

The Lost Purposes of Business

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Abstract

This paper sets forth that the transactional shareholder model of business which fundamentally holds that the sole purpose of business is to make profit, is flawed. The paper proposes that there are three purposes of a business: profit, to provide for society, and to protect and provide for employees. This proposition is first set forth sans a Biblical viewpoint. Then the paper sets forth that having these three purposes provides a triangle of purpose which controls business excesses. The inference is that the lack of three purposes may explain current business abuses. The paper then shows that this model is consistent with the Biblical purposes of a business. Then a study is presented which measures student understanding of the purposes of a business. Analysis of 362 subjects surveyed at four campuses in two Christian institutions, lead to recommendations regarding actions that should be considered by business departments at Christian colleges and universities.

The Lost Purposes of a Business

Introduction

The current philosophy of most business people holds that the purpose of a business is to make money. For sole business proprietorships and partnerships profit allows them to provide for their families and future. To a manager of a corporation profit allows them to accomplish their fiduciary responsibility as an agent to the owners of the firm. Indeed we found in our study that 74.2% of our students felt that a business must do whatever is necessary to obtain profits. This viewpoint is supported by Sundaram and Inkpen (2004) and Freeman, Wicks and Paramar (2004). They have an interesting academic dialogue concerning the purpose of a business. The main problem of this debate is that only two theories of the purpose of a business are set forth as possibilities: shareholder value and stakeholder value. They do seem to agree that stakeholder and shareholder theories can coexist. This is with one important caveat added by Sundaram (2004), that is shareholder theory be changed from maximizing shareholder value to a fair rate of return shareholder value. But are their other purposes for a business?

Springett (2004) investigated moral leadership and corporate purpose. His study defined business purpose as one of three areas: delivering value to customers, maximizing shareholder value, or balancing the needs of all their stakeholders. The results indicated that the purpose of maximizing shareholder value was less meaningful to employees than the other purposes. These respondents were more likely to want more meaning in their lives and more meaning in their work. Additionally, the level of trust in

leadership in businesses that maximized shareholders value was significantly lower than in the other two purposes. This study indicates that the purpose of a business has an impact of the morality and meaningfulness of the business to employees. Springett's research summation indicates that delivering value to customers is the optimal purpose for a business when considering meaningfulness to employees, morally elevating principles, and likely to deliver intended results.

This paper proposes that other purposes must exist in order to constrain abusive behavior from company managers. Were there only one purpose of a business (to maximize profit) abuse would be rife. Thus, the paper looks at the profit motive existing without other motivations or business purposes. This demonstrates that the profit motive must be controlled or its reach limited by other purposes. Indeed we assert that a lack of understanding and inculcation of other purposes contributes to a lack of constraint to business abuses. We propose that the underlying beliefs of why a business exists drive the behavior of corporate managers. Thus, if managers believe the only purpose for a business is to transactionally earn high profits (that is they have no belief in other purposes), managers will do anything to make a profit. We further propose that there are three purposes of a business. These are to make a fair profit, provide for the advancement of society and to protect and provide for employees livelihood.

The proposition that there are three purpose of a business is first set forth sans a Biblical viewpoint. Then the paper sets forth a model explaining how these three purposes provide a "triangle of purpose" which controls business excesses. The inference is that the lack of three purposes may explain current business abuses. The paper then sets forth that this model is consistent with the Biblical purposes of a business. Given these

propositions the researchers sought to learn what students understood about the purposes of a business. Thus, the paper finishes with a study which measures student understanding of the purposes of a business. Three hundred and sixty-three subjects were surveyed at four campuses in two Christian institutions and the results lead to recommendations regarding actions that should be considered by business departments at Christian colleges and universities. This research could aid Christian institutions to know if they are adequately instilling the ideals and beliefs into future corporate leaders.

