



Universität
Zürich^{UZH}

Department of Business Administration

Seminar in Corporate Social Responsibility

Chair of Foundations of Business Administration and Theories of the Firm
University of Zurich 2012

Christian Vögtlin

christian.voegtlin@uzh.ch

21.02.2012

Seite 1



Universität
Zürich^{UZH}

Department of Business Administration

Content

- I. Introduction
- II. Seminar topic: The field of CSR
- II. The challenges of the globalization process
- III. Agenda of the seminar and administrative details
- IV. How to write your paper
- V. Discussion and questions

21.02.2012

Seminar TdMNU, Universität Zürich

Seite 2



Universität
Zürich^{UZH}

Department of Business Administration

Introduction



Universität
Zürich^{UZH}

Department of Business Administration

Nestlé and palm oil



<http://www.youtube.com/watch?v=IzF3UGOIVDc>



**Universität
Zürich**^{UZH}

Department of Business Administration

Palm oil production


Palm oil is, apart from soy oil the most important vegetable oil. In 2009, 46 million tons of palm oil have been produced worldwide.

Malaysia and Indonesia provide together more than 85 % of the world's production of palm oil. Indonesia alone has increased its production since 2002/03 by 66%. Indonesia's world market share is 44 %.

Palm oil plantations are the major reason for the deforestation of the rain forest in Asian countries.

In Indonesia alone 3 Million hectares of new plantations have been created between 1990 and 2005.

<http://de.wikipedia.org/wiki/Palm%C3%B6l>; Süddeutsche Zeitung 2008
21.02.2012
Seite 5




**Universität
Zürich**^{UZH}

Department of Business Administration

Consequences

«Niemand beim WWF will ein Feigenblatt sein»
Dokumentarfilm «Palm mit dem Panda» erhebt schwere Vorwürfe



Loss of biodiversity (habitat for flora and fauna)

Greenhouse gas emissions due to fire clearance, rain forest as green lung is eroding (Indonesia is one of the countries with the highest emissions of greenhouse gases)

Consequences for the local community (Resettlements, land rights, erosion and water problems)

Frankfurter Allgemeine
ZEITUNG DER DEUTSCHEN

Handel rückt Hersteller

Palmöl gilt als Gefahr Klimawandels. Deutsche Lieferketten umstellen dafür ein „Forum für nachhaltiges Palmöl“, andere folgen.

FAZ.Net, 07.06.2011

Wälder werden überwachelt
Die Rodung von
erhöhen im Regenwald
Gefahr. (Bild: Imagor)

in den WWF erhoben.
die Welle der
ort. Hier nimmt der

29.06.2011

21.02.2012
Seite 6



Universität
Zürich^{UZH}

Department of Business Administration

I. The field of CSR



Universität
Zürich^{UZH}

Department of Business Administration

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).

