

The Newsletter

From the Social Responsibility Research Network

www.socialresponsibility.biz

Here is the latest copy of the Newsletter from the Social responsibility Research Network. As usual there is a varied selection of content but the number of articles we publish is continuing to increase. So too does the variety of topics which people want to write about. As usual people who write these value the comments of other people, so when you have read the article then please take the time to send some comments to the author. It does not matter whether you are in agreement or completely disagree – any feedback is valuable to each of us as authors. Most of these authors are new contributors to the newsletter. So read their articles and think about writing an article your self for the next issue...

The financial and economic crisis continues and is affecting each of us in one way or another. So it is not surprising that we have some articles on this issue – making comments and suggestions to the architects of the crises and also to the architects of the solution, whoever they may be. Time will tell if we will find a solution to the problems causing the crisis – or only a temporary alleviation of the symptoms and therefore we will see a recurrence of the crisis in the future. Whatever, we all have some views about this – so set yours down and we will see if we can publish a collection of these in the next issue.

Do not forget that it will soon be time for our annual conference – our 8th (see the history of the Network published in the last issue). We hope to see as many of you as possible at this, which looks like being our biggest and best so far. Do not forget our other activities also. Our Discussion Paper series continues to expand with several more being published recently. Please read these and consider also submitting your work for early publication in the series. It is a chance to get some helpful feedback before formal submission to a journal. And of course our official refereed journal is Social Responsibility Journal – which is continuing to grow in strength. From next year it will be growing in size also as we will be publishing more papers in each issue – reflection of the growing popularity of the journal. At the moment we do not have any further special issues planned – so if you have an idea then contact us and we can discuss. And do not forget our books in the series on Issues in Corporate Behaviour and Sustainability. These are published in association with our conferences and given to delegates as part of the conference fee before going on general sale. If you are interested in contributing then contact us.

So that is all for now. Read the articles and look at the news of our future activity. And we will be in touch again in the near future.

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The Social Responsibility Research Network Constitution

For each Newsletter it is considered to be appropriate to print the constitution of the Network. This was agreed at an open meeting during the 2005 conference in London. But note that no Board has ever been elected. So volunteers are welcome...

The Social Responsibility Research Network (SRRNet) is a body of scholars who are concerned with the Social Contract between all stakeholders in global society and consequently with the socially responsible behaviour of organisations.

1. Mission

The mission of the SRRNet is to promote collaborative, cross-cultural and international research on any aspect of its social responsibility agenda, to improve knowledge by such research and to disseminate such research globally.

2. Strategy:

The strategy to accomplish the mission will be based on:

- The exchange of research through its website;
- The promotion and organisation of a series of international research conferences, ideally in various parts of the world and each under the leadership of a named individual;
- The production and dissemination of an academic journal;
- The production of such other publications as are deemed appropriate and for which sufficient funds exist;
- The promotion and organisation of a series of international visits and collaborations (depending upon funding) to work on special projects.

3. Organisation

Membership of the network is open to anyone with an interest in the topic. It is a formally constituted organisation governed by this constitution and managed by an elected / nominated board. The management of the network will be delegated to this board, which will be supplemented by a general meeting, open to all members, which will take place at each conference organised. Membership of the board will consist of:

- One member elected at each general meeting, who will serve for 3 years;
- Each conference organiser, who will serve for 2 years prior to and 2 years subsequent to the conference organised;
- The journal editor.

The board may also appoint additional members as deemed necessary, and from its membership shall nominate a chair and a treasurer.

4. Financing

To achieve the mission, the SRRNet (via its board) will seek sources of funding and sponsorship. Additionally it will receive funding via the conferences and the sale of published material.

Pandemics and financial crises

Güler Aras, Yildiz Technical University, Turkey & David Crowther, De Montfort University, UK

As the financial crisis continues unabated, despite claims from politicians that we have seen the worst and can look forward to a slow recovery, it seems that other crises are besetting the world. Now we have an ecological crisis in the form of swine fever and experts are telling us that this has – almost inevitably – become a pandemic. This has led to urgent advice from the World Health Organisation and various national governments that we should not travel. It has also led to wholesale culling of pig populations in countries such as Egypt – reminiscent of the culling of cattle in the UK at the height of the last Foot and Mouth Disease outbreak a decade ago – and equally senseless. At the same time we are being told that the level of sickness and death from this particularly virulent soon-to-be pandemic is statistically no different to seasonal norms!

Nevertheless we are being warned to be careful. We wonder how many readers remember that the world is still on alert for the imminent outbreak of another pandemic – of avian flu. This too never materialised and resulted in a few hundred deaths worldwide – but the alert has not yet been rescinded. A cynic might think that these are desperate attempts by governments to control their citizens in the wake of the rebranding of the *War on Terror* by the new President of the USA.

There are of course some serious points to make alongside this irreverence. An obvious one is concerned with farming practices around the world it is becoming increasingly apparent to everyone that mass farming based upon factory methods and industrial scale is completely unsustainable. In this case the outbreaks of swine fever appear to have started in Mexico in some of the gargantuan pig rearing factories which exist there. There is much to be said about such farming practices and social responsibility. For example social responsibility requires the decent treatment of all stakeholders and the environment (including all animals) is most definitely a stakeholder. The employees who work in such an environment are another stakeholder which deserves more concern and better treatment. So too is the customer who demands cheap meat. As always the situation is complex but it always raises the question of what price we in developed countries will require less powerful stakeholders – normally in developing countries – to pay in order to make sure that our wants are satisfied. This is of course a recurring question within the CSR discourse.

Equally one of the basic principles of social responsibility is that of sustainability. In our book *The Durable Corporation* (reviewed in this Newsletter) we make the point that sustainability requires equity in the distribution of effects of actions, rather than the normal free market approach of power prevailing. In this situation clearly this equity is lacking. The large scale farms in which the problem originated seem to be those which belong to American corporations. It is of course possible to castigate these firms for the unsustainability of their operations and their being relocated to a developing country. Equally it is possible to suggest that the

USA is exporting another problem – in addition to the financial crisis which began with the sub-prime problem in the US housing market – to the world at large.

Both of these might be true but they are not the real issue. The real issue is that we truly live in a global world or – as Marshall McLuhan said in 1967 – a global village. In this global village we are none of us immune from problems in other parts of the world and we must all take responsibility for what is, or has, happened in the world around us. This is the principal lesson from globalisation that we all need to learn – the good and bad effects – and there are always both – as shared equally by all of us. And we, as individuals, must also accept both collective and individual responsibility for what has happened and what will happen. One of our recurrent messages is that social responsibility starts with individual responsibility. Sadly this is a message that many people do not want to hear.

Given that we are all responsible for the plight of the world, it obviously follows that we all have a responsibility for developing solutions for this plight. It is here that we – as the social responsibility community – have a significant part to play. This applies to the problems of factory farming – and the concomitant pandemics which seem to ensue. It applies equally to the financial crisis brought about by individual greed and the complete neglect of responsible behaviour in the face of seemingly everlasting profit. This is obviously not sustainable and the subsequent crisis and collapse has shown this to be true.

It is however important to understand how the crisis originated. It is equally unimportant to seek to apportion blame – we are all culpable. Far more important is to take action to make sure that the same sequence of events will not happen again in the future. This requires a radical rethinking of our economic system just as much as it requires a radical rethinking of our food production and distribution system. At the moment this does not appear to be happening and the danger is that the world will recover from these crises and continue as if nothing had happened – with similar future consequences. We must not let this happen. If we do the pandemics – both of the health and of the economic variety will continue to be a feature of our global environment. And sustainability will continue to be of doubtful attainability.

