## CORPORATE SOCIAL RESPONSIVENESS

## The Modern Dilemma

Robert W. Ackerman

Vice President, Finance and Administration, Preco Corporation Former Lecturer, Harvard Business School

Raymond A. Bauer

Joseph C. Wilson Professor of Business Administration Harvard Business School

**RESTON PUBLISHING COMPANY**, INC., Reston, Virginia

A Prentice-Hall Company

## Contents

	Preface	vii
PART ONE		1
Chapter One	Corporate Responsiveness	3
Chapter Two	The Fluid Scene	17
PART TWO		31
Chapter Three	Social Demands and Corporate Strategy	34
Case 1	Avon Products, Inc., 43	
Case 2	Genco, Inc. (A), 61	
Case 3	Genco, Inc. (B), 75	
Case 4	The Golden Eagles (A), 93	
Case 5	The Golden Eagles (B), 101	
Case 6	The Golden Eagles (C), 106	
Case 7	The Golden Eagles (D), 113	
Case 8	The Golden Eagles (E), 116	
Chapter Four	The Implementation of Corporate Social Responsiveness	119
Case 9	Xerox Corporation, 132	
Case 10	FOODS Unlimited (A), 160	
Case 11	National Bank and Trust Company (B), 174	
Case 12	Metropolitan Development Corporation (A), 189	
Case 13	Metropolitan Development Corporation (B), 205	
Case 14	Metropolitan Development Corporation (C), 214	
Case 15	Metropolitan Development Corporation (D), 218	

v

.

Contents

•

.,

Chapter Five	Assessing Performance	224
Case 16	Parker Perry Systems, 231	
Case 17	National Bank and Trust Company (A), 248	
Case 18	Eastern Gas and Fuel Associates (A), 268	
Case 19	Eastern Gas and Fuel Associates (B), 286	
Case 20	Eastern Gas and Fuel Associates (C), 300	
Case 21	Eastern Gas and Fuel Associates (D), 306	
Chapter Six	The Social Issue Specialist	319
Case 22	Borden, Inc., 325	
Case 23	Omar Industries, Inc., 344	
Case 24	Affirmative Action at Aldrich, 354	
Chapter Seven	Institutionalization of Social Responsiveness	374
Case 25	FOODS Unlimited (B), 383	
Case 26	DESCO, Inc., 395	1
Case 27	University of Pennsylvania (A), 418	
Case 28	University of Pennsylvania (B), 438	
Case 29	University of Pennsylvania (C), 461	
	Index of Cases	465

vi