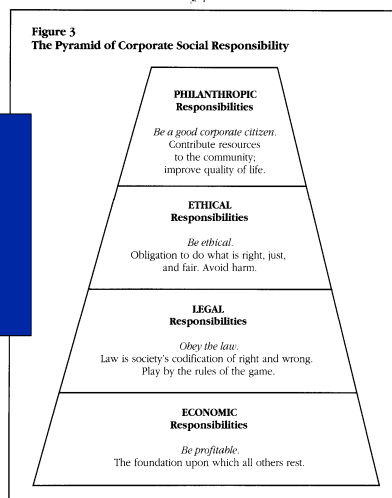


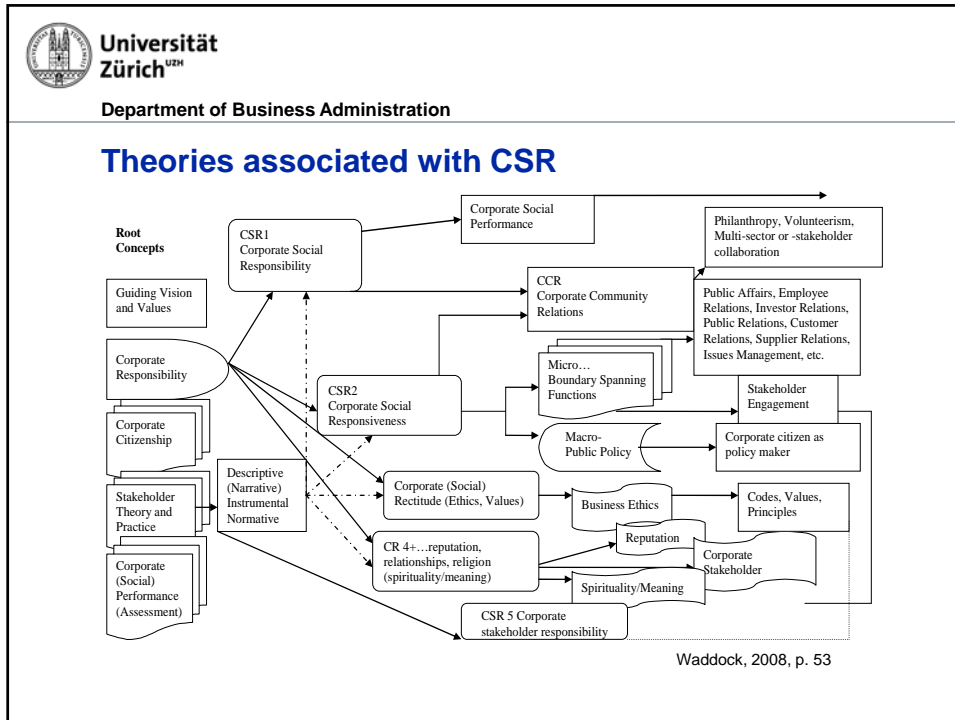
The field of CSR

Multitude of concepts and theories in relation to CSR emerge:

Corporate Citizenship
Corporate Social Responsibility
Corporate Social Performance
Sustainability
Stakeholder Theory
etc.

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





Universität Zürich
Department of Business Administration

Theories associated with CSR

TABLE 1
Comparison of Postpositivist and Postpostpositivist CSR Schools of Thought

Characteristics	Postivist CSR	Naïve/positivist CSR	Postmodern CSR	Hermeneutic CSR	Hermeneutic, CSR
Foundations	Economic	Philosophical (teleological)	Culture and history based (discursive)	Philosophical (discursive)	Discursive (discursive)
Ideology	Economic/ instrumental	Foundational	Relativistic	Dialogic	Pragmatic
Main concepts	Social performance	Character/virtue, duty, social contract, legitimacy, identity	Discourse (power)	Discourse (ideal speech act)	Discourse (public deliberation)
Mode of coordination in society	Private contracts and legal compliance	Social contracts and customary with moral rules	Discourse and power	Discourse and consensus	Political discourse, market, and administrative justice
Role of corporation	Economic actor, opportunistic, cooperative	Essentially and socially responsible actor	Corporate citizenship	Change to citizen-actor	Political and economic actor
Role of market	Force for progress	Critical support	Focus of critique	Discourse/argument	Primarily unacknowledged
Role of power	Dominate	Disciplined by moral rules and/or personal integrity	Focus of critique, but constrained, unavoidable	Disciplined by ideal discourse	Disciplined by democratic institutions
Role of legitimacy	Marginalized	Conformity with existing moral norms	Positive legitimacy not possible	Philosophical legitimacy	Discursive legitimacy
Relation to economic rationality	Domination of economic rationality	Critical support	Critical	Critical, antagonistic	Domination 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 cynicism, obligate to local culture	Engage in ideal discourse	Engage in political discourse
Main philosophers	Wheat, Haged, Popper	Aristotle, Confucius, Hobbes, Rawls (1971)	Deleuze, Foucault, Lyotard	Habermas (1980s-1990s)	Habermas (1980s-1990s), Dewey, Rawls (1980s-1990s), Perry
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	Rawls, Donaldson, Dunfee, Freeman, Phillips, Solomon	Burton, Bje, Collins, Swartz	Alvesson, David, Giddens, Gough, Waddock	Not yet developed, limited to descriptive analysis (Hermes & Crane)

Scherer & Palazzo, 2007, p. 1113



From theories to implementing CSR: Empirical examples

Three levels of analysis to look at (also reflected in course outline):

- Macro-level: Business organizations in (global) society
- Meso-level: Organizational structures, culture and practices
- 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>
- Max Havelar: <http://www.maxhavelaar.ch/>
- Auquaculture Stewardship Council: <http://www.ascworldwide.org/>
- Global Responsible Leadership Initiative: <http://www.grii.org/>



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.grli.org/index.php/grli-partners>
- Too many academic institutions?



Self-regulating industry standards

Quelle DER SPIEGEL vom 05. 05. 2008
Seite 102
Rubrik Wirtschaft
Autor Klawitter, Nils |

DER SPIEGEL

VERBRAUCHERSCHUTZ

Das große Moral-Monopoly

Emission free, New Ethics, klimaneutral? Viele vermeintlich gehaltvolle Prüfsiegel klingen bedeutungsschwer, sind aber vor allem dick aufgetragene Unternehmenskosmetik.

