

Cambridge University Press

978-0-521-89893-5 - Humanism in Business

Edited by Heiko Spitzbeck, Michael Pirson, Wolfgang Amann, Shiban Khan and Ernst von Kimakowitz

Index

[More information](#)*Index*

- abolitionists, 349, 350–1, 352, 392, 422
- advertising, 224, 225
- Africa, 59, 344, 351, 368, 376
- Age of Enlightenment, 1, 22, 36–41, 260–1
- Age of Reason, 36–41
- agnosticism, 29–30, 46
- Aktouf, Omar, 8, 416
- alienation through work, 113–15, 279–80
- Allianz, 324–5
- altruism, 382–3
- Amanco, 400–1
- Amann, Wolfgang, xxx
- American Humanist Association, 62–3
- Anderson, Ray, 365–6, 369, 370
- Annan, Kofi, 176, 201
- anthropocentrism, 125
- anti-clericalism, 41–2
- Aquinas, Thomas, 126
- Arabia, 60, 343
- Aravind Eye Hospital, 254
- Aristotle, 3, 15–16, 88, 108, 163, 279
- Ashoka, Innovators for the Public, 388–90, 394–7, 400–1
- Asia, 103, 221, 368–9, 393
- atheism, 17, 28–9, 36–7
- atheistic humanism, 126
- Audi, 264
- Austin, James E., 255–6
- autonomy, 21, 270–1
- Averroes, 27–8, 33, 34, 58–9
- Bacon, Francis, 35
- Badaracco, Joseph L., 10, 422–3
- Baggio, Rodrigo, 388–90, 423
- Bangladesh, 224, 390
- Barnard, Cheston I., 129–30, 134–5
- Barton, Bruce, 381
- Batchelor, Stephen, 65
- Bauer, Peter, 164
- Bentham, Jeremy, 22, 42, 89
- Berlin Wall, collapse of, 341–2, 343–4
- bi-cameral board of directors, 243–4
- board of directors, 239–44
- Body Shop, The, 367–8
- Bolivar, Simon, 41
- BP, 334, 335, 337, 338–9
- Brazil, 345, 350, 388–90, 393, 423
- bribery, 352–3
- Bruno, Giordano, 35
- Buddhism, 58, 65, 90
- Burke, James, 376–7
- Burns, James McGregor, 369–70
- Business,
  - as community, 133–4
  - company–NGO partnerships, 313–21, 325–7, 421
  - corporate sustainability, 303–4, 307–8
  - democratization of governance, 245–6
  - discourse, need for, 424
  - employees' personal transparency, 336–40
  - and ethics, 206–7, 212–16
  - and human rights, 175–6, 178–80, 201
  - and humanism, 6–10, 123–4, 128–36, 279–81, 308, 416–17, 425, 426–7
  - humanitarian challenges, 361
  - moral status, 207–16
  - non-loss businesses, 403–5, 411–12
  - republican business ethos, 148–9
  - social entrepreneurship, 255–7, 393, 405–6, 410, 411–12
  - and society, 8–9, 248–9

Cambridge University Press

978-0-521-89893-5 - Humanism in Business

Edited by Heiko Spitzbeck, Michael Pirson, Wolfgang Amann, Shiban Khan and Ernst von Kimakowitz

Index

[More information](#)

Index

429

- trust in, 4–5
- and values, 186–8, 204–5, 216, 418, 419
- see also* companies; corporations
- business ethics, *see* ethics
- business literature, 280–1
- business schools, 407–8, 409
  
