

## **Review Questions**

### **Chapter 1**

- 1 What do you think were the key factors in the development of corporate social responsibility during the 20th century?
- 2 How does Carroll's model take account of the objections to corporate social responsibility raised by Friedman and others?
- 3 How far is corporate citizenship a concept that is distinct from corporate social responsibility?

### **Chapter 2**

- 1 What is the key weakness of the theory of shareholder value that stakeholder theory is intended to address?
- 2 How would you use the idea of salience to assess the relationship between a corporation and a particular stakeholder group?
- 3 What are the key features of stakeholder partnerships?

### **Chapter 3**

- 1 What is the principle of the greatest happiness of the greatest number?
- 2 How does feminism critique current business ethics theories?
- 3 What does Rawls mean by the 'veil of ignorance'?
- 4 What does the categorical imperative state?
- 5 How does Aristotle try to integrate the different virtues?

### **Chapter 4**

- 1 Which of the different 'green' positions is most compatible with standard business activity?
- 2 How do spiritual values sometimes influence the environmental debate?
- 3 What is free-market environmentalism, and can it be reconciled with more traditional environmental positions?

### **Chapter 5**

- 1 An implication of models such as Hofstede's is that different cultures have different views about the role of human beings in nature. How would this affect the way a business responds to the environmental arguments encountered in the previous chapter?
- 2 What steps can a manager in a small business take to minimize the risk that employees might act unethically?
- 3 Civil society organizations generally exist to promote a widely based benefit to society. Yet being essentially voluntary organizations they can suffer from the problem of self-replicating governing bodies (where as soon as one member of

the governors leaves, another is appointed from among the friends or social networks of the board). How would you try to avoid this weakness in governance?

## **Chapter 6**

- 1** What is meant by 'the bottom of the pyramid'? Why is it increasingly seen as a business opportunity?
- 2** What are the main risks arising from operating in a conflict country?
- 3** Have you ever given a bribe? Provide details and discuss the wider implications of the bribe on society.

## **Chapter 7**

- 1** Given that the main responsibility for the protection of human rights rests with governments, to what extent can companies be expected to promote and protect human rights?
- 2** What is the impact of foreign investment on human rights?
- 3** Compare the strengths and weaknesses of the different voluntary initiatives that have been launched in the area of business and human rights.

## **Chapter 8**

- 1** Why are civil society organizations important for understanding ethics and corporate social responsibility?
- 2** What types of interactions are companies likely to have with advocacy and service organizations?
- 3** What are the similarities in the strategies companies and civil society groups use to influence each other?

## **Chapter 9**

- 1** The discussion in this chapter has been almost entirely related to companies. How far do you think an approach such as the Anglo-Saxon model could be adapted for a not-for-profit organization?
- 2** What steps would you think are appropriate to attempt to develop greater levels of integrity in non-executive directors?
- 3** In what ways would you suggest that governance models or practices be amended so as to avoid the serious corporate reversals that have been seen in most governance regimes?

## **Chapter 10**

- 1** What are the main ways in which the voluntary codes adopted since the 1990s differ from those introduced earlier?
- 2** What are the expected benefits of social accounting and reporting?

**3** Social and environmental reports are sometimes seen as window-dressing. What measures have been taken to improve the credibility of reporting?

## **Chapter 11**

**1** What kinds of role can an ethics officer take in an organization, and what is likely to make them most effective?

**2** Apply Park's categories of whistle-blowing to a case you know well, and evaluate what kind of stance was taken by the individual concerned.

**3** What do organizational approaches to the management of information tell you about their overall approach to the management of values and ethics?

## **Chapter 12**

**1** Identify three themes that underpin and illustrate ethical issues in human resource management. Give examples.

**2** Why is discrimination a controversial issue? Examine the question from a conceptual and practical point of view.

**3** Some authors have argued that marketing is unethical because it promotes consumerism. Discuss.

**4** What are the differences between direct, indirect and institutional discrimination, and how might organisations deal with each of these three forms?

**5** What are the different forms of deception in marketing and how should firms work to minimise each of these?

**6** What are the advantages or disadvantages of a company adopting a creative commons approach?

## **Chapter 13**

**1** What are the underlying assumptions of the 'polluter pays' principle?

**2** What arguments would you adopt to persuade a manufacturing firm to adopt the precautionary principle?

**3** What are the main arguments *against* emissions trading systems?

## **Chapter 14**

**1** Explain how corporate philanthropy has developed over time.

**2** What are the main forms of corporate philanthropy?

**3** Philanthropy is becoming a business in its own right. Discuss the benefits and disadvantages of this trend for society.