Product differentiation by social/environmental labeling


Universität Zürich
 Department of Business Administration

Self-regulating industry

Quelle: DER SPIEGEL, vom 05. 05. 2008
 Seite: 102
 Rubrik: Wirtschaft
 Autor: Klausler, Nils

DER SPIEGEL

VERBRAUCHERSCHUTZ

Das große Moral-Monopoly

Emission free, New Ethics, klimaneutral? Viele vermeintlich gehaltvolle Preisfiegel klingen bedeutungsschwer, sind aber vor allem dick aufgetragene Unternehmenskosmetik.

EMPFLEHENSWERTE GÜTESIEGEL

test Stiftung Warentest
Führt im Jahr über 200 Waren- und Dienstleistungstests durch, ist häufig von Herstellern kritisiert, aber noch nie zu Schadenersatz verurteilt worden

ÖKO-TEST Mitunter einseitige Konzentration auf Schadstoffe, dennoch hohe Testqualität

BIO Die so ausgezeichneten Produkte entsprechen der mäßig ambitionierten EG-Öko-Verordnung, noch besser sind zusätzliche Logos von Anbauverbänden wie Bioland oder Demeter

FAIRTRADE Fairtrade Sichert den Produzenten einen fairen Anteil am Umsatz zu; wird aus liberaler Sicht als willkürlicher Eingriff in die freie Preisbildung gesehen

FSC Forest Stewardship Council
Trotz Fällen von strittigen Tropenholz-Zertifizierungen in der Vergangenheit sichert das Label nachhaltige und ökologische Forstwirtschaft

FAIR WEAR FOUNDATION Bis in die Subunternehmen hinein kontrollierte Arbeitsbedingungen in der Textilindustrie

SAFE Delphinschützender Thunfischfang; rund 400 Firmen lassen sich inzwischen durch das amerikanische Earth Island Institute kontrollieren

WENIG AUSSAGEKRÄFTIGE SIEGEL

Blauer Engel In die Jahre gekommenes Siegel des Umweltministeriums (seit 1977), das unter vergleichbaren Produkten bereits das kleinere Übel in Sachen Umweltbelastung belohnt

EU-Energieeffizienz Gesetzlich vorgeschriebene, aber leicht irreführende Verbraucherinformation: selbst Geräte der Klasse A sind oft nicht mehr die sparsamsten Modelle; Recyclingfähigkeit spielt keine Rolle

„Conformité Européenne“ Zeichen für EU-konformes Produkt; reine Selbstauskunft des Herstellers, kaum überprüft

Rainforest Alliance Firmenehes Label für Bananen, Kaffee und weitere Agrarprodukte; weder unter sozialen noch unter Umweltaspekten besonders anspruchsvoll


IRREFÜHRENDE KENNZEICHNUNGEN

Care & Fair Typisches Beispiel für ein Logo Marke Eigenbau; es stammt von einem Branchenverband des internationalen Teppichhandels, eine effektive Kontrolle von Kinderarbeit findet nicht statt

Delphinfreundlich Ungeschützte Kennzeichnung, die von Firmen beliebig verwendet werden kann

© 2008 PMG Presse-Monitor GmbH

21.02.2012 Seminar TdMNU, Universität Zürich Seite 17


Universität Zürich
 Department of Business Administration

Examples of implementing CSR


Organizational level:

- Codes of conduct
- Sustainability programs
- CSR departments
- Compliance programs

Examples:

- ABB: http://www.abb.com/cawp/abbzh258/235c6a4c193429f3c12569680050e09f_a_spx?v=4C1E&leftdb=global/ABBZH/ABBZH258.NSF&e=us&leftmi=10dceeb0d9cd60f7c12571920030fc99
- Novartis: <http://www.novartis.com/corporate-responsibility/index.shtml>
- UBS: http://www.ubs.com/1/e/about/corp_responsibility.html


21.02.2012 Seminar in CSR, University of Zurich Seite 18


Universität Zürich^{UZH}
 Department of Business Administration

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

Crane et al. 2008, p. 27


Universität Zürich^{UZH}
 Department of Business Administration

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):

- Future leaders participate in cross-sector partnerships; the aim is to develop leaders and contribute at the same time to the common good

21.02.2012 Seminar in CSR, University of Zurich Seite 20

Universität Zürich
 Department of Business Administration

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.

