

# TABLE OF CONTENTS

Executive Overview .....	vi
The Author .....	viii
INTRODUCTION. Present at the Creation .....	1
Part I. EMERGENCE AND STRUGGLE .....	5
<u>The 1950s</u> First Light: CSR's Heralds .....	6
<u>Year 1960</u> Corporate Social Responsibility Comes of Age .....	13
<u>Year 1973</u> When Social Ruffians Knock on the Boardroom Door	23
<u>Year 1978</u> Walking the Talk: From Social Responsibility to Social Responsiveness .....	36
<u>Year 1981</u> Free Market Hawks vs. CSR Doves .....	46
<u>Year 1983</u> Corporate Social Responsibility: The Reagan Legacy	57
Part II. VALUES AND CORPORATE CULTURE .....	69
<u>Year 1985</u> Making Sense of Business Values .....	70
<u>Year 1986</u> CSR and the Culture of Ethics .....	80
<u>Year 1987</u> From Bhopal to Boesky: Why Good Managers Do Bad Things .....	95
<u>Year 1991</u> Globalizing Corporate Ethics .....	111
Part III. NATURE AND CORPORATE MORALITY .....	123
<u>Year 2000</u> The Corporation: Nature's Black Box .....	124
<u>Year 1998</u> Corporation and Community: Bonded by Nature .....	136
<u>Year 2002</u> Business, Biology, and Morality .....	150
<u>Year 2004</u> Social Contracts: Rooted in Nature .....	166
<u>Year 2005</u> Hard-wired Management Morality: Coalitional Crime at Enron, WorldCom, Tyco, and HealthSouth	180
Part IV. TEACHING CORPORATE SOCIAL RESPONSIBILITY .....	199
<u>Year 1961</u> Cliffs Notes for the CSR Teacher .....	200
<u>Year 1963</u> Are Business Schools Really Necessary? .....	209
<u>Year 1977</u> CSR: Does It Really Belong in the Business School?	216
<u>Year 1977</u> CSR: Can It Be Taught? .....	223
<u>Year 1988</u> Ethics, Religion, and Philosophy at Harvard Business School: A Memoir of Two Visits .....	233

<b><u>Year 2005</u></b> The Business School's Moral Dilemma .....	240
Part V. HORIZON AND HOPE .....	257
<b><u>Year 1998</u></b> Expanding CSR's Meaning: <u>C</u> osmos, <u>S</u> cience, and <u>R</u> eligion in the Executive Suite .....	258
<b><u>Year 2000</u></b> Millennial Challenges to Business Ethics .....	271
<b><u>Year 2001</u></b> Genes, Nanobots, and the Human Future .....	281
<b><u>Year 2005</u></b> Last Light: New Voices, New Hope .....	294
CSR Analytic Concepts .....	309
Landmark CSR Episodes and Crises .....	311
Acknowledgments .....	313
Publication Credits .....	315
Index .....	319