

---

# **Democratic Competences and Social Practices in Organizations**

---

Wolfgang G. Weber • Michael Thoma  
Annette Ostendorf • Lynne Chisholm (Eds.)

# Democratic Competences and Social Practices in Organizations

 Springer VS

RESEARCH

*Editors*

Wolfgang G. Weber,  
Michael Thoma,  
Annette Ostendorf,  
Lynne Chisholm,  
Innsbruck, Austria

ISBN 978-3-531-19630-5

ISBN 978-3-531-19631-2 (eBook)

DOI 10.1007/978-3-531-19631-2

The Deutsche Nationalbibliothek lists this publication in the Deutsche Nationalbibliografie; detailed bibliographic data are available in the Internet at <http://dnb.d-nb.de>.

Springer VS

© VS Verlag für Sozialwissenschaften | Springer Fachmedien Wiesbaden 2012

This work is subject to copyright. All rights are reserved by the Publisher, whether the whole or part of the material is concerned, specifically the rights of translation, reprinting, reuse of illustrations, recitation, broadcasting, reproduction on microfilms or in any other physical way, and transmission or information storage and retrieval, electronic adaptation, computer software, or by similar or dissimilar methodology now known or hereafter developed. Exempted from this legal reservation are brief excerpts in connection with reviews or scholarly analysis or material supplied specifically for the purpose of being entered and executed on a computer system, for exclusive use by the purchaser of the work. Duplication of this publication or parts thereof is permitted only under the provisions of the Copyright Law of the Publisher's location, in its current version, and permission for use must always be obtained from Springer. Permissions for use may be obtained through RightsLink at the Copyright Clearance Center. Violations are liable to prosecution under the respective Copyright Law. The use of general descriptive names, registered names, trademarks, service marks, etc. in this publication does not imply, even in the absence of a specific statement, that such names are exempt from the relevant protective laws and regulations and therefore free for general use. While the advice and information in this book are believed to be true and accurate at the date of publication, neither the authors nor the editors nor the publisher can accept any legal responsibility for any errors or omissions that may be made. The publisher makes no warranty, express or implied, with respect to the material contained herein.

*Cover design:* KünkelLopka GmbH, Heidelberg

Printed on acid-free paper

Springer VS is a brand of Springer DE. Springer DE is part of Springer Science+Business Media.  
[www.springer-vs.de](http://www.springer-vs.de)



This image stems from the well-known 1960s British television series *The Prisoner*, which can be read as an outstanding representation of the problematics of democratic responsibility, the development of micro-practical competences and the commitment to oppose authoritarian forms of government. This cinematic masterpiece is also a lasting testimonial to the professional and personal values and qualities of Patrick McGoohan, who, as principal actor, (undercover) screenwriter and director of the series, embodies the kind of democratic engagement and social responsibility that might inspire all of us. The ITV television network has kindly allowed us to reproduce the human chessboard image for this volume. We thank ITV ([www.itvstudios.com](http://www.itvstudios.com)) for their readiness to grant permission to recall both the series and its creator in this way.

# Contents

<b>Introduction: Whither Democracy in Everyday Social Life?</b>	<b>9</b>
<i>Lynne Chisholm &amp; Annette Ostendorf &amp; Michael Thoma &amp; Wolfgang G. Weber</i>	
<b>The Democratization of Markets through Participative and Collaborative Practices</b>	<b>17</b>
<i>Andrea Hemetsberger</i>	
<b>The European Citizens' Initiative: Empowering Political Participation in the EU?</b>	<b>34</b>
<i>Anja Opitz &amp; Doris Dialer</i>	
<b>Participation in Schools – a Classification Concept</b>	<b>47</b>
<i>Markus Ammann</i>	
<b>Moral Competence and Democratic Ways of Life</b>	<b>62</b>
<i>Georg Lind</i>	
<b>Images of Corporate Participation and Democratic Structures in Business Administration Textbooks used in Higher Vocational Schools in Austria, Switzerland and Germany</b>	<b>86</b>
<i>Annette Ostendorf &amp; Michael Thoma</i>	
<b>Co-determination in Times of Economic Crisis: Changes in the Social Positioning of Works Councillors?</b>	<b>102</b>
<i>Manfred Auer &amp; Heike Welte</i>	
<b>The Analysis of Preconditions for the Fostering of Democratic Behavioural Orientations in Business Organizations – The ODEM Questionnaire (POPD)</b>	<b>118</b>
<i>Wolfgang G. Weber &amp; Christine Unterrainer</i>	

<b>Changing Police Managers' Attitudes towards Participative Management: Translating Research-based Knowledge into Practical Solutions</b>	<b>144</b>
<i>Brigitte Steinheider &amp; Todd Wuestewald &amp; Armin Pircher-Verdorfer</i>	
<b>Innovatory Qualifications at Work</b>	<b>162</b>
<i>Werner Fricke</i>	
<b>Post-democracy and Engaged Citizenship – The Case of Attac</b>	<b>183</b>
<i>Pier Paolo Pasqualoni &amp; Helga M. Treichl</i>	