



University of Zurich
Department of Business Administration
Chair of Foundations of Business Administration and Theories of the Firm

Seminar in Corporate Social Responsibility

Spring Term 2011
Christian Vögtlin

Christian Vögtlin
Seminar CSR
2011
Folie 2

Content

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- II. The challenges of the globalization process
- III. Seminar themes
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- V. Administrative details
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- VII. How to write scientific papers
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I. The field of CSR

The field of CSR

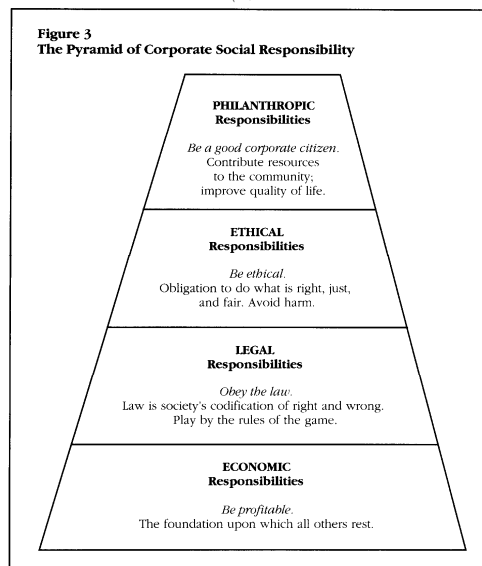
- The social responsibility of business is to increase its profits (Friedman, 1970)
- [Social responsibilities] mean that businessmen should oversee the operation of an economic system that fulfills the expectations of the public. And this means in turn that the economy's means of production should be employed in such a way that production and distribution should enhance total socio-economic welfare. (Frederick 1960, p. 60; cited in Carroll, 1999, p. 271)
- Before anything else, the business institution is the basic economic unit in our society. As such it has a responsibility to produce goods and services that society wants and to sell them at a profit. All other business roles are predicated on this fundamental assumption. (Carroll, 1979, p. 500)

The field of CSR

- Definition of the UN: „corporate social responsibility suggests that firms should also consider their impact on a range of stakeholders, i.e., parties that affect or are affected by a corporations action” (United Nations Commission on Sustainable Development, 1998).
- CSR is composed of four parts: economic, legal, ethical and voluntary or philanthropic (Carroll, 1999, p. 286)
- CSR subsumes concepts that regard social responsibility as something that transcends the direct economic interests of the firm (Carroll, 1991, p. 39).

The field of CSR

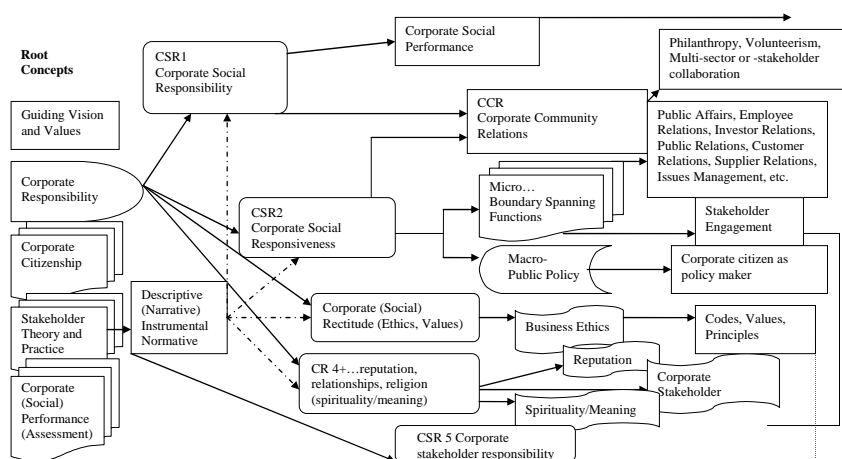
Pyramid of CSR
(Carroll, 1991, p. 42)



Theories associated with CSR

- Corporate Citizenship
- Corporate Social Responsibility
- Corporate Social Performance
- Sustainability
- Stakeholder Theory

