



**Universität
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Institut für Betriebswirtschaftslehre

Globalisierung und Multinationale Unternehmen

Teil III: Theoretische Reflexionen zu Corporate Social Responsibility (CSR)

Vorlesung 17: Die neue politische Rolle der Multinationalen Unternehmung



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Übersicht

1. Die Neuausrichtung des CSR-Konzepts in einer globalen Wirtschaft
 - 1.1. Governance Modelle im Vergleich
 - 1.2. Der Wandel des Rechts bzw. des Regulierungsverständnisses
 - 1.3. Ein neues Verständnis von Verantwortung
 - 1.4. Die Relevanz unterschiedlicher Legitimitätsquellen
 - Exkurs zum Legitimitätsbegriff
 - 1.5. Demokratiemodelle im Vergleich
 - Exkurs zu Demokratiemodelle und Politikverständnis
2. Forschungsfragen und Lernziele



Die Neuausrichtung des CSR-Konzepts in einer globalen Wirtschaft: Zentrale Fragestellungen (Scherer/Palazzo 2011)

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The New Political Role of Business in a Globalized World: A Review of a New Perspective on CSR and its Implications for the Firm, Governance, and Democracy

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ABSTRACT Scholars in management and economics widely share the assumption that business firms focus on profits only, while it is the task of the state system to provide public goods. In this view business firms are conceived of as economic actors, and governments and their state agencies are considered the only political actors. We suggest that, under the conditions of globalization, the strict division of labour between private business and nation-state governance does not hold any more. Many business firms have started to assume social and political responsibilities that go beyond legal requirements and fill the regulatory vacuum in global governance. Our review of the literature shows that there are a growing number of publications from various disciplines that propose a politicized concept of corporate social responsibility. We consider the implications of this new perspective for theorizing about the business firm, governance, and democracy.

Table I. Characteristics of the instrumental and the new political approach to CSR

	<i>Instrumental CSR</i>	<i>Political CSR</i>
Governance model		
• Main political actor	State	State, civil society, and corporations
• Locus of governance	National governance	Global and multilevel governance
• Mode of governance	Hierarchy	Heterarchy
• Role of economic rationality	Dominance of economic rationality	Domestication of economic rationality
• Separation of political and economic spheres	High	Low
Role of law		
• Mode of regulation	Governmental regulation	Self-regulation
• Dominant rules	Formal rules and 'hard law'	Informal rules and 'soft law'
• Level of obligation	High (enforcement)	Low (voluntary action)
• Precision of rules	High	Low
• Delegation to third parties	Seldom	Often
Responsibility		
• Direction	Retrospective (guilt)	Prospective (solution)
• Reason for critique	Direct action	Social connectedness (complicity)
• Sphere of influence	Narrow/local	Broad/global
Legitimacy		
• Pragmatic legitimacy	High (legitimacy of capitalist institutions via contribution to public good)	Medium-low (capitalist institutions under pressure, market failure and state failure)
• Cognitive legitimacy	High (coherent set of morals that are taken for granted)	Medium-low (individualism, pluralism of morals)
• Moral legitimacy	Low	High-low (depending on level of discursive engagement)
• Mode of corporate engagement	Reactive (response to pressure)	Proactive (engagement in democratic politics)
Democracy		
• Model of democracy	Liberal democracy	Deliberative democracy
• Concept of politics	Power politics	Discursive politics
• Democratic control and legitimacy of corporations	Derived from political system, corporations are de-politicized	Corporate activities subject to democratic control
• Mode of corporate governance	Shareholder oriented	Democratic corporate governance



Die Neuausrichtung des CSR-Konzepts in einer globalen Wirtschaft: Zentrale Fragestellungen

1. Governance Modell

- Wer ist der zentrale politische Akteur? Auf welcher Ebene findet Governance statt?

2. Rolle des Rechts und der Regulierung

- Auf welche Art und Weise findet Regulierung statt? Welches sind die zentralen Regeln?

3. Verantwortung

- Was ist ein angemessenes Konzept der Verantwortung?

