opportunism
overview 3, 84–5
problem of in business ethics 85–90
reducing through moral commitment, appraisal of 93–4
in relation to moral commitment and entrepreneurship 90–93
orders, system of in Bergson’s analysis of business ethics 88
organizational theory
  hermeneutic perspective on 267–8
  in relation to moral competence 268–76
  in relation to rationalism and relativism 265–7
  from Taylorism to relativism 263–5
  organizational transition, hierarchical to participative 4, 159–72, 293
Osorio, A.H. 180
owner-oriented corporation, as tool of social improvement 44–5

pacifism 309
Paine, L. 108
participative leadership, transition to from hierarchical control 4, 159–72, 293
  see also discourse ethics
Pascale, R. 160
  Passions within Reason: the Strategic Role of Emotions (R.H. Frank, 1988) 87
perception, in relation to moral competence 263–76
‘The Performance Group’, environmental report 191, 193
Perrone, V. 71, 73, 74
personal worth, emphasis on in Eidsvåg/Salhus municipality ‘ethics’ project 247
Pesqueux, Y. 130
Petersen, V.C. 285–6
Petrick, J.A. 107
Phillips, R.A. 54, 65
philosophical influences on business ethics 11–12, 14, 20, 85, 94, 296, 306
  see also utilitarianism
‘phronesis’, in thought of Aristotle 306
Piaget, J. 296, 300
Pina Moura, J. 181, 184, 185
plurality, business ethics in Europe 17, 21
political system, in relation to profit-oriented corporation 46
politicians, moral scrutiny of 130
  politics model, business ethics 10
Porter, M.E. 50, 191, 201
  Porter, T.W. 74
Portugal, Bank of see BSCH–Champalimaud strategic alliance, failure of
Portuguese Insurance Institute 177, 180–81
positive compatibility, in Homann’s economic theory of morals 32
postconventional discourse ethics, in relation to formulation of ethical codes 3, 96–105
Pralahad, C.K. 170
pressure groups, environmental 193–4
Preston, L.E. 54, 55, 56, 57, 62
Preuss, L. 15, 16, 26
primary stakeholders 65–7
  see also stakeholder management, normative
principles, corporate at Siemens 5–6, 205–21, 222, 230–41
  prisoner’s dilemma 31, 44, 46, 49
  see also opportunism
privacy, emphasis on protection of in Eidsvåg/Salhus municipality ‘ethics’ project 248
private sector, dialogue process in relation to public sector 3–4, 107–24
privatization, ethical issues involved see BSCH–Champalimaud strategic alliance, failure of
  ‘process work’, emphasis on in Eidsvåg/Salhus municipality ‘ethics’ project 251, 253–4, 256, 259
Procter and Gamble, Germany 35–6
professional buyers, power exerted by 132
profit maximization as goal of corporations 42, 44–6
  paradigm of 21
  profits, in relation to ethics 308, 315, 317
  in relation to corporate citizenship 47–9, 51
  in relation to discourse ethics 28, 29
  in relation to Homann’s economic theory of morals 30–33, 37–8
  in relation to human resources 108
Index