Theories associated with CSR



Theories associated with CSR

TABLE 1
Comparison of Postivist and Postpositivist CSR Schools of Thought

Characteristics	Positivist CSR	Nonpositivist CSR	Postmodern CSR	Habermas, CSR	Habermas, CSR
Foundation	Empirical	Philosophical (monological) Foundational	Culture and history frame (Habermas) Relativistic	Philosophical (Habermas) Utopian	Democratic (Habermas) Pragmatic
Ideology	Economic/ instrumental	Character/virtue, duty, social contract, hypocrisy, integrity	Discourse (power)	Discourse (ideal speech situation)	Discourse (public deliberation)
Main concepts	Social performance	Social contracts and conformity with moral rules	Discourse and power	Discourse and consensus	Political discourse, market, and administrative routine
Mode of coordination in society	Private contracts and legal compliance	Economically and socially responsible actor	"Bad guy" versus corporate whistleblower	"Bad guy" has to change to utopian idealist	Political and economic actor
Role of corporation	Economic actor, opportunistic corporation	Critical support	Disciplined by moral rules and/or personal integrity	Positive legitimacy not possible	Critical, antagonistic
Role of market	Takes for granted	Disciplined by moral rules and/or personal integrity	Disciplined by moral rules and/or personal integrity	Disciplined by ideal discourse	Disciplined by democratic institutions
Role of power	Dominant	Conformity with existing moral norms	Critical support	Critical	Domestication of economic rationality
Role of legitimacy	Marginalized	Conformity with existing moral norms	Critical support	Critical	Domestication of economic rationality
Relation to economic rationality	Dominance of economic rationality	Conformity with existing moral norms	Critical support	Critical	Domestication of economic rationality
Message to managers	Comply with law and respond (only) to powerful stakeholders	Comply with ethical norms and develop personal integrity	Stop manipulation and exploitation, adapt to local culture	Engage in ideal discourse	Engage in political discourse
Main philosophers	Hempel, Nagel, Popper	Aristotle, Zentler, Hobbes, Kant, Rawls (-1980s)	Derrida, Foucault, Lyotard	Habermas (1980s-1990s)	Habermas (1980s-today), Dewey, Rawls (1980s-today), Rawls
Management theories	CSR, "business case" CSR, instrumental stakeholder theory	Business ethics, normative stakeholder theory, social contract theory	Postmodern/postcolonial organization theory, critical management studies	Critical strategy research, critical management studies	Political CSR, corporate citizenship
Management authors	Carroll, Jones, Wood	Bowie, Donaldson, Dunfee, Freeman, Phillips, Solomon	Barnes, Boje, Cavin, Simerly	Alvesson, Dett, Grimes, Sletty, Willmott	Not yet developed, limited to descriptive analysis (Matten & Crane)

Examples of implementing CSR

- Three levels of analysis (also reflected in course outline):
 - ▶ Macro-level: Business organizations in (global) society
 - ▶ Meso-level: Organizational structures and culture
 - ▶ Micro-level: intentions, cognitions, behavior of individuals in an organizational context

Examples of implementing CSR

- Business in global society
 - ▶ Global governance initiatives
 - ▶ Self regulating industry standards
 - ▶ Firms assuming political roles
- Examples
 - ▶ UN Global Compact: <http://www.unglobalcompact.org/>
 - ▶ Global Reporting Initiative: <http://www.globalreporting.org/Home>
 - ▶ Max Havelaar: <http://www.maxhavelaar.ch/>
 - ▶ Aquaculture Stewardship Council: <http://www.ascworldwide.org/>
 - ▶ Global Responsible Leadership Initiative: <http://www.gqli.org/>
- Questions of legitimacy; efficiency; control

Examples of implementing CSR

- Aquaculture Stewardship Council
 - ▶ **Mission:** To transform aquaculture towards environmental and social sustainability using efficient market mechanisms which create value across the chain.
 - ▶ **Partners:**
<http://www.ascworldwide.org/index.cfm?act=tekst.item&iid=2&iids=40&lng=1>
 - ▶ Too many business firms?
- GRLI:
 - ▶ **Mission:** GRLI's vision is a worldwide network of companies and learning institutions characterised by vast action and thorough exchange of learning. GRLI's mission is to "**develop a next generation of responsible leaders**" through collective and individual actions.
 - ▶ **Partners:** <http://www.gqli.org/index.php/gqli-partners>
 - ▶ Too many academic institutions?

