



Community of  
European  
Management  
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# Ecological and Human Values in Business

*Blocked Seminar*

CEMS Masters Program  
in International Management

August 29–September 4, 2004 › Monoszló, Hungary

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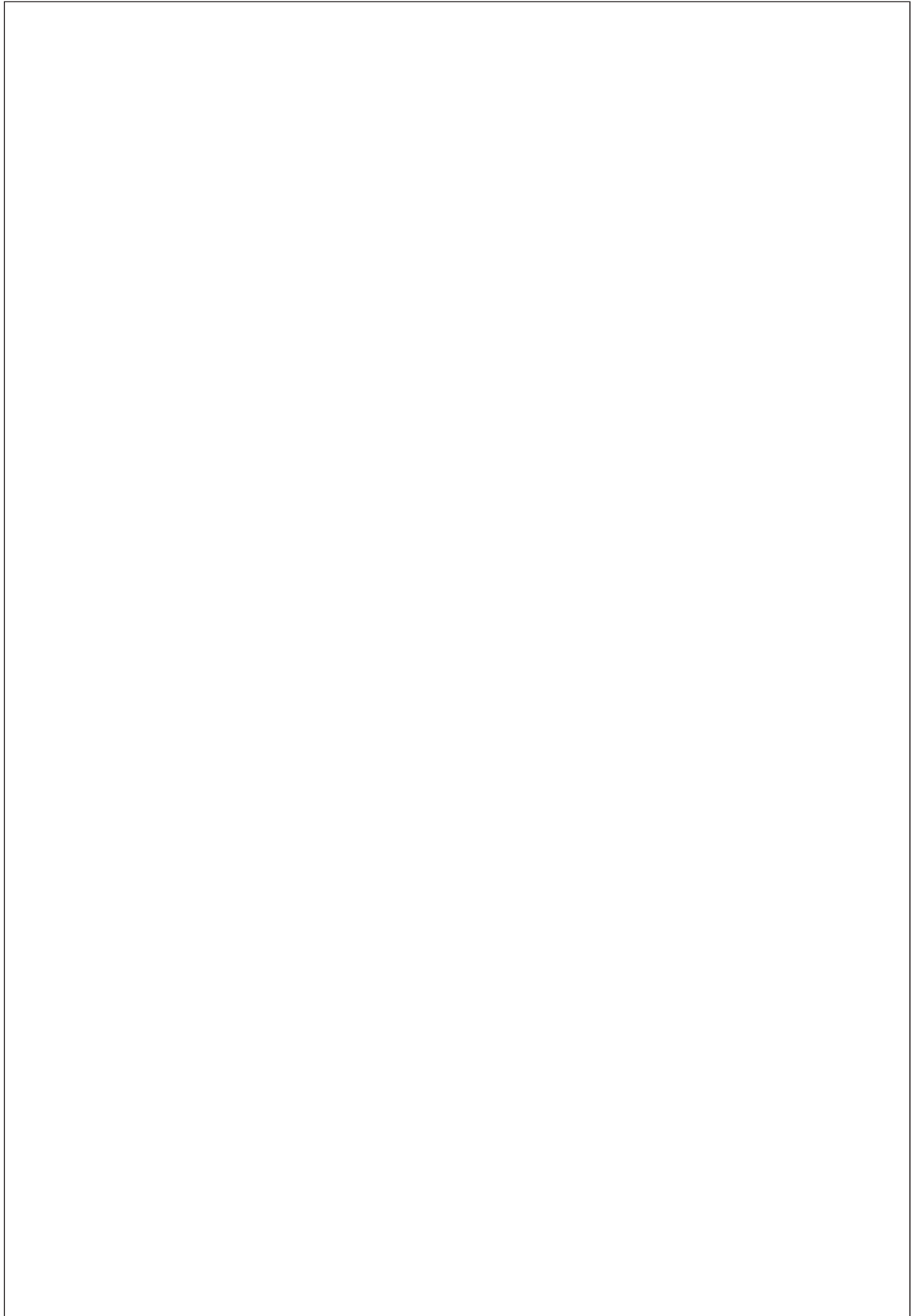
*Blocked Seminar*