4. Legitimität

- Wie kann die Legitimität politischer und wirtschaftlicher Akteure gewährleistet werden?

5. Demokratie

- Was ist ein angemessenes Demokratiemodell?



Governance Modelle im Vergleich (Scherer/Palazzo 2011)

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• Separation of political and economic spheres	High	Low
• Entstehung eines neuen Regelungssystems jenseits nationalstaatlichen Regierens: „Governance by/with/without government“		
• Vgl. Studien in der Politikwissenschaft/Internationalen Beziehungen: Risse (2002), Ruggie (2004)		



Der Wandel des Rechts: Von “hard law” zu “soft law” (Scherer/Palazzo 2011)

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- Zunehmende Selbstregulierung und Ko-regulierung (Vogel 2008; Waddock 2008); hard law versus soft law (Mörth 2004; Sheldon 2000)
- Abbott/Snidal 2000, S. 422: „The realm of ‘soft law’ begins once legal arrangements are weakened along one or more of the dimensions of obligation, precision, and delegation. This softening can occur in varying degrees along each dimension and in different combinations across dimensions.“
- Beispiele: *Equator Principles*, *UN Global Compact*



Beispiel für “governance *without* government”

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Beispiel für “governance *with* government”

The screenshot shows the homepage of the United Nations Global Compact website. At the top left is the logo for 'THE GLOBAL COMPACT' featuring a globe. To its right is the text 'United Nations Global Compact'. On the top right, there are language options: عربي, 中文, Français, Русский, Español, Deutsch, and Português. Below the language options is a search bar with a 'SEARCH' button and two radio buttons: 'Search website' (selected) and 'Search participants'.

The main navigation menu includes: About Us, How to Participate, Progress & Disclosure, Participants & Stakeholders, Local Networks, Issues, News & Events, and Login.

The main content area is divided into several sections:

- What is the UN Global Compact?**: A dark blue box containing a quote: "The Global Compact asks companies to embrace universal principles and to partner with the United Nations. It has grown to become a critical platform for the UN to engage effectively with enlightened global business." attributed to UN Secretary-General Ban Ki-moon. A link 'Learn More | Apply Now' is at the bottom right.
- HUMAN RIGHTS, LABOUR, ENVIRONMENT, ANTI-CORRUPTION**: A vertical list of four key areas with a right-pointing arrow.
- Latest News**: A list of news items with dates and titles:
 - 03/25/2013 UN Global Compact and WBCSD Submit Joint Report to High-Level Panel on the Post-2015 De...
 - 03/22/2013 Business Steps Forward to Respect and Support Children's Rights
 - 03/22/2013 EWP to be European Coordinator of the Water Action Hub
 - 03/19/2013 Conference Mobilizes Businesses in Lebanon in Support of Stability and Peace
 - 03/15/2013 Global Compact and German Local Network Convene 4th Exchange Programme
 - 03/06/2013 With 550 Corporate Champions, Women's Empowerment Principles Drive Critical Private S...
 - 03/05/2013 International Water Experts Convene in India to Address Global Crisis in Water and Sani...
 - 02/26/2013 Water Stewardship Conference to Address Post-2015 Development Priorities
 - 02/15/2013 Brice Lalonde Appointed Special Advisor on Sustainable Development to the UN Global Com...
- Highlights**: A section with several sub-sections:
 - TOOLS & RESOURCES**
 - POST-2015 AGENDA**
 - LOCAL NETWORKS**
 - WEPs LIVE WEBCAST 6 MARCH**
 - HUMAN RIGHTS AND BUSINESS DILEMMAS FORUM**
 - LABOUR HELPDESK**

At the bottom left of the news section are social media icons for Facebook, Twitter, LinkedIn, YouTube, and RSS. At the bottom right is a link 'More News | In the Media'.