- Cameron, Kim, 281, 285, 289, 291–2
- capacitated board of directors, 242, 243–4
- capacities analysis, 215–16
- capital markets, 406–8
- capitalism,
  - consumption patterns, 223–4, 419
  - financial services industry, 221–2
  - future research, 224–5
  - and globalization, 218–21
  - and humanism, 3–6, 66
  - narrow interpretation of, 402–3, 423–4
  - resource scarcity, 222–3
- Carvaka, 29, 57–8
- center of excellence model, 262–7, 274–5, 420
- principle-based model of leadership, 267–74
- centrally planned economies, 2–3, 218–21, 341–2, 404–5
- Chanda, Nayan, 343
- changemakers,
  - discourse, need for, 424
  - entrepreneurship as catalyst, 365–70, 390–1, 423
  - financial services for the citizen sector, 397–401
  - growth of the citizen sector, 391–4, 401
  - young people as, 394–7, 401
- Cherry, Matt, 8, 415
- children, 368, 394–7, 401, 408
- China, 29–30, 58, 64–5, 236, 342, 344, 345, 346–7, 415
- Cho, A. H., 250–1
- Christianity, 56, 59, 63, 87, 127–8
- Cicero, 15, 88
- citizen sector,
  - financial services for, 397–401
  - growth of, 391–4, 401
  - terminology, 401
  - young people as changemakers, 394–7, 401
- citizenship, 56, 147–54
- civil rights, 161–2, 349, 350–1
- climate change, 223, 306–8, 309, 312, 314–15, 321–6, 351
- Clinton, Bill, 143, 417
- codes of conduct, 331–6, 339–40
- collective rights, 180
- collectivism, 341–2
- command economies, 2–3, 218–21, 341–2, 404–5
- commodification, 93–4
- common assets, 233–4
- communication, 269–70, 345–6
- communism, 218–21
- communities, 133–4, 233, 280, 368–9
- companies, 303–4, 307–8, 313–20, 336–40, 361, 421
- company–NGO partnerships, 313–20, 320–1, 325–7, 421
- see also* business; corporations
- complexity in leadership, 384–5
- compromise, 386–7
- confrontation, 265–6, 320
- Confucius, 30, 58, 64–5
- consumers, 223–4, 316
- corporate governance, *see* governance
- corporate philosophy, 77
- corporate social entrepreneurship, 255–7
- corporate social responsibility,
  - and ethics, 69–74, 135
  - financial services industry, 222
  - future research, 224–5
  - and morality, 207–10
  - and positive organizational scholarship (POS), 284
  - responsible leadership, 358, 361
  - and stakeholders, 77–8
- corporate sustainability,
  - business basis for, 299, 311–13
  - company–NGO partnerships, 313–21, 325–7
  - European survey, 300–8, 421
  - WWF case studies, 321–6
  - see also* sustainability
- corporations,
  - ethical framework, 212–16

Cambridge University Press

978-0-521-89893-5 - Humanism in Business

Edited by Heiko Spitzack, Michael Pirson, Wolfgang Amann, Shiban Khan and Ernst von Kimakowitz

Index

[More information](#)

430

Index

- corporations (*cont.*)  
 and ethics, 69–74, 135, 206–7, 212–16  
 and human rights, 175–6, 178–80  
 humanitarian challenges, 361  
 investor protection, 230–2  
 moral status, 207–16  
 NGO partnerships, 317–18  
 shareholder democracy, 236–8  
 and society, 248–9  
 and stakeholders, 232–6, 238–46, 419–20  
 values, 180–2, 204–5, 206–7, 212–16, 418, 419  
*see also* business; companies
- corruption, 352–3
- creation myths, 92
- creativity, 266–7
- critical management theory, 290, 291–2
- culture, 52–3, 54, 56–66, 415
- Cunha, Miguel Pina e, 9, 420–1
- curiosity, 266
- custom, 85–6, 91–3
- Danone, 407, 410
- Davison, Emily, 348–9, 422
- defensive human rights, 179, 186
- deism, 36
- democracy, 161–2
- democratization of governance,  
 shareholder democracy, 236–8  
 stakeholder governance, 238–46, 419–20  
 stakeholders' corporate role, 232–6
- development,  
 and freedom, 157–8, 163–6, 171–2, 417–18  
 and human capability, 167–71  
 and justice, 159–63  
 and responsibility, 156–8, 162–3
- dialectical materialism, 44–6
- Dierksmeier, Claus, 8, 416
- dignity,  
 commodification of, 93–4  
 as freedom, 66  
 and honesty, 9–10  
 as human right, 179–80, 186–8  
 and humanism, 26, 34–5, 45–6, 331  
 and integrity, 331, 421–2  
 in organizational culture, 275  
 principle-based model of leadership, 268–9  
 and rationality, 21  
 and utilitarianism, 22
- directors, of corporations, 239–40
- discourse ethics, 19–20
- Disraeli, Benjamin, 353
- Doha round (WTO), 218, 220, 345
- downsizing, 291–2
- Drayton, William (Bill), 10, 249, 250, 423
- drilling down, 384–5
- Dutton, Jane E., 281, 282, 283, 287
- economic growth, 167–71, 201, 391–2, 425, 426
- economic systems,  
 and citizenship, 143–4, 149–53  
 consumption patterns, 223–4  
 financial services dominance of, 221–2  
 future research, 224–5  
 human role, 96–7, 123, 127–8, 413–14  
 republican liberalism, 153–4
- economic theory, 69–81, 144–7, 402–3, 416  
 and humanism, 22–4, 38, 111, 426
- education, 15, 33, 158, 167, 168–9, 170–1, 414  
*see also* learning
- efficiency, 102, 159–61
- ego, 106
- embedded social enterprise, 253, 255
- empathy, 395–7
- empires, 343
- employee stock option plans (ESOPs), 236–7
- employees, 236–7, 317, 335–40, 425
- England, 17–18, 36–7, 208
- Enlightenment, 1, 22, 36–41, 260–1
- Enron, 230, 239, 270
- entrepreneurs, 402, 426,  
*see also* social business  
 entrepreneurs; social  
 entrepreneurship
- environmental sustainability, 309–13  
 case studies, 321–6