Examples of implementing CSR

- Organizational level:
 - ▶ Codes of conduct
 - ▶ Sustainability programs
 - ▶ CSR departments
 - ▶ Compliance programs
- Examples:
 - ▶ ABB: <http://www.abb.com/cawp/abbzh258/235c6a4c193429f3c12569680050e09f.aspx?v=4C1E&leftdb=global/ABBZH/ABBZH258.NSF&e=us&leftmi=10dceeb0d9cd60f7c12571920030fc99>
 - ▶ Novartis: <http://www.novartis.com/about-novartis/corporate-citizenship/index.shtml>
 - ▶ UBS: http://www.ubs.com/1/e/about/corp_responsibility.html



Examples of implementing CSR

Company	Industry and Country of Origin	CC statement	Source
BHP Billiton	Mining,	As stated in the BHP Billiton Charter, one of the indicators of success is that 'the communities in which we operate value <i>our citizenship</i> '. Sustainable community development ensures communities benefit throughout all phases of the life of an operation – through development, operation and closure.	Sustainability Report 2006
Manulife	Insurance and Financial Services,	To Manulife, being a <i>good corporate citizen</i> is part of our corporate culture. We are proud to participate in various education initiatives and hope to help Vietnamese children have a better life and a brighter future	2006 Public Accountability Statement
Microsoft	Software,	Microsoft's ongoing work in the area of <i>global citizenship</i> is focused on mobilizing our resources across the company to create opportunities in communities around the world, to foster economic growth, and to serve the public good through innovative technologies and partnerships with government, industry, and community organizations.	Citizenship Report 2005
Total	Oil and Gas,	As a <i>responsible corporate citizen</i> with specialized expertise and an obligation to explain the realities and constraints of our businesses, Total has a stake in certain public debates being conducted in , and worldwide.	Corporate Social Responsibility Report 2005
	Automobiles,	's aim is to become a <i>trusted corporate citizen</i> in international society through open and fair business activities that honor the language and spirit of the law of every nation.	Sustainability Report 2006



Examples of implementing CSR

- Individual level:
 - ▶ Emphasis on ethical decisions making; ethical leadership
 - ▶ Ethics officers; Ombudsmann
 - ▶ Corporate Volunteering
 - ▶ Training programs

- Example: PwC and the Ulysses Program (Pless & Schneider, 2006):
 - ▶ <http://www.pwc.com/gx/en/ulysses>
 - ▶ Future leaders participate in cross-setor partnerships; the aim is to develop leaders and contribute at the same time to the common good

Examples of implementing CSR

- Ulysses 2007: **Save the Children** : Child protection: China
 - ▶ The team's role was to review the efficiency and effectiveness of the current activities in the Livelihoods component of the Fuyang Community-based Model for Children Affected by HIV/AIDS and to make recommendations about the future development of this component. The team was also asked to conduct an in-depth analysis of two of Save the Children's NGO partners as to the sustainability of their business models and the possibility for replication of their work.

- Ulysses 2006: **Save the Children** : Basic education: China
 - ▶ The PwC team provided support to the Yunnan Minority Basic Education Project (YMBEP) which was formed by Save the Children in collaboration with the local government. The team was asked to review the income generation element of the YMBEP which helps provide scholarships to poor children to allow them to access and continue basic education. In response to this the team made recommendations and helped develop models and methodologies for the appraisal of income generation projects.

II. The challenges of the globalization process

Globalization challenges



- Increased integration of value creation transcending national boundaries

- Weakening of the modern Nation State
- The Nation State loses its capability to provide societal integration

- Nation State as primus inter pares
- Deficits on the level of a „Global Governance“

- MNC become Co-Creators of Governance-Structures
- They depend on public legitimacy
- CSR increasingly becomes a strategic impetus

The new post-national constellation (Habermas) and growing complexity of legitimacy demands

- Globalization is the process of growing transnational interdependence of economic and social activities

- Regulation capacity of nation state agencies is in decline
 - ▶ Global public goods problems
 - ▶ Loss of congruency between political sphere and economic sphere
 - ▶ „Failed states“, absence of rule of law, corrupt governments, weak law and enforcement
 - ▶ As a result business firms operate in heterogeneous legal environments with unclear legal standards



The new post-national constellation (Habermas) and growing complexity of legitimacy demands

- Cultural homogeneity within social communities is eroding due to processes of migration and individualization
 - ▶ Increasing heterogeneity/pluralism of norms, values and life-styles
 - ▶ As a result business firms operate in heterogeneous cultural environments

