

THE CORPORATE ROLE AND ETHICAL BEHAVIOR

Robert J. Litschert, *Virginia Polytechnic Institute and State University*
Edward A. Nicholson, *Wright State University*

CONCEPTS AND CASES

TECHNISCHE HOCHSCHULE DARMSTADT	
Fachbereich 1	
<u>Gesamtbibliothek</u>	
<u>Betriebswirtschaftslehre</u>	
Inventar-Nr. :	11.775
Abstell-Nr. :	412/888
Sachgebiete:	1.2.0
	1.2.1
	8.1.1



PETROCELLI / CHARTER

NEW YORK 1977

CONTENTS

Preface ix

SECTION ONE

A CONCEPT OF THE SOCIAL ROLE OF BUSINESS 1

1. Social Roles and Behavior in Organizations 3
2. Analyzing the Corporate Dilemma 27
3. Corporate Social Policy Making 49

SECTION TWO

SOCIAL ISSUE CASES 63

4. Pollution and Ecology 65

Case 1: Thermal Pollution 65

Thermal Pollution vs. Electricity Brownout: Dilemma of the Florida Power and Light Company 66

Case 2: Water Decay 81

Water Decay vs. Clean Clothes: Dilemma of the Procter & Gamble Corporation 82

5. Plant Shutdown 101

Case 3: A Plant Shutdown 101

Olin's Pullout from Saltville: A Company's Responsibility to the Community 102

6. Community and Public Safety 117
 - Case 4: A Question of Responsibility 117
 - The Disaster at Buffalo Creek: A Question of Responsibility for Survival* 118
 - Case 5: Airline Skyjacking 129
 - The Airline Skyjacking Crisis: Business and Public Safety* 130

7. The Urban Crisis 151
 - Case 6: Substandard Housing 151
 - The Life Insurance Industry Pledge: Rebuilding the Ghetto* 152

8. Discrimination in Industry 167
 - Case 7: Racial Discrimination 167
 - Duke Power Company and Race Relations: Was There Cultural Bias of Testing Procedures?* 168
 - Case 8: Pregnancy Leave 183
 - Sex Discrimination: A Look at Fringe Benefits at General Electric* 184

9. Business and Labor 199
 - Case 9: The Lordstown Experiment 199
 - The Lordstown Experiment: The Zone of Acceptance of Young Workers* 200

10. The Military-Industrial Complex 215
 - Case 10: The Weapons-Systems Contractor 215
 - Lockheed's Problems with the C-5A: The Military-Industrial Complex* 216

11. Business and Politics 235
 - Case 11: A Concept of Corporate Power 235
 - ITT and Limits of Lobbying: Big Business and Politics* 236
 - Case 12: Foreign Bribes 252
 - Payments to Honduran Officials by United Brands* 254
 - Case 13: Political Contributions 272
 - Illegal Political Contributions by Gulf Oil Corporation* 273

Contents

12. The Energy Question 289
Case 14: The Oil Crisis 289
Energy Use, Oil Supply, and the American Oil Industry 289
13. Consumerism 307
Case 15: Consumer Movement 307
Advertising Policies of the American Home Products and Sterling Drug Companies: Consumerism in the Drug Industry 308
14. Ownership Claims 337
Case 16: Campaign GM 337
Minority Stockholders Challenge General Motors: Owners' Claims 338
15. The Individual and the Organization 353
Case 17: Major League Baseball 353
The Oakland Athletics and the 1973 World Series: The Individual and the Organization 354
- Index 369