Cambridge University Press

978-0-521-89893-5 - Humanism in Business

Edited by Heiko Spitzbeck, Michael Pirson, Wolfgang Amann, Shiban Khan and Ernst von Kimakowitz

Index

[More information](#)*Index*

431

- company–NGO partnerships, 313–21, 325–7
  - see also* sustainability
- environmentalism, 3–4, 351, 367–8
- Epicurus, 31–2, 39
- Epstein, Greg, 8, 415
- equality of freedoms, 159–61
- estrangement through work, 113–15
- ethical rationality (reason), 144–7
- ethics,
  - change in attitudes, 204–5, 216, 419
  - codes of conduct, 331–6, 339–40
  - in corporations, 69–81, 135, 206–7, 212–16
  - democratization of governance, 245
  - discourse ethics, 19–20
  - and economics, 69–81
  - and humanism, 68
  - and leadership, 360, 363, 386–7
  - in management, 134–5
  - and morality, 93–5, 207–16
  - personal transparency, 336–40
  - values management, 180–2
- Europe, 223, 236, 300–8, 343, 391–2, 393, 421
- European Union (EU), 220, 307, 342, 345
- evolution theory (Darwin), 46–7
- evolutionary ethics, *see* social Darwinism
- external social enterprises, 254, 255
- Fair Labour Association (FLA), 332–3
- fairness, 271–2
- fantasy, 266–7
- feedback, 272
- feminism, 348–9, 350–1, 422
- fiction theory of corporations, 208–9
- financial services, 221–2, 225, 302–3, 324–5, 397–401
- first generation human rights, 179, 186
- first-mover advantage, 301, 316
- Follett, Mary Parker, 129, 132
- Ford, Henry, 128–9
- Forest Stewardship Council (FSC), 314
- foundations, 397–8, 399, 407, 408
- France, 17–18, 38–41, 342, 351
- free trade, 220–1
- freedom,
  - and development, 163–6, 171–2, 417–18
  - and economic philosophy, 78–80
  - and human capability, 163–5, 167–71
  - and justice, 159–63
  - meaning-making, 280
  - and responsibility, 157–8
- free-market economies, 2–3, 341–2
- Frey, Dieter, 9, 420
- Fukuyama, Francis, 341
- future research, 224–5, 424–5
- Galileo Galilei, 35, 56
- game theory, 91, 95
- Gandhi, Mahatma, 166, 351, 355, 359, 369, 422
- Garibaldi, Giuseppe, 41
- GDP (gross domestic product), 1–3, 6, 309
- Germany, 17–18, 115, 314–15
- Global Compact (UN), 188, 229–30, 358
- global economy, 84–5, 95–100, 225
- global footprint, 309–10
- Global Reporting Initiative, 229–30
- globalization,
  - corporate governance, 229–30
  - and ethics, 68–9
  - financial services industry, 221–2
  - future research, 224–5
  - and humanism, 60–1, 353–6
  - and inequality, 3–4, 347–8
  - resource scarcity, 222–3
  - trends in, 218–21, 223–4, 342–8
- goal-setting, 272–3
- God, 86, 87
- goddess worship, 92
- Godwin, William, 89
- Goldman Sachs, 347–8
- governance,
  - radical humanism, 107–18
  - regulation, 229–32
  - shareholder democracy, 236–8

