

Index

- access to information, 90–2
 accountability, 132–3, 133–4
 accounts *see* management accounts
 Acton, Lord, 11
 acquisitions (and mergers), 82–7
 Adams, Kenneth, 18
 advertising, 97–113
 and employees, 162–3
 and greed, 98
 and manipulation, 100–2
 and materialism, 98
 and quality, 162
 and relevance, 156–8
 and standards, 162
 and sex, 109
 and taste, 99
 and truth, 102–4
 American business *see* USA
 appropriateness (of principles), 51, 107–8
 Aquinas, St Thomas, 15
 Aristotle, 13, 26, 32, 77, 112
 audit
 environmental, 154–5
 ethical, 153–69
 organisational, 155–6
 auditors, 153, 154
 Augustine, St, 97
 Ayling, Robert, 55
- banking, 10, 92–5
 BBC (British Broadcasting Corporation),
 33
 Benetton, 98, 99, 108–9
 Bevan, Sir Timothy, 10
 ‘Big Bang’, 18
 boards
 role of, 136–8
 supervisory, 132
 borrowing (ethical status of), 79
 Branson, Richard, 57–8
- bribery, 13
 Bright, Peter, 115
 Bullock Report, 5, 6
 business
 aim of, 31–4
 definition of, 26–7
 and employees, 57–8
 international, 172–3
 public attitudes to, 27–8
 reputation of, 27–8
 re-thinking of, 172–3
 social responsibility of, 3
 business ethics
 historical development of, 4–10
 importance of, 11–13
 limits of, 15
 nature of, 19–22
 practical use of, 12–13
 relevance of, 42–3
 and biotechnology, 19
 and compliance, 21, 80
 and fashion, 4
 and law, 20–1
 and religion, 21–2
 as a tool, 4, 13
 necessity of, 42–3
 principles of, 43–7
 buy-outs *see* management buy-outs
- Cadbury Report, 130, 132, 134, 139, 140,
 141, 149, 161, 185
 Cadbury, Sir Adrian, 7, 9
 Cairncross, Frances, 122, 153, 155, 158
 Capital Asset Pricing Model, 13
 capital markets, 80–1
 capitalism, immorality of, 36–8
 Carmichael, S., 9, 163, 164, 185
caveat emptor, 127
 CFCs, 115
 Charkham, J., 132, 133, 138

- cheating, 44, 45
 Christian business, 21
 Citizen's Charter, 7
 City Takeover Panel, 18
 codes of conduct, 179–80
 codes of practice *see* codes of conduct
 common decency, 45–6 and *passim*
 communications, 52, 157, 162
 complaints, 167–8
 compliance, 15, 21, 80
 confidentiality, 91, 92
 and whistleblowing, 145–8
 conflicts of interest, 14, 80, 81–2
 corporate communications, 105
 'corporate giving', 10
 corporate governance, 130–49
 definition of, 131
 ends of, 148–9
 and business aim, 134–6
 and institutional shareholders, 143–5
 and non-executive role, 138–42
 and role of board, 136–8
 corporate tragedy, 45
 corporations, 27
 boards of, 136–7
 and business aim, 135
 not for profit, 135–6
 cowardice, 44
 customers *see* stakeholders
- Dark Greens *see* Greens
 debt, 87, 89, 94
 decency *see* common decency
 directors
 non-executives *see* non-executive
 directors
 responsibilities of, 136–8
 worker/employee, 136
 discounted cash flow, 13
 discrimination, 19 *see also* equal
 opportunities
 distributive justice *see* justice
 dividend theory, 32–3
 Drummond, John, 9, 163, 164, 185
 Dunfee, T., 12
 duty, 24
- education *see* training
 employees *see* human resources
 environment, 115–29
 and business's obligation, 117
 and carbon tax, 123
 and green lobby, 119–20
 and international dimension, 123–4
 and public relations, 121–2
 and sustainability, 116
 and technology, 122
 and zero growth, 119
 environmental auditing, 154–5
 equality, 65–7
 equal opportunities, 66–7
 estate agents, 127–8
 ethical (and value) audits, 156–67
 Ethical Decision Model, 42–52
 ethical investment, 9
 ethics
 differentiated from other factors, 20–22
 importance of, 12–13
 limits of, 15
 nature of (in business), 19–22
 as strategy, 182–4
 and systems, 178–80
 and vision, 183–4
 Europe, Eastern, 31
 European Commission, 6–7, 115
 European Social Charter, 6
 expectations, 46
- fairness, 47
 finance, 78–95
 food labelling, 109
 Ford, Henry, 6
 fraud, 91–2
 Friedman, Milton, 9, 17, 28, 29, 186
 fund managers, 81
- Galbraith, J. K., 97, 101–2
 George, Richard de, 146, 186
 German business, 132–3
 global ethics, 13
 'golden hellos', 7
 'golden parachutes', 86
 government, role of, 7, 17
 Goyder, Mark, 173
 Greens, 115, 119
 Dark Greens, 116, 119
 green business *see* environment
 Greenbury, Sir Richard, 75
 'greenmail', 85
- Handy, Charles, xi, 8, 57, 77, 170, 173–4
 Heron, Mike, 66
 honesty, 47, 51
 hostile takeovers, 85
 human resources, 55–77
 human resource management
 and employees, 60–1
 and equality policy, 65–7
 and manipulation, 58–9
 and recruitment policy, 61–5

