



Globalisierung und Multinationale Unternehmen

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

Vorlesung 19: Die neue politische Rolle der Multinationalen Unternehmung

Universität Zürich, FS 2020; 27. April 2020

Prof. Dr. Andreas Georg Scherer



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

JOURNAL OF MANAGEMENT STUDIES

Journal of Management Studies 48:4 June 2011
doi: 10.1111/j.1467-6486.2010.00950.x

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

Andreas Georg Scherer and Guido Palazzo

University of Zurich; University of Lausanne

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.

Reception:

• bis April 2020 728 mal zitiert (ISI Web of Science)
(Nr. 1 in JMS) (abgerufen 24.04.2020).

27.04.2020

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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The Equator Principles (EPs)

A risk management framework, adopted by financial institutions, for determining, assessing and managing environmental and social risk in development projects.

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Beispiel für „governance *with* government“



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WHO WE ARE

THE SDGS

PARTICIPATION

TAKE ACTION

ENGAGE LOCALLY

EXPLORE OUR LIBRARY

The world's largest corporate sustainability initiative

A call to companies to align strategies and operations with universal principles on human rights, labour, environment and anti-corruption, and take actions that advance societal goals.

OUR MISSION

Explore our focus areas

Driving change across all aspects of corporate sustainability.

Our work



A New Era of Action and Impact

We are mobilizing a global movement of sustainable companies & stakeholders to create the world we want.

Our strategy

See who's involved

9,500+ companies based in over 160 countries, both developed and developing, representing nearly every sector and size.

Our participants

Learn about our integrity measures

Holding high standards for our participants, and ourselves.

Our commitment to integrity

We are Making Global Goals Local Business

Our multi-year strategy to drive business awareness and action in support of achieving the SDGs by 2030.

Learn more



Exkurs: United Nations Global Compact (UNGC)

Zunächst: Unterschrift zur Unterstützung der 10 Prinzipien genügt zum Beitritt

Kritik:

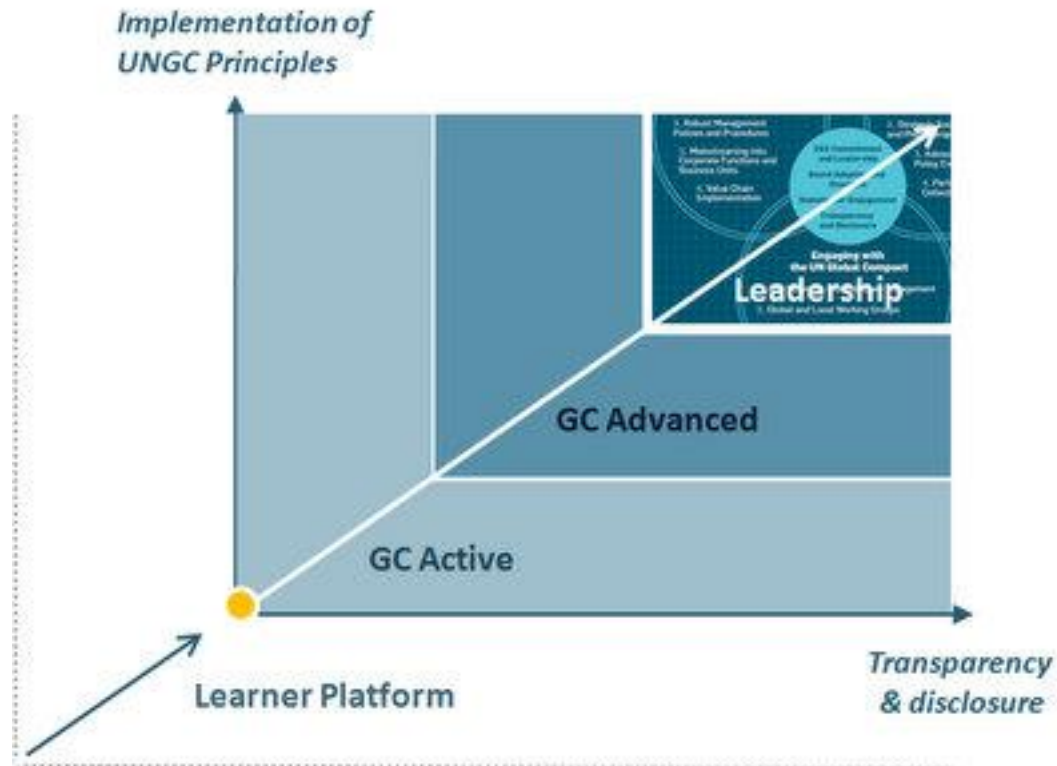
- Williams (2004): Ohne traditionelle „Accountability“ Struktur oder Monitoring Mechanismus ist die Legitimität des GC fraglich: „... *another code without accountability, a public relations document without substance*“