Cambridge University Press

978-0-521-89893-5 - Humanism in Business

Edited by Heiko Spitzbeck, Michael Pirson, Wolfgang Amann, Shiban Khan and Ernst von Kimakowitz

Index

[More information](#)

432

Index

- governance (*cont.*)  
 stakeholder governance, 238–46,  
 419–20  
 stakeholders' corporate role, 232–6  
 governments, 162–3, 177–8, 302, 307,  
 312, 397–8, 399, 404–5  
 Grameen Bank, 253, 409–10  
 Grameen Danone Foods, 407, 410,  
 411–12  
 Greece, 30–3, 415  
 greenhouse gas (GHG) reduction,  
 321–6  
 'Gudiya' (global inequality example),  
 353–5  
 Gunning, Tex, 368–9, 370
- Handy, Charles, 133  
 Hayek, Friedrich August von,  
 164, 166  
 Hegel, G. W. F., 105, 279–80  
 Heidegger, Martin, 280  
 Henriques, Adrian, 9–10, 421–2  
 heroic image of leadership, 375–8  
 Hillel the Elder, 383  
 Hinduism, 91–2  
 Hobbes, Thomas, 36–7, 88–9  
 Holford, W. David, 8, 416  
 Holyoake, George Jacob, 43  
 honesty, 336–40, 421–2  
 human capital, 167–71  
 human development theory, 426  
 human dignity, *see* dignity  
 human rights, 22  
 and corporations, 175–6, 178–80  
 and responsibilities, 176–8  
 state duties, 177–8  
 UN discourse, 175–6  
 and values, 180–2, 418  
 Humanistic Management Network,  
 xxix–xxxii  
 humanism,  
 and business, 6–10, 123–4, 128–36,  
 279–81, 308, 416–17, 425,  
 426–7  
 China's humanist history, 29–30  
 in classical Greece and Rome,  
 30–3  
 cultural humanism, 60–6  
 and culture, 54, 56–7  
 definition, 55–6, 108  
 and dignity, 26, 34–5, 45–6, 331  
 discourse, need for, 424  
 and economics, 22–4, 38, 123,  
 413–14  
 effect of revolutions, 39–41  
 elements of, 15–18  
 ethical, 20–1, 68  
 and evolution theory (Darwin),  
 46–7  
 growth of, 48–50, 426–7  
 in history, 27–8, 415  
 India's humanist history, 28  
 and the Islamic world, 33–4  
 key elements of, 414  
 and liberalism, 42–4  
 and Marxism, 44–6  
 and organizations, 47–8, 260  
 and philosophy, 8, 18–21, 414–17  
 and positive organizational  
 scholarship (POS), 278–9,  
 285–93, 420–1  
 pragmatic humanism, 293  
 radical humanism, 107–18, 416  
 and religion, 27–8, 34–5, 41–2,  
 57–60, 63–4  
 religious humanism, 17, 125–8  
 in the Renaissance, 34–5  
 secular humanism, 125–6  
 and secularism, 42–4  
 social leadership, 348–56  
 and socialism, 42–4  
 terminology, 26, 33, 47–8, 279  
 theistic humanism, 125–6  
 theoretical humanism, 18–19, 20–1  
 humanist churches, 63–4  
 Humanist Manifesto, 126  
 Humanistic Judaism, 63–4  
 humanity, 102–6, 107–18, 156–7, 170,  
 286–7  
 Hume, David, 37–8  
 Hutcheon, Pat Duffy, 44, 50  
 Huxley, Thomas Henry, 46  
 hybrid value-added chain (HVAC),  
 400–1
- IBM, 264, 270  
 Ibn Warraq, 65  
 ICT (Information and Communication  
 Technology), 219, 343–4, 345–6,  
 388–90

Cambridge University Press

978-0-521-89893-5 - Humanism in Business

Edited by Heiko Spitzbeck, Michael Pirson, Wolfgang Amann, Shiban Khan and Ernst von Kimakowitz