The Profit Motive

The profit motive is a hostile competitive motivation. Without counterbalancing motives it provides no altruism and no benevolence. It is sterile. Without balance from other purposes it demands servile activities which at their base are competitive and call for winning at any cost. Gone is the motivation for good. The only reason a business would do good such as not destroy the environment or support charities, is to develop good will within its customer bases so that customers will buy more goods and provide the company more profit. Adam Smith's guiding hand of self interest seeks to do good when economic profit will come from it. Problematically, this motivation seeks to 1) self-justify activities (inherent is its own justification that the business was simply seeking profit), 2) avoid the "societal right behavior" except when benefit to profits are clearly seen, 3) promote the same self-seeking thinking in those who lead the business (thus they seek their own personal profit above the company profit). Indeed, if an individual

manager personalizes the credo of profits, they will act in a way to maximize personal profit to the detriment of the firm.

If there were only one purpose for business, then what would one expect business people to do? Would not one expect abuses? Unless the benefit of action, which would in any way minimize profits, clearly showed greater profits can be had in the long-term, one would expect leaders to act in ways which would drive short-term profits versus idealistic visions of corporate benevolence. Brammer and Millington (2005) found value in a company being philanthropic simply to increase reputation. To them the goal of philanthropy is long term corporate profits not philanthropy for the sake of aiding society. In this vein, Cramer, Jonker and Heijden (2004), studying corporate social responsibility, found that change agents have trouble knowing the meaning of social responsibility since they believe the real goal is profit.

When the sole purpose is to increase or ensure profits, employees become a tool, just like a machine part for which usage is extracted and then discarded. Honesty, for example (under a sole purpose model), is an image which is necessary to promote business but when push comes to shove; behind the scenes it is only a tool toward a higher goal (that of obtaining profit). Such a tool can be thrown aside if it does not facilitate goal achievement. The profit motive if held in isolation will breed an environment of abuses toward society and employees.

Melchin (2001) found that traditionally the purpose of business is held solely as profit for shareholders. The legal accountability to shareholders is held to end all debate. However, he offers that holding other meanings are important and that there are meanings to life and work beyond profit. Stakeholder theory goes the next step toward other issues

for which a business is responsible but Melchin suggests that stakeholder theory alone does not go far enough. Stakeholder theory holds one must balance competing interests. These interests provide “to a degree” a partial purpose for the firm. Melchin proposes that the “common good” demands that business players have other obligations and that stakeholder theory does not go far enough.

Two Neglected Purposes

We propose that there are two general purposes to a business beyond the profit motive. A business has as one of its purposes to provide for society and a business has as one of its purposes to protect and provide for its employees. A shareholder view of the firm where management is focused simply to deliver profits or returns to shareholders holds such sway in our corporate world that too often other considerations are ignored. Granted management holds a fiduciary responsibility to shareholders to deliver financial returns but society is a stakeholder in the business as are employees. We assert that when management loses the perspective of all of its purposes, it has the potential for abuse. Thus, these purposes should have been included in Handy’s (2002) and Wilson’s (2004) call for executives in companies to redefine their corporate purpose to avoid future issues of a failure of moral leadership.

Obligations to Provide for Society

Society has demands of a business - requirements. It is society who gives permission for a business to serve: a business license is the official start of a business.

Why does society allow businesses to exist? Society expects the business to deliver certain things back to society. First, society expects businesses to pay taxes to support government services that aid and protect society. Christensen & Murphy (2004) hold that business should adopt corporate social responsibility in terms of paying not avoiding taxes. Likewise, Ghirelstein & Zelenak (2005) describe governmental efforts to eliminate tax shelters to force business to pay taxes needed by society.