in relation to normative stakeholder management 53–67
property rights, in relation to stakeholder theory 54, 62–3
proportionality, principle of in relation to ethics of war and business 317
‘Protection Principles and Technical Safety Office, Siemens’ 216
protectionism see BSCH-Champalimaud strategic alliance, failure of ‘prudentia militaris’, in thought of Thomas Aquinas 304, 306
psychological processes, underlying moral issues 7, 296–302
public sector, participative dialogue process in 3–4, 107–24
see also Eidsvåg/Salhus municipality (Bergen), ‘ethics’ project in; Suez-Lyonnaise des Eaux, implementation of business ethics quality assurance routines, in Eidsvåg/Salhus municipality ‘ethics’ project 251
Quinn, J. 107
radical constructivism 265
Rand, A. 309
Rao, A. 73
rational discourse, as foundation for ethical codes 3, 96–105
see also codes of ethics; discourse ethics
rationalism, in relation to moral competence 6, 28–9, 35, 56, 63, 84–94, 96–105, 263–76
Rawls, J. 59, 60, 283
Rebsrock, M. 34
reciprocity, in relation to stakeholder theory 64
Reed, D. 28, 33–4, 54, 60
reflection, in relation to moral competence 263–76
regulation, in relation to opportunism see opportunism
regulatory compliance-based approach to ethics 27
regulatory strategy, in relation to profit maximization 32–3, 38
Reinhardt, F.L. 191
relational ethics, in relation to opportunism 84–94
relativism, in relation to moral competence 6, 263–76
religion
organization transition in General Chapters of Roman Catholic Church 162–72
in relation to business ethics 11, 13, 17, 20, 48, 88, 89–90, 130, 280, 296
reputation
importance of within company culture of Siemens 208, 215
in relation to environmental protection measures 195, 196, 197, 198, 199, 203
responsibility, emphasis on in Eidsvåg/Salhus municipality ‘ethics’ project 245
Reve 109
revenues, in relation to environmental protection measures 195, 196, 197, 200–201
Richardson, H.S. 283, 286, 290
Ricoeur, P. 108
Rigas, G. 297
right intention, in relation to ethics of war and business 314–16, 317
rigidity, move from to tolerance 170–71
Ring, P.S. 71
Rippberger, T. 49
risk, ethical 131–40
risks, willingness to take in relation to relationship effectiveness 3, 74–5, 76, 79–81
Roberts, K. 76
Robertson, D. 19
Rome, Treaty of 175
Rorty, R. 59
Rousseau, D.M. 71, 72
Rudeng, E. 109
Rugman, A.M. 191, 201
rules
economic see Unternehmensethik (ethics of the business firm) in relation to corporate citizenship 43–4
‘Rules of Conduct for Siemens’ Employees’ 213–15
see also codes of ethics
Russell, J.A. 281
Russo, M. 192
Sampaio, J. 185
Sassower, R. 10
Scanlon, T. 61
Schengen Agreement 176
Scherer, A. 28
Schmidt, S. 73
Schneider, B. 166
Schokkaert, E. 66
Schon, D. 161, 168, 292
Schoorman, F.D. 72, 75, 76
Schriver, D.W. Jr 54
secondary stakeholders 66-7
Seidel, F. 15, 19
Sejersted, F. 86
self-confidence, principle of in General Electric Company 223
self-discovery, emphasis on in Eidsvåg/Salhus municipality ‘ethics’ project 257
self-regulation see opportunism
Senge, P.M. 115, 116, 159, 172
service industry, in relation to ethical risk see Suez-Lyonnaise des Eaux, implementation of business ethics
shared social grammar 287
shareholders 45, 47-9, 53, 58, 191 see also stockholders
Shaw, W. 10
Sheerin, J. 192
Sidgwick, H. 286
Siemens, mission and company culture 5-6, 205-21, 222, 230-41
silent social grammar 287
Silverman, D. 264
Simon, H.A. 308
simplicity, principle of in General Electric Company 223, 224
Singer, A. 9
single-source supply, in relation to ethical risk 133
Sitkin, S.B. 71
Six Sigma programme, General Electric Company 228, 236
Slovic, P. 76
Smircich, L. 264, 265, 267
Smith, A. 11, 48, 65, 85, 108
Smith, C. 49
Smith, K.J.M. 310-11, 317
Soares, M. 179
social auditing 13
social constructivistic school of organization theory 264-5, 266-8, 273-4, 275
social contract stakeholder theory 2, 54, 57, 59-62, 67
social grammar 279-81
social instinct, in relation to opportunism 84-94
social pressure, in Bergson’s analysis of business ethics 85, 89
social rights see corporate citizenship, economic approach to social science tradition, in relation to business education 14-17
Social Ventures Network Europe (SVN Europe) 12
social welfare see Eidsvåg/Salhus municipality ‘ethics’ project
socio-economic rationality, Ulrich’s conception of 29
socio-politics
socio-political order, in relation to corporate citizenship 49-51
socio-political seminars, Siemens 220-21
‘Socratic’ method, use of in Eidsvåg/Salhus municipality ‘ethics’ project 257
soft emotional factors, in formulation of ethics 27, 39, 73-4, 269, 271-2, 283
solidarity, in relation to social contract stakeholder theory 59
Solomon, R.C. 107
somatic markers 282-4, 288, 290
Sousa Franco, A.S. 179, 185, 181, 184, 185
Spence, L.J. 21
Spinosa, C. 85, 91, 92
St Gallen, business education in 15
Stacey, R.D. 160, 165
stakeholder management non-normative, Norway 108-24
normative 2-3, 33-4, 53-67, 84-94
stakeholder agency theory, overview 2, 58-9
stakeholders, environmental pressures exerted by on business 188-203
standards, categories and implementation of at Siemens 206-19
Stark, A. 293
statistical analysis, relationship effectiveness 77-81
Steger, U. 190
Steinmann, H. 17, 18, 27-8, 122, 123
stockholder theory 57, 58, 60, 61
see also shareholders
stories, genre of 54-5
‘strange attractors’ 160-61
‘stretch’, resulting from tension between ‘fit’ and ‘split’ 170
subjectivism see ineffable ethics
success, reasonable hope of in relation to ethics of war and business 316
Suchanek, A. 43
Suez-Lyonnaise des Eaux
background to 127-33
implementation of business ethics 4, 134-40
Summa Theologiae (Thomas Aquinas)
304, 307
supra-rational forces, in relation to social instinct 88-9
sustainable growth see environment; ‘green’ business practices
SVN (Social Ventures Network Europe) 12
Sweeney, J. 66
Swenson, W. 10
symmetry of conditions, in rational discourse 105
tacit knowledge see ineffable ethics
Tappan, M.B. 296
Taylor, C. 266-7, 276
Taylor, F.W. 263-4
Taylorism, move towards relativism 263-5
Thematic Network Socrates/Erasmus Programme 17
Thompson, J.L. 159
Thorsrud, E. 109
TI (Transparency International) 13
Tilley, F. 191
time, inner experience of in Bergson’s analysis of business ethics 90-94
Toby, J. 282, 284, 285
tolerance, move to from rigidity 170-71
top-down vs bottom-up approach, business ethics 107-24, 134-40, 222-41
trade, as tool of conflict resolution 309-10
training, in ethics
academic activity, in relation to 14-20, 220-21
Eidsvåg/Salhus municipality ‘ethics’ project 6, 244-62
General Electric Company 228
in moral competence in relation to business 7, 293-6, 302
Siemens’ support for 219, 220-21, 241
transaction cost theory 56, 60-61
transcendental pragmatism 96-105
‘transitional space’ 165
transnational companies, ethics of in relation to ethics of war 7, 304-18
Transparency International (TI) 13
transparency, importance of 13, 35, 111, 123, 254
trust
as basis for Association of Volkswagen and Audi Dealers’ code of ethics 146
emphasis on in Eidsvåg/Salhus municipality ‘ethics’ project 245
empirical effectiveness of within organizations 3, 71-81
importance of within company culture of Siemens 208, 213
move to from control 166-7, 171
in relation to stakeholder theory 64
UK, business ethics in 128-9, 142
Ulrich, P. 28-30, 42, 43, 103, 121
unconscious, in thought of C.G. Jung 287, 288
‘unified markets’, ‘national champions in see BSCH–Champalimaud strategic alliance, failure of universalizibility, of discourse ethics 103, 105
Unternehmensethik (ethics of the business firm)
- appraisal of 38–9
- contractarian approaches to business ethics 37–8
- discourse ethical approach to 33–7
- Homann’s economic theory of morals 30–33, 37–8, 39, 42–3
- overview 2, 26–7
- Steinmann and Lühr’s conception of 27–8
- Ulrich’s integrative approach to business ethics 28–30 see also Ulrich, P.