Index

[More information](#)*Index*

433

- identity, 61–3, 106  
immortality, 104–5  
improvisation, 386  
India, 344, 345, 351, 368, 390, 415  
individual level, analysis at, 5–6, 9–10,  
75–6, 99–100, 287–8, 421–4  
individualism, 16–17, 341–2, 415  
individuals, 157–8, 162–3, 331–6,  
339–40, 348–56  
inequality, 3–4, 347–8, 353–6  
initiative, 396–7  
injustice, 161–2  
integrated social enterprises, 253–4,  
255  
integrity, 200, 200, 331  
codes of conduct, 331–6, 339–40  
personal transparency, 336–40,  
421–2  
International Humanist and Ethical  
Union (IHEU), 48  
investment, 230–2, 324–5, 397–401,  
406–8, 411–12  
Ionescu-Somers, Aileen, 9, 421  
Islam, 33–4, 56, 58–9, 65, 87,  
346, 415  
Italy, 15, 41, 415
- Jackson, I., 249  
Japan, 92, 103, 115  
Jensen, M.C., 5  
job redesign, 130–1  
John Paul II, 127–8  
Johnson & Johnson, 376–7  
Juárez, Benito, 41  
Judaism, 56, 59, 63–4, 86–7  
justice, 147, 159–63, 180, 271–2
- Kaiser, Stephen, 9, 420–1  
Kant, Immanuel, 21, 260–1, 262–3,  
266, 274, 331, 421–2  
Khan, Shiban, xxx  
Kimakowitz, Ernst von, xxx  
King, Martin Luther, 349, 350,  
351, 422  
Kramer, M., 255, 257  
Krishna Mishra, 29  
Kyoto Protocol, 223, 307, 314–15, 321
- Lafarge, 322–3  
language, 110–11
- Latin America, 41–2, 221, 388–90  
law, 198–9, 332  
Leadbeater, C., 249  
leadership,  
authentic leadership, 282  
center of excellence model, 262–7,  
420  
challenges of, 359–61  
corporate social entrepreneurship,  
256  
effectiveness, 361–3, 364  
heroic image of, 375–8  
humanistic principles, 260, 274–5  
and morality, 360, 363–5  
philosophical basis of humanist  
principles, 260–2  
principle-based model of leadership,  
267–74  
quiet leadership, 378–87, 422–3  
responsible change agents, 365–70,  
422  
social leadership, 348–56  
trust in, 358–9  
and values, 135, 359–60, 385–6  
*see also* management  
learning, 15, 33, 261, 263–5  
*see also* education  
legitimacy, 199, 288–90  
Lehmann, Jean-Pierre, 10, 422  
Leisinger, Klaus M., 9, 418  
Leonard, Dutch, 255–6  
Lessing, Gotthold Ephraim, 261,  
262–3, 265, 274  
Lewis, W. A., 164  
liberalism, 18, 22, 42–4, 78–80, 147–9,  
417  
libertarianism, 18, 79  
life, quality of, 5–6, 125, 159, 165–6  
life-conducive economy, 413–14  
living organisms, corporations as, 233  
Locke, John, 88–9  
logos, 15–16, 414  
Lokayata, 29, 57–8  
Lopes, Miguel Pereira, 9, 420–1
- Maak, Thomas, 10, 422  
MacIntyre, A., 362  
man, concept of, 102–6, 107–10  
management,  
culture, 238

Cambridge University Press

978-0-521-89893-5 - Humanism in Business

Edited by Heiko Spitzbeck, Michael Pirson, Wolfgang Amann, Shiban Khan and Ernst von Kimakowitz

Index

[More information](#)