Society expects businesses to provide jobs for the citizens and thus more tax basis and more services, but also to better the lives of the citizens in the community. Should a business refuse to support society in these minimal ways, society will force the closure of the business or arrest those who refuse to support society. Likewise, society has discrete requirements for businesses in terms of not polluting and not providing harmful products and services. Indeed, society expects more than the minimum required by government. The government sets the floor of expectations which a business must meet: a minimum not a maximum standard. Society expects unforced support of the community, and often rewards or punishes actions by businesses in terms of purchasing decisions and other methods of influence. For example, without sponsorships from businesses little leagues and social events would be fewer in number. There are unwritten expectations for businesses. So, society requires a minimum but expects more. Elsbernd (2005) would agree, holding, that in all public life individuals have responsibility for the common good.

It should be mentioned that our research finds that many hold one purpose of a business is to provide goods and services. We hold that two top goals of a firm are providing goods and services and the continuance of the firm. However, we recognize

that this may be a semantic discussion and that providing goods and services can be considered one of the requirements to which society holds the firm responsible.

Obligations to Provide for Employees

A business also has to benefit employees. Lack of attention to this fundamental issue creates employee turnover. It does this not only in terms of salaries but also in other issues such as a work environment that is healthy and harmonious. When a business goes below its minimum responsibility to the employee, the employee can and will leave. Again, the law is the floor of responsibilities to employees as it is for business's providing for society. In fact, such obligations are sometimes codified. We legally must provide a workplace free from sexual or physical harassment. We must provide a safe working environment and a minimum wage. The law requires it. Why? Because as humans we have obligations to those we live and work with. Thus, one of the purposes of a business is to fulfill one of the purposes of life: to aid those around us.

Studies have been conducted by those who believe businesses have a responsibility (purpose) regarding their employees. Morgan, Patton & Baker (1985) studied an organization's responsibility to aid workers in crisis such as a man's mid-life crisis. They found a need to support employees with such problems. Hemingway & MacLagan (2004) found that although moral agency is sacrificed at work, corporate social responsibility "isn't solely driven by economics..." They found that morality is inspired by employees' internal values. Jackson & Nelson (2004) put both purposes into focus with their review of 60 multinationals and development of seven strategies for putting principles into the drive for profit. Their seven principles are:

1. Harness innovation for the public good. 2. Put people at the centre. 3. Spread economic opportunity. 4. Engage in new alliances. 5. Be performance-driven in everything. 6. Practice superior governance. 7. Pursue purpose beyond profit. (Jackson & Nelson, 2004)

It is worth noting the Watson Wyatt (1999 & 2001) Human Capital Index study. It was found that the better a firm cares for its human capital, the better its earnings. If a firm can benefit its profit purpose by achieving the other purposes: all the better.

The High Call for Profit

Clearly, profit is a key purpose of a business and without such a firm by definition does not exist as a business. Existence without a profit motive classifies the entity as a non-profit venture. Unfortunately, as business schools and professors have honed their skills at teaching students how to make profit in more efficient and effective ways, they may have neglected the rest of other purposes of a business. The stress on profits without counterbalancing profit with a clear strong understanding of the other purposes of a business has created an environment where too many operate seeking profit without due constraint.

The Triangle of Purpose – A Control Model

Having a philosophical mindset that there are three purposes of a business provides a mental/psychological control upon a person's actions. When a person has a mental framework that there is only one purpose of a business (profit) the person lacks the framework to control business related actions and decisions from harming employees and society. Diagram 1 demonstrates having one sphere of purpose where as diagram 2

and 3 demonstrate how having a business purpose to provide for society and a purpose to provide for employees exerts controlling boundaries and influences to the profit motive.