Our task is a difficult one – but one which is absolutely necessary. It is one that very few others are addressing. Our task is to design systems for the world which are socially responsible – because they address the issue of equity – and sustainable. It is absolutely essential and this article is a call for all of us to be involved in this task – it is at the very centre of social responsibility.

Comments invited. Contact Güler and / or David at guleraras@aol.com and / or davideacrowther@aol.com

Nothing is certain but death and taxes and....social responsibility?

Khosro. S. Jahdi, Bradford College, UK

The well known proverb from which the title has borrowed, is attributed to a number of authors such as Daniel Defoe in *The Political History of the Devil*, 1726, Benjamin Franklin in his letter to Jean-Baptiste Leroy, 1789, and even Margaret Mitchell, the author of *Gone with the Wind*, 1936. However, it is perhaps time to make a slight amendment to the popular saying and update it.

The financial world has witnessed a catastrophic period of time over the last two years or so emanating from the United States and gradually spreading throughout the globe. The consequences are currently being felt as unemployment and economic uncertainty and more recently, recession, sweep the world. Already a few well established organisations have been removed from the marketplace. The blame has been placed almost entirely on the unethical behaviour of a number of people within the financial institutions, e.g. Bernard Madoff's and the loss of approximately \$500bn (Plender, 2008). Apparently senior executives at some of Wall Street's major firms were convinced as early as 2005, that Madoff was a fraud, and yet no-one alerted the appropriate authorities. The fraud in 2005 was about \$ 7 billion, a fraction of the figure some three years later (Doran, 2009). therefore, socially (and professionally) irresponsible practices ranging from sub-prime mortgages to short-selling, etc. can be cited as major contributory factors to the present day situation.

A number of dates have been suggested as to when the problems began to take root. For example, Lewis (2008) refers to the 1987 stock market crash. At about the same time an options pricing model that is termed Black- Scholes, makes an appearance.

One critic of the financial markets' unethical operations, Nassim Nicholas Taleb, believes that the precise date of his personal confrontation with Black-Scholes was 22 September 1985. That day witnessed the combined efforts of central banks in Japan, France, Germany, Britain and the United States to reduce the value of the US dollar in relation to other countries' currencies. He is also critical of Myron Scholes and Robert Merton who won the Nobel Prize for creating the Black-Scholes model, suggesting that these academics were *'trying to teach birds how to fly, watching them fly and take credit for it...'* In lecturing the birds, he says, they have made flying more difficult. Charles Kindleberger (as cited in Plender, 2008) believed that: *"swindling is demand determined, following Keynes's law that demand determines its own supply, rather than Say's law that supply creates its own demand. In a boom, fortunes are made, individuals wax greedy, and swindlers come forward to exploit that greed."*

Unfortunately, such stories are not a modern day phenomenon, in 1920 Charles Ponzi, for instance, promised to pay 50% interest for 45 day deposits. New investors' money was used to pay off earlier investors, while he claimed to make huge returns from currency and interest rate arbitrage. He took in \$7.9 million, however, when arrested he only possessed assets worth \$61, in August 1920, coinciding with the 200th anniversary of the collapse of South Sea Bubble. The

South Sea Bubble case had poets, bishops, Isaac Newton and King George I, as its victims in what Charles MacKay in the 19th century referred to as the "*madness of crowds*". According to Edward Chancellor (see for ref. Devil take the Hindmost) His Highness Gregor -a renegade general from Simon Bolivar's army, whose real name was Sir Gregor MacGregor- encouraged emigration to a fictitious island while floating £600,000, (Plender, 2008). However, what all these old and new scams and swindles have in common is a lack of transparency. Another common thread that runs through these is the facilitation by bribery. The South Sea Company had shareholders amongst the aristocracy and parliamentarians, whose influence on legislation could have been tremendous. The present day parallel is campaign funding by hedge funds, investment banks and others, to politicians on Capitol Hill, with the intention of diverting intrusive legislation away from hedge funds, as stated by Plender (2008).

More recently the British public has been informed almost on a daily basis by that well established mouthpiece of the Tory Party, the Daily Telegraph on the MPs misuse and abuse of the expenses system. To be fair to the newspaper, it has maintained its impartiality in the manner in which it reports on individual MPs, i.e. from all three mainstream parties in the UK. However, what some people tend to overlook is the major marketing that has been behind this so called campaign. The paper required more readers, and news such as this, sells newspapers. Furthermore, even if the individual citizen did not actually purchase a copy of the telegraph, most media channels, including the respectable BBC 2 Newsnight, have been referring to the paper almost everyday and have thus publicised it; another marketing coup for the Telegraph. Of course while this has been going on, other major news items have been receiving less than the attention they perhaps deserve.

Whether in agreement or not with the Telegraph's whistle blowing activities, what has emerged is perhaps the scale of the misuse and abuse of the expenses system by some MPs. Main party leaders have all made announcements to put matters right. This is the golden opportunity for the introduction of social responsibility to the British political system. Benjamin Franklin is quoted to have said: "*glass china and reputation are easily cracked but never well mended*". Therefore, it will be an almost impossible task to alter public (negative) perception of politicians. There have indeed been a few ethical politicians such as Gandhi and Mandela. However, generally speaking, the term 'ethical politician' will probably be regarded as something of an oxymoron. The clean up campaign of British politics might have some positive effects. The MP's expenses system could be rationalised, some MPs would resign/retire (at the time of writing, this is already happening), but we should not expect a miraculous paradigm shift. Ethics and politics do not make.

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ISO 26000, a must or a choice?

Shahla Seifi, Iran

"The children of Adam are limbs to each other, having been created of one essence". This is the translation of Saadi's verse (1195-1226) quoted by president Barack Obama, greeting Nowruz (Iranian new year) to the Iranian people in March 2009. Another translation for the same poem is used to grace the entrance to the Hall of Nations of the UN building in New York:

Human beings are members of a whole,
In creation of one essence and soul.
If one member is afflicted with pain,
Other members uneasy will remain.
If you have no sympathy for human pain,
The name of human you cannot retain

In other words, Saadi has enlightened people how to attain globalization. We are all familiar with the mission of ISO as "one standard, one test, accepted everywhere." These all mean that the world has realized that frontiers are nothing but a convention, and that we are interwoven.

The International Organization for Standardization (ISO) is going to publish its third series of management system standards by 2010. This series is designated as: ISO 26000: Social Responsibility. The previous series, i.e. the quality management standards (ISO 9000) (the first generation), and the environmental management standards (ISO 14000) (the second generation) were based on the Deming PDCA cycle. ISO 26000 is expected to be based on the same rules. I believe that ,despite all the apparent similarities, the new series of ISO management system standards does not assume the customer as being the king, instead such an attention is extended to the whole range of stakeholders; And that, the new standard series is even expected to influence on the existing TQM concepts gathered throughout years. Also, it is expected that in future all the three management standards series would be integrated into only one series of standards. Such an expectation seems to be true since as claimed by WBCSD, social responsibility, along with economic growth and ecological balance, is the third pillar of sustainable development. If we accept that economic growth is among other factors, a result of good quality and, at the same time, if we accept that ecological balance is a consequence of environmental protection, we gather that sustainable development is founded on the pillars of quality, environmental, and SR management system standards.

Meanwhile, as mentioned above, the range of stakeholders related to social responsibility covers a wide range consisted of employees, their families, environment, customers, shareholders, ... It means that social responsibility standards must respond to those interested in quality and environment as well. So, paying respect to social responsibility would imply paying respect to quality and environment.

