business and society

ROBERT J. MOCKLER St. John's University, New York

TECHNISCHE	HOCHSCHULE	DARMSTADT					
	Fachbereich 1						
. Gesamtbiblioth e k							
	o swirtscha!						
	15.44						
A bstell-Nr.	A01/8	02					
Sachgebiete	1.2.	0					
	1.2.	1					

Harper & Row, Publishers, New York, Evanston, San Francisco, London

contents

PREFACE

Xiii

PART ONE: INTRODUCTION 1

Chapter 1: Business, Society, and the Manager

2

A Dynamic Social Environment

Groups in Society Which Influence Business Decisions The Changing and Uncertain Role of Business in Society

The Individual and the Business Organization

The International Environment A Wide Range of Situations A Systematic Approach A Situational Orientation

Business as a Part of a Larger Social System

PART TWO: CENTRAL ISSUES 17

Chapter 2: The Dynamic Social System in Which Business

Operates

18

Changes in Our Society
Society's Values and Attitudes

Emerging Era of Social Action

Chapter 3: Groups in Society That Influence Business

Decisions

Our Pluralistic Society

Government

Labor Unions

Minority Groups

Environmentalists

Consumers

Communications Media

Business Associations

Other Interest Groups

Conclusion

CONTENTS

82

Chapter	4:	The	Changing	and	Uncertain	Role	of	Business	in
		Soc	iety	65					

Historical Perspective

Legislative Definition of Business's Role

Influence of Other Power Groups on Business's Role

An Emerging Social Role for Business

Defining the Role of Business

PART THREE: MANAGEMENT DECISION SITUATIONS INVOLVING SIGNIFICANT SOCIAL FACTORS 81

Chapter 5: Government Regulation of Public Utilities

KEY FACTORS AFFECTING MANAGEMENT DECISION

MAKING 83

The Nature of Public Utilities

Government Regulatory Agencies

Determination of Rates

Competition Among Different Types of Fuels

Energy Crisis

Private Pressure Groups

Company Considerations

DEVELOPING COURSES OF ACTION 96

EVALUATING ALTERNATIVES AND

REACHING A DECISION 99

IMPLEMENTATION 101

A COMPANY STUDY:

LONG ISLAND LIGHTING COMPANY 103

A Problem of Future Growth

Recommendations of the Planning Committee

Site Selection

Financing the Project

Evaluation and Decision

Presentation of the Plan to the PSC

SUMMARY

107

CASE STUDY EXERCISES

109

The Standard Telephone Company 109
Little Big Horn Power Company 111

Chapter 6: Labor Unions and Collective Bargaining 114

KEY FACTORS 11

Labor Unions and the Collective Bargaining Process

Legal Aspects

The Organization, Control, and Character of Unions

124

Why Workers Join Unions

The Nature of Union Leadership

Company Considerations

The Public Interest

DEVELOPING COURSES OF ACTION

CONTENTS vii

EVALUATING ALTERNATIVES AND REACHING A DECISION 127

IMPLEMENTATION 130

A COMPANY STUDY: CARO CORPORATION 132

Background

New Developments

The Plant

The Union

Alternative Strategies for Bargaining

Alternative Strategies

Evaluation of the Alternative Strategies

Implementation of the Alternative Strategies

SUMMARY

136

CASE STUDY EXERCISES

138

Microelectronics Corporation 138

The North American Radio Corporation

Chapter 7: Employment of Minority Group Workers 143 143

KEY FACTORS

Basic Problems Faced by Minority Group Workers

139

Government Legislation and Action

Private Pressure Groups

Company Considerations

DEVELOPING COURSES OF ACTION 153

EVALUATING ALTERNATIVES AND

REACHING A DECISION 155

IMPLEMENTATION

157

A COMPANY STUDY:

