

Reference

WCED. (1987). *Our common future: Report of the World Commission on Environment and Development*. United Nations General Assembly Resolution 42/187, 11 December.

Lynne Eagle and Stephan Dahl, *Marketing Ethics and Society*, SAGE: London, 2015; 293 pp.: ISBN: 9781446296622 (pbk)

Reviewed by: George Cheney, *University of Colorado—Colorado Springs, USA*

Marketing Ethics and Society by Lynne Eagle and Stephan Dahl, along with several other contributors, is a clear and exciting treatment of issues of ethics in the marketing profession and marketing education. Indeed, the book accomplishes what a fine text ought to do – that is, to encourage students and other readers to consider not only the most apparent issues in the field but also to move well beyond those. The scope of *Marketing Ethics and Society* (MEAS) is much wider than that of most related books because of the diverse cases and issues the authors and contributors address and because the reader is asked to consider the roles of marketing throughout contemporary society – even in instances we don't strictly or usually associate with the profession – for example, in potentially playing a role in precipitating the global financial crisis of 2008.

The format of Eagle and Dahl's text is appropriate and effective. Each chapter begins with an overview, offers clearly delineated sections and is punctuated with provocative 'think points' (usually penetrating theoretical and questions – such as asking students and other readers to make a decision within the context of a dilemma involving serious tradeoffs) as well as mini-cases. Often, more extended case studies are included with further readings as well as references at the end of the chapter. The references and suggestions for further readings are extensive, and they include professional reports and popular media as well as academic research. The design of each chapter makes it easy for students to get a solid sense of a variety of relevant issues and concepts and at the same time be invited to consider particular ones in greater depth.

The design and content of the book poise it well for use in undergraduate as well as graduate courses. At each level, the text can be supplemented by materials on particular theories, issues or cases, and the authors themselves suggest many of these additional materials in their book and on the companion website <https://study/sagepub.com/eagle>. For graduate students, the text could easily be amplified with selections from classical (e.g. Aristotle, Kant, Mill, et al.) and contemporary sources (e.g. Patricia Werhane, Thomas Donaldson, Peter Singer et al.).

In Chapter 1, the introduction is very clear and crisp. The authors ask the reader to consider several different definitions of marketing and to reflect on why conceptions of marketing have changed. Similarly, they offer several different approaches to ethics and briefly discuss how different frameworks would treat certain issues and cases. Especially compelling here as in other parts of the book is that the authors problematize definitions and frameworks in themselves, helping the reader to remain aware that conceptions of right practices are themselves choices and are subject to ongoing debate and reinterpretation.

With Chapter 2, the authors move right into criticisms of marketing. They treat long-standing as well as more recent questions about marketing, the responses of the profession and practitioners and an array of strategies and tactics typically used in marketing. Noteworthy is how the authors stress the responsibilities of business and, in fact, extend these responsibilities to the ways data are conceived and gathered in marketing research and for campaigns. Mini-cases in this chapter urge

the reader to think carefully about when, for instance, marketing research might violate consumers' rights to privacy and non-intrusion.

Chapter 3, named 'Contrasting Perspectives', introduces various frames for understanding marketing and considers how marketing looks from the standpoints of different cultures, religious groups, in terms of gender and with respect to fostering unnecessary consumption through the creation of 'needs'. The chapter invites readers to apply several different theoretical perspectives to the cases discussed. Perhaps, the section on 'the creation of unnecessary needs' could have been developed further, with one eye towards the happiness literature and another towards the environment (which is discussed later in the text).

The next chapter focuses on marketing relationships and, importantly, addresses ethical issues in terms of specific domains of activity and relations – for example, with respect to different sales sectors. The chapter includes several different controversial tactics and challenges the reader to evaluate them on ethical grounds. Valuable here is that the authors ask the reader to assume different points of view associated with various roles and activities, including a very useful case study on the withholding of information from consumers.

The chapter on new media, number 5, brings the examination of marketing practices up to date. Here, the authors examine different contemporary genres of marketing activity and raise the important question about the blurring of traditional distinctions between source, message and receiver in many contemporary media environments. The section on the sharing economy is quite interesting and could serve as a springboard for further discussion of where marketing, networks and the potential for new forms of social organization come together.

Ethical consumption is the theme of Chapter 6. This chapter, perhaps more than any other in the book, delves into the variety of motives and objectives for marketing, showing the reader the diversity of marketing forms and raising the question of what it means in some cases for marketing activity to try to undermine its traditional logic and goals. Perhaps, the only surprising omission here is in terms of Adbusters.com not being included for a case example and for the reader's exposure.