If we are to attain globalization, then we need to understand the effects of wasting material through poor quality in a far corner of the world on the other parts. It is not enough to be careful about the environment inside the borderlines of our country. The world needs and must have one and only one standard for social responsibility. If not, it may mean that we feel responsible for only a part of the Earth and prefer to neglect the others whereas the outcomes of such a negligence would impact on ourselves, and according to Saadi, we would not be considered as accountable at all. It would mean that globalization would fail and remain as an unrealized dream.

Adopting ISO 26000 in future is the best and most reliable way to adopt globalization.

Some of the benefits of ISO 26000 for customers might be as follows:

- Enhanced customer access to and choice of products and services provided by companies observing social responsibility.
- Enhanced customer satisfaction through improved link with providers of services and products.
- Access to a unique standardized method to prove claims on social responsibility.
- Some of the benefits of ISO 26000 for trade:
- Enhanced customer reliance on global markets resulting on the growth of global trade.
- Improved competitiveness for companies adopting ISO 26000.
- Improved assurance to the companies adopting ISO 26000, as having the basis for customer satisfaction.
- Some of the socio-economic benefits of ISO 26000:
- Reduced costs due to development of diverse standards, by application of only one internationally accepted standard.
- Improved reputability for institutions adopting ISO 26000 as a proof for their goodwill.
- Proved commitment to ethics for institutions adopting ISO 26000.

As a conclusion, it is suggested that we are to be responsible for others, not only for their benefit but also for our own sake. Therefore, we need to cooperate in global standardization because of the effects it might have in our own lives. This is of special importance in such an economic crisis the world is faced up to. We need to observe the requirements for justice to clear out poverty and cruelty. We need to harness renewable energy, even though drown in black gold. It is to our benefit to live in a sustainable world. It is incumbent upon us because we are **members of a whole**.

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Perception vs. Reality in Corporate Social Responsibility: Global Definition of Social Responsibility Stalling Advancement of the Field

Christina Tangora Schlachter

How do we measure Corporate Social Responsibility? When I speak on the benefits of Ethics and Social Responsibility to business leaders, a member of the audience will invariably ask: "Is there definitive evidence of the payback for undertaking this type of effort?" The simple answer is yes. There is plenty of empirical data and case studies to show the benefit of being a good corporate citizen. In the milestone "Sheffield Study" (Patterson, West, Lawthom, & Nickell, 1997), approximately 19% of variability in the profitability of manufacturing companies in the United Kingdom was explained by specific progressive Human Capital Management strategies (HCM); more than any other factor reviewed in the study. Since the Sheffield report these HCM practices have become required in most CSR strategies, and study after study has shown a positive relationship between employee engagement and workplace productivity (Bevan, Isles, Emery, & Hoskins, 2004). Studies on employee welfare are not the only aspects of CSR showing positive results. In Margolis and Walsh's (2000) analysis of over 80 research studies, the majority of findings suggest that companies with strong ethics and social performance had better financial returns than those that did not. A Work Foundation study found that organizations with solid strategies to involve and benefit all stakeholders (customer, environment, shareowners, and employees) do better than those that do not (Bevan et al., 2004).

For most large companies, CSR and sustainability are no longer optional, and in some cases, governments are telling organizations they no longer have the luxury of ignoring, or at least choosing not to report on, their impact, positive or negative, on society and the environment. In 2001, France began requiring its largest corporations to report on CSR and Sustainability initiatives; in 2007 the UK followed suit. In 2008, Denmark's Parliament passed a law requiring its largest corporations to publish CSR standards and practices by 2010. Over the last few years, dozens of large pension plans, totalling trillions of dollars in assets, have signed on to both the United Nations Principles for Responsible Investment and the Carbon Disclosure Project, requiring the companies in which they invest to meet certain standards for governance and emissions reporting.

Even with the number of studies that prove the validity of CSR continuing to pour in, there is still plenty of skepticism in the marketplace that CSR can lead to greater financial returns. This may be driven by the inconsistency in the findings. In the Margolis and Walsh analysis, while the majority of the studies showed a positive link between social performance and financial returns, approximately 20% showed mixed results, and 4% showed a negative link. Antunovich and Laster's (2000) research showed a positive near-term relationship between being highly ranked on the Fortune "Most Admired" list and stock price, but in using a similar set of data, Chung, Eneroth, and Schneeweis (1999) found little difference between the highest and lowest ranking organizations on the list.

This skepticism is duly warranted. While stories and studies of philanthropic and socially responsible initiatives preceding strong financial returns are truly inspiring, just because an organization reports on the benefit of social responsibility and sustainability does not necessarily make it true. In 2001, the year of its eventual collapse, Enron Corporation was voted #18 on the list of most admired companies by Fortune Magazine, leaping 18 spots from its 2000 ranking of 36 on the Most Admired List. It does not take a CSR expert to realize the paradoxical nature of this "timely" ranking. Enron is not a standalone case. Even with the significant "bad press" around unfair treatment and compensation of women executives and denying health benefits to most employees, US retail giant Wal-Mart stepped in at #1 in 2004. This was less than a year before the US Department of Labor fined the retailer for breaking national child labor laws. In September 2008, Satyam Computer Services received the Golden Peacock Award for Excellence in Corporate Governance; less than four months later, Ramalinga Raju, chairman of Satyam Computer Services resigned after disclosing he had systematically falsified financial records of the firm¹.

One does not need to read much further than the daily headlines to recognize there can be a large gap between perception and reality. The Auto Manufacturing Industry highlights this point readily.

United States Automakers have been headlining the news over the past few months with the large government bailouts and bankruptcies, something that in most cases would go directly against the concept of being a good corporate citizen. In May of 2009, GM notified over 1,100 dealerships they would no longer be selling GM cars and trucks, leaving those dealers and employees without a product to sell except the end-of-model-year inventory they refused to reclaim. Fundamentally this does not seem to take into account the community and employees as stakeholders in the business. Two months prior, in this year's Fortune's Most Admired List, GM was listed as the most highly ranked US-owned automaker (#7 out of 15). General Motors ranked considerably higher than last place Italian-owned Fiat. Fiat was not only ranked the worst in Social Responsibility in the Motor Vehicle industry, but also in the bottom ten of all the "admired" companies ranked by the magazine. Ranking Fiat well below GM poses a number of discrepancies from the perspective of social responsibility, not the least of which is the impact on the environment. GM, the soon to be former owner of Hummer, is not necessary a model of social responsibility and sustainability, while Fiat is known for fuel-efficient cars the size of a large desk. From an environmental perspective, disregarding differences in manufacturing principles, one is hard pressed to call GM's Hummer3 (H3) or GM's Yukon more environmentally friendly than Fiat's cars. Based on 2009 data from the US National Highway Traffic and Safety site, the two GM trucks get about 16 miles per gallon (approximately 7 kilometer per liter), while Fiat's fleet averages about 42 miles per gallon (approximately 17.5 kilometers per liter). Earlier this year, around the same time GM was announcing its plan to layoff more than 20,000 workers, the revived Fiat 500 won the Design of the Year at the New York auto show and the company was in a sufficiently strong financial condition to acquire Chrysler. What company would you admire more? (Fortune, 2009)

¹ The award was quickly withdrawn.

All of these examples indicate that the public and media perception of what constitutes a viable CSR effort is divorced from reality. If companies that have grown simply through fraud or those that are on the brink of collapse can regularly find themselves highly ranked in responsibility and perception surveys, then the fault lies not with the CSR philosophy in general but rather with the misconceptions of what CSR entails by the people handing out these awards and distinctions.