*organized by*  
Budapest University of Economic Sciences

The Seminar is part of the  
“Deep Ecology in Research and Education” Project

*sponsored by*  
Royal Ministry of Foreign Affairs – Norway

August 29–September 4, 2004 › Monoszló, Hungary



**T**he seminar explores the ecological and human values perspective for transforming business toward a more ecological and human form. Business is an existential enterprise because its decisions and policies greatly influence the fate and survival of nature, society and future generations. Ecological and human values provide limits within which business is legitimate and productive. However, by transgressing ecological and human values business activities become destructive and self-defeating.

Californian management guru, Ian Mitroff emphasizes that with its exclusive dependence on profit, business today behaves like alcoholics. Today's business organizations exhibit behaviors found in dysfunctional families: denial, rationalization, abusiveness—psychological, physical, and sexual, and so on. These organizations, like alcoholics, require treatment and recovery. Disease in this sense is a loss of meaning and purpose and the basic problem is spiritual emptiness.

The mainstream business model is based on and cultivates narrow self-centeredness. Emphasizing individuality and promoting the greatest fulfillment of the desires of the individual conjointly lead to ecological and human destruction. We each need to find our greater Self, which is more inclusive and all-encompassing than the identities standard approaches permit. Happiness is linked to wholeness, not to personal wealth.

The seminar presents new ways of doing business, ways that respect the ecological and human values as limiting principles of business activities. "Business within Limits" provides the hope and promise of contributing to the preservation and enrichment of our natural and human world.





**COURSE DIRECTOR**



**LASZLO ZSOLNAI**

Budapest University of Economic Sciences  
Hungary


Laszlo Zsolnai is Director of the Business Ethics Center of the Budapest University of Economic Sciences. He is Chairman of the Business Ethics Inter-faculty Group of the Community of European Management Schools (CEMS).

Laszlo Zsolnai has Master's Degree in Finance and Doctoral Degree in Sociology from the Budapest University of Economic Sciences. He got his Ph.D. in Economics from the Hungarian Academy of Sciences. He has taught business ethics at the University of Oxford, the Vienna University of Economics & Business Administration, and the Viadria University in Frankfurt/Oder.

Laszlo Zsolnai is Editorial Board Member of the "International Journal of Social Economics", "International Journal of Spirituality and Management", "Business Ethics: An European Review" and "Finance and the Common Good".

Laszlo Zsolnai's books include:

- › *The European Difference*. 1998. Boston, Dordrecht and London: Kluwer Academic Publishers.
- › *Ethics and the Future of Capitalism*. 2002. Transactions Publisher. New Jersey and London.
- › *Ethics in the Economy: Handbook of Business Ethics*. 2002. Oxford and Bern: Peter Lang Academic Publisher.
- › *Spirituality, Ethics and Management*. 2004. Boston, Dordrecht and London: Kluwer Academic Publishers.
- › *Responsibility & Choice: Ethical Decision Making in Business and Public Policy*. (Forthcoming).



## FACULTY



### ZSOLT BODA


Budapest University of Economic Sciences  
Hungary

Zsolt Boda graduated from Budapest University of Economic Sciences (BUES) in 1993 with an M.A. in Economics. He received his Ph.D. in Political Science from BUES in 2000. Since 1995 he has been working as a full-time research fellow at the Institute for Political Science of the Hungarian Academy of Sciences, as well as at the Business Ethics Center, BUES, as a part-time fellow. He is also active in the environmental movement and has worked as an expert for environmental NGOs. He has co-edited two books in Hungarian, one on corporate ethics and another on political theory. He has also published several papers in academic journals and books on international ethics, the fair trade problematic, trade and environmental issues, and the politics of global environmentalism.



