
Die neue politische Rolle der Multinationalen Unternehmung

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"Globalisierung und Multinationale Unternehmen"
von Prof. Dr. Andreas Scherer
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Die Neuausrichtung des CSR-Konzepts in einer globalen Wirtschaft: Zentrale Fragestellungen (Scherer/Palazzo 2011)

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

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

Prof. Dr. Andreas Georg Scherer, Grundlagen der BWL und Theorien der Unte

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

- **Governance Modell**
 - » Wer ist der zentrale politische Akteur? Auf welcher Ebene findet Governance statt?
- **Rolle des Rechts**
 - » Auf welche Art und Weise findet Regulierung statt? Welches sind die zentralen Regeln?
- **Verantwortung**
 - » Was ist ein angemessenes Konzept der Verantwortung?
- **Legitimität**
 - » Wie kann die Legitimität politischer und wirtschaftlicher Akteure gewährleistet werden?
- **Demokratie**
 - » Was ist ein angemessenes Demokratiemodell?

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Governance Modelle im Vergleich (Scherer/Palazzo 2011)

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- Entstehung eines neuen Regelungssystems jenseits nationalstaatlichen Regierens: „Governance 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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• Precision of rules	High	Low
• Delegation to third parties	Seldom	Often

- Zunehmende Selbstregulierung und Ko-regulierung (Vogel 2008; Waddock 2008); Hard 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”

<http://www.equator-principles.com>

The image shows the homepage of the Equator Principles website. At the top is a dark navigation bar with white text links: Home, About the Equator Principles, Governance & Management, Members & Reporting, Adoption, Best Practice & Resources, News & Media, and Contact. Below this is a large green banner. On the left of the banner is the Equator Principles logo, which consists of a white globe icon and the text "EQUATOR PRINCIPLES" in white. On the right of the banner is a graphic of a green arc with a small globe of the Earth in the center. Below the banner, the text "environmental & social risk management for project finance" is written in white. The main content area is divided into three columns. The first column is titled "ABOUT THE EQUATOR PRINCIPLES" and contains a paragraph of text with a "Read More" link. The second column is titled "ADOPTION NEWS" and contains a paragraph of text with a "Read More" link. The third column is titled "EP ASSOCIATION NEWS" and contains a paragraph of text with a "Read More" link. At the bottom of each column is a small image with a caption: "MEMBER INSTITUTIONS" (image of a dam), "ABOUT ADOPTION" (image of a wind turbine), and "BEST PRACTICE & RESOURCES" (image of an oil pumpjack).

Home | About the Equator Principles | Governance & Management | Members & Reporting | Adoption | Best Practice & Resources | News & Media | Contact

EQUATOR PRINCIPLES

environmental & social risk management for project finance

ABOUT THE EQUATOR PRINCIPLES

The Equator Principles (EPs) are a credit risk management framework for determining, assessing and managing environmental and social risk in project finance transactions. [Read More](#)

ADOPTION NEWS

Mexico City, 12 March 2012 - It is with great pride that Banorte "El Banco Fuerte de Mexico" - the strong bank of Mexico and the nation's third largest, announces its adoption..... [Read More](#)

EP ASSOCIATION NEWS

20 January 2012 - Banco do Brasil will host the second Biodiversity for Banks (B4B) workshop on 22 and 23 March 2012. The Equator Principles Association, World Wildlife Fund [Read More](#)

MEMBER INSTITUTIONS

ABOUT ADOPTION

BEST PRACTICE & RESOURCES

Beispiel für “governance *with* government”

<http://www.unglobalcompact.org/>

The screenshot shows the homepage of the United Nations Global Compact website. At the top, there is a navigation bar with the logo on the left and language options (العربية, 中文, Français, Русский, Español, Deutsch, Português) on the right. Below the logo is the text "United Nations Global Compact". A search bar is located to the right of the logo, with a "SEARCH" button and radio buttons for "Search website" (selected) and "Search participants".

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

The main content area is divided into two columns. The left column features a blue banner with the heading "What is the Global Compact?" and a paragraph: "The United Nations Global Compact is a strategic policy initiative for businesses that are committed to aligning their operations and strategies with ten universally accepted principles in the areas of human rights, labour, environment and anti-corruption." Below this is a "Learn More | Apply Now" link.

The right column features a white banner for the "RIO+20 CORPORATE SUSTAINABILITY FORUM" (15-18 JUNE 2012) with a red "REGISTER NOW" ribbon.

Below these banners are two columns of content. The left column is titled "Latest News" and lists several news items with dates and titles, such as "Nigerian Economic Summit Group Reaffirms Commitment to Ethical Business Practices" (03/23/2012). At the bottom of this column are social media icons and a "More News | In the Media" link.

The right column is titled "Highlights" and lists several key documents and reports, including "MARCH 2012 BULLETIN", "ANNUAL REVIEW", "BLUEPRINT FOR CORPORATE SUSTAINABILITY LEADERSHIP", "ANNUAL LOCAL NETWORK REPORT 2011", and "HUMAN RIGHTS AND BUSINESS DILEMMAS FORUM".

Ein neues Verständnis von Verantwortung (Scherer/Palazzo 2011)

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• 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).

Kognitive Legitimität

- subconscious acceptance of the organization as the natural way of how things are

Pragmatische Legitimität

- calculation of benefits as the result of the organization's existence or behavior

Moralische Legitimität

- result of an explicit moral discourse about the acceptability of the organization and its behavior

Die Relevanz unterschiedlicher Legitimitätsquellen (Scherer/Palazzo 2011; Suchman 1995)

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- Moralische Legitimierung auf Grundlage diskursiver Aushandlungsprozesse gewinnt zunehmend an Bedeutung. Vgl. Palazzo/Scherer 2006; Scherer et al. 2011

- Beispiel: Puma und die Banzer Gespräche:

<http://www.ppr.com/en/magazine/issue/46/pumas-%E2%80%9Ctalks-banz%E2%80%9D-%E2%80%93-discussions-better-world>

Ein neues Politikverständnis

Die alte Sichtweise (lobbyism & power politics):

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

Die neue Sichtweise

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

Demokratiemodelle im Vergleich (Scherer/Palazzo 2011)

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

Forschungsfragen/Lernziele

- Forschungsfragen
 - » Wo liegen die Grenzen von Verantwortung? Beispiel iPhone und afrikanische Bürgerkriege/Selbstmorde in asiatischen Produktionsstätten. Siehe z.B. <http://www.youtube.com/watch?v=T8M6XCwlj7s>
 - » Wo beginnt die Verantwortung der Konsumenten? Sollen wir auf den Kauf von Smartphones verzichten?
 - » Wer kontrolliert die Selbstregulierung globaler Industrien?
- Lernziele
 - » Diskussion der „Instrumental View of CSR“ vs. „Political View of CSR“ entlang der fünf Dimensionen (Governance, Law, Responsibility, Legitimacy, Democracy)

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