In answering the question of "why should my company undertake a CSR program", it is obvious there is a clear need for the scholar, Global Reporting Initiative, and practitioner communities to begin to agree on a straightforward definition for "CSR" so that all involved may begin to employ best practices instead of window dressing.

Even with the numerous studies in the field, there still appears to be large disconnect, especially in the United States, about what makes a company socially responsible. When leaders talk about social responsibility, they need to agree on precisely what they are implying. Is it philanthropy and making employees feel good? Is it ensuring fair working standards in all parts of the world? Is it making sure compensation and action of the most senior leaders and board members is fair and reflects performance and accountability? Is it leaving society better off today than it was yesterday? Is it taking active steps to reduce environmental impacts? Or is it merely checking off a box to make sure all your stakeholders know you should be admired for your CSR efforts?

Business leaders are not dummies. To play in the big leagues, you need to talk about CSR and Sustainability even if they are the furthest things from what you actually practice. In December of last year, Karen Paul (2008) published a significant and impressive research study showing the overwhelming presence of corporate sustainability, citizenship, and social responsibility reporting on 100 mega-corporations. But saying is not doing. As the field of social responsibility continues to emerge and move from a "nice to do" to a "need to do" in the marketplace, our global definition, set of metrics, and compliance standards need to move away from mere self-reporting, to audited results. Although this is a large leap and requirement in today's economic climate, it is a needed one. Without it we will continue to admire the next-Enron for having a PR savvy executive who talks the talk, but does not walk the walk. The Sarbanes-Oxley rules regarding greater corporate disclosures were borne of the last downturn. Perhaps the current environment can foster greater consistency and depth of reporting across a wider variety of measures.

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Flexible Education: The Key to Learning.

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Flexible learning is the key to learning today, when contextualized in a world of changing learning needs and teaching paradigms. The fact that education has become an 'industry' also necessitates that learning is more flexible, where working people need time to take off from their work situation, to take add on courses and be updated in their specific work situation. Moreover the world of work, and the world of education have, today, direct linkages. This is the import and meaning of Adult and Continuing Education. Working men and women studying and learning should not be an opprobrium. Also, the training factor is a significant component of education today. Flexible learning would then mean studying leisurely in one's place and pace. Even when one shifts his/her place, learning continues in space, made available by cyberspace and the world of the internet. The world is a global community today and cyber space creates the right ambience, even if one is uprooted from the physical place. Internet learning, which is a form of learning enables one to be in touch with tutors synchronously or asynchronously. Even the traditional classroom is extended beyond the four walls because the teacher can keep in touch with students or communicate with them sitting at home. Moreover, classes/teaching sessions can be conducted for off campus students.

The Radicalization of Education:

The radicalization of education began with Distance Education which graduated from print technology to media technology. Subsequently, technology has been integrated with printed material and audio-video conferencing which came to play a vital role in education, where students sitting at a distance can interact with peer groups and teachers. Radio broadcasts for students also have become very popular in different parts of the world. Distance and Open Education judiciously uses technology with face to face teaching in a blended mode. The idea is that classroom learning is not stymied where there is use of different formats in pedagogy such as lectures, role plays, quiz, group discussions, etc. The lecture method is not the only ontology in teaching-learning heuristics.

Adult and 'Continuing' Education:

This is not a myth today, but a vibrant reality. The world of work and the world of education have a very close and intimate connection. Adults who are working have the felt need to be updated and trained in their own workplace or would like to study 'sandwich' courses, that is take time off to be trained and study, take admission to courses which can satisfy their training needs. A teacher may need to do a short term course on School Leadership Management, a business executive may desire to update his/her professional skills by studying courses on Human Resource Management. But, what is to be known and scrutinized is how far this learning will have practical applications. Adult and Continuing education is also distance and flexible learning as these two matrixes are very convenient and apt mechanisms for the adult learner or the learner who wants to work and study at the

same time. In fact, the adult learner forms a very tangible part of the target group for flexible learning.

Distance Education, Open Education and Flexible Learning:

The terms 'distance', 'open' and 'flexible' in the context of education can be used and are used synonymously and interchangeably. They denote the 'space' both inner and the outer, which the learner needs. Even the young learner who is taking to studies after a period of time, or after a gestation needs that space— studying at one's place or space, studying which makes the process pleasurable rather than an onerous responsibility fraught with dire consequences — the opprobrium of failing. Thus, the learner can spread out his learning with mobility: exams say may be held twice a year, the learner may not even complete a programme, and be awarded certification for the courses he/she has completed. All these are very flexible models for the 'disadvantaged' learner, the working learner, the adult learner, missionary workers, mothers, working women, school teachers etc.

Methods of Flexible Learning:

While Distance Education started off with print pedagogy which in many ways is still the mainstay of such 'open' learning many other forms have come to stay and have made an indelible stamp in the world of learning . One such form device or methodology is technology which covers a wide range the television, the radio the Computer/Internet and even the mobile phone. In many instances these supplement the print technology. In many cases they are used as stand alones, but have to be viewed in an integrated, holistic manner as acting and interacting upon one another. Podcasting or computer broadcasting uses the forms of the computer, radio and even the television in the sense that one may 'see' the presentations. One of course hears them and listens to them. Then of course the discussion mode can be both voice chat and text chat. In addition there is audio video conferencing, two way, which is interactive. Radio lessons can also use the interactive mode.

Internet Learning:

Often used synonymously but mistakenly with e-learning, internet learning is computer aided instruction which is both synchronous and asynchronous by which the student can constantly keep in touch with his/her teacher. However, for formalization the internet is structured into a class room where multi tasking devices such as the moodle can be effectively used for teaching and learning. This is not a shift in paradigm-different formats of teaching- learning heuristics have been used in the conventional classroom such as; group discussion, quiz, role plays, lectures, brainstorming sessions etc. Technology such as using the device of the moodle can permanently structure these formats and, computer aided instruction can be an extension or appendage of the classroom. After all, who does not need the classroom? It is something that any learner has been used to since his/her childhood. It is there that he met his friends and his best teachers. The classroom cannot be de-mythicized, at best it can be modified and extended or even shortened—thanks to technology. The implications of technology in learning processes today are many. Power point presentation can be used in the classroom— more visual and more interesting perhaps than the 'chalk and talk' method. So

paradigm, conceptual and practical shifts are continuously taking place in the world of education in a classroom which is not so much permanent but transient. There is a broad and cultural shift in the role of the teacher, but the learner remains static. This is because education today is primarily not teacher centric. It is this learner focused system of education which is making huge demands on educational systems as learning is growingly becoming more and more associated with training.