- Business firms are facing a growing complexity of legitimacy demands and societal expectations in their corporate environments



Consequences of the post-national constellation

- Positive and negative consequences of business firm conduct:
 - ▶ Business firms exploit free space of liberalizing marketes
 - ▶ Business firms as political actors
 - ▶ Pressure from international competitors; shareholders
 - ▶ Pressure from growing group of stakeholder



Consequences of the post-national constellation

- The post-national constellation increases the need for legitimizing organizational conduct (pragmatic, cognitive, moral legitimacy)
- In the post-national constellation manipulation strategies and adaptation strategies are likely to face their limits
- Societal expectations are becoming more heterogeneous and complex
- Moral argumentation strategy becomes more important
- Business firms have to establish the organizational capacity to activate each of the three strategies as conditions require
- They follow different legitimization strategies at the same time or switch between one strategy to another
 - ▶ examples: Nike (manipulation, adaptation, & moral argumentation)



Sustainable development and the role of public policy and private business

- „Development that meets the needs of the present without compromising the ability of future generations to meet their own needs“ (Bruntland Report)

- Three dimensions
 - ▶ economic development
 - ▶ social development
 - ▶ environmental protection

- Sustainability as a challenge for public policy and private business
 - ▶ externalities, globalization, weak and failed state institutions
 - ▶ international organisations: UN, ILO, OECD etc.
 - ▶ CSR, corporate sustainability, social entrepreneurship



Sustainability and the ambivalent role of private business

- Business as the problem: Unsustainable business practices:
 - ▶ economic processes that are not sustainable (production, distribution, consumption, disposal)
 - ▶ social miseries (inequality, low wages, suppression of unions, unsafe or unhealthy work environments etc.)
 - ▶ environmental damages

- Business as the solution: Corporate Sustainability and CSR
 - ▶ private production of public goods
 - ▶ self-regulation
 - ▶ UN Global Compact and other initiatives that emphasize the political role of business

- Both the identification of problems and the quest for solutions provoke legitimacy questions for business firms



Globalization challenges

The challenges of globalization according to levels of analysis:

- Macro-Level (Organization and society): Firm as a political actor; global governance
- Meso-Level (Organizational structures): Corporate legitimacy; codes of conduct; stakeholder management
- Micro-Level (individual behavior): Leadership; organizational behavior

II. Research projects at our Chair

Overview of research projects

- Macro-level:
 - ▶ Political theory of CSR
 - ▶ Firms as political actors
 - ▶ Global governance
 - ▶ Legitimacy strategies/spillover

- Meso-level:
 - ▶ Corporate Governance
 - ▶ HRM and CSR
 - ▶ Compliance vs integrity

- Micro-level:
 - ▶ Responsible leadership
 - ▶ Group level and business ethics
 - ▶ Neuroleadership



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Private business firms provide global rules

GLOBAL RULES AND PRIVATE ACTORS: TOWARD A NEW ROLE OF THE TRANSNATIONAL CORPORATION IN GLOBAL GOVERNANCE

Andreas Georg Scherer, Guido Palazzo, and Dorothee Baumann

Abstract: We discuss the role that transnational corporations (TNCs) should play in developing global governance, creating a framework of rules and regulations for the global economy. The central issue is whether TNCs should provide global rules and guarantee individual citizenship rights, or instead focus on maximizing profits. First, we describe the problems arising from the globalization process that affect the relationship between public rules and private firms. Next we consider the position of economic and management theories in relation to the social responsibility of the firm. We argue that instrumental stakeholder

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pp. 505-532



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A political conception of corporate responsibility

© Academy of Management Review
2007, Vol. 32, No. 4, 1096-1120.

TOWARD A POLITICAL CONCEPTION OF CORPORATE RESPONSIBILITY: BUSINESS AND SOCIETY SEEN FROM A HABERMASIAN PERSPECTIVE

ANDREAS GEORG SCHERER
University of Zurich

GUIDO PALAZZO
University of Lausanne



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TABLE 1
Comparison of Postivist and Postpositivist CSR Schools of Thought

