Vocational Education & Volunteerism: "Reaching out to peripheries" by Ananya S Guha

12th International Conference on Corporate Social Responsibility, June 20-22, Rio de Janeiro, Brazil

How does the IOC treat the upcoming issues of Corporate Social Responsibility? by Silke Specht

Letter from the editor

Welcome to the new issue of Social Responsibility Review, an initiative to collect different views about social responsibility and in a larger scale on sustainable development. Although Social Responsibility Review by such name is quite new in existence, happily the trend of articles we get shows us the attention it has attracted from diverse interests around the world. And as before of course all the writers value your comments. So you are invited to read the articles and send your comments to them. Then you can develop your own works for the next issues as well.

As we know, social responsibility is not confined to a limited group of people or a limited area of knowledge therefore we can consider companies as the champions of social responsibility. And companies are any enterprise which produces a service or a product. Therefore our referees are all stakeholders including engineers working in factories of all kind, managers who plan for a sustainable future of their enterprise, university professors who develop ideas for their students and students who are the future manufacturers and managers of the world, legislative authorities who provide for a smoother substrate for sustainable development and any customer or ordinary person affected by the issues of social responsibility and sustainable development.

I write this two weeks before we will hopefully meet in Lahti, Finland for the 11th conference on social responsibility with the main issue of risk management. We have received a collection of diverse papers which deal with the matter in different ways. The unique aspect of risk management concept is how it deals with qualitative subjects and how it translates them to tangible quantitative solutions. And this is the main concern of those who seek for evaluating how socially responsible their objective purposes are. Therefore we consider this conference as a special event for all of us and look forward to meet as many of you as possible in Finland in the next two weeks. However, the movement is not limited to this and our future conferences will be open to you in due dates.

Start from now and let us know your ideas on any of the very diverse issues of social responsibility. Your ideas will be collected in the next issue of the Social Responsibility Review and you will find the opportunity to develop them into a paper for the next conference or as a paper for Social Responsibility Journal which is now indexed as Scopus. And soon there will be good news for you about our journal. We will let you know about this news in the next issue of this Review…

Social Responsibility Review was formerly known as the Newsletter from the Social Responsibility Research Network

The Social Responsibility Research Network Constitution

For each issue of the Review 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 of 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. Organization

Membership of the network is open to anyone. 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.

Chairs of the Network:
Professor Dr. David Crowther, De Montfort University, Leicester Business School, The Gateway, Leicester LE1 9BH, UK davideacrowther@aol.com
Professor Dr. Güler Aras, Yildiz Technical University, Institute of Social Science, Yildiz Besiktas 34349, Istanbul, TURKEY
guleraras@aol.com

Content

Photo taken by Till Westermayer http://www.flickr.com/photos/tillwe/641295610/

Creative Commons License ©①◎

Vocational Education & Volunteerism: "Reaching Out To Peripheries"

Ananya S Guha

IGNOU Institute For Vocational Education And Training, Shillong, Meghalaya

To critique volunteerism and vocational education visa vis skills development would be first, to pin point some kind of a theoretical framework or scaffolding for volunteerism. In other words, what is volunteering? Is an isolated act of helping someone in financial distress with some money or some kind of material benefit and action which gestures volunteering or volunteerism? Is volunteerism purely altruistic? Or are there hidden motives in volunteering with an eye on gaining something whether it is recognition or any dividend, material or non material? So is there something apocryphal to volunteering. This article attempts to show how the benefactors of volunteerism can gain in terms of learning skills and make themselves ready for the world of work. In other words, the world of learning and the world of work (read employment) are carefully link and connected. If we target certain disadvantaged sections of the society such as the mentally and physically challenged, domestic workers, street children, drop-outs, the educated unemployed, the uneducated unemployed then volunteering is for a social cause and towards developmental activities to make socially and economically weaker sections of the society employable or gear them towards definite employment objectives. This article will focus on how education as a social building and developmental activity can be volunteering or volunteerism in the best and finest sense of the term. Moreover, the article also gives the examples of corporate social responsibility as a significant trend in educational paradigms today, enmeshed though it is at times with vitrolic attacks and polemics.

Volunteering could also be 'disinterested action' for community welfare. It may not matter if the persons engaged in volunteering are working in the governmental sector but the ends of volunteering matter, specifically in this case skills development and acquisition of employment.

The challenges of Vocational education in an Open University are many and impinge upon the very mechanisms and methodologies of a Distance Education and Open University such as IGNOU. These are: technology aided instruction, the use of broadcasts, telecasts and the internet for delivery services. However, in vocational education and, training face to face

mode of instruction and especially skill based activities have also to be emphasized. Such activities are also fraught with the implications of volunteering in the best sense of the term, and in letter and spirit. Skills Development Initiatives and Vocational Education must quintessially possess the spirit of 'social work' and volunteering. Our institute is also developing a course on volunteering with the active help and support of the Gurudev Rabindranath Tagore Foundation and UN Volunteers International. If one takes a close and critical look at the National Skills Mission Statement (Department of Labour, Government of India, 2008) it is envisaged as a humanitarian mission not only for the educated unemployed but for divergent sections of the society such as: school and college drop-outs, street children, domestic workers, the differently abled etc. In fact, currently IIVET is conducting two month vocational training for street children and computer literacy in collaboration with an NGO and Shelter Home in Shillong. This has been undertaken in the spirit of community service and volunteering. The article will now attempt to relate vocational education and training to reaching out to peripheries in multiple ways and means. For that we also need to have an innate understanding of what vocational education and skills development largely means, or attempts to objectivise. Surely, employment generation or self-employment is an avowed objective but it is not an end in itself. The means are equally important if not more and to achieve them is to synergise social, cultural, community and academic cross currents. In the course of this article there will be case studies to sustain my contention that our activities in the mode of skills formation and open learning are essentially community based, community developed and volunteering. Yes, resources physical, economic and infrastructural have to be shared with various stakeholders, both governmental and non-governmental if we are to realise our objectives of continuing education and building communities. The challenge of Vocational Education and Training is to mobilise such resources in the entire North East India and reach out to societies within which includes women and children. Small and Medium Enterprises also play a pivotal role here but the larger concerns of society have been and will continue to be the logistics of well-being and humanitarianism. Even if an organisation is implementing a programme on Valuation in Real Estate Management it is because it wants to cater to the needs of a professionally developed segment of the society equipped with a professional base and a knowledge clientele. Also, it is desireable to subvert the degree bias

that has entered the matrix of our educational system and has in turn created a vicious cycle. The bulwark of social entrepreneurship is a significant paradigm here.

Vocational education has to be viewed from different multi-layered practices. One is of course the hands on training component. The other is employment generation and sustainability, whether the training programmes or courses can lead to employment/self-employment. If so there has to be follow up measures to see what the participants in a vocational training programme have achieved and whether there has been a progress in terms of employability and income generation. Also, whether any industry has employed any participant, especially when there has been in plant or in house training. Another perspective of VET is studying a course on vocational education in a college or a university with the hope that the certificate will lead to an acquisition of jobs. The industry-education alliance which is gradually becoming a force in the country, one reckons that this will play a significant role in the future, what with a Skills Development Council being set-up under the aegis of and with the active support of the CII, will also, I hope, shape future events in this regard.

Skill development is one of the components and outcome of VET but training programmes should also concentrate on unskilled workers thereby giving them an opportunity to learn and earn. The unorganized sector is also a catchment resource in areas such as retailing, marketing and micro businesses.

The history of VET is not very sanguine in India especially as EDPs and allied training programmes have not been followed up. Simply leaving a participant with a certificate to fend for himself / herself has added to the plethora of the unemployed. However, with the Govt. of India's accent on the Public Private Partnership model, one can only hope that such tie-ups will give a prod to the conscience of the industry and corporate houses, especially with Corporate Social Responsibility being such a major issue of debate today internationally, notwithstanding the polemic on ethics and CSR.

In North East India there are hardly any industrial houses worth the name and the local industry in terms of agro based products and raw material remains untapped, the potential being exploited by middlemen. Jute, rubber, bamboo and cane, ginger, turmeric are grown in the different states but how are these to be encapsulated as micro units to generate

employment? The other business houses which have come to the region are basically setting up franchisee units in mobile phones, internet connection; computer courses etc. all for marketing strategies and the youth who are employed look unsettled and are trying constantly to search for better opportunities.

Coming again to the context of the Region, indigenous knowledge such as weaving, textile making, music and the arts, performing arts, the oral tradition, medicinal plants can be brought into the gamut of trades. But with the increasing modernization and the technological wave many of such indigenous methods are on the verge of becoming extant. One can only strive for a revival. Technology has no doubt led to the creation of a global community, one world, but it has exacerbated to the tension between the local and the global. Local needs are to be addressed perforce as community needs especially in a country with low literacy rates. Compared to the literacy of the country, the literacy of North East India is fairly better; thanks to the Mizoram boom and this could be a marginal advantage. Yet literacy levels for women are strikingly low in some states and it is here that vocational education training programmes can intervene as basic literacy programmes to earn livelihoods.