Zsolt Boda's publications in English include:

- *Environmental Strategies and Performance among Hungarian Firms: Preliminary Research and Empirical Analysis* Working Paper of the Judge Institute of Management Studies, University of Cambridge, WP 34/98, 1998 (with Gy. Pataki, L. Radácsi, Ch. Hope)
- *Conflicting Principles of Fair Trade*. Business Ethics Papers No. 3, Business Ethics Center, Budapest University of Economic Sciences, 2001.
- “Interpretive Business Ethics” *Business Ethics: A European Review*, July 2002. No. 3, pp.302–304.
- “International Ethics and Globalization” in Laszlo Zsolnai (ed.): *Ethics in the Economy. Handbook of Business Ethics*. 2002. Peter Lang AG – European Academic Publisher, Oxford. pp.233–258.
- “Global Commons and the Need for Ethics” *Society and Economy* 2003. No. 2, pp.213–225.



## FACULTY



### KNUT JOHANNESSEN IMS

Norwegian School of Economics & Business  
Administration, Bergen, Norway

Knut Johannesen Ims is Associate Professor at the Norwegian School of Economics & Business Administration in Bergen, Norway. He received his PhD from The School of Economics and Legal Sciences of the Gothenburg University, Sweden.

Dr. Ims has taught MBA courses in Ethical Action, and in Business Strategy & Business Ethics and Ph.D. courses in System Development and in Information and Management. He is Member of the Board of the National Professional Ethical Network in Norway and Chairman of the Board of the Centre of Ethics and Economics at the Norwegian School of Economics and Business Administration.

Knut Ims's publications include:

- › “Moral Bildung or Ethical Instrumentalism? A Critical Evaluation of Courses in Ethics within Professional Schools” *Nordisk Pedagogik*. 2004. Vol. 24, pp.162–172. (with O. Jakobsen in Norwegian).
- › “Dialogue-Based Problem Solving” in W. Haukedal & B. Kuvås (eds.): *Creativity and Problem-Solving in the Context of Business Management*. Fagbokforlaget, Bergen. 2004, (with M. Prestmo and L.J. Thynes Pedersen).
- › “Good Intentions Aside: Drafting A Functionalist Look at Codes of Ethics” *Business Ethics: A European Review* Vol. 12, No. 3, July 2003 (with J. Brinkmann).
- › “Practical Wisdom, Leadership Ethics and Economy” *Magma, Tidsskrift for økonomi og ledelse*. 2003. Vol. 6, No. 4, pp.39–46. (in Norwegian).
- › “Attitudes towards Ethics in Business. An Explorative Study” *Magma, Tidsskrift for økonomi og ledelse*. 2003. No. 4, pp.39–46., (with O. Jakobsen and K. Gronhaug, in Norwegian).
- › *Information Ethics—Computer Security and Privacy*. TANO, Oslo 1992 (in Norwegian).
- › *Manager in Dialogue. A Study of Information Search with Methods for Personal Development*. Universitetsforlaget, 1987 (in Norwegian).



## FACULTY



OVE JAKOBSEN  
Bodø University, Norway


Ove Jakobsen is Associate Professor of Ecological Economics at the Bodø Graduate School of Business in Norway. He has Master Degree in Philosophy from the University of Bergen and a Doctoral Degree in Economics from The Norwegian School of Economics & Business Administration, Bergen. He teaches courses in Philosophy, Environmental Management, and Ecological Economics.

Dr. Jakobsen's books include:

- *Marketing—Business and Consumer*. West International Publishing, 1992. (Co-author Harald Woje, translated into Russian).
- *Marketing—Theory and practise in the perspective of circulation economics*. 1997. TANO Aschehoug. (Co-author Stig Ingebrigtsen, in Norwegian).
- *Economy, Nature and Culture*. 2004. Abstrakt forlag. (Co-author Stig Ingebrigtsen, in Norwegian).