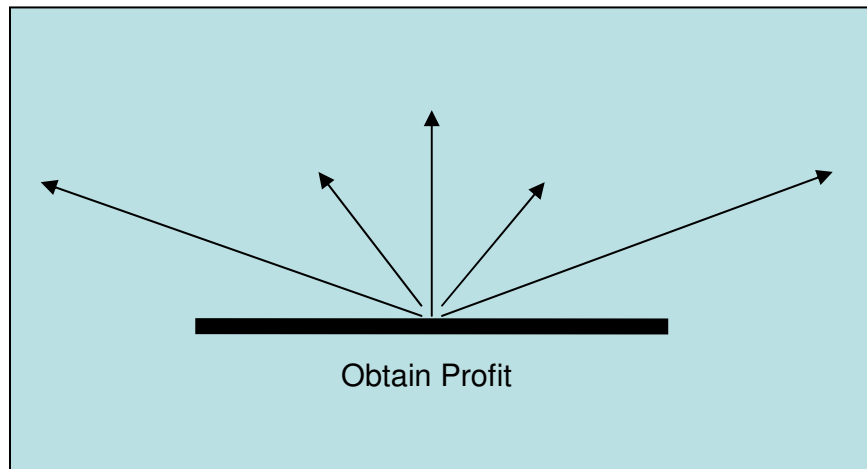


Diagram 1

The arrows demonstrate business decisions which extend from the purpose. In this case the decisions can reach far, thus adversely impacting society and employees. This sets for the extreme model of a profit model with no counterbalancing motivations.

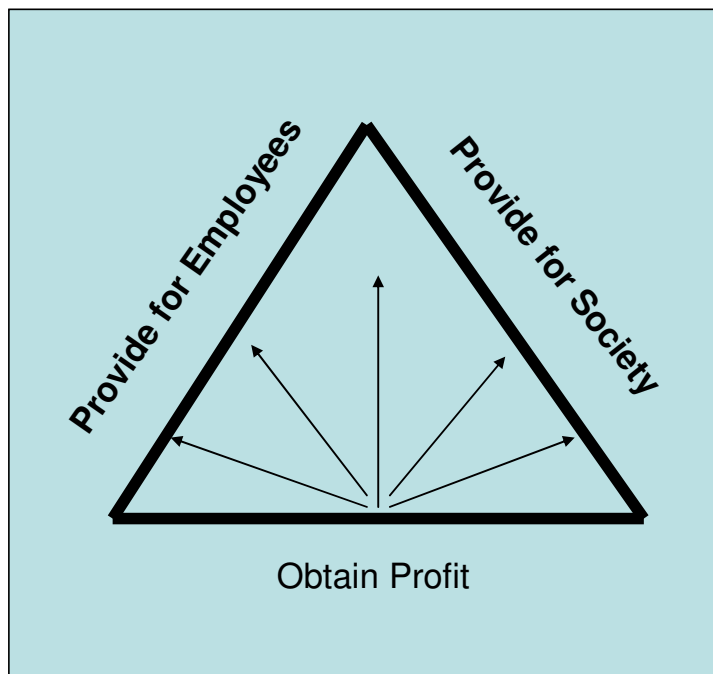


Diagram 2

In Diagram 2, we find that activities and decisions of business are constrained by the presence of the two other purposes. In one sense having these other two purposes perform somewhat the function of a policeman driving behind a person. The tendency is to control activities and decisions carefully.