Livelihoods have also to do with living in good if not salutary conditions. Floods in Assam every year are cataclysmic but precious little is done to take long standing measures to combat this problem. Flood control management ─ how to live intelligently with floods, could well serve vocational and training needs of the common populace who finally bear the brunt of such disasters.

VET in the North East Region can be integrated into a whole, a complex process since we have to trace it to components of agriculture and the current despair of the educated unemployed or even the plumber or the technicians eking out a living. This is of course true of the entire country but in a Region where industrial development is in backwaters then education is strength with the presence of some very good academic institutions in the Region. These institutions should come forward in partnership whether they are general colleges or professional colleges to re-appraise vocational education in the context of the small industries and local habits mentioned above. More than having vocational education courses, short term training programmes will benefit the people keeping in mind the changing order of the 'world' market such as repair of mobiles and computer hardware.

IGNOU's intervention into the area of VET could well be a benchmark for revival (indigenous knowledge) and survival (linking such knowledge with trades) as well as looking into contemporary realities and needs keeping in mind the training factor. The target group is the youth in particular and the public in general, taking also into cognizance rural women. And of course the oeuvre of distance education technology is always there as a ready support system.

Vocational Education: A Note

Vocational Education is oft talked about but the expression is replaced, at times euphemistically, by the terms Professional Education. 'Vocational' implies training for 'petty' manual skills: carpentry, weaving, food processing, work of a mechanic etc. Professional on the other hand signifies a more educational forwardness or cultural sophistication: Business Management, Computers or better still Information Technology. Instead of making such hair-splitting distinctions I feel that it would be better and certainly more eclectic in inter-changing these terms and making them more generic, in the context of attempting some kind of a loose definition of Vocational Education. Aren't those who are looking at the knowledge related areas of computers or for that matter information technology in search of vocation, or result orientedness/job orientedness? Similarly a person studying a course in food and nutrition has professional rights. It is precisely choosing this course of study which makes him or her, a specialist or a future professional in this field.

Today the thinking of the younger generation is changing in an ethos which demands results and not only degrees. The degree bias in our educational systems is tapering, at least those in the areas of the Liberal Arts or the Sciences. That is not to say that these degrees are of minimal importance, they are not, neither they can be. But certain dual objectives that of keeping options open and exploring possibilities have entered the domains of our educational system. It is some kind of a systemic drive which declasses the hitherto hierarchical structure of education today. Young boys and girls given an opportunity will prefer to study short term Diplomas in addition to pursuing their traditional degrees. It is often been commented that the motivation here lies in the enticing job-market. I do not think this is necessarily so. The younger generation today is conscious of the realities at hand, the compulsions of being a dilettante in a world which is rushing rapidly towards a technological explosion. One never

knows what might come in handy and there is always something fascinating in the 'new'. So taking advantage of such a situation there are a plethora of correspondence courses and 'Educational Shops' are sprouting in every direction. The danger here is of course the quality control as it is called.

Vocational education then would actually mean the honing of skills, applying theoretical precepts to the world of work. It would also mean the necessity for learner autonomy and self-reliance. The teaching-learning mechanism has then to be geared towards a more openness or flexibility where it is not only 'learning to know' but also 'learning to do' (Delors 1996).

Critically examining these phrases which have the danger of being turned into clichés we find that they are very seminal and posit one or two significant changes in the world of education. The first is that the emphasis is on the applications of knowledge; there is a connecting logic between 'learning to know' and 'learning to do'. Secondly we have the world of work and the world of education or learning. If education is going to be a lifelong experience or ambition then study time must be sandwiched between working time, an exponential concept of education finding its origins in the west but now, gradually being practiced in the developing nations. This model of education can be further systemized when one looks at the impact Distance Education or the Open University have made in India for example. When we speak of Education for all we are further re-defining our ontology, taking education to the illiterate, the masses. Literacy practices for example can be vocational and skill-related as we enter into the different phases of literacy. Here of course the media compulsions of education like the television and the computers can play a forceful role.

Then there is the need to train the trainer. India has very large untrained primary school teachers which is sad and does not augur too well for the educational future of the country. It is exactly keeping this in mind that the Indira Gandhi National Open University has initiated a Diploma in Primary Education/for primary school teachers at present. The functions of training the trainer, in turn generates a cybernetically related activity where the training process is ongoing.

The third aspect of course is economic incumbency, being self-reliant; starting something on one's own, be it in tourism or nutrition. What causes concern is the training part of it, the need for updating and the constant need to be informed of the latest in knowledge related areas. The large numbers of untrained in different professions will stymie all intellectual or managerial processes. Who will then train? The onus is on Universities, Open Universities and Industries. In fact the linkage between the Universities and the Industries should be one such area of emphasis where the two work at tandem: one for the knowledge part, the other for logistics, practicals and hands on training.

In North East India, where I live, the opportunities for part-time professional courses are less if not negligible. The window to the world today is change and the need to necessitate it. If social and economic development is to be expedited, the classroom must break the barriers of the four walls, the need for vocationalising education is no doubt desirable, but even in the existing courses the applications of these need to be worked out. For example the study of Language and Literature, may be linked to creative writing. The study of mathematics could be related to philosophy and so on. The 'opening out' of disciplines will stand us in good stead, because disciplines have become stand-offish and dogmatic.

Then there is this phenomenon called Distance Education which has its special advantages because it promotes a de classification of structures (referred to above) and is a flexible mechanism covering all knowledge related areas. The IGNOU uses it to teach computers, the general sciences, the engineering sciences and even nursing. This has been achievable because the pedagogy here is broadly defined; there are different levels to suit different realities, and changing. It is for the 'distant' learner, it also breaks the barriers of distance identifying it with space and time, and transcending them. It begins with the printed word and ends with the Virtual Campus or the Virtual University, the 'virtual' is then a part, an integral part of our educational realities.

The problematic however is: in a country as vast, heterogeneous and diverse as India-culturally, sociologically, ethnically and politically, how do we make orchestrated efforts towards such goals and objectives? In other words, how do we make vocational education a palpable reality for the 'uneducated' and the masses? We have sighted just one spectrum, but what about the other, the amorphous decrepit reality which we call the masses? How can our

efforts be concerted in such a context? So many National Policies on Education have come and gone or have gathered dust, each one having something to say, each one a result of original, practical and creative thinking. This is the kind of frustration sweeping into our educational thought processes today. The linguistic diversity of our country is also a signifier; the cultural processes of education must integrate and assimilate.

I will end this section on a lame note. I hold a Master's Degree and s Ph.D. in English Literature. I taught for over eleven and a half years in St. Edmund's College, Shillong, India which was a very enjoyable experience. Today, I express my views on vocational education, as a result perhaps of my experience as an academic administrator in the IGNOU. All I can say is that my vocation has transgressed several dimensions…

Vocational Education: Some Thoughts and 'Challenges' (Volunteering efforts keeping in mind development and educational related processess: Skill Building Approaches)

Even about a decade back in our country Vocational Education was looked upon with condescension, and those who pursued this stream of studies were considered to be 'weak' students who otherwise would not have got admission into any other discipline. The point of the matter is that cognitive skills were given undue precedence over what is known as psychomotor skills or aptitude. Our views on education were then stereotyped and straight jacketed into insularity: namely, that only those who were 'bright' especially in the science subjects vis-a-vis performance in examinations were the ones who were endowed with professional skills and aptitude. Again, there was a highly nuanced but forced distinction between what is 'professional' and the 'vocational'. Hence, those who were good at 'menial' work like that of carpentry, electrical repair, masonry were the ones who could pursue vocational education! This was a highly prejudiced and un-holistic view of education, with a distinct 'class' prejudice.

Today, in the country, thanks to the publication of "National Skills Commission Report" (2008), there is a paradigmatic shift in our thinking, by which the above postulates have been declassed, de-codified and, thankfully demystified. This was also a lot to do with the fact that adult and continuing education was not really encouraged. However, with the popularity of Distance and Open Education, the mystique surrounding the 'what' of education was gradually subverted.

This brings us to the 'why' of education. It is this: Skills, not only mental but, physical are equally important for learning and 'doing'. Skill competencies are linked to the market and manpower is needed to fill in the void regarding competencies whether it be, manual, labour, various 'petty' trades and the like. The fact is that we need people for repair of refrigerators, electrical wiring, also masons and carpenters.

Now, the emphasis is on Vocational Education and Skill development, learning and earning, and this learning is a marked shift from the tautology and shrieking hysterics of conventional classroom learning and teaching- learning by rote.

A lot now is discussed about skills gap, the hiatus between supply and demand in trades. This is markedly present because Vocational Education was sub categorized and almost an anathema. The National Skills Commission Report has contributed to re-ordering this parenthesis on education that Vocational Education is an 'if'. Thank God, the policy makers today have reinvented the wheel and have gone, or at least tried to go a step forward; equating it with education in general.

