Contents

Preface		page xi
Part	I The quest for responsibility	
1	Complex organisations and the quest for responsibility	3
	Organisational deviance and the quest for responsibility	3
	Public and private organisations	5
	The plan	6
2	Complex organisations as corporate actors	9
	The age of complex organisations	9
	Complex organisations as corporate actors	11
	A new asymmetry in society	15
	Complex organisations as Chinese boxes	19
3	Two concepts of responsibility	22
	The problem of many responsibilities	22
	Two concepts of responsibility	26
	Passive responsibility	28
	Active responsibility	32
	Responsibility and the control of complex organisations	38
Part :	II Passive responsibility	
4	Accountability: the problem of many hands	45
	The paradox of shared responsibility	45
	Passive responsibility: four models	50
		vii

viii CONTENTS

5	Corporate accountability: the organisation as a person	53
	Passive responsibility of complex organisations	53
	The complex organisation as a rational person	58
	The problem of prevention	60
	The limited rationality of complex organisations	62
	The lack of external insight	64
	The impotence of morality	66
	The limits of the law	68
	The organisation as a semi-autonomous social field	70
	Corporate accountability and personal accountability	72
6	Hierarchial accountability: one for all	74
	The pyramid of accountability	74
	Managers are outsiders	75
	Blameworthiness: the Achilles' heel of the hierarchical model	78
	The hierarchical scheme in criminal law: the Slavenburg affair	80
	The shortcomings of ministerial responsibility	85
	Amending hierarchical accountability	89
7	Collective accountability: all for one	93
	Collective actors and collective responsibilities	93
	Internal and external accountability	97
	The over-inclusiveness of collective accountability	101
	Conditions for collective accountability	102
8	Individual accountability: each for himself	106
	The ideal of individual accountability	106
	The organisation as a Gordian knot	108
	Accountability of the whole and of its parts	110
	Ten excuses	113
	The impotence of private morality	125
	The demanding nature of responsibility	132
	Preconditions and possibilities	134
Part	III Active responsibility	
9	Virtue: citizenship in complex organisations	143
	The responsible functionary: four cases	143
	Five conceptions of bureaucratic responsibility	148
	Hierarchical responsibility: strict loyalty to superiors	149
	Personal responsibility: loyalty to conscience	157
	Social responsibility: loyalty to peers	160
	Professional responsibility: loyalty to the profession	161
	Civic responsibility: lovalty to citizens	163

CONTENTS		ix	
	Individual loyalty and employee responsibility	165	
	Employee citizenship	165	
	Employee civil disobedience	168	
	The basic forms: exit, voice, and loyalty	172	
10	Exit: resignation and refusal	176	
	Passive employee disobedience	176	
	The hierarchical answer: resignation	177	
	The civic answer: a right to refuse	181	
	Framing a limited right to refuse	183	
11	Voice: whistleblowing and leaking	190	
	Whistleblowing and citizenship	190	
	The plight of whistleblowers	193	
	Justifying whistleblowing	194	
	The effects of whistleblowing	197	
	Whistleblowing provisions: some American experiences	201	
	Framing whistleblowing provisions	206	
	The limits of the law	212	

215

215216

220

224

228

231

247

249

Loyalty: responsibility as a by-product

Individual loyalty and organisational learning

Epilogue: the quest for responsibility never ends

Responsibility as a by-product Tinkering with the structure

Internal forms of voice

12

References

Subject index

Name index