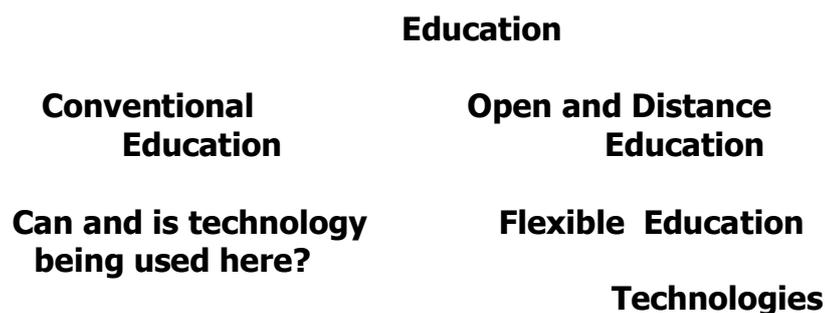
'Openness of Education':

Education today is often described as an open book. The Wikipedia, a world wide web, classless encyclopedia was designed, fashioned and engineered to provide information and knowledge to poor children in different parts of the world. As mentioned above, FOSS (Free and Open Source Software) is another typification of such 'free' and 'open' knowledge. This is not only giving momentum to education but also access and flexibility. Access and equity in education are often talked about, but these developments in access such as free knowledge sharing are giving egalitarian opportunities for knowledge sharing to people and students the world over. The MIT and other Institutes of Technology are hosting on the web classroom lectures of their teachers for anyone to read. This is unprecedented in the history of education, and is made possible today only because of technological access. 'Openness' then is not a myth but a larger step towards making education a commodity which is flexible and more importantly accessible. 'Openness' is an epistemological tool abetted by technological forces which mankind is using creatively for educational purposes. Technology, flexibility, user friendliness, the internet, the radio and the television are proven matrixes and concomitants for educational practices and ideologies. These are good practices.

The Radio:

Contrary to popular belief at least, in countries like India that the radio would die a natural death, in the face of the massive appeal of the television, there has on the contrary been a resurgence and boom of the radio in the form of FM stations. This is being used by universities like the Indira Gandhi National Open University to broadcast lessons in different areas of expertise and specialization such as agriculture, commerce, health, teacher education, rural development, creative writing, mass communication, etc.

Community Radio also is one such expression of community needs, and educational needs can well be met through the aegis of the community Radio. The features of flexible education, and its paradigms can be shown diagrammatically as below:



If the answer is in the affirmative to the question posed below the subtitle: **"Conventional Education"**, then there is a convergence or rapprochement between conventional and traditional education and open, flexible education. This is good augury in the sense that the ends of education which are pervasive must needs be viewed holistically.

The Marketisation of Education- Education as an Industry:

The demand and supply of Education is to be seen in the context of the discussion, analysed and enumerated above. Education is a growing industry due to the demand of learners who do not mind paying course fees of a substantial nature for professional needs. More and more Distance Education Institutes are gaining ascendancy all over the world and they are capitalizing on the needs of such market forces. The purists of education are not happy with the growth of such capitalism and understandably they are worried about quality assurance. The complexity of education is evidenced by market forces, costs, both one time and recurring fee structure etc. Distance Education can also be seen from such 'business' perspectives and there is prevalent here the concept of buying and selling course ware. This notion of Education as an industry has seeped into the psyche of both educators and industrialists, and the education industry alliance is a much worked out concept today. This has gone a step further with the PPP-Private Public Partnership. This model is being used for vocational education and training (VET). I have in mind especially developing countries such as India.

The Telecentre Movement:

Community based education is also one of the focal points of education today. In a globalized world the dialectics of the local and the global co-exist. At the same time community needs in terms of education and overall socio-economic development are some of the felt needs. The telecentre movement in East Africa and Asia is a pointer towards this and in village community centres the local 'community' can gather to address their socio economic needs by using the internet as a delivery mechanism. This is Education in a broad sense. Telecentres, thus, can be Distance Education and Vocational Centres, where there is a mix of technology- the radio, the television, the computer and the mobile phone. Telecentres will vie with each other for sustainability and where there is no mission drift the sustainability factor will invariably be strengthened. In fact the telecentre movement is an autonomous movement for learning and earning by the community, by which they can gather at a telecentre to collect information, transact business or buy tickets. The telecentre becomes the hub of community activity.

Changing Circumstances of Distance and Open Learning:

Technology has aided and abetted a changing situation in the scenario of education, because technology which progresses rapidly is a change agent. We have journeyed a long way from the printed word to a combination of technological heuristics. Educators and education providers must constantly adapt to such changes. Education must also be seen as a catalytic agent generating knowledge processes. The information society must needs be a knowledge society. A knowledge based economy is the finetuning of education industry alliance, by which education and

knowledge drives people into the market or industry. Education is increasingly being altered to the job market and is not now only "degree" biased. Also, it is being inextricably connected to training- to create a more sustained and sustainable workforce.

Education and Sustainability:

This brings us to the question of education and sustainability. Education is a cyclical process leading to cybernetically related strategies such as training the master or future trainer. When we speak of Education for sustainable development, what do we mean? Do we mean education for employability, for economic development? Or is it education for economic advantages? Clearly, the issue of education has remained a myth, but what about learning? The term learning implies a much wider connotation, it is also pleasure induced and there can also be learning for its own sake. The qualitative aspect of learning cannot simply be undermined or underestimated, so also its subjective and universal appeal.

Conclusion:

Flexible learning is thus, 'open' in the widest sense of the term, technology driven and encompassing the values of both distance education and traditional teaching and learning. It is the latest learning ontology in a world where access to education and equity of education are the prime needs. It is also, in its finest sense adult and continuing education, vocational and professional training as well as education for dropouts and delinquents. It is education on the job for the workforce, women and working professionals including teachers, administrators and managers. The connotations of education today have large ramifications due to its industrialization, marketization and commodification. But quality will be propelled both by internal (i.e. demand) and external (i.e. supply) forces.

The marketisation of education or its commodification has lead to a radical paradigm shift in the education system. Gradually there is an industry-education alliance, what with corporate houses consciously propagating such an alliance. For example, we are talking of investor education, education for employment opportunities in call centers. In India the CII (Confederation of Indian Industry) has been involved in the formation of a national Skill Development Council which apparently is concentrating on vocational education with reference to the Public Private Partnership model. Thus, vocational education and training is emphasized today as an outlet for job opportunities. Thus also there is a shift in thinking that mere acquisition of degrees will not lead to employment. In fact, the focus is on skill development and short term courses. The educators think that the under graduate and post graduate syllabi do not prepare the youth for the world of work. Vocational education then will be skill development not only for the youth, but also the general public in both the organized and the unorganized sectors with an accent on the latter. However, with the industry education alliance forging ahead then, this complicity cannot be compromised with quality. From research and development to vocational education and training the role of the industry is fraught with onerous responsibilities.

Education and social responsibility have an inextricable linkage as education impacts directly upon society for social development. Today, if we are talking about

a knowledge based economy, then it is one of the mandates of education to augment economic self reliance. Vocational education and partnerships and consortia between the Govt. and community based organizations is the right pointer towards such an objective.

And, flexible education has long standing ramifications as it gives wider opportunities to people to learn including drop outs, house wives and working professionals. In fact, learning and earning is a popular maxim today. It connotes the vocationalisation of education, its professionalism and marketing strategy.

However, the commodification or commercialisation of education has its inherent and lurking dangers. There is a strong apprehension among educators regarding the emergence of educational shops. In India many foreign institutes whose credentials have not been established are marketing their courses aggressively. Cross border collaboration is alright but when such collaboration takes place between one developed nation and another developing one then the fees are very steep in terms of Indian currency. This divides the haves and have nots sharply and creates a greater hiatus of opportunities between them. Similarly, private institutions in the country without any credentials operate courses ranging from communication to IT skills. There are a plethora of them today, and even the smallest towns have them. It is business started by people who are not remotely connected to education. The education-industry alliance is a welcome sign when there are tie-ups between educational and industrial houses of repute with proven research credentials.