But statistics or no statistics, the emphatic fact is that there are young people who after finishing school (+2) have come to realize that conventional studies are not what they are meant for their aptitude lies more within; in the pragmatic, mundane world of materials.

This subliminal attribute is, what is changing the very thought processes and rationale of education today. The challenges are, to steep such thinking in our educational processes, link education with the market and industry; however, organized or disorganized it is, encourage self-employment, link it again to financial institutions and finally focus on this aura of pride in the person endowed with his/her own psychomotor skills. Finally, also to recognize that the person who has say, done welding in the twenty years is as qualified as the Bachelor Of Engineering degree holder; prior learning at its best.

Regarding Vocational Education and Training and Skill Development the following interventions can be made (and are being made by IGNOU)

1.   Adopting the Tele Centre model in collaboration with BASIX India (Livelihood Division, B-ABLE) in the Common Services Centres of Meghalaya. Right now a cluster of 50-60 CSCs have been taken up to train the youth in Computer Literacy and Personality Development.

2.   Collaboration have been entered into, with Central Institute of Plastic Engineering Technology (CIPET) in Guwahati to train young men and women in Machine Operator and Injection Moulding. More than 30 youth have been trained and placed in different parts of India in the plastic industry in the state of Haryana and Maharashtra.

3.   Also there have been tie ups with Rustomjee Academy for Global Career Mumbai to train school drop outs in Carpentry Shuttering. Around 35 youth from the states of Meghalaya and Manipur have been given free training and some of them are on the verge of coming back so that they are employed or self-employed. IIVET has undertaken a one year certificate programme on Valuation in Real Estate Management (CVREM) in collaboration with Institute of Estate Managers & Appraisers Kolkata. Considering a vast demand for the Valuation and Real Estate industries this programme has been taken up. Fourteen   students from different parts of the country employed or self-employed have been registered. This began in July 2010 and will end in July 2011. It is being implemented through Distance Education mode and on line teaching.

4.   An MOU has been signed with the State Institute of Capacity Building Government of Sikkim, in the areas of certification for trades such as Hospitality, Animal Husbandry, Computer Hardware, Computer Software, Cultural and Traditions Crafts, Paper Bags, Paper Binding, Electrical Repair, and Foreign Languages (Chinese, Japanese, Tibetan etc), Tourist Guide, Eco-Village, Cooking and Catering, Cultural Tourism; House Keeping, Front Office Management and Food and Beverages. IIVET is also collaborating with Institute of Hotel Management, Sikkim for certification in hospitality related courses of a vocational nature. The students will also be certified in the Prior Knowledge scheme of IGNOU. The Indian Welding Society and IIVET have achieved a recent tied up in the profession of Welding. In September 2010 a three day training programme was held for practicing welders who were trained in the latest methods of welding technology. They were also certified under the Prior Knowledge concept of IGNOU. More training programmes are to be held.

5.   Vocational training in Nagaland has been conducted in collaboration with Nagaland Gandhi Ashram and Regional Institute of e-Learning & Information Technology (RIELIT) (A Unit of DOEACC) Government of India, Department of Information Technology in Chuchuyimlang in the Mokochung district of Nagaland. A two month training on Computer Hardware was

organized which was residential. An MSW Programme of IGNOU in Chuchuyimlang through the aegis of the Mahatma Gandhi Institute For Education And Development IGNOU. There are about twenty students enrolled from different parts of North East India has been initiated.

6.   The role of promoting indigenous crafts such as Kouna and Chungtham crafts of Manipur made out of Water Reeds. A two month training programme to this effect has been conducted in the year 2010 from September to November in collaboration with Kasturba Gandhi Institute for Development, Imphal.

These examples show how vocational education and training and allied skills development can be part of voluntary social and developmental activity harnessing societal needs and targeting underprivileged sections of the society.

This is an early beginning and there are more break throughs to be made. For example, IIVET in initiating a two month noncredit programme on Citizen Journalism and a certified (Credit Programme) on Folk Theatre and Performance of North East India. We have also prepared three modules on tourism of prospective tourist guides and to integrate these with the IGNOU Hospitality programmes. These are: "Destination Assam", "Destination Meghalaya" and "Destination Sikkim". A joint endeavour with IDBI Mutual on investment education and its advisory roles is also on the anvil.

Vocational Education and Training has to be understood at various levels right from Technical Vocational Education to Soft Skills, to Computer Literacy, to Communication Skills, to Aesthetic Skills and Indigenous Practices such as Weaving etc. Only then can we understand the various multi-layer dimensions of Vocational Education & Training, keeping in mind the different target groups of our societies enunciated by the National Skills Mission Report. These mainly being: school and college drop-outs, domestic workers, street children, and the educated unemployed. Certification and Assessment is and will continue to remain one of our top priorities.

We have adopted consciously a model of volunteering in partnerships with like-minded organisations and voluntary organisations. Even if collaborations are with government organisations and corporate houses the thrust is on development and social responsibility. The emphasis has been multi-pronged: collaborations, certification, sourcing need based

course material to relevant target groups etc. It has been targeting BPL categories and the economically weaker sections of the society and addressing the problem of 'drop-outs' an expression hitherto used in a condescending manner. Again, the emphasis has largely been on social and developmental matters in attempting to wean away disgruntled and unemployed youth. Adapting volunteering for mobilisation of relevant target groups for skilled development programmes in different parts of the country like National Academy of Construction Hyderabad and Rustomjee Academy For Global Careers for Vocational Training such as Electrical House Wiring, Masonry, Shuttering etc is also part of an active volunteering agenda. Working together with an International Voluntary Agencies such as Aide et Action for imparting vocational training to the poorer sections of the society in areas such as Electrical House Wiring, Hospitality, Customer Relation and Automobile Repair are part of meeting need based demands of the society. The entire concept of volunteerism and reaching out to the marginalised and peripheries is the mission and vision of IGNOU Institute For Vocational Education and Training (IIVET), Shillong.

Note and References

1. Dr. Justin Davies Smith (1999) Volunteering and Social Development: A background Paper for discussion at an Expert Group Meeting New York, November 29t - 30t, 1999; United Nations Volunteers.

Ananya S Guha: The author is Officer On Special Duty, IGNOU Institute For Vocational Education And Training, Shillong, Meghalaya. He is also a freelance writer and poet. He writes on matters related to education, literature and topics of general interest

Electrical Wiring Training Programme

Water Reed (Kouna and Chumthang) Crafts for Women

Mobile Repair Training Programme

Technician (Masonry)

How does the IOC treat the upcoming issues of Corporate Social Responsibility?

Silke Specht, MSc in BA Student

University of Southern Denmark, Faculty of Social Science

Email: Sispe11@student.sdu.dk

EXECUTIVE SUMMARY

Once every two years, the world looks at the Olympic Games. For some athletes it is a dream and for some it is so far away that it would even be a miracle to participate. The Olympic Games are by far not inclusive. But does the International Olympic committee as organiser of the games try to improve the situation. The organization of the games also requires a number of resources in terms of money, natural resources and working efforts. Do host cities get the legacy they expect from hosting the event or is it more or less a 'waste' of resources? This paper shows different results as the IOC recently introduced a number of initiatives to increase the sustainability of Olympic Games. The paper reveals that the implementation of concrete measures is currently lacking behind although the Olympic Games in London have some initiatives towards sustainability. Research based on available sustainability reports of upcoming games might deliver additional knowledge in the future. Overall, the IOC has potential to make the Olympic Games more sustainable. The question is whether they honestly want to do so.

LIST OF ABBREVIATIONS

EC	- European Commission
IF	- International (Sports) Federation
IOC	- International Olympic Committee
NOC	- National Olympic Committee
OC	- Olympic Charter
OCOG	- Organizing Committee for Olympic Games
ODA	- Olympic Delivery Authority (London 2012)
OG	- Olympic Games
OGGI	- Olympic Games Global Impact

UN   - United Nations

WADA   - World Anti Doping Agency

INTRODUCTION

Corporate Social Responsibility (CSR) covers economic, environmental, social and political sustainability of businesses' and/or individuals' activities. It is often used to create a positive image towards a particular organization as it gives people a 'good' feeling.

This paper focuses on attempts made by the International Olympic Committee (IOC) to improve sustainability at Olympic Games (OG). Every second year the world sees Olympic Summer or Winter Games, bringing sportswomen and –men together in order to compete but also to celebrate a sense of unity. Investments during the 7 year planning period (Furrer, 2002:20) for construction and/or reconstruction of sporting facilities and venues, local infrastructure and public services shows the importance of this mega-event for the hosting society, sponsors and partners, and public and private investors. From an environmental perspective it is questionable whether it can be sustainable to bring masses of people to such an event.