Characteristics	Postivist CSR	Nonpostivist CSR	Postmodern CSR	Habermas, CSR	Habermas, CSR
Foundation	Empirical	Philosophical (metaphysical)	Culture and history bound (discursive)	Philosophical (discursive)	Democratic (discursive)
Ideology	Economic/Instrumental	Foundational	Relativistic	Utopian	Pragmatic
Main concepts	Social performance	Character/virtue, duty, social contract, hypocrisy, integrity	Discourse (power)	Discourse (ideal speech situation)	Discourse (public deliberation)
Mode of coordination in society	Private contracts and legal compliance	Social contracts and conformity with moral rules	Discourse and power	Discourse and consensus	Political discourse, market, and administrative routine
Role of corporation	Economic actor, opportunistic, cooperation	Economically and socially responsible actor	"Bad guy" versus "chameleon"	"Bad guy" has to change to "good guy"	Political and economic actor
Role of market	Taken for granted	Critical support	Focus of critique, but considered unworkable	Undetermined	Politically embedded
Role of power	Dominant	Disciplined by moral rules and/or personal integrity	Focus of critique, but considered unworkable	Disciplined by ideal discourse	Disciplined by democratic institutions
Role of legitimacy	Marginalized	Conformity with societal moral norms	Positive legitimacy not possible	Philosophical legitimacy	Democratic legitimacy
Relation to economic rationality	Dualism of economic rationality	Critical support	Critical	Critical, antagonistic	Democratization of economic rationality
Messages to managers	Comply with law and respond (only) to potential stakeholders	Comply with ethical norms and develop personal integrity	Stop manipulation and exploitation, adapt to local culture	Engage in ideal discourse	Engage in political discourse
Main philosophers	Hempel, Nagel, Popper	Business ethics, normative stakeholder theory	Postmodern/postcolonial organization theory, critical management studies	Habermas (1990s-1000s)	Habermas (1990s-today), Dewey, Rawls (1990s-today), Parry
Management theories	CSR, "business case", CSR, instrumental stakeholder theory	Business ethics, normative stakeholder theory, social contract theory	Postmodern/postcolonial organization theory, critical management studies	Critical strategy research, critical management studies	Political CSR, corporate citizenship
Management authors	Carroll, Jones, Wood	Bowen, Donaldson, Dunfee, Freeman, Phillips, Solomon	Barnett, Bop, Calka, Sarrach	Alvesson, Dettz, Waddock	Not yet developed, limited to descriptive analysis (Hatten & Crane)

The new political role of business firms

JOURNAL OF MANAGEMENT STUDIES

Journal of Management Studies ••••• 2010
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



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Table 1. Characteristics of the instrumental and the new political approach to CSR

	Instrumental CSR	Political CSR
Governance model		
• Main political actor	State	State, civil society, and corporations
• Locus of governance	National governance	Global and multi-level governance
• Mode of governance	Hierarchy	Heterarchy
• Role of economic rationality	Dominance of economic rationality	Democratization 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 (complexity)
• 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

Corporate legitimacy and the role of communications

Journal of Business Ethics (2006) 66: 71–88
DOI 10.1007/s10551-006-9044-3

© Springer 2006

Corporate Legitimacy as Deliberation: A Communicative Framework

Guido Palazzo
Andreas Georg Scherer

Modern society is challenged by a loss of efficiency in national governance systems, values, and lifestyles. Corporate social responsibility (CSR) discourse builds upon a conception of organizational legitimacy that does not appropriately reflect these changes. The problems arise from the a-political role of the corporation in the concepts of cognitive and pragmatic legitimacy, which are based on compliance to national law and on relatively homogeneous and stable social expectations on the one hand and widely accepted rhetoric assuming that all members of society benefit from capitalist production on the other. We therefore propose a fundamental shift to moral legitimacy, from an output and power oriented approach to an input related and discursive concept of legitimacy. This shift creates a new basis of legitimacy and involves organizations in processes of active justification vis-à-vis society rather than simply responding to the demands of powerful groups. We consider this a step towards the politicization of the corporation and attempt

to re-embed the debate on corporate legitimacy into its broader context of political theory, while reflecting the move from a liberal to a deliberative concept of democracy.