Schrittweise Erweiterungen:

- Einführung von „COPs“ (Communication on progress)
 - primär gerichtet an die Stakeholder
 - Rasche (2009): Guter Weg um „Accountability“ herzustellen, da Inhalt meist in prominenten Dokumenten und somit abgesegnet
- Ausschluss von „nicht-kommunizierenden“ Unternehmen nach 12 Monaten

NEU: Differenzierung der UNGC Implementierung → „**Differentiation programme**“

Lernprozesse der UNGC Implementierung



„Non-communicating“ (Verpasste Deadline für COPs)
„Expelled“ (Mehr als 12 Monate keine Kommunikation)



24 Kriterien der UNGC „Advanced“ Implementierung

Strategy, Governance and Engagement	
Criterion 1:	The COP describes C-suite and Board level discussions of <i>strategic aspects</i> of GC implementation
Criterion 2:	The COP describes effective <i>decision-making processes and systems of governance</i> for corporate sust.
Criterion 3:	The COP describes engagement with all important <i>stakeholders</i>
UN Goals and Issues	
Criterion 4:	The COP describes actions taken in support of <i>broader UN goals and issues</i>
Human Rights Implementation	
Criterion 5:	The COP describes robust <i>commitments, strategies or policies</i> in the area of human rights
Criterion 6:	The COP describes effective <i>management systems</i> to integrate the human rights principles
Criterion 7:	The COP describes effective <i>monitoring and evaluation mechanisms</i> of human rights integration
Criterion 8:	The COP contains <i>standardized performance indicators</i> (including GRI) on human rights
Criteria 9-20: Labor, Environment, Anti-Corruption (analogue Criteria 5-8: Human Rights Implementation)	
Value Chain Implementation	
Criterion 21:	The COP describes implementation of the Global Compact principles in the <i>value chain</i>
Transparency and Verification	
Criterion 22:	The COP provides information on the company's <i>profile and context of operation</i>
Criterion 23:	The COP incorporates high standards of <i>transparency and disclosure</i>
Criterion 24:	The COP is <i>independently verified</i> by a credible third-party



Content validity: Analysis

	“Civil” stage (CC-Tool) “We need to make sure everybody does it”	„Advanced“ criteria (UNGC)
Commitment		
Strategic integration/ Lead. supp.	CC significant value in company’s mission Respecting stakeholders’ demands CC used to justify company decisions.	Criterion1: C-suite and Board level discussions Criterion 5 (9/13/17): <i>robust commitments, strategies or policies; BP: Written company policy (e.g. code of cond.)</i>
CC-Coordination	CC strategy in line with overall comp. strategy Recommendations forwarded to Executive Committee; decisions on a periodic basis. CC-department coordinates implement. process Top management directly & regularly involved	Criterion 2: <i>Effective decision-making processes and systems of governance for corporate sustainability</i> Criterion 5 (9/13/17): <i>BP: Allocation of responsibilities and accountability within the organization</i>
Structural & Procedural		
Alignment of policies and procedures	All CC translated into policies & procedures Basis for all business processes & supply chain Regularly reviewed and revised Feedback from int. & ext. stakeholders	Criterion 5 (9/13/17) Criterion 6 (10/14/18): <i>Effective management systems to integrate the () principles</i> Crit. 21: <i>implementation of GC in the value chain</i>
Alignment of incentive structures	Fully aligned with CC commitment Important factor for assessing ind. performance Decisions over promotion and bonus depend on respect for CC principles.	Criterion 2: <i>BP: Executive incentive structures promoting sustainability strategy in line with Global Compact principles</i>
Provision of training on CC requirements	Provided to all employees Courses adapted to the company’s context Specific groups targeted for follow-up courses. Company shares training material Development of training material for innov. topics.	Criterion 6 (10/14/18): BP: <i>Internal awareness-raising and training</i>