The former IOC president Samaranch underlined the aim of Olympism to connect sports with the harmonious development of man (Samaranch, cited in IOC, 1999:7). He stressed the ability of the Olympic Movement 'to play an active part in the taking of measures favoring sustainable development' (Samaranch, cited in IOC, 1999:7). The universality of sports or the 'testimony of [Olympics] international appeal' (Töpfer, cited in IOC, 1999:9) enables the Olympic Movement to work as a role model towards sustainable development. Töpfer highlights Olympics' Code of Ethics supporting a 'sense of sportsmanship based on fair competition, respect and friendship' (cited in IOC, 1999:9).

Due to the increased awareness of sustainability problems among stakeholders of OG, the IOC and all involved parties need to address sustainability as well. The IOC is the governing body for all OG. It has authority to elect future host cities, to change regulations of the Games and to represent the idea of the Games globally. It also sets the basic framework for the planning and execution of the OG.

This paper addresses what the IOC does to increase sustainability and whether this works out. How the governing body ensures that host authorities stay to their promises is covered as well. Another focus lies on how sustainability can be improved.

DESIGN

The focus of this paper is not on particular OG, but on the IOC as this is responsible for major decisions related to each Games. It is expected that a focus on the IOC provides deeper insights into general procedures and processes and shows how the IOC adjusts policies in order to react on developments in sustainability and the need of particular stakeholder groups for measures taken to improve sustainability.

The first part of this paper discusses the current behavior of the IOC related to issues of sustainability. It is analyzed which requirements a host city has to fulfill in order to be awarded the OG and how the IOC makes sure that these requirements are met after the award of the Games. As the planning phase for OG is quite long there might be a number of reasons why host cities do not meet their promises made when applying for the Games. Nevertheless the IOC needs to make sure that the influence of the Games on urban, ecologic and social development in the hosting area is positive. Otherwise the IOC might lose some of its authority, support and trust among the affected stakeholders.

The second part of the analysis gives some recommendations on how sustainability at OG can be improved, discusses bribery problems and provides an outlook to the upcoming London 2012.

THEORETICAL BACKGROUND

According to Husted & Allen CSR encompasses 'all actions by the firm that are deemed ethical and/or benefit the society, and are pursued altruistically' (2011:1). The European Commission (EC) defines CSR as 'a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis' (2001:6). Reasons for CSR are concerns of major stakeholders to react to the challenges of globalization and large scale industrial change, the importance of social criteria for investment decisions, increased concerns towards the

environment and damages caused by economic activity, and increased transparency within businesses (The European Commission, 2001:4).

The IOC is treated as a corporation as it depends on its stakeholders. CSR is in this context used as a social concept meaning that it should not necessarily increase profits but improve the social environment or as a strategic concept meaning that it just is used to satisfy stakeholders in order to secure their trust and loyalty.

Sustainable development refers to the extent to which activities satisfy needs of the present generation but also give a chance to future generations to satisfy their demands (Brundtland Report, 1987 cited in IOC 1999:17). The IOC defines sustainable development as 'the long-term preservation of our environment, our habitat as well as its biodiversity and natural resources and the environment […] combined simultaneously with economic, social and political development particularly geared to the benefit of the poorest members of society' (IOC, 1999:17).

Mitchell et. al developed a model to identify and prioritize stakeholders (1997). They evaluate stakeholders according to their salience - whether they have power, legitimacy or urgency. The 'weakest' stakeholders have low salience, meaning groups that only have one of these determinants. More important are stakeholders with moderate salience which have two of these parameters. The most important stakeholders are those with high salience, which have power, legitimacy and urgency. A last group Mitchell et. al identified are potential stakeholders or non-stakeholders with neither power, legitimacy, nor urgency (1997). Even though they might be non-stakeholders at one point of time, they can become critical at another time. These categories are far from being fixed as relationships towards stakeholders are continuously changing. It is necessary to consider how 'weaker' groups of stakeholders might influence 'stronger' groups and thereby become critical for the organization.

The most important stakeholders for the OG are athletes and teams participating in competitions. They might be classified as dependent stakeholders with some legitimacy and some urgency, but not really any power (Mitchell et. al, 1997) regarding the design, measures and processes of the Games. Local organizations and politicians are stakeholders as well. They benefit from increased interest in their city and from economic growth. As they have some

power and legitimacy, but not really urgency they might be considered as dominant stakeholders (Mitchell et. al, 1997). Nevertheless their influence on the Games is strongly limited and might at least include legal regulations decided by the politicians on which the IOC might react with awarding the Games to another city. Further stakeholders with low or moderate salience include non-governmental organizations, the audience, media and sponsors. Still the actual processes and procedures for planning and staging the Games are more or less decided by the Organizing Committees of the Olympic Games (OCOGs) and host city authorities. Even these stakeholders do not have optimal power about the design of the Games, as the basic framework is decided by the IOC in cooperation with International Sporting Federations (IFs) present at the Games (IOC, 2011b).

Another question is whether the activities taken by the IOC can be regarded as corporate social responsibility at all or whether it is just some kind of answering to constraints made by stakeholders. One question is whether the revenue from TV-rights for example would drop significantly (causing financial problems for the IOC and the OG) without considerations of environmental, economic and social sustainability. On the other hand there might be more moral and ethical reasons that make sustainability an issue for the IOC.

IMPACTS OF HOSTING OLYMPIC GAMES

Benefits

Economic benefits include huge investments by the hosting society, an increase of prestige and tourism and infrastructure improvement of the hosting city and region. OG are an important catalyst for economic growth – new jobs are created related to the Games but also to the increased tourism and strengthened local businesses. Subsequent investments come from private and public organizations in the hosting region and from the IOC and Games' official authorities. Profits are used to fund local sports communities, so basically all parts of the society get a share from the economic benefits (Furrer, 2002).

Construction and urban renewal are further legitimacies. Examples include enlarged airport capacities, new roads and tram lines, better public transport systems and new hotel facilities. The construction and upgrading of sports and multi-functional venues benefit not only the Games but also the sporting society in the hosting region (Furrer, 2002).

The society benefits from new technologies, opportunities to show talent, creativity and organization skill and the spreading of the practice of sports. Skills, capacities and competences are developed. Olympic values are promoted within society and respect, tolerance and fair-play become common values. Psychological benefits that are valuable include increased enthusiasm and pride for the hosting city (Furrer, 2002).

Increased traffic, water consumption and waste production are faced by new standards in the building industry, use of renewable energy sources and innovations in environmentally friendly technologies. The OG promote upgrades in water and sewage treatment, new waste management systems and environmental education programs (Furrer, 2002).

CHALLENGES

The trend towards bigger, more spectacular venues often leaves huge 'white elephants' (oversized venues) in the host city, that cannot be used by society after the Games (Furrer, 2002).

Critics argue that benefits are not equally distributed among society. New venues are concentrated in specific areas of the city limiting their benefits to people living in these areas. Inequalities grow. Power of society is decreased by the exclusion of people from decision-making (Furrer, 2002).

The focus on entrepreneurial conception leads to a further decrease in public consultation. Few groups involved in planning and designing the Games benefit, while other groups might be neglected (Furrer, 2002).

Furrer discusses the challenge of limiting investments to particular areas (Olympic venues), while other areas, for which investment was planned, are ignored. The national and/or territorial spending might be challenged by other cities or municipalities that want to get a share as well. Investments might be cut in public health or education (Furrer, 2002), causing strong debate about public investment.

'Principles of sustainable development usually argue for a dispersion of impacts and investments over time and space as to minimize the pressure on the environment and avoid the potential for unequal distribution between communities' (Furrer, 2002:9). Environmental

damages emerge through demolition of natural spaces, CO_2 emissions from building and transportation, new energy ineffective buildings and structures or simply through increased waste production or water consumption. While the concentration within space might be understandable – in order to reduce the need for transport during the Games – the time horizon is another problem. Recently there is no clear evidence of long-term economic benefits (Furrer, 2002). Delays and boycotts for the OG may be caused by the lack of public consultation (Furrer, 2002). Centralization of decision making and exclusion of the public contradicts basic democratic principles.

THE IOC'S SOCIAL STRATEGY – DOES IT WORK?

THE IOC AND THE CONCEPT OF SUSTAINABILITY

THE IOC AND ETHICS

The Olympic Movement implemented the IOC Ethics Commission responsible for defining and updating a framework of ethical principles based on the principles formulated in the OC, and for investigating complaints concerning the non-respect of ethical principles or the breach of the Code of Ethics (IOC, 2011b:48). It sets standards for environmental, social and ethical sustainability.

The Code regulates topics like dignity, integrity, resources, candidatures, relations with states, confidentiality and implementation (IOC, 2006:41-44). Olympic parties are not allowed to accept or offer any concealed remuneration, commission, benefit or service related to the organization of OG. Hospitality expressed towards members of the Olympic Movement is not allowed to exceed standards prevailing in the host country. There should not be any suspicion of illegal influence concerning the hosting of OG. Environmental protection and commitment to standards for environmental protection are regulated as well.