Ein neues Verständnis von Verantwortung (Scherer/Palazzo 2011)

Table I. Characteristics of the instrumental and the new political approach to CSR

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- Social Connection Model of Responsibility: “All agents who contribute by their actions to the structural processes that produce injustice have responsibilities to work to remedy these injustices” (Young 2008, S. 137) → Erweiterung des Verantwortungsbegriffs
- Vgl: UN Global Compact Prinzip 2: Businesses make sure that they are not complicit in human rights abuses. Beispiel: PetroChina in Sudan,
http://www.huffingtonpost.com/susan-morgan/petrochina-the-un-and-blo_b_155794.html



Exkurs: Die drei Legitimitätsquellen (Suchman 1995)

Legitimität

“A generalized perception or assumption that the actions of an entity are desirable, proper, or appropriate within some socially constructed system of norms, values, beliefs, and definitions” (Suchman 1995, S. 574).

Pragmatische Legitimität

- calculation of benefits as the result of the entity’s (individual, organization, institution, etc.) existence or behavior

Kognitive Legitimität

- subconscious acceptance of the entity (individual, organization, institution, etc.) and its behavior as the natural way of how things are

Moralische Legitimität

- result of an explicit moral discourse about the acceptability of the entity (individual, organization, institution, etc.) and its behavior



Relevanz unterschiedlicher Legitimitätsquellen

Table I. Characteristics of the instrumental and the new political approach to CSR

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• Pragmatic legitimacy	High (legitimacy of capitalist institutions via contribution to public good)	Medium–low (capitalist institutions under pressure, market failure and state failure)
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- Moralische Legitimierung auf Grundlage diskursiver Aushandlungsprozesse gewinnt zunehmend an Bedeutung. Vgl. Palazzo/Scherer 2006; Scherer et al. 2013
- Beispiel: Puma und die Banzer Gespräche:
<http://www.ppr.com/en/magazine/issue/46/pumas-%E2%80%9Ctalks-banz-%E2%80%9D-%E2%80%93discussions-better-world>



Ein neues Politikverständnis

Die alte Sichtweise (lobbyism & power politics):

- Fokus liegt auf “political strategies”; “to shape government policy in ways favorable to the firm” (Hillman et al. 2004, S. 838)
- Dieser Literaturzweig basiert auf der Sichtweise dass “managers choose to engage in political activity to enhance the value of the firm” (Hillman et al. 2004, S. 839).



Die neue Sichtweise:

- Unter “politisch” versteht man einen Prozess “in which people organize collectively to regulate or transform some aspects of their shared social conditions, along with the communicative activities in which they try to persuade one another to join such collective actions or decide what direction they wish to take” (Young 2004, S. 377).
 - es geht um öffentliche Belange (Produktion öffentlicher Güter/ externer Effekte)
 - es geht um das Gemeinwohl



Demokratiemodelle im Vergleich (Scherer/Palazzo 2011)

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- Zentrale Frage: Wie können die regulatorischen Tätigkeiten von MNUs in bestehende Demokratie-Konzepte integriert werden?
- Präferenzformation kann nicht über Aggregation von Wählerstimmen erfolgen => alternatives Demokratiemodell notwendig
- Vgl. Scherer/Palazzo 2007; Habermas 1996



Exkurs: Liberal conception of politics (public/ social choice theory)

Was heisst „Power politics“ in der instrumental CSR?

- Instrumentelle Auffassung von Politik (Elster 1986, p. 103), d.h. Politik als Durchsetzung schon gegebener privater Interessen

Politische Institutionen (z.B Staat) dienen

- der Aggregation von privaten Interessen
- der Bearbeitung von Marktversagen
- der Versorgung mit öffentlichen Gütern

Wie funktioniert der Aggregationsmechanismus?