434

Index

- management (*cont.*)  
 humanistic, 9, 132–3, 134–6  
 ideology, 286  
 radical humanism, 107–18  
 virtuousness, 292  
*see also* leadership  
 management literature, 101  
 management theory, 103  
 manager's compass, 212–16  
 Mandela, Nelson, 351  
 Marine Stewardship Council (MSC), 314  
 Maritain, Jacques, 123  
 markets, 149–54, 250–1, 302–3, 402–3, 404–5, 426  
 Marx, Karl, 44–6, 108–9, 113–16, 164, 218, 279–80  
 Marxism, 17–18, 66, 124, 218  
 Maslow, Abraham H., 104, 130, 278, 278, 280, 289–90  
 Mayo, Elton, 130, 280  
 meaningfulness, 269, 283, 369  
 media, 304–5, 306, 323, 326, 338  
 Melé, Domènec, 8, 280, 416–17  
 metaphysical (theoretical) humanism, 18–19, 20–1  
 Mexico, 393, 400–1  
 microcredit, 151, 253, 390, 399–400  
 Middle East, 354  
 Mill, John Stuart, 22, 42, 89, 164, 279–80  
 mistakes as learning opportunity, 263–5  
 Montesquieu, Charles-Louis de Secondat, baron de, 38–9  
 moral leadership, 135, 365, 370  
 morality,  
 codes of conduct, 334, 339–40  
 and economic markets, 3, 84–5  
 and ethics, 93–5, 207–16  
 and leadership, 360, 363–5  
 sources of, 85–93  
 stewardship, 84–5, 97–100  
 values management in corporations, 180–2  
 Mormons, 87  
 mortality, 104–5  
 motivation, 105, 107, 112–17, 153–4, 382–3  
 Müller-Seitz, Gordon, 9, 420–1  
 multinational corporations (MNCs), *see* corporations  
 mythic belief systems, 85–6, 91–3  
 natural law, 85–6, 89–91  
 Nehru, Jawaharlal, 29  
 Nelson, J., 249  
 neoclassical economic theory, 73–4, 75–6, 78  
 neohumanism, 16–17  
 neoliberalism, 18  
 Netherlands, 314  
 New Age consciousness, 92–3  
 NGOs (non-governmental organizations),  
 case studies, 321–6  
 company–NGO partnerships, 313–21, 325–7, 421  
 strategies, 301–2, 307, 320  
 Nicholls, A., 250–1  
 Nida-Rümelin, Julian, 8, 414–15  
 nihilism, 91  
 Nike, 323–4  
 Nokia, 272  
 normative analysis, 213–14  
 nutrition, 368, 411–12  
 OECD (Organization for Economic Cooperation and Development), 229–30, 332  
 opportunities, 158, 165–6  
 organizational culture,  
 center of excellence model, 262–7, 420  
 humanistic principles, 260–2, 274–5  
 principle-based model of leadership, 267–74  
 organizational level, analysis at, 4–5, 9, 77, 98, 287–8, 419–21  
 organizational psychology, 281  
 Owen, Robert, 43, 44  
 paganism, 92  
 Paine, Lynn Sharp, 9, 419  
 Park, N., 282, 284  
 participation, 270–1  
 particularism, 54  
 partnerships, 313–27  
 peace, 180

Cambridge University Press

978-0-521-89893-5 - Humanism in Business

Edited by Heiko Spitzbeck, Michael Pirson, Wolfgang Amann, Shiban Khan and Ernst von Kimakowitz

Index

[More information](#)*Index*

435

- pension funds, 231, 237  
 people, effects of corporate action, 214–15  
 personal growth, 273  
 personal transparency, 336–40, 421–2  
 person–organization fit, 130–1  
 Peterson, C., 282, 284  
 Peus, Claudia, 9, 420  
 Pfeffer, J., 132  
 philosophy, 8, 18–21, 73, 74–81, 88–9, 414–17  
 Pinn, Anthony, 65  
 Pirson, Michael, xxx, 9, 420  
 Plato, 15, 17, 31, 88  
 Pless, Nicola, 10, 422  
 political capital in leadership, 384  
 political liberalism, 147–9, 417  
 political philosophy, 88–9  
 politics, 245, 306  
 Popper, Karl, 17, 49, 261–3, 265, 266, 274  
 Porter, M., 255, 257  
 positive organizational behaviour (POB), 291  
 positive organizational scholarship (POS),  
   basis of, 281–5  
   and humanism, 278–9, 280–1, 285–93, 420–1  
   research areas, 284  
 positive psychology, 278, 281  
 post-humanism, 124–5  
 poverty, 342, 347–8, 353–6, 411–12  
 power, 215–16  
 pragmatism, 213, 293  
 principle-based model of leadership, 267–74, 275  
 principles, 213–14  
 privacy, 337–8  
 problem solving, 262–3  
 professional associations, 333  
 profit, 1–3, 6, 102–6, 115–16, 117, 118  
   social business enterprises, 403–5, 406–7, 411–12  
 property, corporations as, 232  
 Protagoras, 3, 31, 126, 279  
 protectionism, 220–1  
 psychology, 273, 278, 281, 284, 289–90  
 public debate, 161–2  
 public goods, 353–6  
 purpose, 213, 364  
 pyramid view of leadership, 376  
 qualitative freedom, 80  
 quality of life, 5–6, 125, 159, 165–6  
 quantitative freedom, 80  
 questioning culture, 266  
 quiet leadership, 378–87, 422–3  
 racism, 349, 350–1  
 radical humanism, 107–18, 416  
 Rapf, Oliver, 9, 421  
 rationality, 19, 144–7  
 Rawls, John, 49, 147, 160  
 realism in leadership, 381–2  
 reason, 87–9  
 reasoning, 15–16, 18–19, 414  
 reconstituted board of directors, 242–3, 244  
 Reficco, Ezequiel, 255–6  
 regulation, 200, 307, 312, 316, 331–6  
 reliability, 20  
 religion, 46–7, 52–3, 86–7, 348  
   and humanism, 27–8, 34–5, 41–2, 57–60, 63–4  
 religious humanism, 17, 125–8  
 Renaissance humanism, 34–5, 55–6, 415  
 republican liberalism, 147–9, 417  
 research topics, 224–5, 424–5  
 resources, 222–3, 233–5, 353–6  
   *see also* sustainability  
 responsibility, 149–53, 156–63, 176–8, 311–13  
 responsible change agents, 365–70  
 responsible leadership, 358–70, 422, 425  
 revealed truth, 85–9, 93  
 revolutions, 39–41  
 rights, 149–54, 161–2  
   *see also* human rights  
 Rischard, Jean-François, 342, 345  
 Robespierre, Maximilien Marie Isidore de, 40  
 Roddick, Anita, 367–8, 369, 370  
 role models, 273–4