SANCTIONS

The IOC has a number of sanctions in order to force members of the Olympic Movement to comply with the OC and other regulations formulated by the IOC. The most serious sanction for an OCOG or the host city is the withdrawal of the organization of the OG by the IOC in case of non-compliance (IOC,2011b:70).

IFs and their associations, every NOC and their association, all other recognized associations and organizations as well as applicant cities, candidate cities and their respective NOC can be sanctioned as well. Apart from the withdrawal of the right to host the Games, the right to be a candidate/applicant city or to host a Session or the Olympic Congress can be withdrawn. Further sanctions include the exclusion of particular IFs from the Games and/or the withdrawal of provisional or full recognition. Individual competitors or teams, officials, managers or other members of the delegation might by disqualified or lose their accreditation as may referees, members of the jury and all other accredited persons. Further sanctions include temporary or permanent ineligibility, the exclusion from the OG, or even the loss of medals and diplomas. Sanctions might be issued by the IOC Session in the case of serious perpetrations towards IOC rules and regulations and by the IOC Executive Board (or a disciplinary commission) in minor cases of non-compliance (IOC, 2011b:99ff.).

It remains questionable how serious these sanctions are and whether they can force any member of the Olympic Movement towards compliance to CSR values. History shows no precedence of the IOC withdrawing the OG from an elected host city. So are sanctions for non-compliance more symbolic or quite substantive?

BID PROCESS

The host city election process has been reformed in order to 'ensure that only cities that the IOC judges to be capable are approved to proceed to the candidature phase, thereby avoiding unnecessary expenditure for those cities which are judged to be insufficiently prepared at the time' (IOC, 2011a:3).

The IOC requires guarantees from candidature cities in order to protect the IOC and the OCOG after the host city is elected and to provide the OCOG with the best possible framework for the organization of OG (IOC, 2006:25-40).

The national and international promotion of a city's application is regulated in the Rules of Conduct (IOC, 2006:45-54). Any promotion in Switzerland is prohibited as this might be evaluated as an attempt to influence IOC members and/or the election of the host city. Gift giving and acceptance is prohibited. Visits by IFs, the IOC Evaluation Commission and the

media are restricted as are the relations with IOC members. The goal of the Rules of Conduct is to improve integrity and transparency within the Olympic Movement.

HOST CITY CONTRACT

The host city together with the OCOG and the NOC has to conduct its obligations concerned with the planning and implementation of OG in accordance with environmental sustainable development. The applicable environmental legislation is stated as is the protection of the environment. Event organizers should concern post-Olympic use of venues, facilities and infrastructures and the implementation of the environmental practices and policies formulated in the OC (IOC, 2005a). Rights for the OG, its organization, exploitation, broadcasting, recording, representation, marketing, reproduction, access and dissemination remain with the IOC (IOC, 2005a) and the host city, OCOG and NOC have more or less just an executive function without much influence on the basic framework of the event.

The contract arranges all major aspects of hosting the OG like decision making, functions of all involved parties, basic principles of planning, organizing and staging the event and all issues about accommodation, the sports and the cultural program. This contract should force organizers of OG to host the event exactly as it is intended by the IOC.

OLYMPIC GAMES GLOBAL IMPACT

The Olympic Games Global Impact (OGGI) initiative measures the global impact of OG. It provides a comparable benchmark for all future OG editions. The methodological framework consists of measurable indicators concerning the environmental, social and economic impact of OG, differentiating between activities that are directly related to the OG and activities that describe the context of the event . Indicators are normally measured about a period of 11 years, starting two years before the election as a host city and finishing two years after the Games have taken place. The host city is required to submit the OGGI report as part of the official report to be produced after each OG. Bid cities and future organizers benefit from reports produced by former Olympic hosts as it helps to identify potential legacies to maximize the benefits generated by the OG (IOC, 2006:14-18).

OTHER RECENT INITIATIVES FROM THE IOC

Further initiatives to improve the sustainable development at OG include the Transfer of Olympic Knowledge (TOK) and the Olympic Games Knowledge Services (OGKS). These initiatives combine methods to collect, store and use the information on the know-how of organizing the Games from previous OCOGs. There are a range of education services to support the organization of OG including training sessions, briefings, workshops and research and consulting assignments (Furrer, 2002:16-18).

The Olympic Games Study Commission makes proposals on how to make the OG more streamlined and efficient in order to oppose the current trend with uncontrolled growth in size, cost and complexity of the event. The Commission already developed a list of cities that are feasible to host OG. This reduction of possible applicant cities contradicts the principle of solidarity and universality inherent to the Olympic Movement (Furrer, 2002). More prominent ideas to control size, cost and complexity of the Games are fewer or smaller venues, reduction of pressure on general services like accommodation, transport or catering and improved guidance within the organization of OG.

THE OLYMPIC MOVEMENT'S AGENDA 21

Töpfer sees the Olympic Movement's Agenda 21 as reference tool for the whole sporting community towards environmental protection and the enhancement of sustainable development (Töpfer cited in IOC, 1999:10).

The major objective of Agenda 21 is to 'encourage members of the Movement to play an active part in the sustainable development of our planet' (IOC, 1999:21). Major aspects are the improvement of socio-economic conditions, the conservation and management of resources for sustainable development and the strengthening of major groups.

Here I focus on some particular objectives. One concern is to combat social exclusion (IOC, 1999:26). The Olympic Movement argues that participation in sports can overcome such exclusions, but I argue that social exclusion is normal in the daily affairs even of the IOC. Various personal, environmental, economic and even political aspects enable the participation at OG for some athletes while others might not be accredited due to the same reasons. How

would it look like to have some African athletes participating in Olympic Winter Games? Would it make sense or would it just undermine the seriousness of the OG and of the IOC? Another aspect is to undertake all activities with due respect for the environment and in the spirit of sustainable development (IOC, 1999:33). Is this feasible with the current trend of uncontrolled growth in size, cost and complexity of the Games? It seems common under host cities to make the Games as big, glamorous and innovative as possible as this is a good opportunity to present itself globally.

Existing sports facilities shall be used best possible, while the creation of new facilities shall be limited to occasions in which existing facilities cannot satisfy the requirements (IOC, 1999:35). One might seriously doubt whether a city like London does not have enough facilities to host OG as they built approximately one half of the facilities new.

Preferring sports equipment that is environment-friendly (IOC, 1999:36) seems to be rather funny, considering nearly all of the Olympic Winter Games sports or even traditional sports like cycling that would not be possible on the same level without extensive high-tech.

Energy consumption shall be reduced where it is used excessively and the amount of other natural resources shall be reduced (IOC, 1999:37). I cannot see how a trend towards more glamorous, bigger and more expensive Games can comply with this objective. The strict observation of hygiene conditions (IOC, 1999:38) is more compliance to normal societal norms and values than sustainable action. Women shall get positions of responsibility in sport's governing bodies (IOC, 1999:43), but how many women have a position in the IOC or in other institutions of the Olympic Movement ?

I wonder whether the Agenda is just a symbolic act towards the UN Agenda 21, as there are no concrete actions recommended or measures described. This Agenda is mainly addressed at members of the Olympic Movement and is by no means binding, but instead leaves much space for interpretation.

CRITICISM

Especially watchdog groups representing disadvantaged minorities are strong critics of OG. In the end of the 1990s they blamed a number of unethical behaviors like corruption,

buying and selling of Olympic votes and excessive funding for travel and entertainment of Olympic officials (Lenskyi, 2000). The Olympic Games in Atlanta 1996, in Nagano 1998, in Sydney 2000 and in Salt Lake City 2002 are under suspicion of corruption. It was stated that the only possible sanction against IOC members is expulsion, which is seldom executed as it is quite difficult to get any evidence for corruption. Nevertheless numerous decision-makers resigned. The Olympic name was damaged and the threat of cancelled sponsorships and budget blowout increased. Lenskyi criticized that Olympics are more about maximizing power and profits rather than the promotion of welfare among the sporting society (2000:3). Apart from the obvious problems with excessive gift giving and entertainment, lobbying to brief bid committees on individual IOC members, scholarships for athletes from developing countries and financial assistance, higher education and employment of IOC member relatives in the bid city or region, there were deficiencies in the IOC guidelines. Those might be solved at least partly until now, but especially the threat of corruption remains a problem difficult to solve.

WAYS TOWARDS SUSTAINABILITY

Negative effects of hosting OG need to be mitigated and positive effects should be strengthened. Every city thinking about applying for the Games or actually having the right to host it should be aware of opportunities and challenges coming along with this mega event. Solidarity and cooperation among cities should be improved to enable the transfer of knowledge.

Furrer stresses the necessity to distribute benefits and challenges of OG equally among the hosting society but also the importance to make this event accessible to less-developed parts of the world (2002). Communities of different socio-economic background need to have a share of the benefits as they already struggle with a number of its challenges.