KEY WORDS: Business and society, business ethics, corporate social responsibility, deliberative democracy, globalization, organizational legitimacy

Corporate legitimacy at stake

Legitimacy can be understood as the conformation with social norms, values, and expectations (Oliver, 1996). It is subjectively perceived and ascribed to actions or institutions by social construction (Berger and Luckman, 1966). Legitimacy is vital for orga-



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III. Seminar CSR: Our agenda



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Date	Theme	Contributor
	Introduction into the Field of CSR	Christian Vögtlin
	Introduction: The Case of BP	Christian Vögtlin
	Theoretical Foundation: Corporate Social Responsibility (CSR)	
	Theoretical Foundation: Corporate Citizenship	
	The Corporation in Global Business: Aspects of Global Governance	
	The Corporation in Global Business: Building and Securing Organizational Legitimacy	
	Implementing CSR: The Role of Organizational Structures	
	Guest Speaker	Prof. Jonathan Doh
	Implementing CSR: Challenges and Implications for HRM	
	Implementing CSR: The Role of Individual Behaviour	
	Implementing CSR: Responsible Leadership	
	Implementing CSR: Organizational Communication	
	Case Studies	
	Case Studies Summarizing the Seminar	



V. Administrative details



Administrative details

- Seminar every Tuesday, 10.15-12.00; participation is mandatory
- Please read the syllabus
- Please read for each session the respective text in your reader
- You design the lecture: Presentation of seminar theme; 45min to 1h of presentation, then group discussion
- Avoid plagiarism!



Administrative details

- You will find all further infos concerning the course on our homepage:
<http://www.iou.uzh.ch/bwl/index.php>
- Module-booking: only those of you shall book the module that were assigned to a theme
- Deadline for the module-booking of this course is March 18, 2011
- Deadline for handing in the seminar papers is June 17, 2011
- Please write me if do not want to participate any more



Distribution of themes and participants

VI. Research design

Research Questions

The following research questions can guide you in preparing your presentations as well as your papers (these shall support you, they are not mandatory):

- What is the practical relevance of the topic you analyze?
- What is the academic relevance?
- What are the challenges for multinational corporations or their employees in relation to the topic you analyze?
- What are possible solutions?
- What are theoretical and practical implications that can be derived from these solutions?



Research Questions

- What motivates your research? (e.g., practical and/or theoretical problem)
- Which theory can help you explaining the phenomenon?
- What methods best suit your analysis? What methods does the theory you draw upon comply with?
- Do you start with a theoretical assumption or a practical problem? (Inductive or deductive)



Ways to analyze the problem

- Theoretical discussion

- Empirical research
 - ▶ Qualitative research methods (e.g., case study analysis; interviews; discourse analysis)
 - ▶ Quantitative research methods (e.g. questionnaires; experiments)

IV. How to write scientific papers

Formalities

- Structure of your paper:
 - ▶ Front page (theme/title for your work, your name, title of seminar, your address and Mat. Nr., date)
 - ▶ Table of Content, Figures and Tables, List of abbreviations
 - ▶ Your text (introduction, main part, discussion)
 - ▶ References (containing all refereces used in the text in alphabetical order)
 - ▶ Appendix
 - ▶ Eidesstattliche Erklärung



Formalities

- Guidelines for your seminar paper:
 - ▶ 15 pages text (without front page, refereces, content table, etc.)
 - ▶ Font: Times New Roman
 - ▶ Space 1.5 between lines
 - ▶ Font size 12 pt
 - ▶ Enough margins (2.5 cm on each side)



Formalities

- How to cite in text:
 - ▶ Short citation: only name of authors, year of publication and page numbers (e.g., Scherer & Palazzo, 2007, p. 1111)
 - ▶ Please cite in brackets after the quote or summary you draw from other sources
 - ▶ Please differentiate between a direct and an indirect quote!!! (direct quote in quotation marks with page number of original source)
 - ▶ You may try a reference manager (e.g., reference manager; EndNote; new Word versions also have a reference manager)



Formalities

- Reference list at the end:
 - ▶ Full citation; make sure to choose one style consistently
 - ▶ E.g. draw on APA (American Psychological Association), or regard the style of specific journals (e.g., AMR/AMJ)
- Examples
 - ▶ Books: Habermas, J. 2001. *The postnational constellation: Political essays*. Cambridge, UK: Polity Press.
 - ▶ Book chapter: Crane, A., Matten, D., & Moon, J. 2008. The emergence of corporate citizenship: Historical development and alternative perspectives. In A. G. Scherer & G. Palazzo (Eds.), *Handbook of Research on Global Corporate Citizenship* Cheltenham: Edward Elgar, pp. 25-49.
 - ▶ Journal: Scherer, A. G. & Palazzo, G. 2007. Toward a political conception of corporate social responsibility: Business and society seen from a Habermasian perspective. *Academy of Management Review*, 32(4): 1096-1120.



