



■ BUSINESS & SOCIETY Ethics and Stakeholder Management

Sixth Edition

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Business and Society: Ethics and Stakeholder Management, 6e

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PREFACE

Business & Society: Ethics and Stakeholder Management, Sixth Edition, employs a stakeholder management framework, emphasizing business's social and ethical responsibilities to both external and internal stakeholder groups. A managerial perspective is embedded within the book's dual themes of business ethics and stakeholder management. The ethics dimension is central because it is becoming increasingly clear that ethical or moral considerations are woven into the fabric of the public issues that organizations face. Economic and legal issues are inevitably present, too. However, these aspects are treated more thoroughly in other business administration courses.

The stakeholder management perspective is essential because it requires managers to (1) identify the various groups or individuals who have stakes in the firm or its actions, decisions, and practices, and (2) incorporate the stakeholders' concerns into the firm's strategic plans and operations. Stakeholder management is an approach that increases the likelihood that decision makers will integrate ethical wisdom with management wisdom in all that they do.

This edition went to press before complete resolution had been made on the fraud and ethics scandals that dominated the business news in the first five years of the 2000s. The Enron scandal and subsequent scandals involving such firms as WorldCom, Tyco, Arthur Andersen, Adelphia, Global Crossings, and HealthSouth have all occurred since the previous edition. Many of the trials of the CEOs and top executives of these firms are still underway, and readers are urged to keep up with these for the latest developments. The horrific attacks on the World Trade Center in New York and the Pentagon in Washington, DC, on September 11, 2001, are still in our memories, especially for their relevance to topics such as crisis management, global ethics, the business–government relationship, and impacts on both internal and external stakeholders. These major events will be with us forever, and we urge readers to keep in mind the extent to which our world is now changed as they read through the book and consider its content.

APPLICABLE COURSES FOR TEXT

This text is appropriate for college and university courses that are variously titled Business and Society; Business and Its Environment; Business and Public Policy; Social Issues in Management; Business, Government, and Society; Stakeholder Management; and Business Ethics. This book is appropriate for either a required or elective course seeking to meet the requirements of the Association to Advance Collegiate Schools of Business (AACSB International) for coverage of perspectives that form the context for business: ethical and global issues; the influence of political, social, legal and regulatory, environmental and technological issues; and the impact of diversity on organizations. The book is primarily intended for undergraduate courses, but when supplemented with other materials it would be appropriate for graduate courses. The book has proved useful in countries outside of the

United States, but the primary perspective of the book is the business and society interface as experienced inside the United States. Other developed countries share in many of these same relationships.

OBJECTIVES IN RELEVANT COURSES

Depending on the placement of a course in the curriculum or the individual instructor's philosophy, this book could be used for a variety of objectives. The courses for which it is intended include several essential goals, such as the following:

- 1. Students should be made aware of the demands that emanate from stakeholders and are placed on business firms.
- 2. As prospective managers, students need to understand appropriate business responses and management approaches for dealing with social, political, environmental, technological, and global issues and stakeholders.
- 3. An appreciation of ethical issues and the influence these issues have on management decision making, behavior, policies, and practices is important.
- 4. The broad question of business's legitimacy as an institution in a global society is at stake and must be addressed from both a business and societal perspective.
- 5. The increasing extent to which social, ethical, public, and global issues must be considered from a strategic perspective is critical in such courses.

NEW TO THE SIXTH EDITION

This Sixth Edition has been updated and revised to reflect the most recent research, laws, cases, and examples. Material in this new edition includes:

- New research and examples throughout all the chapters
- Coverage throughout the text of the ethics scandals of the early 2000s and their influence on business, society, and organizations
- Discussion of new laws such as the Sarbanes—Oxley Act and the Alien Tort Claims Act
- · New "Ethics in Practice" and "Search the Web" features in each chapter
- · Forty-two end-of-text cases, which include:
 - Fourteen new cases, including cases on Martha Stewart, the pharmaceutical industry, Wal-Mart and its labor practices, violence in the workplace, "looks" discrimination, transgender issues, sexual harassment, Dick Grasso's compensation, and alcohol versus tobacco advertising
 - · Fourteen revised and updated cases from the previous edition
- Recommended case list at the end of each chapter
- · Recommended Web resources at the end of each chapter
- Favorite cases from past editions included in the *Instructor's Manual with Test Bank* so that they may be duplicated and used in class
- InfoTrac sidebars interspersed throughout all chapters that direct students to relevant, in-depth topics; also included are end-of-chapter references to InfoTrac's online database
- · A thoroughly revised instructor's manual that includes hints for using the videos
- A glossary on the text's Web site (http://carroll.swlearning.com)

"ETHICS IN PRACTICE" FEATURE

Continuing in this Sixth Edition are in-chapter features titled "Ethics in Practice." Interspersed throughout the text, these features present actual ethical situations or dilemmas faced personally in the work experiences of our former students. These were originally written for class discussion, and most of them are real-life situations actually confronted by college students in their part-time and full-time work experiences. The students contributed these experiences on a voluntary basis, and we are pleased they gave us permission to use them. We would like to acknowledge them for their contributions to the book. Instructors may wish to use these as minicases for class discussion on a daily basis when a lengthier case is not assigned.

"SEARCH THE WEB" FEATURE

The "Search the Web" inserts in each chapter highlight an important and relevant Web page or pages that augment each chapter's text material. The "Search the Web" feature may highlight a pertinent organization and its activities or special topics covered in the chapter. These features permit students to explore topics in depth. Most of the Web sites have links to other related sites. The use of search engines to find other relevant materials is encouraged as the Web now catalogs a wealth of relevant information to the text topics and cases.