Consultation and involvement of society to increase the support and minimize the threat of delays or boycotts need to be taken seriously (Furrer, 2002). Furrer sees citizen participation in policy-making and the promotion of integrity, transparency and accountability as a key (2002:21).

A sense of feeling 'united' towards the goal of hosting OG is beneficial for a bid. In order to achieve such a feeling among the hosting society decision makers need to be

accountable and transparent concerning the decisions made. The IOC needs to be accountable for its decision towards a particular host city in order to support these and to increase the confidence and trust among stakeholders (Furrer, 2002).

It is essential to have measures to improve sustainable development in place, but monitoring and reporting are equally important (Furrer, 2002). A coherent environmental management system like the ISO 14001 or any other corporate environmental management practice could help improving this.

Organizers should not have to be forced to focus on sustainable development, but they should consciously and voluntary decide towards this (Furrer, 2002). Any attempt to implement sustainability strategies needs to be integrated and realistic. Partnerships for sustainability are emphasized as another means.

The IOC should pursue current initiatives as they were described in this paper. The sustainability dimension should be reinforced before and during the bidding phase. Governance by the IOC needs to contribute in terms of determining standards of facilities and services required for OG (Furrer, 2002). Even though the IOC cannot directly influence politics within the bid and at host cities, they still can develop a framework for 'sustainable Games' for the cities that want to host the Games (the Agenda 21 might be a first step, but especially the realization of these 'recommendations' needs to be measured and controlled in order to integrate the sustainable dimension successfully; Furrer, 2002).

Organizers of the Games often push local decision makers towards irrational decisions, so post-Olympic use of venues and facilities seems not to be concerned at all. Furrer argues for the integration of Olympic planning into long-term urban planning (2002). He recommends that 'new Olympic venues as permanent legacies with temporary solutions may guarantee a level of sustainability for the Games' (2002:11).

THE EXAMPLE OF LONDON 2012

In its application as host city for the OG 2012 London provided a number of considerations about the OG concept and the legacy as related to the city. The support by the Queen, The Parliament, different political parties and most important the public is enormous

(68% support in London and 70% support throughout the country). Plans and actions to protect the environment were described in detail. Particularly important were considerations about which venues to be used and whether these need to be built or do already exist (IOC, 2005b).

The Olympic Games in London are designed for legacy (ODA, 2009). During the Games there will be temporary seating facilities for approx. 80.000 visitors in the Olympic Stadium, which afterwards will be reduced to 25.000 permanent places. The Velodrome uses daylight and natural ventilation and reduces the water consumption. The Handball Arena is particularly adaptable as it is designed to be quite simple but flexible in terms of use and interior facilities. After the Games the Olympic Village will provide new homes, parks and community facilities. It enables nearly all of the involved athletes and officials to stay centralized at one place, creating a strong sense of inclusion. The Olympic Village will also host a number of leisure facilities for the Olympic family and shops, restaurants, media and medical services. The 'Greenway' is the major walkway in the Olympic Park which leaves space for some 'wildness' concentrated in London. Supplying energy for the Games is the task of the new sustainable energy center, the primary substation and the pumping station. These are just a few examples of how the design of the Games was met with key values of the LOCOG and the Olympic Movement. It is by no means exclusive.

After the Games, London will benefit from new large urban parks and new habitats in the canals and waterways for native species and wildlife. World-class sports facilities for clubs, the local community and elite athletes, an improved transportation system and a broad network of canal towpaths, footpaths and cycleways contribute to the urban development as do numerous new jobs and training opportunities (London 2012 Olympic and Paralympic Games, n.d.).

CONCLUSION

The next OG after London will take place in Sochi (Russia) 2014 and in Rio (Brazil) 2016. The latter are the first OG to be hosted in South America.

As became clear throughout this paper the IOC is aware of its responsibility concerning sustainable development and implemented some incentives in order to improve the situation. The questions remain whether these tools are feasible, whether they actually can reduce

environmental, economic and social problems and whether it is really the intention of the IOC to improve something or just to create a positive image among its stakeholders. Due to the lack of concrete measures one might seriously doubt that actions are substantive. It needs to be claimed that all incentives focus on environmental and economic sustainability, ignoring social problems. Whether the incentives are successful can just be evaluated in the future supposing monitoring and controlling measurements are installed.

I support the view of the IOC as taking a role model, not only for the sporting society, but also for other huge, international associations. Of course they do have some problems but they can solve them if they really want to. One measurement that was not discussed so far would include partnerships and sponsorships with 'green' businesses to benefit from their experiences and support the image of sustainable OG.

The objectives for environmental sustainability seem to be quite often unrealistic to satisfy without the OG losing their recent appeal to athletes and visitors. Nevertheless I see huge chances in the use of resources especially in urban development. At the moment the IOC remains under its possibilities and I currently doubt whether the IOC is supporting CSR not just on paper. This begins with the organization of the IOC that is not democratic and might support exclusion.

How such measurements could look like might be the focus of another research as might be the question how other mega-events deal with problems of sustainability. Other interesting topics might concern the actual implementation of corporate environmental practices in OG, their monitoring and evaluation.

I wonder whether the IOC would award the OG to an African country. This would definitely be challenging but seems to be necessary in order to support the unity and equity worldwide.

REFERENCES

European Parliament (2011). Women in the European Parliament. Accessed under http://www.europarl.europa.eu/RegData/publications/2011/0001/P7_PUB%282011%290001_EN.pdf (17.1.2012).

Furrer, P. (2002). Sustainable Olympic Games: A dream or a reality? Bollettino della Società Geografica Italiana, 12(7); accessed in English under http://www.omero.unito.it/web/Furrer%20%28eng.%29.PDF (3.12.2011)

Husted, B.W. & Allen, D.B. (2011). Corporate Social Strategy: Stakeholder Engagement and Competitive Advantage. Cambridge: Cambridge University Press.

IOC (1999). Olympic Movement's Agenda 21. Accessed under http://www.olympic.org/Documents/Reports/EN/en_report_300.pdf (3.12.2011).

IOC (2011a). Fact sheet: Host city election facts and figures. Accessed under http://www.olympic.org/Documents/Reference_documents_Factsheets/Host_city_election.pdf (3.12.2011).

IOC (2011b). Olympic Charter. Accessed under http://www.olympic.org/Documents/olympic_charter_en.pdf (3.12.2011).

IOC (2005a). Host City Contract for the Games of the XXX Olympiad in 2012. Accessed under http://www.gamesmonitor.org.uk/files/Host%20City%20Contract.pdf (14.1.2012).

IOC (2005b). Report of the IOC Evaluation Commission for the Games of the XXX Olympiad in 2012. Accessed under http://www.olympic.org/Documents/Host_city_elections/2012_OG-Report_of_the_Evaluation_Commission.pdf (14.1.2012).

IOC (2006). 2014 Candidature Procedure and Questionnaire. Accessed under http://www.olympic.org/Documents/Reports/EN/en_report_1078.pdf (14.1.2012) .

Lenskyi, H.J. (2000). Inside the Olympic Industry: Power, Politics and Activism. Albany: State University of New York Press.

London 2012 Olympic and Paralympic Games (n.d.). Legacy after the Games. Accessed under http://www.london2012.com/legacy-after-the-games (2.1.2012).

Mitchell, R.K., Agle, B.R. & Wood, D.J. (1997). Toward a Theory of Stakeholder Identification and Salience: Defining the Principle of Who and What Really Counts. The Academy of Management Review, 22 (4), pp. 853-886.

ODA (2009). Designing for legacy. Accessed under http://www.london2012.com/documents/oda-publications/124-interactive-design-celebration.pdf (2.1.2012).

Olympic Movement (2009). IOC members list. Accessed under

http://www.olympic.org/content/the-ioc/the-ioc-institution1/ioc-members-list/ (17.1.2012).

The European Commission (2001). GREEN PAPER - Promoting a European framework for

Corporate Social Responsibility. Accessed under http://eur-

lex.europa.eu/LexUriServ/site/en/com/2001/com2001_0366en01.pdf (2.1.2012).

A New Theory of Games

Shahla Seifi, Universiti Putra Malaysia & David Crowther, De Montfort University, UK

Even now, by hearing the name of Game theory, the first thing which may occur to your mind, might be a card game and this is not unreasonable. In fact Games theory was originally devised to raise the chance of winning in card games. Card players were presumably clever mathematicians. Today Games theory is considered as a branch of applied mathematics, which attempts to mathematically capture behavior in strategic situations, or games, in which an individual's success in making choices depends on the choices of others (Myerson, 1991). In any decision making process, there is always a factor of risk associated which needs to be treated appropriately to optimize the expected result. Researchers throughout the years have sought for the ways to gain such an optimization. Mathematical methods like Bayes theorem and risk analysis are all utilized to evaluate and optimize results. But when the problem is of a strategic nature then it is Games theory which always leads the way.