Education is continuity, contiguity and learner autonomy. This is its social responsibility aspect. It is holistic right from school education onwards and such holism makes it value based and continuity based. Thus, school education is the base upon which the edifices of higher education are built. In countries where literacy rates are low then education is the antidote for social ills. Once, literacy rates are high and there is free and compulsory education for all then automatically higher education becomes qualitatively better and accessible. Quality in education perforce cannot be compromised notwithstanding the industrial and marketing features of it. If education becomes solely utilitarian and profit oriented, then it is crossly sacrificed at the altar of expediency and mercenary motives.

This, as educators, we must be aware of.

Comments invited. Contact Ananya at asguharsd@gmail.com or nnyguha48@gmail.com

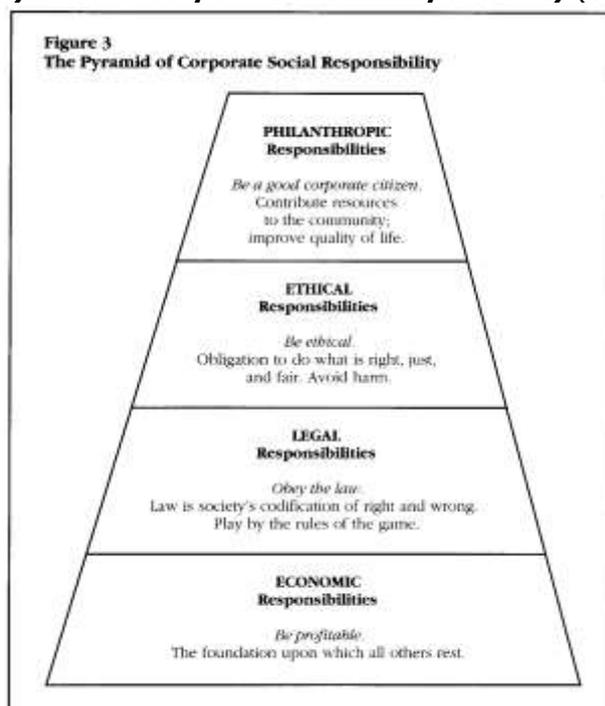
‘Two Models of CSR and Sustainability’: A comparison between the ‘Pyramid of Corporate Social Responsibility’ and the ‘Model of Sustainable Development’

Jane Claydon, University of Susses, UK

Although many different theories exist of the notion of Corporate Social Responsibility (CSR) and the terms associated with it (sustainability, Corporate Governance, sustainable development), very few have managed to develop a comprehensive model of CSR or sustainability but instead concentrate on either one or a few stakeholders within specific contexts or examples. Aras and Crowther (2009) present an interesting new ‘Model of Sustainable Development’ that can be usefully contrasted with Carroll’s (1991) Pyramid of Corporate Social Responsibility’, now almost twenty years old.

With the creation of many government bodies in the 1970s, such as the Environmental Protection Agency and the Consumer Product Safety Commission to protect the environment, employees and consumers, it became apparent at the time that the business world was under criticism for not being accountable enough to their stakeholders and society in general (Carroll 1991). The perception of social responsibility shifted to social responsiveness by some writers who argued that the former was not concentrating enough on the actions of the corporation. This was a necessary reorientation as it emphasised the importance of corporate action and implantation of a social role, however the question still remained of how to reconcile the economic orientation with such social role. From this, a four part comprehensive definition of CSR was proposed, which emphasised the importance of businesses responding to all aspects of the social world: economic, legal, ethical and philanthropic and it is from this that Carroll constructed the four tiered pyramid (Carroll 1991).

Figure 2. The Pyramid of Corporate Social Responsibility (Carroll 1991, p42)



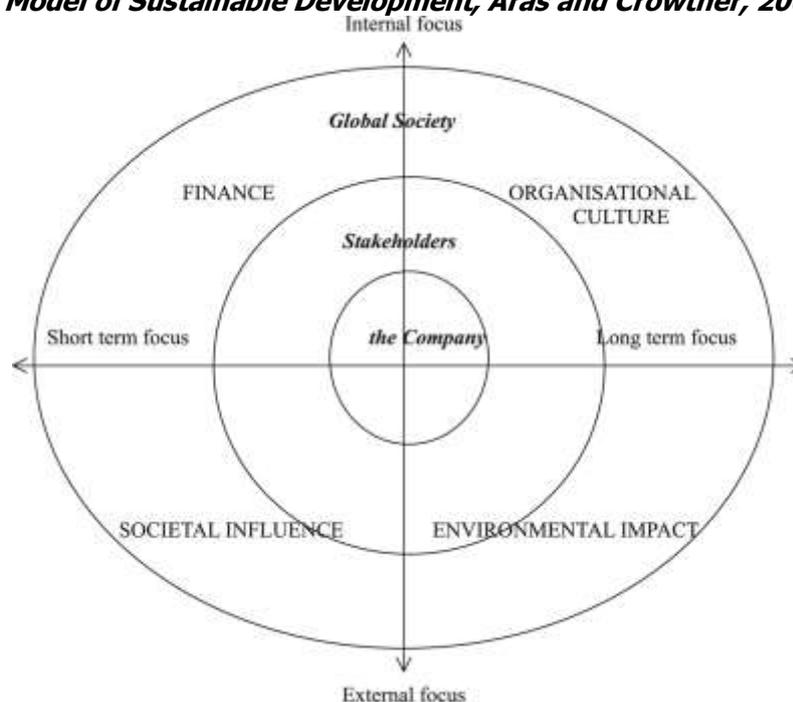
According to Carroll (1991) all business responsibilities are predicated upon the economic responsibility, the *raison d'être* of the firm, which is to create profit for its shareholders from supply and demand of society (Friedman 1970). This feature of the pyramid is positioned at the bottom as the foundation of the pyramid. All other responsibilities must occur after this fundamental principle has been satisfied. At the second tier lie the legal responsibilities, whereby the corporation must adhere to the law and all rules and regulations that it is governed by to ensure it maintains responsible business practices. The third tier is the ethical layer, where corporations are obliged to do what is right, just and fair for their stakeholders and avoid doing them any harm. The last tier, the philanthropic level, ensures that the corporation is a good citizen to the community, contributing resources where needed. The last two tiers of the pyramid have also been highlighted within the social contract theory of CSR, whereby the corporation is regarded as a citizen within the community, who should, therefore, contribute to society like any other individual (Dahl 1972). This 'Pyramid of CSR', then, rests on the notion that the *raison d'être* of the firm is economically defined, by the foundation of the pyramid. All other responsibilities (legal, ethical and philanthropic) come after or from this, suggesting that the company will only ever be socially responsible if this fits in with its economic goal of maximising profit. This suggests that all actions that derive out of CSR will inevitably be for economic purposes, which have always been and always will be the *raison d'être* of the firm.

This model is one of the earliest examples of how the structure of responsibilities should sit within a corporation, and is still widely used. However, it has also faced much criticism. For example, the mere fact that the root imperative of a corporation is to maximise profit and act on behalf of the interests of its shareholders may prevent corporations from acting socially responsibly. Campbell (2007) argues that companies who are economically weak are less likely to engage in acts of CSR as they have fewer resources to invest time, effort and money into it (*'slack resource theory'*), thus these corporations are unlikely to meet the threshold for socially responsible behaviour. He further states that companies are less likely to act in socially responsible ways if it appears that it will be difficult for a firm to turn a profit in the short term. Therefore, the traditional 'Pyramid of CSR' model is not sufficient as a comprehensive understanding of the ways in which CSR and sustainability should be achieved.