21.02.2012 Seminar in CSR, University of Zurich Seite 21

Universität Zürich
 Department of Business Administration

Integrated Service-Learning Program

Project "Ulysses"

- Project assignments in developing countries
- Team building and coaching
- Individual coaching
- 360-degree feedback
- Reflective exercises
- Meditation and yoga
- Story-telling sessions

Learning Processes and Mechanisms

Ulysses Program

- cognitive
- affective
- behavioral

Important Learning Mechanisms

- Resolving tensions and paradoxes
- Constructing a new life-world
- Coping with adversity and strong emotions

Learning Outcomes/ Competencies Developed

Responsible Leadership Competencies

- Responsible Mind-set**
 - CSR-related knowledge
 - Socially responsible reflection
 - Servant leadership attitude
- Ethical Literacy**
 - Moral awareness
 - Belief in importance of virtues and values
- Self-Development**
 - Self-awareness
 - New perspective on life and business
 - Belief in importance of social relationships
 - Importance of work-life balance
- Community Building**
 - Stakeholder engagement
 - Improved interpersonal skills
 - Personalized relationship management

Global Leadership Competencies

- Cultural Intelligence**
 - Knowledge about other cultures
 - Culture-specific knowledge
 - Cultural sensitivity and empathy
 - Being nonjudgmental
- Global Mind-set**
 - Cosmopolitan thinking
 - Grasping and managing complexity
- Other Competency Areas Relevant to Responsible Global Leadership**

Pless, Maak & Stahl, 2011, pp. 241; 249

21.02.2012 Seminar in CSR, University of Zurich Seite 22



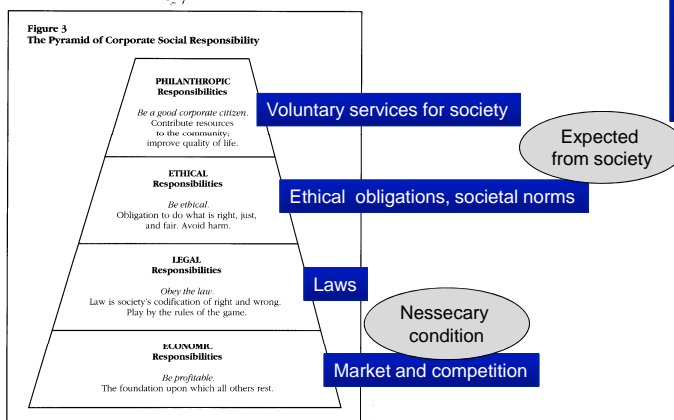
II. The challenges of the globalization process: How globalization challenges the assumptions of CSR



What is expected from companies?

Social responsibility in the liberal model:
-Economic successes
-Obey laws and societal rules
-Philanthropy

But is this still sufficient in times of globalization?



Quelle: Carroll, 1991, p. 42
21.02.2012

Seite 24



Assumptions of the liberal model of democracy

Strict separation of political and economic sphere

State guarantees boundary conditions in the form of laws and regulations within which economic actors can act freely according to their interests

Concept of the citizen: negative rights, contribution limited to voting (individual seeks to maximize self-interest, is rational and preference based)

Political process: fight for votes, majority rule by aggregation of individual preferences



Income/allocation argument for free trade

„Free trade does not create jobs – it creates income by reallocating or transferring jobs from the lower-productivity to the higher-productivity sectors of the economy. The argument for free trade – at least in the standard theory – is an efficient allocation of resources argument. Such reallocation increases income by increasing the average productivity of the nation's stock of productive resources“ (Krauss 1997, S. 5).



Universität
Zürich^{UZH}

Department of Business Administration

Expectation of free trade

- More efficient allocation of resources and welfare gains
- More efficient use of production factors/means of production
- Facilitation of technical improvements
- Prevention of market power and monopolistic behavior
- Stronger price flexibility
- Better adaption of the supply of goods to the preferences of those demanding the goods (customers)

Quelle: Scherer 2011
21.02.2012

Seite 27



Universität
Zürich^{UZH}


Department of Business Administration

How is this related to the responsibility of corporations?



21.02.2012

Seite 28


**Universität
Zürich^{UZH}**
 Department of Business Administration

The relationship between state and economy in a globalizing society

„Multinationale Unternehmen können ihre Produktivität, ihr Kapital, ihre Arbeitsplätze und ihre Steuerkraft durch organisationsinterne Akte über die Landesgrenzen verlagern, stehen dem Staat deshalb nicht mehr als Rechtsunterworfenen, sondern den Staaten als unter Rechtsalternativen gegenüber.“ (Kirchhof 1999)

MNCs are not subject any more to the laws of one state but can choose between different regulatory environments

21.02.2012 Seite 29


**Universität
Zürich^{UZH}**
 Department of Business Administration

The relationship between state and economy in a globalizing society

In economies without foreign direct investments and trade:
 Companies are subject to the laws of their home country; state can enforce laws and regulations (state monopoly on the use of force)
 Companies pursue their profits within the local rules and laws
 Strict separation of economic and political sphere