His papers include:

- “Value Conflicts and the Myth of Value Neutral Decisions in Economics,” *Magma*, 1998, No. 4 (in Norwegian).
- “A Theoretical Perspective on Environmental Management,” *Magma*, 1998, No. 6 (Co-author Stig Ingebrigtsen, in Norwegian).
- “Freedom and Market—Part 1,” *Pengevirke*, 2000, No. 4 (in Norwegian)
- “From Waste to Resources Through Circulation Economics,” *Miljøstrategi*, 2001, No. 5 (co-author Stig Ingebrigtsen, in Norwegian).
- “Should Universities Be More than Effective Actors on the Market?” *Norsk Pedagogisk Tidsskrift*, 2002, No. 4. (in Norwegian).
- “Attitudes towards Ethics in Business. An Explorative Study” *Magma, Tidsskrift for økonomi og ledelse*, 2003, No. 4, pp 39–46, (with K. Ims and K. Gronhaug, in Norwegian).
- “Moral Bildung or Ethical Instrumentalism? A Critical Evaluation of Courses in Ethics within Professional Schools,” *Nordisk Pedagogik*, 2004, Vol. 24, pp.162–172. (with K. Ims, in Norwegian).



## FACULTY



NEL HOFSTRA  
Erasmus University Rotterdam  
The Netherlands

Nel Hofstra has been lecturing at the Economic Faculty of the Erasmus University Rotterdam in the Netherlands since 1986. She gives courses in Business & Society, Business Ethics & Entrepreneurship, and Business Plans. She coordinates the Masters Program in Economics and Entrepreneurship and works on an Interfaculty Masters Program in Corporate Sustainability. She is a member of the Committee Internationalization of the Faculty of Economic Sciences at Erasmus University Rotterdam.

Nel Hofstra got her Diploma in Business Sociology and Business Administration from Erasmus University Rotterdam. She acquired “post doc” certifications at Rijksuniversiteit Limburg, Maastricht and at the University of Michigan, Ann Arbor. She was supervisor of several international student research projects in Taiwan, Canada, Ukraine, Indonesia, Costa Rica, California, Vietnam, Thailand and Singapore in entrepreneurship and business strategies and in management of environmental issues and corporate sustainability.

Her publications include:

- “Environmental Audit and Protection: Towards an Industrial Application Model” Greener Management International, *The Journal of Corporate Environmental Strategy and Practice*. Greenleaf Publishing, 1995. pp.89–103. (with Suerink J.M. RA).
- *Creating Tomorrow’s Business’ Research into the Management of Sustain-ability.* Haveka Alblasterdam, 1997 (editor with others).
- “Pulling Up Stakes, Pitfalls and Opportunities of the Stakeholder Analysis: a Methodological Reflection” Paper presented in the EURAM conference in May 2004, St. Andrews, Scotland.



## FACULTY



ALOY SOPPE  
Erasmus University Rotterdam  
The Netherlands

Aloy Soppe has Masters Degree and Doctoral Degree in General Economics from the University of Groningen. From 1980 to 1982 he was stock analyst of the Amsterdam Stock Exchange at the ABN/AMRO bank. He was director of Soppe Currency Consultants and advisor on the implementation of option strategies in managing currency risk. Since 1987 he has been working at the Department of Finance and Investments of the Erasmus University Rotterdam. In 1993 he started teaching Financial Ethics. In 2000 he joined the Law Faculty of the Erasmus University Rotterdam as an assistant professor at the Department of Fiscal Law.



Aloy Soppe's publications include:

- › “A Framework for Managing a Portfolio of Socially Responsible Investments” *European Journal of Operational Research*. 2004. Vol. 153/2, pp.517–529. (with W. Hallerbach, H. Ningh and J. Spronk).
- › “Sustainable Corporate Finance” *Journal of Business Ethics*. 2004 August.