KELLY CONSTRUCTION COMPANY 159

Background

Conflict Between Community Demands and Union Position

Legal Considerations

Construction Union's Position

Evaluation of Alternatives and Decision

Implementation

SUMMARY

163

CASE STUDY EXERCISES

Evans Fuel Oil Company

164 164

American Service Corporation 165

170 Chapter 8: Water Pollution

KEY FACTORS

170

Types and Causes of Water Pollution

Public and Private Pressure Groups

Measuring the Extent of a Company's Contribution to

Water Pollution

Control Methods and Costs

Company Considerations

VIII CONTENTS

DEVELOPING COURSES OF ACTION 185
EVALUATING ALTERNATIVES, REACHING

A DECISION, AND CARRYING OUT THE DECISION

189

198

A COMPANY STUDY: OLIN CORPORATION 192

Background

New Clean Water Laws

Findings of Studies

Alternatives

Attempts to Save Plant

New Factors Arise

Reevaluation

Implementing the Decision

CASE STUDY EXERCISES 197

The Premium Oil Company 197

Pennsylvania Metal Corporation

Chapter 9: Urban Decay 202

KEY FACTORS 203

The Nature and Causes of Urban Decay

Community Pressure Groups

Government Participation in Urban Renewal

Business Participation in Urban Renewal

Company Considerations

DEVELOPING COURSES OF ACTION 215

EVALUATING THE ALTERNATIVES

AND REACHING A DECISION 216

IMPLEMENTATION 219

A COMPANY STUDY: ENDOVER NATIONAL BANK 220

Background

Preparations for the Executive Committee Meeting

Initial Evaluation

Evaluation by the Executive Committee

Delays in Implementation

SUMMARY 225

CASE STUDY EXERCISES 227

Morton Mortgage Company 227

United Incorporated 228

Chapter 10: Ethics 232

KEY FACTORS 233

The Nature of Ethics and Ethical Standards

Government Regulation

Social Attitudes and Pressure Groups

Individual Manager and Employee Ethics

Business and Industry Associations

Company Considerations

DEVELOPING COURSES OF ACTION 243

CONTENTS

EVALUATING ALTERNATIVES AND

REACHING A DECISION 245

IMPLEMENTATION 248

A COMPANY STUDY: ST. PETERSBURG DAILY PRESS

249

Background

Amalgamated Press Company

The Problem of Misleading Advertising

The Alternatives

The Evaluation and Decision

Implementation

SUMMARY 253

CASE STUDY EXERCISES 254

Adams Aircraft Company 254

Irving Manufacturing Company 255

Chapter 11: Air Pollution 259

KEY FACTORS 259

Types and Causes of Air Pollution

Government Legislation

Private Pressure Groups

Measuring the Extent of a Company's Contribution to Air

Pollution

Control Costs and Methods

Company Considerations

DEVELOPING COURSES OF ACTION 280

EVALUATING ALTERNATIVES AND

REACHING A DECISION 282

IMPLEMENTATION 285

A COMPANY STUDY: THE PFIZER CORPORATION 286

Background

The Problem of Process Emissions and In-plant

Contamination

Assessment of the Situation

Developing and Evaluating Alternatives

Reaching a Decision

SUMMARY 290

CASE STUDY EXERCISES 291

Morgan Chemical Company 291

Raymond Plastic Corporation 292

Chapter 12: Drug Abuse 295

KEY FACTORS 296

The Nature and Causes of Drug Abuse

Problems and Costs of Rehabilitation

Legal Requirements

Business's and Society's Attitude Toward Drug Abuse

Methods of Detection in Business

Company Considerations

X DEVELOPING COURSES OF ACTION 308 **EVALUATING ALTERNATIVES AND** REACHING A DECISION 311 **IMPLEMENTATION** 313 . A COMPANY STUDY: PITNEY BOWES 314 Background Extent of Problems Research into Rehabilitation Programs **Existing Company Assistance Programs** Legal Considerations Alternative Evaluation and Decision Implementation SUMMARY 318 CASE STUDY EXERCISES 320 Green Garden Apartments Incorporated 320 Fidelity Union Trust Company 321 Chapter 13: Multinational Operations 324 KEY FACTORS 324 The Nature and Problems of Multinational Operations Sociological Factors Political and Legal Considerations **Economic Factors** Company Considerations DEVELOPING COURSES OF ACTION 338 **\EVALUATING ALTERNATIVES AND** REACHING A DECISION 341 IMPLEMENTATION 344 A COMPANY STUDY: DATA SERVICE CORPORATION 345 Background Report of the Investigative Committee A New Development Developing and Evaluating Alternatives

Implementation Problems and Their Resolution

SUMMARY 350 CASE STUDY EXERCISES

Excell Appliances Corporation 351 The Hobby Mart Company 353

Chapter 14: Conclusion 355

APPENDIX: ADDITIONAL CASE STUDY EXERCISES

The ABC Construction Company: Union and Government

Conflicts 360

Marshall Oil Company: Effect of Relocation on Minority

Employees 370 CONTENTS

The Lawrence Savings Bank: Housing Loan Investments

in Slum Areas 374

The Laboratory Equipment Company: Labor

Negotiations 378

NOTES 385

INDEXES 399