- „the goal of politics is the optimal compromise between given, and irreducibly opposed, private interests“ (Elster 1986, p. 103)
- Politisches Verhalten wird verstanden wie privates Verhalten (am Eigeninteresse orientiert, auf den privaten Bereich konzentriert/keine externen Effekte)
- Aggregationsmechanismus Wahlen: Konzipiert wie Marktentscheidung



Exkurs: Kritik an der „liberal conception of political theory“

- Kritik der gegebene Präferenzen
- „it embodies a confusion between the kind of behaviour that is appropriate in the market place and that which is appropriate in the forum. The notion of consumer sovereignty is acceptable because, and to the extent that, the consumer chooses between courses of action that differ only in the way they affect him. In political choice situations, however, the citizen is asked to express his preference over states that also differ in the way in which they affect other people.“ (Elster 1986, p. 111)
- „the task of politics is not only to eliminate inefficiency, but also to create justice“ (Elster 1986, p. 111)
- „politics must be an open and public activity, as distinct from the isolated and private expression of preferences that occurs in buying and selling.“ (Elster 1986, p. 111)
- „rather than aggregating or filtering preferences, the political system should be set up with a view to changing them by public debate and confrontation“ (Elster 1986, p. 112)



Exkurs: Drei normative Modelle der Demokratie (Habermas 1996)

Liberales Auffassung von Politik:

- Politik als Kampf um Positionen, die Verfügung über administrative Macht einräumen
- Politischer Erfolg bemisst nach der Anzahl der Wählerstimmen für Programme und Parteien: „In ihrem Votum bringen die Wähler ihre Präferenzen zum Ausdruck. Ihre Wahlentscheidungen haben dieselbe Struktur wie Wahlakte erfolgsorientierter Marktteilnehmer“

Republikanische Auffassung von Politik:

- Politik als „Medium, in dem sich die Angehörigen naturwüchsiger Solidargemeinschaften ihrer Angewiesenheit aufeinander innewerden und als Staatsbürger die vorgefundenen Verhältnisse reziproker Anerkennung mit Willen und Bewußtsein zu einer Assoziation freier und gleicher Rechtsgenossen fortbilden und ausgestalten.“ (Habermas 1996, p. 276 f.)
- Goal of politics: not optimal compromise, but unanimous agreement (consensus) (Elster 1986)



Exkurs: Probleme republikanischer Politikkonzeptionen (Habermas 1996, pp. 283 ff.)

- Zu idealistisch (Habermas)/utopisch (Elster): „Ethische Engführung politischer Diskurse“ (Habermas)
- Paternalismusvorwurf, Groupthink-Phänomen etc.
- Pluralismus von Interessen und Wertorientierungen
- Interessenausgleich und Kompromiss

Modell einer deliberativen Politik:

- Politische Rationalität steckt nicht im Bewusstsein des „Voluntée générale“ des ganzen Volkes (Republikanismus) und auch nicht in den Machtprozessen, die sich aufgrund von Wahlakten eigeninteressierter Akteure vollziehen (Liberalismus), sondern in den Kommunikationsbedingungen des politischen Prozesses als Ganzes
- „Es kommt ... alles auf die Kommunikationsbedingungen und Verfahren an, die der institutionalisierten Meinungs- und Willensbildung ihre legitimierende Kraft verleihen.“ (Habermas 1996, p. 287)



Forschungsfragen

Forschungsfragen

- Wo liegen die Grenzen von Verantwortung? Beispiel Iphone und afrikanische Bürgerkriege/Selbstmorde in asiatischen Produktionsstätten. Siehe z.B. <http://www.youtube.com/watch?v=T8M6XCwlj7s>
- Wo beginnt die Verantwortung der Konsumenten? Sollen wir auf den Kauf von Smartphones verzichten?
- Wer kontrolliert die Selbstregulierung globaler Industrien?
- Wie lässt sich demokratische Autorisierung und Kontrolle in der postnationalen Konstellation denken?



Lernziele

Nach dieser Vorlesung sollten Sie:

- ... die zentralen Fragestellungen bzw. fünf Dimensionen (Governance, Law, Responsibility, Legitimacy, Democracy) in Bezug auf die Neuausrichtung des CSR-Konzeptes in einer globalen Weltwirtschaft kennen und erläutern können.
- ... die Unterschiede zwischen der instrumentellen Auffassung von CSR und der politischen Auffassung von CSR kritisch diskutieren können.
- ... die verschiedenen Demokratiemodelle und Politikverständnisse vergleichen und kritisch diskutieren können.



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