..... T U E S D A Y

August 31, 2004

14.00–17.30      The Governance  
of Global Commons

*Zsolt Boda*

Budapest University of Economic Sciences

The course module explores the responsibility of business in protecting the global environmental commons. According to the market approach, the “tragedy of the global commons” should be avoided through the extensive use of market-based instruments. First, new markets should be created for environmental goods. Second, environmental conventions should avoid using command-and-control mechanisms and must deal with questions of competitiveness. Voluntary self-regulation of business and “green market forces” are to be promoted.

The market in itself can never secure the social and ecological needs of sustainable development. Justice as fairness should be the guiding principle for international regimes protecting the global commons. The right of each individual to clean and healthy environment must be secured. International institutions should promote the greatest benefit of the least advantaged. This needs concerted actions of the nations and the construction of a complex institutional setting.

Readings:

- Boda, Zsolt: “Global Environmental Commons and the Need for Ethics”, *Society and Economy*. 2003. No. 2, pp.213–224.
- Zsolnai, Laszlo: „Green Business or Community Economy?” *International Journal of Social Economics*. 2002. No. 8, pp.652–662.

19.00                      Film about the  
Verespatak Gold Mining Project







THE PROGRAM

**THURSDAY** .....

September 2, 2004

9.00–12.30      Banking as if Nature Mattered

*Aloy Soppe*

Erasmus University Rotterdam

During the session, the emphasis is on sustainable banking, systemic risk and the ethical attitude on financial markets. Departing from the concepts of deep ecology and Buddhism, we argue that the primary function of money and capital—its role as unit of account and unit of exchange—, threatens to become subordinate to the creation of financial wealth as a goal in itself. The modern anthropocentric view of the economic process endangers a stable financial system, which is driven by the adage: ‘making money for the sake of making money’. The case is made to change the financial institutions in such a way that it opens the possibility for a policy to reduce the permanent character of debt (for example by introducing taxes on wealth). The ultimate policy goal is that the volume of financial wealth grows equally to the volume of physical capital goods in order to preserve the general trust in the financial market process. The second major managerial policy line aims at the level of the real interest rate, which should be equal to the level of real economic growth. A permanent divergent development between these two variables encourages an unstable economic and social process.

Reading:

- Jeucken, Marcel and Jan Jaap Bouma, “The Changing Environment of Banks” in *Sustainable Banking: The Greening of Finance*. London: Greenleaf Publishing, 1999. pp.21–35.







THE PROGRAM

**F R I D A Y** .....

September 3, 2004

9.00–12.30      **Personal Responsibility  
and Ethical Business**

*Knut Johannessen Ims*

Norwegian School of Economics & Business  
Administration, Bergen

*Laszlo Zsolnai*

Budapest University of Economic Sciences

The point of departure is to emphasize the differences between a shallow, traditional Corporate Social Responsibility (CSR) approach and a deep ecological business ethics approach (Næss). Further, a distinction is made among corporate, professional, and personal responsibility. We may imagine organizational responsibility as shallow and personal as a deep kind of responsibility, in which inter-relationships with other human beings and nature are emphasized. Also, Adolf Eichmann's self defense in Jerusalem of taking organizational responsibility will be compared with the three female whistleblowers (from Enron, FBI and WorldCom) that were elected 'Persons of the Year 2002'. Personal responsibility is presented as a paradox—seeing personal authorship and social accountability as complementing forces.

In the light of Hans Jonas' theory of responsibility it is explained that business has a one way, non-reciprocal duty caring for the beings affected by its functioning. To become an ethical enterprise business should be ecologically sustainable, pro-social and future enhancing. Ethical business is not a luxury. Rather it is a requirement for modern business to survive in a world of large-scale ecological disruption and social disintegration.

Reading:

- Zsolnai, Laszlo: "Towards Ethical Business" *Society and Economy*. 2003. No. 2, pp.259–263.



**SATURDAY** .....

September 4, 2004

10.00–12.00      Written Exam





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