

Contents

PART ONE

Chapter 1	The Business/Society Relationship	3
	Business and Society	5
	The Macroenvironment	6
	Role of Pluralism	7
	Our Special-Interest Society	9
	Business Criticism and Corporate Response	10
	Focus of the Book	21
	Structure of the Book	24
	Summary	26
Chapter 2	Corporate Social Responsibility, Responsiveness, and Performance	29
	The Corporate Social Responsibility Issue	30
	Arguments Against and for Corporate Social Responsibility	41
	Corporate Social Responsiveness	44
	Corporate Social Performance	47
	Social Performance and Financial Performance	58
	Socially Conscious Investing Movement	61
	Summary	66

Chapter 3	The Stakeholder Management Concept	71
	Origins of the Stakeholder Concept 72	
	Who Are Business's Stakeholders? 74	
	Strategic, Multifiduciary, and Synthesis Views 78	
	Three Values of the Stakeholder Model 80	
	Stakeholder Management 81	
	Effective Stakeholder Management 94	
	Stakeholder Management Capability 95	
	Summary 96	
 PART TWO		
Chapter 4	Business Ethics Fundamentals	103
	Business Ethics and the Public 108	
	What Does Business Ethics Mean? 110	
	The Important Ethics Questions 116	
	Three Models of Management Ethics 119	
	Making Moral Management Actionable 129	
	Developing Moral Judgment 130	
	Elements of Moral Judgment 136	
	Summary 139	
 Chapter 5	 Personal and Organizational Ethics	 144
	Levels at Which Business Ethics May Be Addressed 145	
	Personal and Managerial Ethics 148	
	Managing Organizational Ethics 160	
	Improving the Organization's Ethical Climate 165	
	Summary 182	
 Chapter 6	 Ethical Issues in the Global Arena	 188
	Eras in the Internationalization of Business 189	
	MNCs and the Global Environment 191	
	Ethical Problems in the Multinational Environment 196	
	Improving Global Ethics 207	
	Summary 217	
 PART THREE		
Chapter 7	Business, Government, and Regulation	223
	A Brief History of Government's Role 225	
	The Roles of Government and Business 227	
	Interaction of Business, Government, and the Public 229	
	Government's Nonregulatory Influence on Business 231	
	Government's Regulatory Influences on Business 237	
	Deregulation 249	

	Regulatory Reform	252
	Summary	254
Chapter 8	Business's Influence on Government and Public Policy	259
	The Current Political Environment	260
	Corporate Political Participation	262
	Business Lobbying	263
	Political Action Committees	273
	Coalition Building	282
	Strategies for Political Activism	283
	Summary	287
Chapter 9	Consumer Stakeholders: Information Issues and Responses	292
	The Paradox of the Consumer Orientation	293
	The Consumer's Magna Carta	294
	The Consumer Movement	295
	Product Information Issues	302
	The Federal Trade Commission	323
	Self-Regulation in Advertising	327
	Summary	330
Chapter 10	Consumer Stakeholders: Product and Service Issues	336
	Two Central Issues: Quality and Safety	337
	Consumer Product Safety Commission	347
	Food and Drug Administration	349
	Business's Response to Consumer Stakeholders	355
	Summary	362
Chapter 11	The Natural Environment as Stakeholder: Issues and Challenges	368
	A Brief Introduction to the Natural Environment	369
	Natural Environmental Issues	375
	Causes of the Environmental Crisis	384
	Environmental Perspectives	387
	Summary	389
Chapter 12	Business and Stakeholder Responses to Environmental Challenges	393
	Responsibility for Environmental Issues	394
	The Role of Governments in Environmental Issues	397
	Other Environmental Stakeholders	405

Business Environmentalism 410
 The Future of Business: Greening and/or Growing 421
 Summary 422

Chapter 13 Business and Community Stakeholders 426
 Community Involvement 427
 Various Community Projects 428
 Corporate Philanthropy or Business Giving 440
 Business and Plant Closings 457
 Summary 469

PART FOUR

Chapter 14 Employee Stakeholders and Workplace Issues 477
 Changes in the Workplace 478
 The New Social Contract 481
 The Employee Rights Movement 484
 The Right to a Job/Not to Be Fired Without Cause 488
 The Right to Due Process and Fair Treatment 491
 Freedom of Speech in the Workplace 497
 Summary 506

Chapter 15 Employee Stakeholders: Privacy, Safety, and Health 511
 Right to Privacy in the Workplace 512
 Workplace Safety 525
 The Right to Health in the Workplace 535
 Summary 543

Chapter 16 Employment Discrimination and Affirmative Action 549
 The Civil Rights Movement and Minority Progress 550
 Federal Laws Prohibiting Discrimination 554
 Expanded Meanings of Discrimination 562
 Issues in Employment Discrimination 563
 Affirmative Action in the Workplace 576
 Summary 584

Chapter 17 Owner Stakeholders and Corporate Governance 591
 Legitimacy and Corporate Governance Problem 592
 Improving Corporate Governance 609
 Summary 625

PART FIVE	
Chapter 18	Strategic Management and Corporate Public Policy 633
	Understanding the Concept of Corporate Public Policy 634
	Four Key Strategy Levels 636
	The Strategic Management Process 643
	Summary 655
Chapter 19	Issues Management and Crisis Management 658
	Issues Management 659
	Crisis Management 676
	Summary 682
Chapter 20	Public Affairs Management 685
	Evolution of the Corporate Public Affairs Function 687
	Public Affairs in the 1980s 688
	Modern Perspectives of Corporate Public Affairs 689
	Public Affairs Strategy 696
	Incorporating Public Affairs Thinking into Every Manager's Job 698
	Summary 701