Quelle: Scherer 2011
 21.02.2012 Seite 30



Universität
Zürich^{UZH}

Department of Business Administration

The relationship between state and economy in a globalizing society

In economies without foreign direct investments and trade:

Companies are subject to the laws of their home country; state can enforce laws and regulations (state monopoly on the use of force)

Companies pursue their profits within the local rules and laws

Strict separation of economic and political sphere

In a globalizing economy:

No monopoly of force, rather a pluralism of legal systems and moral and cultural norms; deficits of the executive to control the global economy

MNCs are not subject to a single rule of law, but can choose the most favorable conditions under economic considerations

Globalization decreases the steering capacity of the nation state system over the economic system

Quelle: Scherer 2011
21.02.2012

Seite 31



Universität
Zürich^{UZH}

Department of Business Administration

The consequences of globalization for the business organization

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

Habermas 2001, Beck 2000, Scherer & Palazzo, 2008, 2011



Universität
Zürich^{UZH}

Department of Business Administration

The consequences of globalization for the business organization

Cultural homogeneity within social communities is eroding due to processes of migration and individualization

- Increasing heterogeneity/pluralism of norms, values and life-styles
- Business firms operate in heterogeneous cultural environments
- As a result, business firms are facing a growing complexity of legitimacy demands and societal expectations in their corporate environments

Habermas 2001, Beck 2000, Scherer & Palazzo, 2008, 2011



Universität
Zürich^{UZH}

Department of Business Administration

The consequences of globalization for the business organization

Multitude of economic and political actors (MNCs, NGOs, nation states, supranational institutions, the media)

New role of the nation state (loss of monopoly of force)

Different legal systems and cultural value orientations

Conflict between economic rationality and ethical demands

(at least) three levels of action/coordination (local environment, nation state, supra-national level)

21.02.2012

Seite 34


Universität Zürich^{UZH}
 Department of Business Administration


New actors in the globalizing economy





WORLD TRADE ORGANIZATION 



21.02.2012
Seite 35

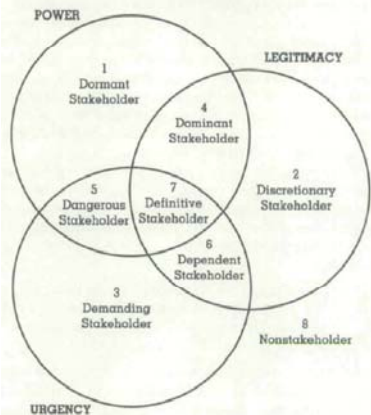

Universität Zürich^{UZH}
 Department of Business Administration

New actors in the globalizing economy






EvB
 Erklärung von Bern
 Dichiarazione di Berna
 Déclaration de Berne



Quelle: Mitchell et al. 1997, S. 874

21.02.2012
Seite 36



Globalization challenges: 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



Universität
Zürich^{UZH}

Department of Business Administration

The challenges of globalization – Starting point for the research agenda at our Chair

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

21.02.2012 Seminar in CSR, University of Zurich

Seite 39



Universität
Zürich^{UZH}

Department of Business Administration

III. Seminar CSR: Our agenda



**Universität
Zürich**^{UZH}

Department of Business Administration

Seminar in CSR - Agenda

Date	Theme	Contributor
21.02.12	Introduction into the Field of CSR: The Implications of Globalization	Christian Vöglin
21.02.12	How to write your seminar paper	Christian Vöglin
28.02.12	Guest Speaker	Ina Maria Kaufmann Adrian Siegrist Sustainserv
28.02.12	Theoretical Foundation: Corporate Social Responsibility (CSR)	Student presentations
06.03.12	Theoretical Foundation: Corporate Citizenship	Student presentations
06.03.12	The Corporation in Global Business: Aspects of Global Governance	Student presentations
13.03.12	The Corporation in Global Business: Building and Maintaining Organizational Legitimacy	Student presentations
13.03.12	Guest Speaker	Kevin B. Lowe University of North Carolina



**Universität
Zürich**^{UZH}

Department of Business Administration

Seminar in CSR - Agenda

20.03.12	Implementing CSR: The Role of Organizational Structures	Student presentations
20.03.12	Implementing CSR: Challenges and Implications for HRM	Student presentations
27.03.12	Implementing CSR: Responsible Leadership Overview of current Research Projects at the Chair	Christian Vöglin
27.03.12	Guest Speaker	John Tobin Alexandra Mihailescu Credit Suisse
03.04.12	Implementing CSR: The Role of Individual Behaviour	Student presentations
03.04.12	Implementing CSR: Organizational Sensemaking	Student presentations