The next three chapters may be viewed as a set in that they all address sensitive audiences and issues in marketing. Chapter 7 speaks about marketing to young and vulnerable consumers, Chapter 8 to the promotion of harmful products and Chapter 9 to lifestyle, health and pharmaceutical marketing. These chapters form a very important part of the book in terms of applications and with the vivid examples provided. In each chapter, the authors detail the key ethical dimensions of and issues in these types of marketing. Especially interesting in the chapter on health is the inclusion of medicalization and its ethical as well as practical implications as certain illnesses, treatments and other responses are recast. This is yet another instance of where the authors treat marketing within the context of broader social, economic and political trends.

Chapter 10, 'Tourism, Heritage, Cultural Arts and Cause-Related Marketing', is the one chapter I found to be a little less cohesive, in large part because of all the issues the authors include here. Cause-related marketing seems to deserve stand-alone attention or else be combined with social marketing in the next chapter. Tourism heritage and the environment perhaps ought to constitute one chapter, with the arts (broadly conceived) also on their own. The result of the amalgam of contexts and issues here seems to be a loss of potential depth in the respective sections on the topics. That said, important issues are still raised about each type of marketing in the chapter.

Ethics in social marketing is the subject of Chapter 11, one of the most provocative parts of the text. The authors help to define social marketing by examining its relationships to and differences from activities such as health education and promotion, environmental management and social advertising. Here, the authors raise penetrating questions about social marketing and especially the internal contradictions and sometimes paradoxes that are encountered. The issues raised and the

mini-cases provided range across health, environmental and social issues. Moreover, the authors explain well different takes on social marketing and that it is not, strictly speaking.

The book concludes with the 12th chapter, 'Legislation, Regulation and Ethics'. This chapter treats several different rationales for and approaches to regulation; however, it does so in perhaps too few pages to do justice to alternative regulatory and legislative regimes.

MEAS and its companion website are extremely valuable informational, educational and reflective tools. The primary authors and their colleagues who have made this volume offer important questions about marketing in today's world with an emphasis on meaning, purpose, consequences and possibilities. I can easily imagine students and other readers taking what they learn from this book and helping to push the horizons of marketing – not in the sense of expanding markets but rather in ways that make the profession and the institution fully engaged with the enormous challenges facing contemporary societies, economies and the planet.

Brigid Carroll, Jackie Ford and Scott Taylor (eds), *Leadership: Contemporary Critical Perspectives*, SAGE: London, 2015; 298 pp.: 9781446294376

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Each week I receive a plethora of e-mails from various academic publishers detailing their latest offerings in the Leadership domain. Occasionally I check out the texts, and sometimes I even order the odd inspection copy, but more often than not, I delete the message concluding that the book in question offers little new in comparison to others on the market. In relation to this textbook, '*Leadership: Contemporary Critical Perspectives*' edited by Carroll, Ford and Taylor, what first influenced me to order an inspection copy was the title which underlined the importance of contemporary issues and leadership, but moreover when I read the summary and outline content, the chapters appeared to promise something new and fresh in relation to how we study and teach leadership. What particularly attracted me was the promise of obtaining new and up-to-date case studies, examples and illustrations from sectors and arena as diverse as politics, business, sport and the arts, which could potentially enrich my teaching and inform my research.

In terms of organisation and content, the edited text contains 13 chapters featuring contributions from 16 authors and has three main sections: (1) Classical Theories of Leadership, (2) Leading in Context and (3) Contemporary Perspectives. The more critical and original tone of the textbook is clearly established in the introduction from the editors where they propose the most vital aspect of leadership – understanding how leaders source and ultimately exercise power is critiqued. It is telling that in this introduction, the editors signpost their intentions and ambitions for the book by illustrating key theoretical underpinnings and state that 'we think that the idea and practice of power is a key way to understand leadership as a position, as an act and as an academic subject' (p. xxv). Also in their introduction, a useful critical contextual overview relating to leadership power in terms of traditional, radical or post-structural terms is given. However, what is perhaps more useful here is the way that theoretical aspects are also given a more practical slant. For example, an interesting piece of practical advice is given to readers' courtesy of an illustration of how the famous British Politician Tony Benn thought about the power issue and leadership by always asking a series of questions of 'leaders' he encountered including 'what power do you have?; where did you get it?; in whose interests do you exercise it? To whom are you accountable? and how can we get rid of you?'

In terms of content, in the first overarching section, perhaps unsurprisingly, we are treated to a series of chapters which cover the more traditional and enduring debates and theoretical