Creation of a complaints procedure	Confidential complaints channel is provided Easy access guaranteed Procedure is communicated Cases are analyzed to further improve system Reporting is a duty	Criterion 6 (10/14/18): <i>BP: Grievance mechanisms, communication channels and other procedures (e.g. whistleblower mechanisms) for reporting concerns or seeking advice</i>
Evaluation of CC implement.	Impact assessment methods of CC initiatives are developed in multi-stakeholder forums. Methods are revised regularly Results are discussed publicly	Criterion 7 (11/15/19): <i>Effective monitoring and evaluation mechanisms of (issue) integration</i> Criterion 24: <i>independently verified by credible third-party</i>
Reporting on CC	CC-data is fully integrated in the annual report. CC-data is produced based on regular KPIs GRI guidelines are followed. Regular reporting on good practices/lessons learnt Transparency of targets, means & measurements.	Criterion 23: <i>Transparency and disclosure</i> Criterion 8 (12/16/20): <i>Standardized performance indicators (including GRI)</i> Criterion 22: <i>Information on profile & context of operation</i> Criterion 24
Interactive		
Quality of stakeholder relationships	Regular engagement with stakeholders Seismograph for society's changing awareness of particular issues. Civil society's expertise = valuable asset to problem-solve.	Criterion 3: <i>Engagement with all important stakeholders</i> Criterion 6 (10/14/18): <i>BP: Regular stakeholder consultations</i> <i>BP: Inclusion of minimum human rights () standards in contracts with suppliers & other relev. business partners</i>
Level of participation in collaborative CC-initiatives	Membership in CC- initiatives Including verification organizations Share CC good practices & lessons learnt Proactive engagement and efforts to integrate companies that are not yet members.	Criterion 4: <i>The COP describes actions taken in support of broader UN goals and issues</i>



Ein neues Verständnis von Verantwortung (Scherer/Palazzo 2011)

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Responsibility		
• Direction	Retrospective (guilt)	Prospective (solution)
• Reason for critique	Direct action	Social connectedness (complicity)
• Sphere of influence	Narrow/local	Broad/global

- 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

	<i>Instrumental CSR</i>	<i>Political CSR</i>
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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://about.puma.com/en/sustainability/stakeholders/talks-at-banz>

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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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

- Zentrale Frage: Wie können die regulatorischen Tätigkeiten von MNU 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, S. 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, S. 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 gegebenen 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, S. 111)
- „the task of politics is not only to eliminate inefficiency, but also to create justice“ (Elster 1986, S. 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, S. 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, S. 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, S. 276 f.)
- Goal of politics: not optimal compromise, but unanimous agreement (consensus) (Elster 1986)



Exkurs: Probleme republikanischer Politikkonzeptionen (Habermas 1996, S. 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 „Volunté generale“ 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, S. 287)



Forschungsfragen

Forschungsfragen

- Wo liegen die Grenzen von Verantwortung? Beispiel iPhone und afrikanische Bürgerkriege/Selbstmorde in asiatischen Produktionsstätten. Siehe z.B. <https://www.youtube.com/watch?v=kSvT02q4h40>
- 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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