**Universität
Zürich^{UZH}**

Department of Business Administration

Administrative Details

Seminar takes place every Tuesday in the first half of the semester, 8-12 o'clock

Requirements: take part in discussion, presentation, seminar paper

Seminar can be accredited to MA: BWL 5; 3 ECTS

Module-booking: only those of you shall book the module that were assigned to a theme, deadline March 16, 2012

Deadline for the seminar papers is June 10, 2012; earlier hand in possible; please send me the papers electronically via email

Please write me if do not want to participate any more

Please find details in the syllabus and the reader

You find all information concerning the course on our homepage:

<http://www.business.uzh.ch/professorships/as/teaching/>



**Universität
Zürich^{UZH}**

Department of Business Administration

Distribution of themes and participants

Assignment of 1st theme today: first serve, first come

All other themes: please send me an email with themes you would be interested in. Assign them priorities from 1 to 3, whereas 1 indicates the most interesting theme for you.

Next session we will try to finalize the distribution of themes and participants



Universität
Zürich^{UZH}

Department of Business Administration

IV. How to write your papers/prepare your presentations



Universität
Zürich^{UZH}

Department of Business Administration

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 theoretical/scientific relevance?

What is the practical relevance of the topic you analyze?

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?



**Universität
Zürich**^{UZH}

Department of Business Administration

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? (e.g., critical literature review; case study)
- Do you start with a theoretical assumption or a practical problem? (Inductive or deductive)



**Universität
Zürich**^{UZH}

Department of Business Administration

Goals of a presentation/paper

Your presentation/seminar paper shall show that you can work on and develop a specific theme on your own, that means especially:

- Get an overview of the relevant references (literature, textbooks, academic journals, press/media, databases, internet),
- Structure a theme in a meaningful way,
- Present what has been written to this theme until now,
- Critically evaluate the actual discussion, try to take your own position
- And to present this in class and in a written paper to an academically interested audience.

Important in this regard is a rigorous documentation of the thoughts of others.
Avoid plagiarism!



Choosing and structuring the theme

Criteria for choosing the topic/theme: Practical problem, gap in the academic literature, your interest/personal motivation, prior experience, etc.

Find the relevant literature, structure your topic alongside your studies of the literature

Iterative procedure: that means thinking in within the triangle of problem, goal, method/approach. Try to make the research problem and goal more precise during this process

Always ask yourself when looking for the literature, how do the references fit into this triangle?

Triangle of Problem/Goal/Method

- **P**roblem (theme, practical and academic relevance),
- **G**oal (research question, overview of academic research relating to your topic, narrows down your theme)
- **M**ethod, structure of your work



Remarks presentation

Extract your problem clearly: What is the presentation about?

Formulate the goal precisely: What do I want to achieve with the presentation?

(logical) structure: How will I accomplish this goal?

Make the problem, goal and structure transparent for the audience

Keep the time in mind: the presentation should be about 45min to 1h, so that we have enough time for discussion

Slides/charts shall back up your presentation (include a slight with title, theme and your name as well as a slight with an overview of the content)

You can think about a summary at the end, including questions for discussion, as well as a handout



Remarks paper

Here as well:

- Extract your problem clearly,
- Formulate the goal precisely,
- Make the structure of the paper/your argumentation transparent,
- Generally, it is appropriate to start your seminar paper with triangle of problem/goal/method.



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 references used in the text in alphabetical order)
- Appendix
- Eidesstattliche Erklärung
- Max. 15 pages text (without front page, refereces, content table, etc.), font: Times New Roman, space 1.5 between lines, font size 12 pt, leave 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



Evaluation criteria

Presentation

- Precision of presentation of research problem/question and goal
- Communication of the extracted arguments/assumptions
- Formal structure of slides and handout
- Competent responses to questions, objections and critique

Seminar paper

- Layout, formality
- Precision of research problem and goal
- Structuring
- Your Argumentation, especially the ability to present the current scientific discussion and to critically comment it
- Your contribution (literature research, your own arguments, etc.)



How to find the 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



**Universität
Zürich**

Department of Business Administration

How to find the 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).