STRUCTURE OF THE BOOK

Part 1 provides an introductory coverage of pertinent business and society topics and issues. Because most courses for which this book is intended evolved from the issue of corporate social responsibility, this concept is treated early on. Part 1 documents and discusses how corporate social responsiveness evolved from social responsibility and how these two matured into a concern for corporate social performance and corporate citizenship. Also given early coverage is the stakeholder management concept.

Part 2 addresses strategic management for stakeholder responsiveness. The purpose of this part is to discuss management considerations for dealing with the issues discussed throughout the text. A strategic management perspective is useful because these issues have impacts on the total organization and have become intense for many upper-level managers. Special treatment is given to corporate public policy, issues and crisis management, and public affairs management. Some instructors may elect to cover Part 2 later in their courses. Part 2 could easily be covered after Part 4 or 5. This option would be most appropriate for those using the book for a business ethics course or who desire to spend less time on the management perspective.

Part 3 contains four chapters dedicated to business ethics topics. In real life, business ethics cannot be separated from the full range of external and internal stakeholder concerns. Part 3 focuses on business ethics fundamentals, personal and organizational ethics, business ethics and technology, and ethical issues in the global arena. External stakeholder issues are the subjects of Part 4. Vital topics here include business's relations with government, consumers, the environment, and the community.

The theme of Part 5 is internal stakeholder issues. In this part, we consider workplace issues and the key themes of employee rights, employment discrimination, and affirmative action. Owner stakeholders are also treated in Part 5. The topic of corporate governance captures most owner stakeholder concerns.

CASE STUDIES AT END OF TEXT

The 42 cases placed at the end of the book address a wide range of topics and decision situations. The cases are of varying length. Fourteen of the cases are new to the Sixth Edition; among these are some longer cases. Fourteen other cases have been updated. All the cases are intended to provide instructors and students with real-life situations within which to further analyze course issues and topics covered throughout the book. New to this edition are lists of recommended cases for each chapter. The 42 cases have intentionally been placed at the end of the text material so that instructors will feel freer to use them with any text material they desire.

Many of the cases in this book carry ramifications that spill over into several areas. Almost all of them may be used for different chapters. Preceding the cases is a set of guidelines for case analysis that the instructor may wish to use in place of or in addition to the questions that appear at the end of each case. The *Instructor's Manual with Test Bank* provides suggestions regarding which cases to use with each chapter.

Some cases from previous editions have been moved to the *Instructor's Manual with Test Bank*. If instructors wish to use some of their favorite previous cases, they may copy them and distribute them in class.

SUPPORT FOR THE INSTRUCTOR

Instructor's Manual with Test Bank (ISBN 0-324-22582-2). Prepared by Craig Van Sandt of Augustana College, the *Instructor's Manual with Test Bank* includes learning objectives, teaching suggestions, complete chapter outlines, highlighted key terms, answers to discussion questions, suggestions for using the management and organization video, case notes, and supplemental cases. The test bank for each chapter includes true/false and multiple-choice questions.

A computerized version of the test bank is also available electronically. ExamView® Pro (ISBN 0-324-11498-2), an easy-to-use test-generating program, enables instructors to create printed tests, Internet tests, and online (LAN-based) tests quickly. Instructors can enter their own questions, using the software provided, and customize the appearance of the tests they create. The QuickTest wizard permits test generators to use an existing bank of questions to create a test in minutes, using a step-by-step selection process.

PowerPoint Slides. Prepared by Deborah J. Baker, Texas Christian University, the PowerPoint presentation is colorful and varied, designed to hold students' interest and reinforce each chapter's main points. The PowerPoint presentation is only available on the Web site (http://carroll.swlearning.com).

Turner Learning/CNN, Management and Organization Video (DVD ISBN 0-324-32188-0, VHS ISBN 0-324-22585-7). Bring the newsgathering and programming power of CNN into your classroom with this VHS cassette of high-

interest clips from the world's leading 24-hour global news network. Short segments—perfect for introducing key concepts—cover a range of issues, from white-collar crime, corporate fraud, outsourcing of jobs, lobbying ethics, looks discrimination, questionable marketing, biotechnology, and more. Suggestions for video usage are provided in the *Instructor's Manual with Test Bank*, making it easy to gain the most from this exceptional resource.

Web Site. A dynamic, comprehensive Web site at http://carroll.swlearning.com features an Interactive Study Center with quizzes, CNN video clips, PowerPoint slides, and InfoTrac resources. Instructors can download resources, including the *Instructor's Manual with Test Bank* and PowerPoint presentation slides.

ACKNOWLEDGMENTS

First, we would like to express gratitude to our professional colleagues in the Social Issues in Management Division of the Academy of Management, the International Association for Business and Society (IABS), and the Society for Business Ethics. Over the years these individuals have meant a lot to us and have helped provide a stimulating environment in which we could intellectually pursue these topics in which we have a common interest. Many of these individuals are cited in this book quite liberally, and their work is appreciated.

Second, we would like to thank the many adopters of the five previous editions who took the time to provide us with helpful critiques. Many of their ideas and suggestions have been used for this Sixth Edition. We give particular thanks to the reviewers of the Fifth Edition for their input and direction:

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We express grateful appreciation to all of the authors of the other cases that appear in the final section of the text. Contributing cases were Steven Brenner, Portland State University; Bryan Dennis, Idaho State University; Joe Gerard, SUNY Institute of Technology; Jill Brown and Kareem Shabana, University of Georgia; Norma Carr-Ruffino, San Francisco State University; and Julia Merren, former student. We also thank other faculty members who contributed cases for previous editions that carried forward into the Sixth Edition. At the University of Georgia, we especially want to thank our departmental staff, without whose support we would not have been able to finish the book on time. This outstanding group includes Ruth Davis, Dana Myers, and Billie West.

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