Formalities: Evaluation criteria

- Is the paper complete, i.e. does the seminar paper contain all relevant parts?
- Is it formally correct?
 - ▶ Spelling and grammar
 - ▶ Was every use of other persons' words correctly cited?
- Is it clear, i.e. is the work in its wording and diction clear, concise and accurate?
- Is it stringent, i.e. was the chosen design coherently used throughout the text?



Research problem and goal

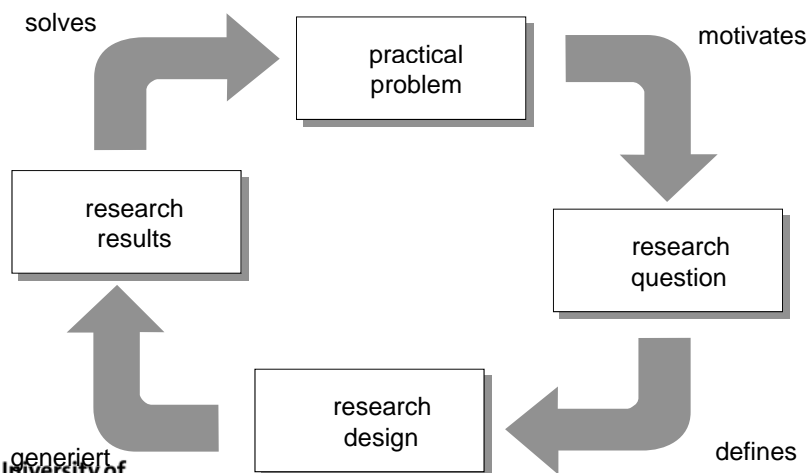
- How to find a research question
 - ▶ Practical problem
 - ▶ Gap in the academic literature
 - ▶ Your personal motivation
- Introduction of your paper
 - ▶ **P**roblem (theme, practical and academic relevanz),
 - ▶ **G**oal (research question, overview of academic research relating to your topic, narrows down your theme)
 - ▶ **M**ethod, structure of your work
 - ▶ Length of introduction about 2 pages



Research problem and goal

- Reference points you can draw upon:
 - ▶ Hints in the reader
 - ▶ Introduction or future research in recent journal articles
 - ▶ Try to formulate concrete questions
- Derive your research goal from the problem you have identified:
 - ▶ This helps you to narrow down your theme
 - ▶ Guides you in structuring your paper

Research problem and goal



Research problem and goal: Evaluation criteria

- Relevance: To which practical or theoretical problem does the paper make a relevant contribution?
- Innovation: Does the work offer new insights or solutions for the problem?
- Precision: Is the research problem and the subsequent goal formulated precisely?
- Narrowing down of problem and goal: Was the research problem and the goal narrowed down in a meaningful way?

Structure

- Structure of your paper
 - ▶ The structure highlights your line of argumentation throughout the paper and guides the reader in following your thoughts
 - ▶ Systematizes the problem
 - ▶ Helps the author as well as the reader
- Table of content
 - ▶ Number your chapters consecutively
 - ▶ Include reference to pages

Structure: Evaluation criteria

- Formally correct
 - ▶ Is the structure formally correct (e.g., the numbering)?
- Logic
 - ▶ Is there an inherent logic to your structure?
 - ▶ Does the structure of your chapters make sense (e.g., the levels, the relation between chapters/levels) ?
- Informational value
 - ▶ Does your struture provide the reader with an idea of the topic you want to address?

Structure of your argumentation

- Introduction
 - ▶ Problem, goal, and method
- Main part
 - ▶ Capture and systematize the problem
 - ▶ Display of relevant literature and theoretical frame
 - ▶ Research, analysis, empirical investigation
 - ▶ Presentation of the results
- Discussion
 - ▶ Summary
 - ▶ Discussion and critique
 - ▶ Limitations and future research

Structure of your argumentation: Evaluation criteria

- Accuracy and correctness of content
 - ▶ Is the research topic and the literature discussion on the topic presented accurately and correctly?
- Clarity/Unambiguity
 - ▶ Are the main concepts clearly defined and used
- Coherence
 - ▶ Is the argumentation coherent, consistently and unambiguous
- Zielstrebigkeit
 - ▶ Wird auf Themenausschweifungen und Wiederholungen verzichtet? Werden die Fragen zielstrebig beantwortet?
- Ability to critically question assumptions
 - ▶ Werden die Untersuchung und deren Ergebnisse kritisch kommentiert?