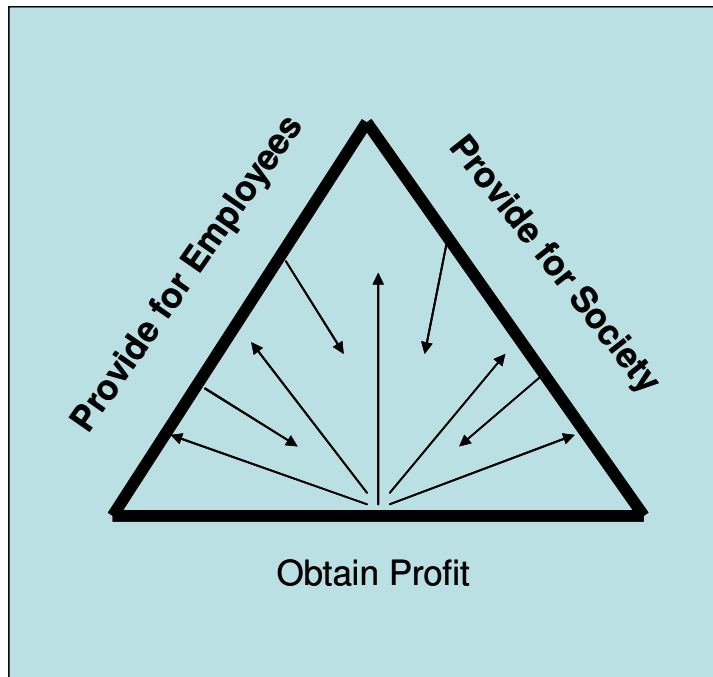


Diagram 3

In Diagram 3 we find that all three purposes have business activities and decisions created and that all decisions are constrained by the other purposes. Here we go beyond the policeman illustration and find that each purpose creates and possibly demands its own decisions which may be contrary to the profit motive but at the same time are constrained by the profit motive.

The Biblical View: The Purposes of a Business

Many of the current forms of business and commerce were not conceived in the time of Biblical writings. Some were found: entrepreneurs, traders, merchant retailer and import/export intermediaries, partnerships, etc. But the “corporation” with its detached managerial/shareholder relationship did not exist. Likewise, the complex distribution systems, variety and types of products, monetary exchange mediums, and many other seller-buyer mediums did not exist at the time. In general, to understand God’s purpose(s) for business in our modern world we must look to guiding business principles and infer relationships and expectations set forth from our Creator.

The principles that denote purposes can be seen or inferred via several methods. First, such can be seen in admonitions of how to act in a work environment. Second, such can be seen in condemnation of actions taken in the work environment. Third, such can be seen in general admonitions regarding how one must live in every area of life. By using these methods of induction one finds the same purposes outlined in the purposes of a business section above (again without specific ordering of importance): Profit, obligations to provide for society, and obligations to protect and care for employees.

A Biblical Purpose of a Business: To Provide Profit

The scripture in Matthew 25:14-27 / Luke 19:12-23 sets forth that profit is an expectation in a business situation. Herein, an investor places money with a business person in order to obtain profit. This passage sets forth an apparent agency theory model of some business endeavors with the purpose of yielding profits: the more the better.

Indeed, lack of return on investment is rebuked. However, the over-emphasis of profit (hoarding of gain) is set forth as dangerous (Luke 12:16-20). This perhaps means that there are expectations of what a person or business should do with profits.

A Biblical Purpose of a Business: To Provide for Society

Scripture sets forth that it is within the purposes of a business to aid the needs of society. This is set forth to individuals within a work environment (Ephesians 4:28 – “Let him that stole steal no more: but rather let him labor, working with his hands the thing which is good, that he may have to give to him that needeth.”) and to businesses in general. Such aid to society should be directed in several areas. First, a business should aid the poor and needy (Leviticus 19:10, Deuteronomy 24:21, and Ruth 2:23). Second, it should aid the general needs of people (Acts 20:35). Third, proceeds should aid in spreading the Gospel (Romans 15:27, Acts 20:34). Likewise, scripture condemns business which support pagan religions or hinders godly worship (Ezekiel 18:13 and John 2:15). Finally, business support society by providing goods and services (Proverbs 31:24, Song of Solomon 3:6, Ezekiel 27:16&18, and Acts 16:14). In like manner, deceiving or harming a customer is condemned (Proverbs 13:11).

A Biblical Purpose of a Business: To Provide and Protect Employees

Businesses often make money through the people who are employed by the business. Higher profits can, in some cases, be obtained by abusing employees (e.g. sweatshops). However, the scripture admonishes that achieving profits through abusing employees defeats one purpose of the business. Proverbs 22:16 expressly admonishes that

he that oppresses to increase riches will be punished directly by God with future punishment. Rather than using and abusing the employees, the business is there to provide and protect the employees.