190

human resource management—*cont.*
 and redundancy, 73–6
 and remuneration, 70–3
 and training, 67–70

incentives *see* motivation
 insider dealing, 90–2
 interest charges, 79
 international business ethics, 180–2

Japanese business, 33, 68, 133, 170
 Jewish business, 21
 junk bonds, 89–90
 justice, 46–7, 71–2 and *passim*

Kant, 4, 24
 King's Fund, 156
 Kuttner, Robert, 78

Laing, Lord, 22
 Large, Andrew, 95, 96
 leadership, 183–4
 Lenin, V. I., 30
 leverage, 89–90
 leveraged buy-outs, 87–8
 long-term owner value, 34–5
 long-term success, 73
 loyalty, 60
 and whistle-blowing, 145–8
 lying, 44
 Lymath, Mike, 61

Machiavelli, Niccolo, 16, 75
 Mahoney, Jack, 22, 55, 56, 161, 186
 management accounts, 4
 management buy-outs, 87–9
 manipulation, 58–60, 76–7
 marketing *see* advertising
 Marx, Groucho, 11, 15
 Marx, Karl, 36, 37
 Maxwell, Robert, 95, 130
 McRae, Hamish, 78
 mergers, 82–3, 176–7
 money, moral neutrality of, 79, 88
 Monopolies and Mergers Commission,
 18, 85
 'moral hazard', 94
 'moral muteness' (of managers), 14
 Morgan, Peter, 7
 motivation, 9, 57, 70, 76–7
 motives, mixed, 24

Nash, Laura, 161
 Nelson, Anthony, 96
 non-executive directors, 137, 138–42

Index

independence of, 139

objectives, of business *see* business, aim of
 Ombudsman, 168–9
 openness, in recruitment, 62
 ordinary decency *see* common decency
 Orwell, George, 106
 Owen-Jones, Lindsay, 22
 owners *see* shareholders
 owner value *see* long-term owner value

'pacman' defence, 85
 paternalism, 58–60
 pay *see under* remuneration
 'People's Europe', 6
 Percent Club, 10, 23
 performance-related pay, 72
 personnel, 55–77
 Peters, Tom, 22, 77
 Phillips, Andrew, 8
 'poison pills', 134
 principles (of business ethics), 43–7
 privacy, 62–3
 profits, ethical implications of, 79
 pro-NED, 140
 Protestant ethic, 18
 psychometric tests *see* tests
 public policy and business decisions, 17
 public relations, 104–5, 121–2

quality, 69f

racial equality, 66–7
 Reagan, Ronald, 172
 recruitment, 61–5
 and tests, 62–4
 of non-executive directors, 140–1
 redundancy, 73–6
 regulation (and self-regulation), 95–6
 relativism, 12, 44–5
 relevance, 62, 108
 religion and business, 21–2
 remuneration, 70–3
 respect, 62, 108
 responsibility (as an aspect of decency),
 46
 risk (and return), 31–3
 Robertson, D., 12
 Royal Society of Arts (RSA), 172, 175

salesmanship, 106
 Securities and Exchange Commission, 95
 Securities and Investment Board, 95
 self-interest, 22–3
 sexual equality, 66–7

- Shad, John, 22
 shareholder power, 142–5
 shareholder value, 31–5, 50
 ‘shark repellants’, 134
 Schneider-Lenne, Ellen, 177
 short-termism, 81–2, 139, 176–7
 sincerity, 76–7
 Smith, Adam, 26
 social responsibility, 7–10
 soundness (of tests), 4
 sponsorship (of Arts), 111–14
 stakeholders, 40–1
 Starks, M., 33
 strategy, ethics as, 182–4
 subjectivism, 44–5
 ‘supermajority’, 85
 South Africa, business with, 10
 suffering, 24
 Sunday trading, 20
- takeovers, 82–7
 defences against, 85
 Tawney, R., 18
 tests, 62–4
- training, 67–70
 Treaty of Rome, 20
 Truman, Harry, 16
- University of Central Lancashire, 165–7
 USA, business in, 133
 Utilitarianism, 4
- Vallance, Elizabeth, 161, 180, 186
 value audit *see* ethical and value audit
 value, long-term owner, 34–5
 values, statements of, 158, 159, 168
 vision, 183–4
- Watkinson Report, 5, 6
 Weber, M., 18
 Webley, S., 158, 186
 whistleblowing, 44, 145–8
 external and internal, 145–6
 Wolin, Sheldon, 75
 women workers
 and discrimination, 67
 and equal opportunities, 65
 and recruitment, 66
 Works Councils, 132