Cambridge University Press

978-0-521-89893-5 - Humanism in Business

Edited by Heiko Spitzbeck, Michael Pirson, Wolfgang Amann, Shiban Khan and Ernst von Kimakowitz

Index

[More information](#)

436

*Index*

- Rome, 30–3, 415
- Rousseau, Jean-Jacques, 38, 88–9, 365
- Ruggie, John, 176
- rule bending, 385–6
- Russell, Bertrand, 156
- Salzmann, Oliver, 9, 421
- Sarbanes-Oxley (SOX) Act, 239, 245
- Sartre, Jean-Paul, 18, 91, 109–10, 126, 280
- scholarship, *see* education; learning
- Schweitzer, Albert, 376
- science, 90
- scientific research, 288–90
- Scotland, 37–8
- second generation human rights, 179–80, 186–8
- secular humanism, 125–6, 127
- secularism, 42–4
- self, 106
- self-actualization, 278, 280
- self-help, 157–8
- Semco, 267, 270
- Sen, Amartya, 8–9, 28, 57, 58, 61–2, 64, 66, 153, 417–18
- Senge, Peter, 238–9, 246, 265
- servant leadership, 364
- shareholders, 3–6, 230–2
- democratization of ownership, 232–8, 238–40
- Shinto, 92
- Sievers, B., 104–5, 114
- Singer, Peter, 125
- slavery, 349, 350–1, 352, 392, 422
- Smith, Adam, 38, 163–4, 168–9, 170
- social business entrepreneurs, facilitation of, 405–8
- Grameen Danone Foods, 407, 410, 411–12
- potential growth of, 408–10, 423–4
- role of, 403–5, 410
- social capital, 134, 406–8
- social Darwinism, 90, 94–5
- social entrepreneurship, as catalyst for changemakers, 390–1, 423
- corporate, 255–7
- evolution of, 249–50, 425
- financial services for the citizen sector, 397–401
- growth of the citizen sector, 391–4, 401
- as humanist business model, 250–2, 254–5, 257–8, 420
- models of, 252–4
- Rodrigo Baggio's story, 388–90, 423
- young people as changemakers, 394–7, 401
- social financial services, 397–401
- socialism, 17–18, 42–4
- society, and business, 8–9, 248–9
- economic citizenship, 149–53
- and the economy, 143–7, 153–4
- republican liberalism, 147–9
- responsibility, 162–3
- socio-economic rationality, 146–7
- Socrates, 15, 31, 184, 279
- Spenser, Herbert, 90, 94–5
- Spinoza, Baruch de, 36–7
- Spitzbeck, Heiko, xxx
- Sri Lanka, 368–9
- stakeholders, company–NGO partnerships, 315–17
- corporate governance, 238–46, 419–20
- corporate social responsibility, 77–8
- corporate sphere of influence, 232–6
- corporate sustainability survey, 300–8, 421
- democratization of ownership, 236–8
- effect of corporate action, 214–15
- investor protection, 231
- and responsible leadership, 360, 363–4
- suppliers, 323–4
- in sustainable business, 365–6
- state role, 162–3, 177–8, 302, 307, 312, 397–8, 399, 404–5
- Steger, Ulrich, 9, 419, 421
- stewardship, 84–5, 97–100, 416
- stock markets, 406–8
- stoicism, 16, 88
- strategy, corporate, 256
- structuralism, 124–5
- suffragette movement, 348–9, 350–1, 422
- supply chains, 225, 323–4

