

Zusatzfolien Präsentation 18

Quelle:

Andreas Georg Scherer, Andreas Rasche, Guido Palazzo, André Spicer, “Managing for Political Corporate Social Responsibility – New Challenges and Directions for PCSR 2.0”, Journal of Management Studies, Vol. 53 (2016) 3, pp. 273-298 (DOI: 10.1111/joms.12203)

<http://onlinelibrary.wiley.com/doi/10.1111/joms.12203/abstract>

From Political CSR 1.0 to Political CSR 2.0

JOURNAL OF MANAGEMENT STUDIES

Journal of Management Studies 53:3 May 2016
doi: 10.1111/joms.12203

Managing for Political Corporate Social Responsibility: New Challenges and Directions for PCSR 2.0

**Andreas Georg Scherer, Andreas Rasche, Guido Palazzo
and André Spicer**

University of Zurich; Copenhagen Business School; University of Lausanne; City University London

ABSTRACT This article takes stock of the discourse on 'political CSR' (PCSR), reconsiders some of its assumptions, and suggests new directions for what we call 'PCSR 2.0'. We start with a definition of PCSR, focusing on firms' contribution to public goods. We then discuss historical antecedents to the debate and outline the original economic and political context. The following section explores emerging changes in the institutional context relevant to PCSR and reconsiders some of the assumptions underlying Habermas' thesis of the postnational constellation. This highlights some neglected issues in previous works on PCSR, including the influence of nationalism and fundamentalism, the role of various types of business organisations, the return of government regulation, the complexity of institutional contexts, the

From Political CSR 1.0 to Political CSR 2.0

Scherer, Rasche, Palazzo, Spicer JMS 2016, p. 280-281

	PCSR 1.0	PCSR 2.0
socio-political context	<p>postnational constellation 1.0</p> <ul style="list-style-type: none"> • end of bi-polar world order (capitalism vs communism) • reduced barriers for trade and investment • strengthening of economic actors • eroding state power • focus of ethical debate on principles and discourse 	<p>postnational constellation 2.0</p> <ul style="list-style-type: none"> • hardening of identities: new nationalism and religious fundamentalism • repressive tendencies on local, national, and global levels • weakening of democratic institutions and civic liberties (even in developed countries) • focus of ethical debate on values
focal types of responsible business organizations	<p>selective set of business firms</p> <ul style="list-style-type: none"> • focus on large MNCs • static/a-historic view on division of labor between private and public actors 	<p>enlarged set of business firms</p> <ul style="list-style-type: none"> • e.g. MNCs, SMEs, state owned enterprises, social enterprises • dynamic/historic view on division of labor between private and public actors
role of government regulation	<p>erosion of public authorities</p> <ul style="list-style-type: none"> • private regulation as a substitute for public authority • focus on soft-law • significance of business-NGO collaborations, MSI etc. 	<p>strengthening of public authorities</p> <ul style="list-style-type: none"> • extra-territorial enforcement of national laws vis-à-vis private actors • intergovernmental initiatives on regional and international levels (e.g. EU, OECD, UN) facilitate CSR • complementarity of hard and soft-law elements
institutional complexity	standard case (lower complexity)	variations that deviate from standard case

	PCSR 1.0	PCSR 2.0
socio-political context	postnational constellation 1.0 <ul style="list-style-type: none"> • end of bi-polar world order (capitalism vs communism) • reduced barriers for trade and investment • strengthening of economic actors • eroding state power • focus of ethical debate on principles and discourse 	postnational constellation 2.0 <ul style="list-style-type: none"> • hardening of identities: new nationalism and religious fundamentalism • repressive tendencies on local, national, and global levels • weakening of democratic institutions and civic liberties (even in developed countries) • focus of ethical debate on values
focal types of responsible business organizations	selective set of business firms <ul style="list-style-type: none"> • focus on large MNCs • static/a-historic view on division of labor between private and public actors 	enlarged set of business firms <ul style="list-style-type: none"> • e.g. MNCs, SMEs, state owned enterprises, social enterprises • dynamic/historic view on division of labor between private and public actors
role of government regulation	erosion of public authorities <ul style="list-style-type: none"> • private regulation as a substitute for public authority • focus on soft-law • significance of business-NGO collaborations, MSI etc. 	strengthening of public authorities <ul style="list-style-type: none"> • extra-territorial enforcement of national laws vis-à-vis private actors • intergovernmental initiatives on regional and international levels (e.g. EU, OECD, UN) facilitate CSR • complementarity of hard and soft-law elements
institutional complexity	standard case (lower complexity) <ul style="list-style-type: none"> • MNCs from western countries operating in fragile states 	variations that deviate from standard case (higher complexity) <ul style="list-style-type: none"> • delegation of governance responsibilities in western countries • institutional heterogeneity between host countries of MNCs • MNCs with home base in transition or emerging economies • south-south trade and investments
efficiency of private governance	simple supply chain governance <ul style="list-style-type: none"> • focus on auditing of structures and procedures along supply chains • development of compliance models 	complex supply chain governance <ul style="list-style-type: none"> • focus on input, procedure, and output side • combination of compliance, collaboration, and integrity models
relevant industry sectors	focus on primary and secondary sectors (esp. extracting, industrial, and consumer goods)	analysis of all sectors <ul style="list-style-type: none"> • financialization and digitalization of society as new challenges for PCSR
sensemaking of PCSR	selective analysis of management issues <ul style="list-style-type: none"> • economic and social rationalities as antagonisms (efficiency vs. ethics) • single level analysis restricted on macro and – to a lesser extent – meso levels • limited analysis of organizational structures and procedures (focused on compliance management <i>or</i> value based approaches) • individual level and behavioral aspects largely neglected 	extended analysis of management issues <ul style="list-style-type: none"> • economic and social rationalities as results of discursive sense-making within business firms • single and multi-level analyses (macro, meso, micro) • enlarged analysis of structures and procedures (integration of various management systems – compliance, collaboration, integrity, role of corporate governance, HRM etc.) • analysis of individual and leadership behaviour ('responsible leadership')

Table 1: Changing contexts – enlarged responses: From PCSR 1.0 to PCSR 2.0

Source: Scherer, Rasche, Palazzo, Spicer 2016, p. 280-281