Two main concerns related to business employees stand out in scripture: how employees are treated while on the job and how they are paid. Businesses are admonished to ensure that the work environment is non-harassing (Leviticus 25:43, Deuteronomy 24:14, and Ephesians 6:9). Workers are to be treated fairly and with justice (Colossians 4:1). Workers are to be given allowances for time off and religious duties (Exodus 23:12). Workers are to be provided a safe working environment and are to be compensated if injury occurs on the job (Exodus 21:26). Regarding payment for services rendered (Luke 10:7 – "...the laborer is worthy of his hire."). As in much of our working class today, people in the Biblical time period lived paycheck to paycheck. Thus, business people are admonished not to delay paying wages owed (Leviticus 19:13, and Deuteronomy 24:15). Likewise, businesses are admonished that they must pay for work done and pay a living wage to employees (Jeremiah 22:13, Malachi 3:5, and Matthew 20:4).

The Overall Message of Scripture to a Business

The biggest concern of scripture is to ensure businesses do not over-emphasize the drive for profit by harming employees or society. Thus, inherent in business and human nature is a propensity to abuse. It is in the holding of principles related to other purposes in life and for the business that the profit motive is constrained. It is not as Adam Smith would hold that the drive for self-interest and making more money constrains abuse lest consumers react adversely or employees harm the business when

they are over abused. Rather, the businessperson or agent has within himself/herself a control set there by God that that there are other purposes to their work that must be regarded and must control the activities of the business. The drive for personal profit is understood in scripture and allowed for. However, given man's human nature, the scripture spends little time on what a person automatically has a drive to do (gain profit). Rather, it spends most of its message to a business emphasizing the other key purposes which must not be overlooked: but which mankind's sinful nature could manifest in the business environment. It should be noted that the scriptures mentioned previously are not an exhaustive listing but reflective of the scriptural intent of God's message to a business. Detailed explanations of most of the obligations to society and employees are not provided in scripture. Rather, the scripture sets for the principles and provides some examples which should prod individuals to define for their own businesses. The overall concern is to drive a person to ask, "What does God want from me and my work and business?" This pursuit for the will and pleasure of God fits within the context of God's overall proposed guide for a person's life. 1st Corinthians 10:31 "Whether therefore ye eat, or drink, or whatsoever ye do, do all to the glory of God."

Methodology

In order to ascertain how well our students understood the three purposes of a business we undertook a survey of our students. This study used a survey instrument, developed by the researchers, to obtain demographic information, answers to an open-ended question concerning a business' purposes(s), and a Likert rating scale of three

questions, concerning perceptions of business's concerns for employees, society, and profit. Researchers surveyed students from two Christian universities, at four separate locations. Students were enrolled in day and night programs and were business and non-business majors. Surveys were distributed using a convenience method of distribution. Business faculties at the four locations were asked to distribute the survey in business and non-business, night and day classes. The survey asked students to fill in demographic information and then answer the question (freeform) "What is/are the purpose(s) of a business?" Researchers evaluated and categorized the answers into 9 different kinds of responses:

- to obtain profit (22.6%)
- to provide for society (5.2%)
- to provide and protect employees (.3%)
- to provide goods and/or services (13.8%)
- to provide profit and either providing for society or providing for or protecting employees (6.6%)
- to provide profit and providing for society and providing for or protecting employees (The purposes of a business as identified by this paper) (7.7%)
- no answer (14.3%)
- other type answer or aberrant answer (8.3%)
- to provide profit and goods or services (21.2%)

The survey was designed so that this question would be answered prior to the Likert scales. This method enabled an unaided response regarding their views of the

purposes of a business. The Likert scale questions provided the students an opportunity to respond to the importance of what the researchers saw as the purposes to a business.

Results were collected, coded, and entered into SPSS for data analysis.

