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## Book Review

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## Book Review

### Erratum

The citation for this review is *4 RISK 263 (1993)* in most commercial databases.

**ANN RAPPAPORT & MARGARET FRESHER FLAHERTY, CORPORATE RESPONSES TO ENVIRONMENTAL CHALLENGES: INITIATIVES BY MULTINATIONAL MANAGEMENT.** (Quorum Books 1992) [186 pp.] Acknowledgements, bibliography, figures, foreword, index, notes, tables. LC: 91-44706; ISBN: 0-89930-715-9 [Cloth \$45.00.]

This book focuses upon the range of management behaviors through which companies can attempt to support sustainable development — and the connection of these behaviors to outcomes. It provides a realistic picture of the constraints within which multinational corporations must act, e.g., specific regulatory requirements as well as host country development objectives and government agendas more generally. It explores the question of what constitutes a good environment, health and safety program by identifying approaches currently used by companies responding to increased demands for responsible action.

Rappaport and Flaherty analyze methods through which multinational corporations address health, safety and environmental issues. The complexity and multifaceted nature of this type of management is illustrated through a series of case studies. Five multinational corporations were selected to facilitate examination of three issues. First, how does the corporation address environmental, health and safety issues? Second, is information concerning environment, health and safety readily communicated between the home office and subsidiaries? Third, how is the corporation organized and staffed to address environment, health and safety challenges?

The material set forth is the result of two research projects conducted under the auspices of the Center for Environmental Management at Tufts University. Information was gathered through extensive research, including interviews at corporate headquarters, domestic facilities and overseas manufacturing facilities; tours of company facilities, meetings with government officials of host countries, U.S. consulate offices, representatives of nongovernmental organizations, trade associations, media spokespersons and academics — as well as survey data on corporate environment, health and safety practices.

The case studies are also examined comparatively. First, can differences in the effectiveness of the companies' environment, health and safety practices be explained by the type of business in which they engage? Second, do companies with greater consumer name recognition have more protective environmental programs than those less well recognized? Third, are small companies more or less protective of the environment than large companies? Fourth, is profitability of the corporation important to strong environment, health and safety performance? Fifth, does conformity with the environment, health and safety program developed by corporate headquarters diminish as distance from headquarters increases and as cultural and political contexts become increasingly different from those at headquarters? Sixth, does greater top management commitment improve environment, health and safety program performance? Finally, does having a well-publicized environmental incident in the corporate history provide increased attention to environment, health and safety programs?

This text provides insight into the practical challenges facing multinational corporations in implementing environment, health and safety programs. Its value is, of course, augmented by the figures, tables, notes and extensive bibliography. It would appear to be "must" reading for corporate employees involved with such programs as well as for outsiders concerned about the responsiveness of multinational firms to issues of ever-increasing global importance.

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