The simplest situation when dealing with a problem is when there is only one decision maker. This is usually called as the decision theory. The main purpose here is to maximize utility before making a decision. However, when the case refers to a factory or a company, it is by no means an entity inside a black box. This is particularly true when the external environment is affected by the decision, such as when a firm is considering the launch of a new product, as change to its prices, or the conduct of an advertising campaign (Crowther, 1996). So it demands much more than a decision theory since a firm is not separated from its rivals and the external atmosphere. So we need more than a decision theory to deal with factory decision making. Here is actually where game theory matters.

Dietz and Zhao describe game theory as one of the "most powerful tools for making sense of common problems like climate change". Turoky and Stengel (2001) define game theory as "the formal study of decision-making where several players must make choices that potentially affect the interests of the other players".

There are several types for game theory such as cooperative or non-cooperative or hybrid, symmetric and asymmetric, zero-sum and non-zero sum, simultaneous and sequential, perfect information and non-perfect information, infinitely long game, discrete and continuous, one-player and many player.

Now let us explain the above mentioned terms in simple words.

Cooperative versus non-cooperative games: A game is cooperative if the players are able to form binding commitments. For instance the legal system requires them to adhere to their promises. The term "non-cooperative" means (Turoky & Stengel, 2001) this branch of game theory explicitly models the process of players making choices out of their own interest. Wikipedia defines Hybrid games as those which contain cooperative and non-cooperative elements. An example might be the case when coalitions of players are formed in a cooperative game, but the plays the do take place in a non-cooperative fashion.

Symmetric versus asymmetric games: Symmetry means that (Turoky & Stengel, 2001) the game stays the same when the players are exchanged. Probably the most famous model for such a situation is known as the Prisoner's Dilemma in which dividing the matrix by the diagonal will lead to two equal halves with the same payoffs. So the halves are symmetric.

 An example for a symmetric game

Hanzel, 2006 explains an asymmetric game as a single strategy not dependent upon other strategies or theories. According to Wikipedia most commonly studied asymmetric games are games where there are not identical strategy sets for both players

	E	F
E	1, 2	0, 0
F	0, 0	1, 2

An example for an asymmetric game

Zero sum versus non-zero sum games: consider sharing a pizza for two people. When one person takes more slices the other person will always have only what is remained which is less although the whole is only the same one pizza. This is a zero sum game. Merriam Webster defines a zero-sum as a kind of game in which one player's gain corresponds to other player's loss. It can be concluded that the players' interests are diametrically opposed.

Whenever the total value can be changed to an increasing amount then whatever you have is a Non zero-sum game. And it is important to note that a majority of theoreticians like, Robert Wright, consider the societies are becoming increasingly non zero-sum by becoming more complex, specialized and interdependent.

Simultaneous versus sequential games: Simultaneous game implies either a game in which participants move simultaneously or when they don't move simultaneously with the condition that they are not aware of the earlier players' choice when choosing their own strategy. An example of a simultaneous game is the prisoner's dilemma. Hughes, 2011 defines a sequential game as one in which the players take alternate turns to take their actions. An example of a sequential game is chess. The players know each others movements sequentially so they can decide on their own using such information. It can be claimed that a simultaneous game is a fair play in that none of the players have any advantage but in the sequential, the second player has an advantage over the other one.

Perfect versus non-perfect game: Turoky & Stengel (2001) believe that when at any point in time only one player makes a move so that (Wikipedia website and Turoky & Stengel, 2001) s/he knows the actions previously taken by all other players, the game is said to have perfect information. As Shore denotes, a sequential game is a game of imperfect information if a player is uncertain about the exact actions taken by other players up to that point. Chess is a good example for a perfect game whereas the Prisoner's Dilemma can be denoted as an imperfect one.

Infinitely long game: The other terms used commonly in games is infinitely long game. Actually an infinitely long game is usually followed by pure mathematicians rather than other experts who deal with real problems as they tend to last a game for infinitely long actions, with the winner decided after all those actions are completed. So it can be gathered that an infinitely long game is a kind of game with an indefinite time horizon, in other words a game in which players act as though there will always be a tomorrow (Eatwell et al, 1987).

Discrete versus continuous games: By a discrete game it means that the plays, number of players, outcomes and so on are finite. Therefore it can be claimed that most of the games are of discrete nature. In a discrete game the player chooses from a finite set of pure

strategies (Wikipedia). As an extension of discrete game, continuous game is one which includes more general sets of pure strategies which may be uncountably infinite (Wikipedia).

One player versus many player games: As defined before, when the player is only one person then this is called a case of decision theory instead of game theory. Anytime the number of players exceeds one, then the stage of game theory starts. In fact, the object of studying in game theory is the game, which is a formal model of an interactive situation (Turoky & Stengel, 2001). When a game consists of an arbitrary, but finite number of players then it is called n-person game (Luce & Raiffa 1957).

Considering all the facts mentioned above therefore we have started a research on how to implement such a novel mathematics tool to investigate a recent matter of international concern, sustainable energy labeling for household refrigerating appliances. Although risk analysis can be a useful tool then when it comes to making strategic decisions the most useful tool is Games Theory. This is particularly helpful when deciding about refrigerator labelling because just as in making many engineering and management decision it is important to recognise that the decision is not made in isolation and that the effects of the decision cannot be realistically quantified as if that decision is made in isolation. This is particularly true when the external environment is affected by the decision, such as when a firm is considering the launch of a new product, a change to its prices, or the conduct of an advertising campaign. In such circumstances it is not sufficient to consider how the decision might affect the firm itself or how it might be received by its customers. It is also necessary to recognise that the firm's competitors will be affected by the decision and may very well decide to respond to the actions of the firm. In such a situation the firm and its decision makers can be regarded as either in competition with another firm and its decision makers or in conflict and the generic term to describe this kind of situation is that of a game and Games Theory can help to model this kind of situation (Crowther 2004) and therefore improve the decisions which are made.

The logic of our argument is that there are only two possible strategies – competition and collaboration and in a simple game the best result is always obtained by competition. But when there is a continuous series of games the best result is always obtained by adopting the strategy used last by the other side. This only works for a zero sum game. If the game is not zero sum then the best result for everyone is obtained by collaboration rather then

competition. But it is always possible for one person to make a short term gain by competition. This is the limit of games theory. Either it is a zero sum game or it is an open game where the total rewards can be increased. We argue that this is flawed because it does not represent the modern condition of the world. At present the environmental situation means that the available resources are shrinking (Hubbert's Peak etc). So it is necessary to extract the best use from shrinking resources. The game is not zero sum or increasing – so new mathematics is required. From this it is possible to prove that the only way to get the best outcome in this new environment is through collaboration. So sustainability (and of course sustainable development) requires collaboration – competition no longer works. Therefore the situation is quite relevant to our case study the result of which will appear soon.

References

Crowther D (1996); Management Accounting for Business; Cheltenham; Stanley Thornes

Crowther D (2004) Managing finance – a socially responsibly approach; London; Elsevier

Luce R D & Raiffa H (1957), Games and decisions: introduction and critical survey, New York: Wiley (reprinted edition: R. Duncan Luce ; Howard Raiffa (1989), Games and decisions: introduction and critical survey, New York: Dover Publications)

Myerson R B (1991), Game theory: analysis of conflict, Harvard University Press

Turoky T. L. & Stengel B. V., 2001, Game Theory, CDAM Research Report LSE-CDAM-2001-09

NEWS FROM THE NETWORK

uff
Universidade Federal Fluminense

SRRNet
Social Responsibility
Research Network
www.socialresponsibility.biz

12th International Conference on Corporate Social Responsibility
20, 21 and 22 – June 2013
Universidade Federal Fluminense, Brazil

For our 12th conference in this series we will be visiting Brazil where the conference will be held in Rio de Janeiro and hosted by Universidade Federal Fluminense. It will be organised as usual in conjunction with the Social Responsibility Research Network (SRRNet).

Call for Papers

As always the conference is intended to be interdisciplinary and welcomes contributions from anyone who has a perspective on this important issue. This time we will be focusing on one of the most significant issues of the present. So at this conference there will be a focus on the theme of

Rio + 20 and after

It is now 20 years since the United Nations Conference on Environment and Development, better known as the Earth Summit was held in Rio de Janeiro. The issues addressed in the conference included:

• A scrutiny of patterns of production – particularly production with hazardous components or waste, such as lead in petrol, or poisonous waste from other products;

• Alternative sources of energy to replace fossil fuels which had already been linked to global climate change;

• A reliance on public transport systems in order to reduce vehicle emissions, congestion in cities and the health problems caused by polluted air and smog;

• The growing scarcity of water as a resource in various parts of the world.

An important achievement of the conference was an agreement on the Climate Change Convention which in turn led to the Kyoto Protocol. Another was agreement to "not carry out any activities on the lands of indigenous peoples that would cause environmental degradation or that would be culturally inappropriate". Now 20 years later it is time to examine the effects of this conference.

