# The Corporate Conscience

# and the Role of Business in Society

#### by Harold E. Lane, Boston University

SINCE THE FIRST recorded appearance of corporations in third-century Rome, the social responsibilities of such bodies have been a matter of controversy. Corporations are formed on the elementary principle that individuals may be more effective in achieving their purposes if they act collectively than if they remain separate. Organized in a corporation, individuals may pool their resources and thus bring far more power to bear on their chosen project. It has long been assumed, however, that power is justified only if it is accompanied by responsibility, that as one's capacity to take action expands, so too does one's obligation to act for the general welfare of society. Corporations, however, are not formed principally to serve the interests of society, but rather to serve the interests of the individuals who compose them. The seeds of controversy can scarcely be missed: The more effective a corporation becomes in realizing its aims (i.e., the more powerful it becomes). the more it must address aims and

purposes of a broader sort that at best are peripheral to its founding intent.

The modern business corporation is established to turn a profit and distribute that profit among its stockholders. It has been argued that the diversity and multiplicity of corporations in a free-market economy ultimately render the single-minded pursuit of profit a socially beneficial activity. The 18th-century economist Adam Smith, for instance, speculated that the profit seeker is "led by an invisible hand to promote an end which was no part of his intention. . . . By pursuing his own interest, he frequently promotes that of society more effectively than when he intends to promote it."1

Since that time, both lawmakers and the public have come to believe that corporate power needs more guidance than that provided by the invisible hand of the marketplace. During the 1960s and This article offers a historical overview of the role of the corporation in society, and then narrows its focus to examine the record of

incur obligations, inherit by suc-

cession, and receive legacies)."

'70s, for example, serious doubts

free market as a guarantor of re-

abuses of corporate power. Efforts

adequacies produced a variety of laws addressing such problems as

environmental protection, equal

employment opportunity, occupa-

arose about the adequacy of the

sponsible corporate behavior, in

the wake of widely publicized

to shore up the market's in-

Harold E. Lane recently assumed the position of director of Boston University's new hospitality-administration program. He was a professor of hotel administration at Michigan State University and earlier served as a vice president of Sheraton Corporation.

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person (e.g., it may hold property.

<sup>\*</sup>Actions Smith, An Inquiry into the Nature and the Causes of the Wealth of Naturns, Vol. 4 (Oxford: Clarendon Press, 1869), p. 28.

<sup>&#</sup>x27;Kenneth E. Goodpaster and John B. Marthews, Jr., 'Can a Goeporation Hare a Gonscience?' Human Business Review, 60, No. 1 (January-February 1982), pp. 132–141.

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effectively finding that closely held corporations have a conscience This conscience so they held can be attributed to the corporation via the owners The decision has been widely criticised Some argue that it is just another example of the ever widening power of corporations Others including the dissenting judges and Justice Ruth Bader Ginsburg in particular hold concerns about its incoherence in the face of centuries of established corporations law While the decision will not directly affect Australian common law it is relevant in demonstrating a fundamental confusion regarding corporate identity Australian and US company law share a basic principle that upon incorporation a company becomes a separate legal entity to that of its registered members This principle has been undermined by the Hobby Lobby decision Further both countries share a common history of English corporations law Hobby Lobby is therefore an important insight into the discord in this area amongst judges even in the highest court of the US This case is just the tip of an ever growing iceberg of confusion surrounding the corporate form and in this essay I aim to demonstrate identify and untangle the sources of confusion

Minding the Corporate Conscience, 1978 Steven D. Lydenberg, 1977 **Proceedings of the American** Association for the Advancement of Science American Association for the Advancement of Science, 1908 Visions. **Values, and Corporate Hypocrisy** Kendall Williams, 2021-09-11 Hypocrisy is rife in the corporate world with disastrous consequences for businesses employees and consumers Dr Williams argues that hypocrisy occurs when leaders fail to align their actions with company values resulting in widespread disillusionment that taints the entire organization He makes a bold and compelling case for authentic leadership as a legitimate and profitable business incentive where values are ethically informed and pioneered by diligent leaders Now more than ever companies have a duty and an incentive to reverse the profits before people mentality focusing instead on a people first directive Dr Williams demonstrates that profits are a natural consequence of this approach since employees are inspired to contribute their personal best when they are well treated and respected Visions Values and Corporate Hypocrisy calls for greater transparency accountability and integrity within the business discourse starting with leaders whose actions ultimately shape the culture and success of organizations Williams holds a PhD in Organizational Psychology and has a 30 year career in corporate leadership Minding the Corporate **Conscience 1980** Steven D. Lydenberg, 1980 Minding the Corporate Conscience 1973 Council on Economic Law, Religion, and Health in the United States Holly Fernandez Lynch, I. Glenn Cohen, Elizabeth Priorities, 1973 Sepper, 2017-07-03 While the law can create conflict between religion and health it can also facilitate religious accommodation and protection of conscience Finding this balance is critical to addressing the most pressing questions at the intersection of law religion and health in the United States should physicians be required to disclose their religious beliefs to patients How should we think about institutional conscience in the health care setting How should health care providers deal with families with religious objections to withdrawing treatment In this timely book experts from a variety of perspectives and disciplines offer insight on these and other pressing questions describing what the public discourse gets right and wrong

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