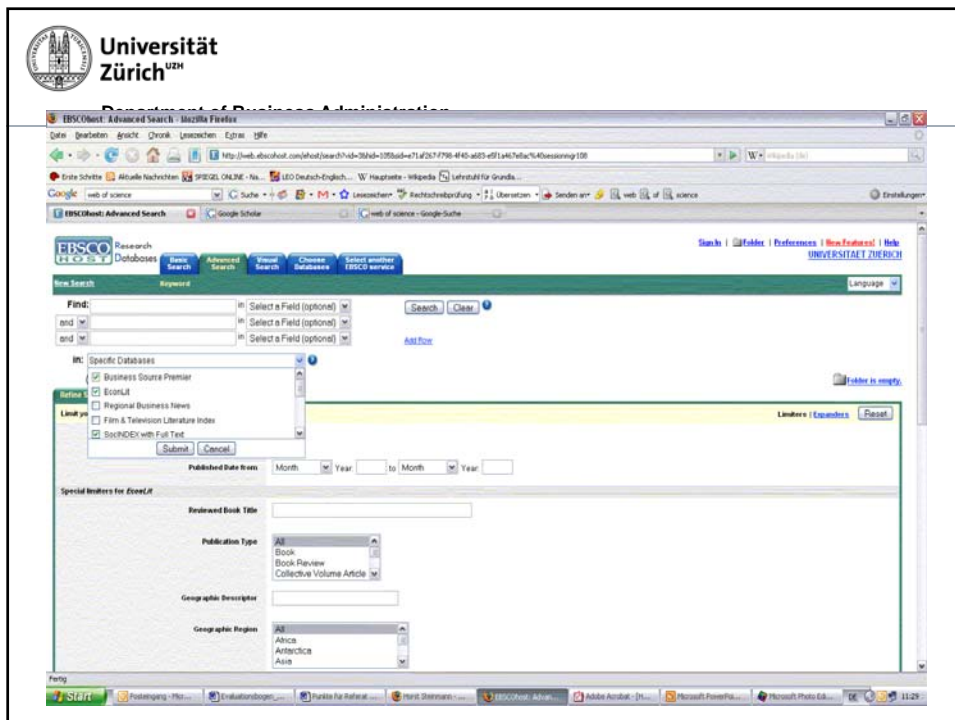
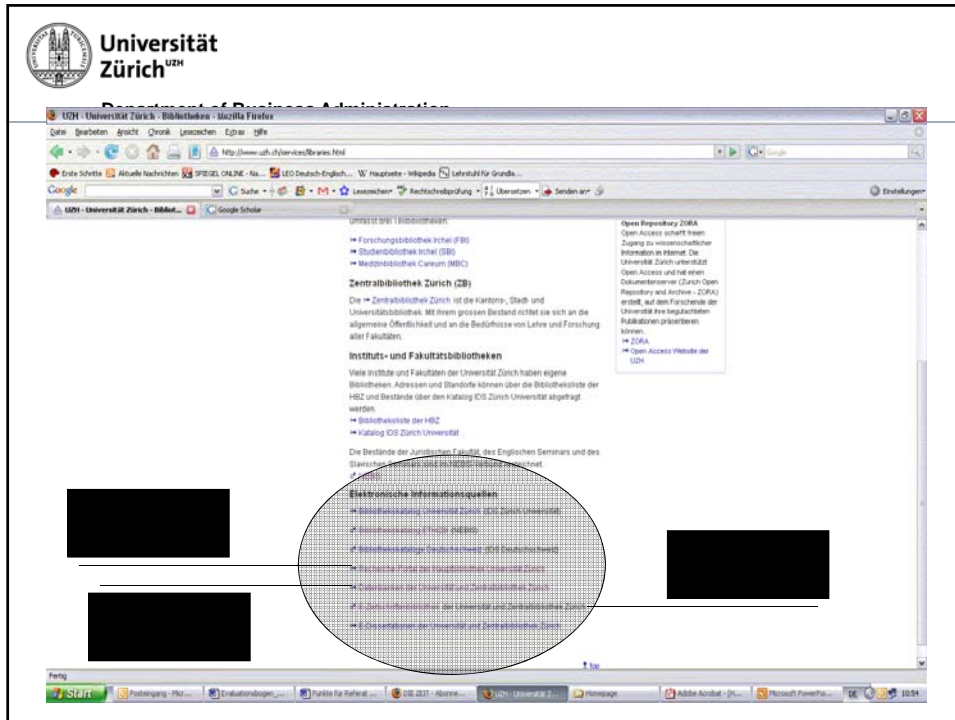
**Universität
Zürich**

Department of Business Administration

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/>)





Universität
Zürich^{UZH}

Department of Business Administration

References – Scientific writing

Bänsch, A. (2003): Wissenschaftliches Arbeiten - Seminar- und Diplomarbeiten, 8. Auflage, München.

Diesterer, G. (2003): Seminararbeiten schreiben - Diplom-, Seminar- und Hausarbeiten in den Wirtschaftswissenschaften, 2. Auflage, Berlin.

Rückriem, G., Stary, J., Franck, N. (1997): Die Technik des wissenschaftlichen Arbeitens - Eine praktische Anleitung, 10 Auflage, Paderborn.