The durability of a corporation is largely dependant on its understanding and demonstration of CSR (Aras and Crowther, 2009). Within the broad concept of CSR are three issues on which corporations focus most heavily: sustainability, corporate governance and the harmonization of accounting standards. Aras and Crowther focus on the first of these, asserting that most analyses of sustainability concentrates solely on the environmental and the social, which is inadequate as financial performance is imperative to the success of sustainability also. It is likely that such analyses do so because many authors see a conflict between financial performance of a corporation and its social/environmental performance. As such, most work on corporate sustainability does not recognise the need for understanding the importance of financial performance as an essential part of sustainability, which again inhibits a comprehensive debate. Margolis and Walsh (2003) have reviewed thirty years of CSR literature and found the majority of it has ignored factors other than financial performance which may affect CSR. Further, although Waddock and Graves (1997) found a positive correlation between financial performance and CSR, their research only focused on corporate financial performance, firm size, risk tolerance and type of industry as important variables, which ignores external factors outside the corporation itself. Yet this is typical of much literature surrounding CSR. Aras and Crowther, then, aim to provide a comprehensive model which looks at all four aspects of CSR (environment, society, financial performance and organisational culture) in the short term as well as the long term context, to provide a more complex model than any others that exist.

In 'The Durable Corporation', they provide a comprehensive explanation and description of the term sustainability, referring to the traditional concepts of what the terms has meant in the past and providing a framework for understanding what the term should mean in the present and in the future. They outline the limitations of such existing assertions of the term sustainability, specifically in relation to corporate behaviour, and provide a new, more complex model of CSR and sustainability. The term 'sustainability' traditionally asserts that society must not use resources more quickly than it produces them, a definition which was first publicly debated as part of the Brundtland Report. Although we must start with this when attempting to define sustainability, mainly because it is the first public definition of sustainability, it is still a controversial topic as it can mean different things to different people in various contexts and so confusion around the term is still prevalent (Aras and Crowther 2009). Further, there is a tendency for analysis of sustainability to consider only two aspects: the environmental and the societal. However, Aras and Crowther assert this analysis is deficient and propose four aspects, within a two dimensional aspect of short term versus long term that leads to a more complete definition of sustainability: societal influence, environmental impact, organisational culture and finance.

Figure 2. The Model of Sustainable Development, Aras and Crowther, 2009, page 41



Furthermore, to achieve sustainable development it is necessary to achieve sustainability and this can be achieved by four actions: maintaining economic activity as this is the *raison d'être* of the company (Friedman 1970); conserving the environment as this is essential for the maintenance of future generations; ensuring social justice which includes elimination of poverty and the ensuring of human rights; and developing spiritual and cultural values, where the corporate and societal values align in the individual (Aras and Crowther 2009). Thus, sustainability and sustainable development is about more than just managing the interest of the stakeholders versus the shareholder, which is the most common assertion in organisation theory. Further, all stakeholder values must be recognised and accommodated within a body of trust, for if trust does not exist between the organisation and the stakeholder than these transactions of value sharing cannot take place (Aras and Crowther 2009).

Aras and Crowther's view of corporate performance is that it should be one of stewardship - of the resources of the society and of the environment within which the corporation operates - which leads to sustainability (Aras and Crowther 2009). Sustainability focuses on ensuring that the resource utilisation of the present does not affect the future. This creates concepts with which the corporation must engage to become sustainable such as renewable energy resources, minimising pollution and using new techniques of manufacture and distribution and accepts the costs that may be involved in the present for ensuring such possibilities for sustainability in the future. This is beneficial not only to the environment, but also to the organisation, for it cannot operate tomorrow without the resources it has today. The same applies within the financial performance of the corporation and there is no dichotomy between the environmental and financial performance of the company as the environmental performance of the company in the present day ensures the financial performance of the company tomorrow, and vice versa (Aras and Crowther 2009).

There are internal drivers for an organisation setting agendas to improve environmental performance because of the perceived benefits for such an action, yet there have been many critics of these (Aras and Crowther 2009). Two such criticisms assert that either companies are often driven by the need to comply with regulation and legislation concerning the government, rather than having a real concern for the environment or that the environmental practice of a company is a mere Public Relations stunt for advertising purposes. However, Aras and Crowther state that it is inevitable that the business will concentrate on the bottom line of the performance in order to ensure the *raison d'être* of the firm and, thus, environmental performance is achieved in relation to the bottom line for the above reasons: to make sure that the company is not prohibited by large monetary fines from government bodies for not complying with regulation; or because consumers will be more likely to do business with a company if they are conducting their business practices in an eco-friendly way. This assertion corroborates the principles of the 'Pyramid of CSR' which also stresses the importance of the bottom line of financial performance as a prerequisite for ethical behaviour thereafter. However, although the 'Pyramid of CSR' includes the financial aspect which is integral to a concrete model of CSR and sustainability, it does not provide an explanation of how financial performance can actually lead to the corporation's sustainability in terms of ensuring that money is invested in socially responsible behaviour and sustainable behaviour, i.e. by investing in renewable energy resources and other socially responsible activities as outlined by Aras and Crowther. Instead, the 'Pyramid' merely asserts that the business must stay profitable only because it is the *raison d'être* of the corporation to do so and not because it actually has a direct impact on ensuring sustainability. Further, the 'Pyramid' asserts that the corporation can always achieve profitability, despite the other factors of CSR as seen in the other tiers, as the financial layer is the foundation of the pyramid. However, Aras and Crowther's model asserts that profitability is predicated upon the other factors of CSR and so the financial success of the company and its actions of CSR exist in a continuum.

Therefore, the 'Model of Sustainable Development' offers a more comprehensive insight into CSR and sustainability. It is a more practical tool for business managers to use as a guide for achieving socially responsible corporate behaviour than has ever been seen before and shows how each of the responsibilities associated with CSR are to be achieved for each stakeholder group, whether at a local, national or global level, and explains whether these are short term or long term aspirations. Although Carroll's 'Pyramid' demonstrates many of the important aspects of CSR (economic responsibility, legal responsibility, ethical responsibility and philanthropic responsibility) it does not show how these responsibilities are to be sustained across time and for different stakeholders, as Aras and Crowther's model successfully does, ; nor does it assert strongly enough the link between financial performance and socially responsible corporate behaviour.

I assert that 'The Durable Corporation' is a comprehensive and exciting take on CSR and sustainability. I would recommend it to anyone who is interested in CSR and sustainability, particularly business leaders and academics and for people with varying understanding and experience of CSR. It provides an in-depth introduction to CSR but has unique content with the introduction of the 'Model of Sustainable Development' and so is useful for novices who are learning about CSR and experts in the field who can compare this model to other models of CSR and sustainability.

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8th International Conference on Corporate Social Responsibility

**8-10 September 2009
Cape Town, UNISA, South Africa**

For the 8th conference in this series we will be visiting South Africa where the conference will be held in Cape Town and hosted by the University of South Africa (UNISA). It will be organised by UNISA in conjunction with the Social Responsibility Research Network.

As usual the conference is intended to be interdisciplinary and welcomes contributions from anyone who has a perspective on this important issue. This time there will be a focus on the theme of

NGOs and CSR

The conference will publish proceedings and selected papers will be collected for publication. Full details will be provided at the conference.

Venue of the Conference

The conference will be held in Cape Town. The conference fee will be announced soon and will include meals, conference materials and two excursions (extra for accompanying persons) but excluding accommodation. We will suggest accommodation in due course. We look forward to welcoming you to Cape Town in 2009 for the 8th conference in the series.