Although the conference will be focused on Rio + 20, papers addressing all other areas of CSR are welcome. Thus papers are welcome on any topic related to this broad theme and suggested topics for papers include:

- Post Rio activity and inactivity
- CSR and environmental activity
- CSR and business ethics
- CSR and a low carbon economy
- CSR and sustainability
- Corporate governance and sustainability
- Evaluating CSR activities
- Developing sustainable strategies
- Accounting for climate change
- Social entrepreneurship
- Dealing with Hubbert's Peak
- Measuring and managing virtual water content
- Carbon footprint accounting
- Socially responsible business activities
- Globalisation and Corporate Activity
- Regulation of Corporate Social and Environmental Behaviour
- Relationship between CSR and corporate performance
- CSR and value creation

Offers to run workshops, symposia, poster sessions, themed tracks or alternative events are especially welcome. Please contact Alice Costa (alicecosta.rj@uol.com.br) with suggestions.

Although preference will be given to full papers, abstracts of 200-500 words will also be considered. **All papers and abstracts should be sent by 1st March 2013** by email to davideacrowther@aol.com. No more than 2 papers will be accepted from any author.

We will publish proceedings and full details concerning other publishing opportunities for the papers presented at the conference will be provided during the conference.

Doctoral Colloquium

This year we will again be running a doctoral colloquium as part of the conference. The aim will be to give detailed feedback to doctoral researchers concerning their papers. Feedback will be specific to each person and their research, and will be given by an experienced academic in the field. The colloquium will be an integral part of the conference and all delegates will be expected to participate fully in the conference but the sessions will give extra time to presenters – to allow for discussion and formal feedback. This colloquium will be organised by Professor Dr Güler Aras and **abstracts of 200-500 words should be sent by 1st March 2013** by email to guleraras@aol.com. In order to allow detailed feedback full papers will be required in advance of the conference – full details will be given to participants upon acceptance.

Following the tradition established at the 6th conference in Kuala Lumpur, a Young Academician award will be made during this colloquium.

Venue of the Conference

The conference will be held in Rio de Janeiro. The conference fee will be announced later and will include accommodation, meals and conference materials. An optional sightseeing tour will be organised at the end of the conference; full details will be available later. We look forward to welcoming you to Rio in 2013 for the 12th conference in the series.

Full and updated details can be found at the conference website:

www.socialresponsibility.biz/12csrhome.htm

Professor Alice Costa
Conference Chair
Universidade Federal
Fluminense
Brazil
alicecosta.rj@uol.com.br

Professor Dr David Crowther
Chair of SRRNet
De Montfort University
UK
davideacrowther@aol.com

Professor Dr Güler Aras
Chair of SRRNet
Yildiz Technical University
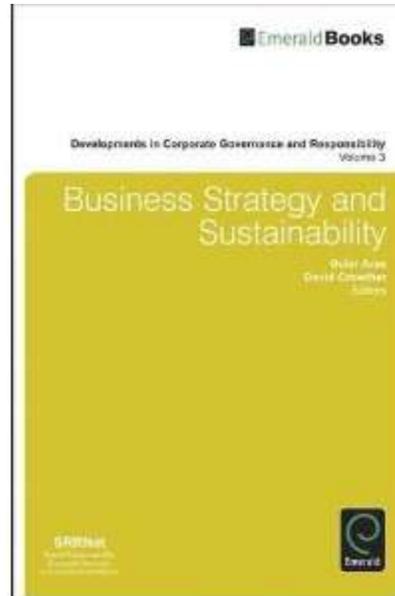Turkey
guleraras@aol.com

New Book

Developments in Corporate Governance and Sustainability
Volume 3 - Business Strategy and Responsibility

ISBN: 978-1-78052-736-9
Edited by: Güler Aras, David Crowther
Published: 2012

Contents:

Introduction
Güler Aras, David Crowther

Chapter 1 Accounting, Sustainability and Equity
Güler Aras, David Crowther

Chapter 2 The Global Financial Crisis: A Failure of Corporate Governance?
Andrew Chambers

Chapter 3 Sustaining Multinational Strategic Performance Through Value Chain Based Competitive Advantage
Pinar Büyükbalci

Chapter 4 Norms of Corporate Social Responsibility: Densification or Degeneration?
Dominique Bessire, Emmanuelle Mazuyer

Chapter 5 Online Reporting of Sustainability: A Study of Global Clothing Suppliers

M. Azizul Islam, Victoria Wise

Chapter 6 Comparative Corporate Social Responsibility in the United Kingdom and Turkey
Fulya Akyildiz

Chapter 7 The Relationship between CSR, Profitability and Sustainability in China
Qingqing Yang, David Crowther

Chapter 8 Sustainability Strategies in Public Service
Linne Marie Lauesen

Chapter 9 A Sustainability Example Planning in the Spanish Public Sector
Esther Ortiz Martínez

Chapter 10 Millennium's Dilemma: Genetically Modified Products from the Social Responsibility Perspective
R. Seminur Topal, Hande Gürdag

Chapter 11 Challenges of Environmental Accounting in Tourism Destination as a Trend of Sustainable Development
Vanja Vejzagic, Sandra Jankovic, Milena Peršic

NEWS FROM OUR MEMBERS

2nd Organisational Governance Conference
Global Governance: the raising of awareness
14 & 15 September 2012
Rabat, Morocco

Call for papers

The events that have marked 2011, from the Arab Spring revolutions to the different collapses in the financial markets in the western world and the Euro Debt Crisis in Europe, have all in common the issue of Governance.

The different sorts of media, especially the social media, have contributed to the rapid spread of the awareness of governance issues and enabled unprecedented numbers of people to manifest their fury about the lack of governance in the management of not only firm and markets, but whole countries and regions.

Governance crises were known mainly in the corporate world, where scandals such as Enron and the News International have captured the attention of the media and have been the number one subject of discussion for many; whereas now, it has been transferred to entire nations where the citizens have the right to make things change for the best and have the last say.

The main claims that the people have been making are centred around the establishment of accountability mechanisms that were absent, as well as real governance reforms that will lead to democracy.

The causes of the problems that happened in both the Arab and Western worlds have been divergent, however, the consequences were similar: street protests and a lack of confidence by   citizens, investors, rating agencies and International Organisations. This shows how much governance is at the heart of a prosperous and durable organisation, whichever size

or kind it is, from Small and Medium companies, Multinational corporations, Non-Governmental Organisations, to governments and states.

This conference will be focused on the importance of accountability, and how it varies from one environment to another, as well as how governance can be practised effectively in the shadow of the turmoil and unrest in the Arab and Western worlds taking into consideration the specificities of each and every culture. The issue of rules based or principles based governance is also to be discussed, especially as different parts of the worlds have different cultures and beliefs.

The question that could be asked is whether the raising of awareness combined with the stakeholders' power in claiming their rights, is enough to change people's mentalities and behaviours in order to achieve a well governed organisation, or country.

The list below is only indicative of possible topic areas that contributors may wish to consider while they develop their papers for the conference:

- Theoretical perspectives on Organisational Governance
- Governance as a Macroeconomic issue
- Regulatory Failures and Organisational Governance
- Governance codes and their effects
- Governance and Accountability
- Assessments of the Organisational Governance Mechanism
- Corporate Governance and Business Ethics
- Corporate Governance and Market Governance
- Corporate Governance and Reputational Risk Management
- From Corporate Governance to Organisational Governance
- Governance and Political Stability
- Organisational Governance and Social Responsibility
- Organisational Governance and Stakeholders
- Governance in Not For Profit Sector

Offers to run workshops, symposia, poster sessions, themed tracks or alternative events are especially welcome. Please contact Mourad Oubrich (oubrich.mourad@ciems.ma; oubrich@inpt.ac.ma) with suggestions.

Although preference will be given to full papers, abstracts of 200-500 words will also be considered. **All papers and abstracts should be sent by 31st May 2012** by email to dcrowther@dmu.ac.uk. No more than 2 papers will be accepted from any author. Deadline for registration is 15 June 2012.

We will publish proceedings and full details concerning other publishing opportunities for the papers presented at the conference will be provided during the conference.

Important Dates

Abstract/Paper submission:	May 31, 2012
Notification of acceptance:	June 10, 2012
Conference:	September 14–15, 2012
Registration Deadlines:	June 15, 2012

Conference Organizers

Mourad Oubrich and colleagues, CIEMS

David Crowther, De Montfort University

Sara Abdaless, Conference manager, De Montfort University

Venue of the Conference

The conference will be held in the Institut National des Postes et Telecommunications (Rabat, Morocco). Full and updated details can be found at the conference website:

www.ciems.ma/conference/ogc2012

We look forward to welcoming you to Rabat in 2012 for what promises to be an exciting conference.

Professor Mourad Oubrich   Professor David Crowther

Conference Chair   Chair of Scientific Committee

President, CIEMS   Head of CROG

INPT   De Montfort University

Rabat   Leicester

Morocco   UK

Email: oubrich.mourad@ciems.ma   dcrowther@dmu.ac.uk