Cambridge University Press

978-0-521-89893-5 - Humanism in Business

Edited by Heiko Spitzbeck, Michael Pirson, Wolfgang Amann, Shiban Khan and Ernst von Kimakowitz

Index

[More information](#)

Index

437

- sustainability,  
 case studies, 321–6, 353–6  
 company–NGO partnerships,  
 313–21, 325–7  
 confrontational tactics, 320  
 financial services industry, 222  
 floor covering manufacture, 365–6  
 global footprint, 309–10  
 and responsibility, 3–4, 311–13, 361  
*see also* corporate sustainability  
 sweat shops, 131–2  
 systemic level, analysis at, 3–4, 8–9,  
 77–8, 98–9, 287–8, 417–19  
 systems (corporate social  
 entrepreneurship), 257
- Taoism, 90  
 Taylor, Frederick W., 128–9,  
 132, 135  
 teamwork, 233, 395–7  
 Thailand, 219  
 theistic humanism, 125–8  
 theoretical humanism, 18–19, 20–1  
 third generation human rights, 180  
 time, 111, 383–4  
 Toyota, 263, 264–5  
 trade unions, 304  
 transforming leaders, 369–70  
 transparency, 269–70, 318, 323,  
 336–40, 421–2  
 tribal gods and customs, 92  
 trust, 4–5, 20, 206, 248–9, 318,  
 358–9, 381–2  
 truth, 20  
 Tu Weiming, 64–5  
 Tylenol, 376–7
- Ulrich, Peter, 8, 417  
 Unilever Bestfoods Asia, 368–9  
 Unitarian Universalism (UU), 63  
 United Kingdom (UK), 245,  
 350, 352  
 United Nations (UN),  
 Global Compact, 188, 229–30, 358  
 human rights, 175–6, 178  
 sustainable development, 314–15  
 United States of America (USA),  
 American Revolution, 39  
 business in, 208–10, 248, 358  
 citizen sector, 393  
 civil rights movement, 349  
 consumption patterns, 224  
 employee stock option plans  
 (ESOPs), 236  
 financial services industry, 221–2  
 globalization role, 220–1, 345  
 humanism in, 62–3, 65  
 liberalism, 18  
 management performance, 103  
 slavery, 350  
 stakeholder governance, 240  
 Tylenol episode, 376–7  
 Universal Declaration of Human  
 Responsibilities, 177  
 Universal Declaration of Human  
 Rights, 175, 178  
 universalism, 16, 54, 415  
 utilitarianism, 22–3, 42, 89, 111,  
 125, 160  
 utility function, 23–4
- values,  
 change in attitudes, 204–5,  
 216, 419  
 in corporations, 180–2, 204–5,  
 206–7, 212–16, 418, 419  
 and leadership, 135, 359–60, 385–6  
 management, 134–5, 180–2  
 moral status of corporations,  
 207–16  
 values in action classification (VIA),  
 284  
 vehicle emissions, 316  
 Veiga, J. F., 132  
 virtues, 292, 284, 387  
 vision (leadership), 269  
 Voltaire (François-Marie Arouet), 39
- wages, 115–16, 118, 271–2  
 Washington Consensus, 220  
 water, 353–5  
 Weber, Max, 108, 177  
 Wei-Skillern, Jane, 255–6  
 well-being, 5–6  
 White, Allen, 9, 419–20  
 women, 163, 170–1, 348–9, 350–1  
 work, 109, 110, 112–18, 128–9,  
 130–6  
 World Trade Organization (WTO),  
 218, 219, 220, 220, 345

Cambridge University Press

978-0-521-89893-5 - Humanism in Business

Edited by Heiko Spitzeck, Michael Pirson, Wolfgang Amann, Shiban Khan and Ernst von Kimakowitz

Index

[More information](#)

---

438

*Index*

WWF, 309–10, 320  
business partnerships, 313–21,  
325–7, 421  
case studies, 321–6

Xerox Corporation, 273

young people, 394–7, 401, 408  
Young, Stephen B., 8, 416  
Yunus, Muhammad, 10, 254–5,  
390, 423–4

Zoroastrianism, 87