Full and updated details can be found at the conference website
www.davideacrowther.com/8csrhome.html

We hope to see you there

Professor Dr Stella Vettori, Conference Chair, UNISA, South Africa

Professor Dr David Crowther, Chair of the Social Responsibility Research Network & Professor of CSR, De Montfort University, UK

Professor Dr Güler Aras, Vice Chair of the Social Responsibility Research Network & Professor of Finance & Accounting, Yildiz Technical University, Turkey

News from our members



Promoting sustainable development

www.thedurabilityinstitute.org

Directors: Güler Aras & David Crowther

Sustainability requires a radical rethink and a move away from the cosy security of the Brundtland definition. We therefore argue for rethinking the accepted terms of sustainability and sustainable development, and prefer instead to use the term **durability** to emphasise the change in focus.

The Institute

The Institute was formed in 2008 in order to promote the message about corporate durability and to facilitate its adoption by corporations in their search for sustainable development. The Institute is a virtual organisation – although all the facilities and services we offer are concrete!

The institute has a two-fold mission:

- To educate concerning the key factors of corporate durability, as replacement for sustainability
- To facilitate the development of corporate strategies for sustainable development

The Durable Corporation: strategies for sustainable development was published by Gower in 2009. It contains the ideas which underpin our philosophy about corporate durability and explains the strategies we propose to manage for durability. It can be ordered from the Institute or from Gower Publishing.

***At the Academy of Management Annual Conference, Chicago, USA
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Enterprising our World: Sustainable Business in Action

Organizer: Robert Brent Anderson; University of Regina, Canada
Organizer: Pratima Bansal; University of Western Ontario, Canada
Organizer: David Crowther; De Montfort University, UK
Organizer: Güler Aras; Yildiz Technical University, Turkey

The organizers of the caucus Enterprising Our World: Sustainable Business in Action are David Crowther and Güler Aras of the Social Responsibility Research Network (www.socialresponsibility.biz) (SRRN), Pratima Bansal, Executive Director, Research Network for Business Sustainability (www.sustainabilityresearch.org) (RNBS) and Robert Anderson Chair of the 2010 Administrative Sciences Association of Canada (ASAC) 2010 Annual Conference titled Enterprising Our World: Sustainable Business in Action (<http://asac2010.uregina.ca>) and incoming president of ASAC for 2010-2011. The purpose of the caucus is to bring together members of the SRRN and RNBS networks along with interested members of the AoM Social Issues in Management (SIM) and Organizations and the Natural Environment (ONE) Divisions and others, to explore areas of common interest and opportunities for collaboration and knowledge exchange. We will hold follow-up sessions at the ASAC conference in June 2010, and at annual conferences of the SRRN. After very brief presentations about the SRRN, RNBS and ASAC 2010, we propose to focus on five topics in particular and will encourage attendees to break into moderated discussion groups on each.

1. The influence of CSR and sustainability activities on the market's evaluation of publicly-traded companies.
 2. Encouraging, measuring and evaluating and rewarding CSR and sustainability activities within the firm.
 3. Globalization, regulation and competition, and the implications of CSR and sustainability activities for long-term competitive advantage.
 4. Global approaches to regulation of environmental impacts
 5. Managing sustainable development in a global economy in a time of crisis.
- Other topics can be added should they emerge at the caucus.

We hope to see as many as possible of you there.

An important new book

The Durable Corporation: Strategies for Sustainable Development

Güler Aras & David Crowther

ISBN 978-0-566-08819-3

April 2009 300 pages

Gower Publishing

Sustainability is normally considered to be about choices for the future being limited by decisions made in the present, and is frequently portrayed as concerning environmental issues alone. The authors reject both of these notions to argue that sustainability is a more complex concept that involves balancing many factors – including economic, cultural, governance and distribution. The book explores the nature, value and role of sustainability in business, in the context of risk management, and the current crisis, to argue that resource utilization must be based upon the twin pillars of equity and efficiency rather than attempting to ensure that our choices in the future are not reduced.

The authors of *The Durable Corporation* propose a new model of sustainability – which they term durability – and a fresh approach to managing resources. They extend this to the development of difference strategies for achieving sustainability and a different approach to managing for the future.

These features make it essential reading for all those with responsibility for developing strategy and managing the sustainability or durability of the enterprises in which they are engaged or in the study of the issues at stake.

The book is priced at £55.00 (less for web purchases) and can be purchased from Gower at

http://www.gowerpub.com/default.aspx?page=637&calcTitle=1&title_id=9840&edition_id=10981

CALL FOR PAPERS

We invite contributions in the form of papers for an edited book volume

RESPONSIBLE INVESTMENT IN TIMES OF TURMOIL

to be published by Springer (Issues in Business Ethics Series)

Editors: Wim Vandekerckhove (Ghent University), Jos Leys (Catholic University of Leuven), Kristian Alm (BI Norwegian School of Management), Bert Scholtens (University of Groningen), Silvana Signori (University of Bergamo), Henry Schäfer (University of Stuttgart).

Just before the current economic and financial turmoil, the Responsible Investment (RI) phenomenon was said to be entering the mainstream of financial intermediation.

From a fairly marginal practice promoted or campaigned for by NGOs and religious groups and at odds with financial practice and orthodoxy it grew into well formulated policy adopted by a wide range of investors. Academic literature on RI has also boomed on the assumption that mainstreaming is taking place.

However, little thinking has been carried out on questions specifically arising from this alleged 'mainstreaming?'. This book, addressed to those with a scholarly or practitioner's interest in RI, starts filling this neglected dimension.

Today, one cannot ignore the difficulties of main stream financing. The financial spheres are trembling globally in one of the worst crises since the 1930's. As a response to the crises, the intermediation of 'financial responsibility' will undoubtedly be the subject of new regulation and scrutinizing. This book looks into what these turbulences will imply for RI.

In view of these circumstances, we must ask ourselves whether the phenomenon was not an empty fad during the exuberant high of financial euphoria that came abruptly to an end with current financial crises. Are financial intermediaries that promote sustainability credible, while it is obvious that some developments in financial intermediation -predictably, as some say - were unsustainable? Further, is the current turmoil an opportunity for enhancing RI because of the strength and superiority it has developed or will it disappear due to a return to financial myopia?

This book is the first to question the future of RI in such a radical way.

The book will encompass 5 blocks of chapters:

1. Knowledge about RI
2. Lessons from RI
3. Ethics of RI
4. Politics and RI
5. Global Worries for RI

Further details about the invited content and submission guidelines are available on:

<http://www.cevi-globalethics.ugent.be/index.php?id=14&type=content>

Deadline for the submission of draft papers is July 15, 2009

All submissions must:

- 1) address the impact of the crisis on SRI (or reflect on this impact),
- 2) define what SRI designates in their paper,
- 3) identify block and question number(s) the paper addresses (see url on invited content)

Further info:

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CALL FOR PAPERS

International Journal of Law and Management

Call for papers re publication in a special edition of the *International Journal of Law and Management*, published by Emerald (ISSN: 1754-243X); journal details: <http://info.emeraldinsight.com/products/journals/journals.htm?id=ijlma>

Contributions are invited on the topic: 'Reimagining the principle of sustainability in an economically challenged global environment'. The paper could be around any theme relating to corporate governance, agri-business, taxation, corporate social responsibility, organisational development, leadership, finance, competition, international law, consumer protection, regulation, environmental law.

Publication is scheduled for end 2010, so manuscripts need to be finished by November/December 2009, in order to complete the refereeing process in good time. Although the word limit is flexible, between 3-12,000 words, it would be preferable for each submission to be between 6-10,000 words. If you are interested in writing an article or have any questions, please send an email with a general indication of your proposed topic and methodology to:

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