Sachs, S., Hauser, A. (2002): Das ABC der betriebswirtschaftlichen Forschung: Anleitung zum wissenschaftlichen Arbeiten, Zürich.

Theisen, M. R. (2002): Wissenschaftliches Arbeiten - Technik - Methodik - Form, 11. Auflage, München.

On our Homepage you find further remarks on scientific writing:

<http://www.business.uzh.ch/professorships/as/teaching/themenliste.html>

21.02.2012 Seminar in CSR, University of Zurich

Seite 61



Universität
Zürich^{UZH}

Department of Business Administration

IV. Discussion and questions



References

- Beck, U. 2000. *What is globalization?* Cambridge: Polity Press.
- Carroll, A. B. 1979. A Three-Dimensional Conceptual Model of Corporate Performance. *Academy of Management Review*, 4(4): 497.
- Carroll, A. B. 1991. The pyramid of corporate social responsibility: Toward the moral management of organizational stakeholders. *Business Horizons*, 34(4): 39.
- Carroll, A. B. 1999. Corporate social responsibility: Evolution of a definitional construct. *Business & Society*, 38(3): 268-295.
- 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*: 25-49. Cheltenham: Edward Elgar.
- FAZ.Net 07.06.2011. [http://www.faz.net/IN/INtemplates/faznet/default.asp?tpl=common/zwischenseite.asp&dox=\(9E99204B-2640-D97D-3F40-14FAF874E29D\)&rub=\(D16E1F55-D211-44C4-AE3F-9DDF52B6E1D9\)](http://www.faz.net/IN/INtemplates/faznet/default.asp?tpl=common/zwischenseite.asp&dox=(9E99204B-2640-D97D-3F40-14FAF874E29D)&rub=(D16E1F55-D211-44C4-AE3F-9DDF52B6E1D9)), abgerufen am 29.07.2011.
- Friedman, M. 1970. The social responsibility of business is to increase its profits. *The New York Times Magazine*, 13 September 1970.
- Habermas, J. 2001. *The postnational constellation: Political essays*. Cambridge, UK: Polity Press.
- Habermas, J. 1996. Drei normative Modelle der Demokratie. In J. Habermas (Ed.), *Die Einbeziehung des Anderen*: 277-292. Frankfurt am Main: Suhrkamp.
- 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. *Academy of Management Review*, 22(4): 853-886.
- NZZ 29.06.2011. Niemand will beim WWF ein Feigenblatt sein, http://www.nzz.ch/nachrichten/wirtschaft/aktuell/niemand_beim_wwf_will_ein_feigenblatt_sein_1.11087668.html, abgerufen am 29.07.2011.
- Palazzo, G. & Scherer, A. G. 2006. Corporate legitimacy as deliberation: A communicative framework. *Journal of Business Ethics*, 66(1): 71-88.



References

- Pless, N. & Schneider, R. 2006. Towards developing responsible global leaders: The Ulysses experience. In T. Maak & N. Pless (Eds.), *Responsible leadership*: 213-226. London: Routledge.
- Pless, N.M., Maak, T., & Stahl, G.K. 2011. Developing responsible global leaders through international service-learning programs: The Ulysses experience. *Academy of Management Learning & Education*, 10(2): 237-260
- Scherer A. G. 2011. Vorlesung Globalisierung, IBW, Universität Zürich.
- Scherer, A. G. & Palazzo, G. 2011. 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. *Journal of Management Studies*, 48, forthcoming.
- Scherer, A. G., Palazzo, G., & Seidl, D. Legitimacy strategies in a globalized world: Organizing for complex and heterogeneous environments. IOU Working Paper. 2010. University of Zurich.
- 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.
- Scherer, A. G. & Palazzo, G. 2008. Globalization and corporate social responsibility. In A. Crane, A. McWilliams, D. Matten, J. Moon, & D. S. Siegel (Eds.), *The Oxford Handbook of Corporate Social Responsibility*: 413-431. Oxford: Oxford University Press.
- Scherer, A. G., Palazzo, G., & Matten, D. 2009. Globalization as a challenge for business responsibilities. *Business Ethics Quarterly*, 19(3): 327-347.
- Süddeutsche Zeitung 2008. *Etiketten-Schwindel im Palmenhein*, 13.11.2008.
- Waddock, S. 2008. Corporate responsibility/corporate citizenship: The development of a construct. In A. G. Scherer & G. Palazzo (Eds.), *Handbook of research on global corporate citizenship*: 50-73. Cheltenham: Edward Elgar.



**Universität
Zürich**

Department of Business Administration

Thank you for your attention!

21.02.2012

Seite 65