ETHICS IN BUSINESS MANAGEMENT
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The gap between economics and ethics has often been highlighted by scholars and observers of everyday reality. Amartya Sen, among others, has already stated in his work *On Ethics and Economics* (1987) that the behaviour of people is directly affected by ethical considerations, and that a fundamental aspect of ethics is its effect on human behaviour. However, economics and ethics have lived too far apart, both academically and in the reality of business and organisations.

The book of Professor Melé is aimed at both managers and students of business management and presents a proposal to close the aforementioned gap. As indicated in the prologue, the author goes beyond explaining management practices (page VII) or how to ethically manage an organisation. Ethics is presented as an inseparable part of the management process. The first chapter begins with a general framework and the book ends with a grounded and operational proposal regarding the management skills a company director needs to integrate ethical dimensions throughout a company.

The subtitle of this book reveals the author's proposal. The beginning of this work discusses the human qualities needed for good management and explains that:

> the actions of a manager – and the decisions that precede it – are human decisions and actions that serve or harm people, including the manager. Ethics is therefore not something artificially added to a business, but is an intrinsic dimension of good governance... Managers need people to achieve business goals. If these people are not treated well, if their dignity and rights are ignored, or their personal growth is obstructed, then management is not good. It may be efficient, but it is not completely good because it is unethical" (VIII).

The author makes some of the frameworks that structure the book very clear from the beginning. He starts from the framework established in what is known in organisational theory as the 'human relations movement', and goes beyond, arriving at what is today called humanism in business management (p. 18). Along the way, he discusses some of his usual frameworks, and in which a specific understanding of Aristotelian virtues plays a key role (p. 18).

As in previous works, Professor Melé skilfully assembles a discussion that brings together classical thinkers from the field of ethics and philosophy, with representatives from the main schools of organisational thinking, without neglecting the most recent contributions from management science.

This book is divided into six chapters. The first chapter shows how ethics contributes to good management and argues that ethics is contained in managerial decisions, through the ideas and values (ethos) that drive management, as well as the moral character of the leaders and managers (p. 18). The chapter concludes by illustrating the consequences of ethical behaviour (p. 18).

The second chapter presents the basics of ethics for good management. The author offers a holistic approach that avoids long discussions on specific dilemmas and presents a guide to human excellence (p. 18). This holistic approach is developed in more detail in the third chapter, where four fundamental dimensions of ethical decision-making are presented (p. 18), namely: the instrumented dimension (which includes consideration of the objectives); the relational dimension (which explores the interaction between members of the organisation and the impact that results may have on them); the internal dimension (where the lessons for decision makers are considered); and the ethical dimension (which includes a moral evaluation of these decisions).

Chapter three discusses the fight against business corruption, and the fourth chapter discusses some important characteristics of people. Both the third and fourth chapters present an appendix addressing specific issues related to the central theme of the chapters.

In the fourth chapter, the author retakes a more distant perspective for an analytical framework. He presents a vision of how people impact on the design and management of companies. This is where the author introduces the concept of human qualities that appears in the book's subtitle. He goes on to establish five characteristics of human qualities in dealing with people (p. 18) – namely, level one: violation of fundamental human rights; level two: insensitivity to people and their circumstances; level three: respect for people and their rights; level four: awareness of the problems and legitimate interests of others; and level five: encouraging personal development. This is also where the author presents a personal vision of what a company is. His vision avoids ideas based on economic theory (such as the conception of the firm as a nexus of contracts), and presents the company as a community of people with a specific mission. This conception is derived from

the form of management, a specific organisational structure, a specific management system, as well as a specific corporate culture.

In the fifth chapter, the author reflects on the purpose of the company in society and its responsibilities. After presenting the various concepts of social responsibility (p. 18), and the arguments for corporate responsibility towards society (p. 18), the author suggests what should be the purpose of a company: to contribute to the common good through its activity; to profitably provide goods and services, while acting responsibly with all the groups involved with the company (p. 18). For the author, a company should consider human development and sustainability as key parts of the model alongside economic, social, and environmental dimensions.

The final chapter presents the moral competences that are necessary for good management. These are collected into three main groups: two practical foundations and a skill that encompasses all the others when its level of maturity is high (p. 18). He argues that competence is built on a willingness to serve and practical common sense, and has three main pillars: relationality; strength and moderation, and integrity.

Is this book directly applicable to everyday life in the corporate world? Probably not entirely, because as the author notes in the prologue, the book is introductory in character and the ideas proposed need further development. Nevertheless, the business practitioners will find food for thought for their everyday practice.

The author has ensured that the final chapter is of special interest in daily business – although the author will undoubtedly continue working on these areas to make his ideas even more applicable. As the chapter makes it clear: the book's central theme is the need to include ethics in every step of day to day management.

All current organisations have management systems based on competence, and therefore developing competence models that organisations can introduce within their current models is an astute move by the author – and will enable readers to spread the book's central concepts within their companies. Moreover, this approach enables managers to use existing systems and structures – and this facilitates reaching the ultimate objectives pursued by the author: to present ethics as an inseparable part of the management process.

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ÉTICA DE LOS SERVICIOS SOCIALES
BEGOÑA ROMÁN
HERDER (BARCELONA, 2016)

Begoña Román is not only a scholar who specializes in ethics, but she also knows first-hand the changes undergone by social services in the last years. Throughout the book, the reader witnesses her love for social services in the most ethical and responsible sense of the term. More than a book, we are in front of a vital story. This raises the book to a quality worthy of consideration and makes it one of those books that can never go out of fashion – regardless of the circumstances this book is always worth being read.

When one finishes the reading of the book, one corroborates that the two objectives that the author aims to achieve have been fulfilled: first, the acquisition of a better knowledge of the work carried out by social services today; and second, the training possibilities offered to university students of social education, social work, psychology, education, etc., for a better understanding of the complexity that they will face sooner rather than later.

The book, perfectly articulated, raises three big issues. The first one is: what ethics for social services? It is often thought that it is enough for each professional who works in social services to exercise his or her own sense of responsibility. This perspective has been partly promoted by moral liberalism, which trusts the individual's ability to construct an ethical project in an autonomous way. However, the book argues that this is not enough, and that, in fact, reality shows that there are many professionals who, even against their will and reasoned judgments, leave ethics in the hands of circumstances, with the dangers this entails. The current reality requires making ethical responsibilities explicit, as well as publicly displaying the values that will illuminate the different actions and pointing out the place people deserving social attention will occupy. It is not a matter of thinking of social services as mere places of assistance, of waiting for the problem to be provided some kind of solution. It is rather about taking a proactive attitude, of having the theoretical means to face something before it happens. This requires at least two considerations: to consider the person as the heart of social action and to plan and evaluate such social action. Only in this way we can convince ourselves that social service is essentially an ethical task, that social care is a way to build good life projects. Therefore, the social services thus formulated