Results

Students completed a total of 363 surveys, from all four locations. The responses were divided by gender as 44.9% male and 52.9% female with 2.2% not indicating the gender. Frequencies Tables 1 through 10 are located in Appendix A. A summary of them indicates that the largest age group is the 17-22 (52.3%) group. The class frequencies indicate that most of the responses were from upper class students, 69.7%. The location was heavily favored towards Location 1 (59.8%). Many of the respondents had little to no work experience, 43.0% had between 0 and 2 years work experience. Most were from the day program (57.6%) and were business majors (65.0%).

A presentation of the responses to the open-ended question regarding the purpose of a business is in Table 7. Most noteworthy is that profit was only mentioned by 58.1% of the respondents, as a purpose of a business. Further, it is important to note that 14.3% did (or could) not provide an answer and 8.3% gave an answer that did not fit into any expected category or were aberrant. Of all the responses it is essential to include that only 3 responses (1.4%) mentioned God, Jesus Christ, or the Bible. This was surprising in that all students attended Christian universities. A scant 7.7% of students cited all 3 of our identified purposes in the opened question regarding the purpose of a business.

The three Likert scale questions (scale 1-7) responses are summarized in Table 8 through Table 10. The three questions were:

1. I believe that in general companies believe they have an obligation to take care of their employees.
2. I believe that in general companies believe that they have a responsibility to care for their community.
3. I believe that in general companies believe they must do whatever it takes to make a profit.

The responses indicated that many of the respondents to some degree agree with all three questions. This means that to some extent they believe that companies believe they have an obligation to employees (62.6% ranked importance as 1, 2, or 3), have responsibility to care for their community (46.4% ranked importance as 1, 2, or 3). Markedly 74.2% (ranked as 1, 2, or 3) felt that a business must do whatever it takes to make a profit. In fact, 39.7% ranked with a one that a company must do whatever it takes to make a profit.

ANOVA statistics were run to determine if there were differences in thought between demographic profiles. Based on age, work experience and type program (day versus night time student) there were significant (Charts 1, 2, & 3) differences in the responses to the question asking if companies have obligations to take care of their employees. Night students, older students and those with more work experience, to a significant degree, felt to a stronger degree that companies do believe they have obligations to care for employees. This may be related to night programs typically having working adults. These working adults may have had their beliefs in companies taking care of employees changed by the actions of companies. Whereas, day students without work experience have not had this experience in the work place and may only

know about what is expected based on the classroom. The Pearson correlations for age ($P=.000$), work experience ($P=.002$), and program time ($P=.000$) were significant with Question 1.

Significant differences were found between older and younger students and day and night students. Older and Night program students to a stronger degree hold that companies believe they must do whatever it takes to make a profit. The Pearson correlations were significant for age ($P=.007$), work experience ($P=.013$), and program time ($P=.12$).

Chart 1. ANOVA Analysis by Age

		Sum of Squares	df	Mean Square	F	Sig.
Employees	Between Groups	45.260	4	11.315	4.639	.001
	Within Groups	826.900	339	2.439		
	Total	872.160	343			
Community	Between Groups	3.523	4	.881	.369	.831
	Within Groups	809.500	339	2.388		
	Total	813.023	343			
Profit	Between Groups	28.587	4	7.147	2.169	.072
	Within Groups	1116.79	339	3.294		
	Total	1145.38	343			

Chart 2. ANOVA Analysis by Work Experience

		Sum of Squares	df	Mean Square	F	Sig.
Employees	Between Groups	26.873	3	8.958	3.661	.013
	Within Groups	819.770	335	2.447		
	Total	846.643	338			
Community	Between Groups	3.012	3	1.004	.427	.734
	Within Groups	787.342	335	2.350		
	Total	790.354	338			
Profit	Between Groups	24.502	3	8.167	2.514	.058
	Within Groups	1088.176	335	3.248		
	Total	1112.678	338			