Contribution

- Treatment
 - ▶ Paper should be your own work; cite other persons' thoughts
- Precision
 - ▶ Layout, structure, argumentation, results
- Innovation
 - ▶ Your own thoughts and contribution, critical stance
- Schedule/ timetable
 - ▶ Deadline: **June 17, 2011!! (earlier handing in possible)**
 - ▶ Work with milestones and self-controlling



Contribution: Evaluation criteria

- Your own work
 - ▶ Did you write the paper on your own?
- Addressing gaps in the literature
 - ▶ Did you try to close gaps in the literature?
- Uncover contradictions
 - ▶ Did you uncover contradictions or points of tension in the literature that you tried to solve?
- Your own arguments and ideas
 - ▶ Does the work show own thoughts and ideas?
 - ▶ Do you argument for your position?

How to find relevant literature

- Exemplary approach
 - ▶ Look for Handbooks of the topic
 - ▶ Search a recent contribution to the topic (e.g., by searching for keywords)
 - ▶ Take a renowned journal or look for a review article (keywords: Meta-Analysis or Review)
 - ▶ Take this article as a starting point for further research by either looking at the cited literature in the reference list or in the introduction

How to find relevant literature

- Handbooks and books for general introduction into the theme can be found in the university library or are available at the Chair of Prof. Scherer

- Important journals in business administration and management are (among others):
 - ▶ Academy of Management Review (AMR), Academy of Management Journal (AMJ), Administrative Science Quarterly (ASQ), Die Betriebswirtschaft (DBW), Die Unternehmung (DU), Harvard Business Review (HBR), Harvard Manager, Journal of International Business Studies (JIBS), Journal of Management Studies (JMS), Management International Review (mir), Organization, Organization Science (OS), Organization Studies (Org.Stud.), Strategic Management Journal, Zeitschrift für Betriebswirtschaft (ZfB), Zeitschrift Führung + Organisation (zfo), Zeitschrift für betriebswirtschaftliche Forschung (zfbf).



Literature research

Main electronic resources:

- ▶ Look directly for electronic journals
- ▶ EBSCO (Business Source Premier)
- ▶ ISI Web of Knowledge (isiknowledge.com/)
- ▶ JSTOR
- ▶ Google Scholar (<http://scholar.google.de/>)



Literature research

The screenshot shows the UZH library website in a Mozilla Firefox browser. The page lists various library services and resources. Annotations include:

- A box labeled "Metasuche oder Datenbankliste" pointing to the "Elektronische Informationsquellen" section.
- A box labeled "Direkte Datenbankliste" pointing to the "Elektronische Informationsquellen" section.
- A box labeled "Hier direkt nach der Zeitschrift suchen" pointing to the "Elektronische Informationsquellen" section.

The "Elektronische Informationsquellen" section lists:

- Bibliothekskatalog Universität Zürich (EDS Zürich Universität)
- Bibliothekskatalog ETHZ (HEBI)
- Bibliothekskataloge Deutschschweiz (EDS Deutschschweiz)
- Recherche-Portal der Hauptbibliothek Universität Zürich
- Datenbanken der Universität und Zentralbibliothek Zürich
- E-Zeitschriftenbibliothek der Universität und Zentralbibliothek Zürich
- E-Orientierung der Universität und Zentralbibliothek Zürich

Literature research

The screenshot shows the EBSCOhost Advanced Search interface. The search criteria are:

- Find: [empty]
- and [empty]
- and [empty]

The "In:" dropdown is set to "Specific Databases". The "Limit to:" dropdown is set to "Social Sciences". The "Published Date from:" is set to "Month" and "Year". The "Special filters for EBSCOhost" section includes:

- Reviewed Book Title: [empty]
- Publication Type: [empty]
- Geographic Descriptor: [empty]
- Geographic Region: [empty]

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- **On our Homepage you find further remarks on scientific writing:**
 - ▶ <http://www.iou.uzh.ch/bwl/study.sa.php>



IV. Discussion



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Thank you for your attention!