

# Contents

<b>1</b>	<b>Introduction</b> . . . . .	1
1.1	There Is a Problem . . . . .	1
1.2	Branded Interventions . . . . .	5
1.3	Responsible Management for the Future . . . . .	7
<b>2</b>	<b>Management: A Social Dimension</b> . . . . .	11
2.1	Management . . . . .	11
2.2	The Social Dimension in Europe . . . . .	12
2.3	Corporate Social Responsibility . . . . .	34
<b>3</b>	<b>Lipstick</b> . . . . .	37
3.1	Cosmetics . . . . .	37
3.2	What Is the Business of Business Schools? . . . . .	39
3.3	Alternative Perspective: Reflection on Experience . . . . .	41
3.4	Collaborative Working . . . . .	47
3.5	Regions . . . . .	48
3.6	Participating Players . . . . .	50
3.7	Learning from Differences . . . . .	54
3.8	New Approaches . . . . .	61
3.9	Adam Smith, Responsibility and Well-being . . . . .	67
<b>4</b>	<b>Working Life</b> . . . . .	75
4.1	Labour Issues and Corporate Social Responsibility . . . . .	75
4.2	Changes in the UK . . . . .	79
4.3	Scandinavian Models . . . . .	83
4.4	International Expectations . . . . .	87
4.5	Knowledge and Scientific Management . . . . .	87
4.6	Dialogue . . . . .	88

<b>5</b>	<b>Cultural Situatedness</b> . . . . .	91
5.1	The Tacit Dimension of Business . . . . .	91
5.2	Collaborative Projects . . . . .	92
5.3	Country Cases . . . . .	96
5.4	Social Capital . . . . .	97
<b>6</b>	<b>Denial</b> . . . . .	99
6.1	Myths . . . . .	99
6.2	Slavery . . . . .	99
6.3	Autonomy and Control . . . . .	101
6.4	Holocaust . . . . .	101
6.5	Ethical Investment . . . . .	101
6.6	Tobacco . . . . .	102
6.7	International Outsourcing . . . . .	102
6.8	Asbestos . . . . .	102
6.9	Capitalism as Denial . . . . .	103
<b>7</b>	<b>Quality as Empowerment</b> . . . . .	105
7.1	Two Traditions . . . . .	105
7.2	Compliance . . . . .	105
7.3	Empowerment . . . . .	105
7.4	Responsibility . . . . .	107
7.5	Cold War Quality . . . . .	108
7.6	Gatwick Airport . . . . .	109
7.7	Empowerment and Emancipation . . . . .	109
7.8	Going Around in Circles . . . . .	109
7.9	Cultures of Quality . . . . .	110
<b>8</b>	<b>Workplace Innovation</b> . . . . .	111
8.1	Quality and Workplace Innovation . . . . .	111
8.2	The Knowledge of the Workers . . . . .	112
8.3	Students' Quality Circles . . . . .	112
8.4	Vattenfall Case . . . . .	113
8.5	Lithuania Case . . . . .	115
8.6	European Workplace Innovation Network . . . . .	116
8.7	Management as Intervention . . . . .	118
8.8	High Road and Low Road . . . . .	121
8.9	Workplace Innovation in Norway: Developing Sustainable Work Systems . . . . .	123
<b>9</b>	<b>Responsible Management in Government</b> . . . . .	131
9.1	The Missing Link? . . . . .	131
9.2	Scandinavia . . . . .	133
9.3	European Commission . . . . .	133
9.4	Capitalism . . . . .	134
9.5	The UK Government . . . . .	135

- 9.6 Alvey and SDI: Management Responsibility in Government . . . 136
- 9.7 Bombs and Golf Balls . . . . . 138
- 9.8 Doing the Right Thing . . . . . 139
- 10 Conclusion . . . . . 141**
  - 10.1 Globalisation . . . . . 141
  - 10.2 Alternative Forms of Capitalism . . . . . 141
  - 10.3 Green New Deal . . . . . 143
  - 10.4 Responsibility and Older Workers . . . . . 143
  - 10.5 Responsible Management . . . . . 145
  - 10.6 Responsible Management by Government . . . . . 146
  - 10.7 Network Initiatives . . . . . 147
  - 10.8 Capitalism with a Human Face . . . . . 148
  - 10.9 Postscript . . . . . 149
- References . . . . . 151**
- Index . . . . . 157**



<http://www.springer.com/978-3-642-55400-1>

Responsible Management  
Corporate Responsibility and Working Life  
Ennals, R.  
2014, IX, 161 p., Hardcover  
ISBN: 978-3-642-55400-1