Chart 3. ANOVA Analysis by Night or Day Program

		Sum of Squares	df	Mean Square	F	Sig.
Employees	Between Groups	31.540	1	31.540	12.826	.000
	Within Groups	840.969	342	2.459		
	Total	872.509	343			
Community	Between Groups	.682	1	.682	.287	.593
	Within Groups	813.958	342	2.380		
	Total	814.640	343			
Profit	Between Groups	20.535	1	20.535	6.342	.012
	Within Groups	1107.346	342	3.238		
	Total	1127.881	343			

Implications to Christian Colleges

Given the results of our research we conclude that in general both business and non-business students do not have a fundamental knowledge of the purposes of a business. Further we conclude that we are not sufficiently training our business students in the area of understanding the purposes of a business from a societal or Biblical perspective. Given the results of our survey and our belief that underlying principles of purpose drive behavior, it is conceivable that our graduates are not being properly trained to make ethical decisions. This could result in our graduates acting abusively toward employees and society. The end result could be one of our students improperly conducting business activities in the future. Although there is no guarantee that, if we do our job right, in the future, a graduate would not make a purpose mistake. We hold, however, that proper training lessens the likelihood of problems (Proverbs 28: 2 “For the transgression of a land many [are] the princes thereof: but by a man of understanding [and] knowledge the state [thereof] shall be prolonged.”). Stone Woodcock & Starkey

(2003) found that professors do influence the views and behaviors of graduated students as managers in terms of their business actions. If business faculty can have such influence in this area, we feel we ought to try. Following this study School A, which is in ACBSP candidacy, used the process of accreditation to review when and where in the program students should be taught the purposes of a business since it was found that such study was not directly taught in any current class. School B has the results of this survey under review. We propose that each Christian institution of higher education should ensure part of its business curriculum should include a section to understand the purposes of a business from God's and society's points of view.

Areas of further research

This research could be extended to understand differences in the viewpoints of graduate students versus undergraduate students and to determine if there is a difference in the views of students in Christian versus Non-Christian colleges. It would be most enlightening to review the beliefs of graduates, who have gone through a program where all purposes of a business were stressed, in a longitudinal study. This study could be comparative to graduates of institutions which did not stress the three purposes of a business.

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Appendix A

Table 1. Age Frequencies

Age Group	<i>n</i>	percent
17-22	190	52.3
23-27	49	13.5
28-35	62	17.1
36-50	48	13.3
>50	13	3.6
Missing	1	.3

Table 2. Class Frequencies

Class Standing	<i>n</i>	percent
Freshman	71	19.7
Sophomore	38	10.6
Junior	112	31.1
Senior	139	38.6
Missing	3	.8

Table 3. Location Frequencies

Location	<i>n</i>	percent
1	217	59.8
2	103	28.4
3	32	8.8
4	10	2.8

Table 4. Work Experience

Work Experience	<i>n</i>	percent
0-2	156	43.0
3-7	84	23.1
8-15	58	16.0
>15	59	16.3
Missing	6	1.7

Table 5. Day or Night Program

Program	<i>n</i>	percent
Day	209	57.6
Night	153	42.1
Missing	1	.3

Table 6. Business or Non-Business Major

Major	<i>n</i>	percent
Business	236	65.0
Non-Business	111	30.6
Missing	16	4.4

Table 7. Responses to Purpose Question

Response	<i>n</i>	percent
Profit	82	22.6
Society	19	5.2
Employees	1	.3
Goods & Services	50	13.8
Profit and 1 Other	24	6.6
Profit and Goods & Services	77	21.2
Profit, Society, Employees	28	7.7
No Answer	52	14.3
Other	30	8.3

Table 8. Responses to Employees

Response	<i>n</i>	percent
Agree	216	59.5
Neutral	64	17.6
Disagree	65	17.9
Missing	18	5.0

Table 9. Responses to Community

Response	<i>n</i>	percent
Agree	160	44.1
Neutral	89	24.5
Disagree	96	26.5
Missing	18	5.0

Table 10. Responses to Profit

Response	<i>n</i>	percent
Agree	256	70.5
Neutral	31	8.5
Disagree	58	15.9
Missing	18	5.0