Unternehmensleitfäden (leadership guidelines) see Unternehmensethik (ethics of the business firm)

Upright intention, in thought of Thomas Aquinas 307–8

USA
- business ethics in 128, 129, 142
- social rules in 49–50
see also Europe, overview of business ethics in; General Electric Company

Usury 308

Utilitarianism 29, 53, 56–7, 60, 96, 113, 280–81

Values
- accessing, managing and sustaining in Norway (case study 107–24
- of Association of Volkswagen and Audi Dealers (Poland) 145–8
- ‘value-creation’, in corporations 29
- value driven management see General Electric Company; Siemens
- value foundation, in Eidsvåg/Salhus municipality ‘ethics’ project 247–8
- value judgements see ineffable ethics
- Values and Ethics Programme, Suez-Lyonnaise des Eaux 137–8
see also moral competence

Van de Ven, A.H. 71
Van de Ven, B.-W. 53
van der Linde, C. 191, 201
Van Es, R. 64

van Luijk, H. 10, 11–12, 16, 17, 18, 19, 21
Van Miert, K. 177, 178, 181, 182–3
Vasanthakumar, B.V. 191, 200
Velasquez, M.G. 64, 188, 194
Verbeke, A. 191, 201
Verstraeten, J. 11, 20
virtue model, business ethics 10
visibility, of management 120
vision, in relation to accessing, managing and sustaining moral values 107–24
Vitell, S.J. 296
Vogel, D. 9, 10, 21
Volkswagen see Association of Volkswagen and Audi Dealers (Poland), code of ethics
‘Voluntary Code of Conduct in Marketing’, Polish tobacco companies 150
von Welzen Høivik, H. 109, 302

WAGE dialogue 36
Walzer, M. 317
war, ethics of in relation to business ethics 7, 304–18
waste management, in relation to ‘green’ business practices 190, 192, 197, 198, 199, 200
Weber, J. 294, 299
Webley, S. 13
Weick, K.E. 75, 164, 165, 264
Weigert, A. 75
Welsh, J. Jr 223, 226, 230
Werner, J.M. 73
Wheatley, M. 159, 160, 161, 165
Whittener, E.M. 73
Wicks, A.C. 54, 55
Williamson, O.E. 53, 56, 75
‘willingness-to-pay’, for environmental measures 192
Wilson, A. 54
Winnicott, D.W. 165
Wirtschaftsethik (ethics of economic system) 2, 26
Wittgenstein, L. 284, 285, 287
Wolff, B. 223
Wood, D. 42, 43
wrongdoing, direct and indirect 310–12
Index

Youngblood, M. 161
“Youth and Knowledge” advancement programme 219–20

Zaheer, A. 71, 73, 74

Zand, D.E. 71
Zentrum für Wirtschaftsethik, University of Constance 18
Zöller, K. 35, 36
Zsolnai, L. 14–15