accountability
  in adoption stage of CSR 28
  in Asian societies 127–9
  as aspect of CSR 8, 49–50, 90, 113, 146, 185, 210, 309, 336, 389–93
  from Buddhist perspective 78
  in China 373, 383
  critique of 317–18
  definition 186
  in developing countries 100–101, 105
  in food processing industry 149, 151
  in fraud investigations 296, 298–9
  at institutional level 93, 98
  of insurance company 277–9
  from Islamic perspective 72
  in pharmaceutical industry 194, 198, 268
  in RMG industry 211, 214–16, 218
  in shipping industry 243–4
  of SMEs 364
  activism, stakeholder 27, 123, 340
  advocacy groups 39–41, 43
Africa
  bribery of officials in 291
  collectivist thinking 35
  contribution to development 97–8
  cultural dimension 142
  economic development 38
  innovation in 354
  non-governmental organizations 40
South
  AIDS programs 199
  BHP Billiton in 356
  as negative screen 119–20, 122, 125
  urbanization 138
Age of Greed 341–2, 348–9
Age of Management 341–5, 348–9
Age of Marketing 341–4, 346, 348–9
Age of Philanthropy 341–2, 348–9
Age of Responsibility 342–3, 348–50, 353–4
  agency theory 143, 150
  Aguinis, H. 48, 51, 89–100, 102, 155–7
  analytical tool for understanding CSR
  civil society institutions 39–42
  economic development 38–9
  geography 36
  history 33–4
  political structures 36–8
  religion and philosophical traditions 34–5
  ‘safety net’ provisions 42–3
  social norms and customs 35–6
Apple 46, 353
Asia
  business-statist approach to CSR 114
  CSR across countries 113–14
  environmental responsibility 184
  implications for future research 129–30
  importance of CSR rising in 111
  influence of Western CSR in 111–12, 115
  internationalization of practice 112–13
  lack of research on CSR in 111
  measures of CSR
    BU measure 118
    comparison 120–22
    constructs of countries 117–18
    discussion on 122–8
    KLD measure 119–20
    potential for incentivizing 115–16
    reasons for selection 114
  study conclusions 128–9
  multinationals and host-country CSR 115–17
  outsourcing of pharmaceutical functions to 180
  relevance of CSR in 388, 396
  religions within 35, 77
  traditions of harmony and community cohesion 142
Bangladesh see ready made garments (RMG) industry
benchmark variables 326–30, 332–3
blame game hypothesis 295–8
Blantern, Chris 303
BP 47, 342
BU (Beijing University) measure 118, 120–30
Buddhism and CSR
aim of overcoming suffering 79
as belief system 77–8
business management of society relationships 81–3
business responsibility
in broad terms 80–81
for society 78–9
to society 78
business responsible conduct 79–80
comparison with Islam 84
emphasis on ethical conduct 78
emphasis on individual accountability 78
environmental responsibility 80–81
on excessive consumption 78–9
Four Immeasurables 78, 82–3
Four Noble Truths 78, 81–2
karmic rebirth 81–2
Middle Way 78–9, 82–3
moral doctrine of 77–8, 80, 82–3
Nirvāṇa 78, 82–3
Noble Eightfold Path 79, 82
non-harm motivation 79–82
recommendation to follow seven aspects model 393–4
business management of society relationships
as aspect of CSR 9, 49–50, 147, 186, 210, 309–11, 389–93
from Buddhist perspective 81–2
critique of 321–2
in developing countries 106
in food processing industry 150–51
in fraud investigations 299
in Greek shipping industry 247
insurance company 278–9
from Islamic perspective 75–6
link to function stage of CSR 337
in pharmaceutical industry 197
in RMG industry 217, 220–21
business responsibility conduct
in Asian societies 127–9
as aspect of CSR 9, 49–50, 90, 147, 185–6, 210, 389–93
from Buddhist perspective 79–80
critique of 320–21
in developing countries 105
in food processing industry 150–51
in fraud investigations 298–9
in insurance company 277–8
from Islamic perspective 73–4
link to resource stage of CSR 337
in pharmaceutical industry 196
in RMG industry 217, 219–20
evolution of 341–2
for society
in Asian societies 127–9
as aspect of CSR 8, 49–50, 90, 146, 185, 210, 389–93
from Buddhist perspective 78–9
critique of 318–20
in developing countries 105
in food processing industry 149–51
in fraud investigations 298–9
in insurance company 277–8
from Islamic perspective 72–3
link to contribution stage of CSR 336–7
link to resource stage of CSR 336
in pharmaceutical industry 195–6
in RMG industry 216–19
for society and environment in broad terms
in Asian societies 125–8
as aspect of CSR 8, 49–50, 90, 147, 186, 210, 389–93
from Buddhist perspective 81–2
critique of 321
in developing countries 106
in food processing industry 150–51
in fraud investigations 298–9
from Islamic perspective 74–5
link to contribution stage of CSR 337
in pharmaceutical industry 196–7
in RMG industry 217, 220
Index 403

to society
in Asian societies 127–9
as aspect of CSR 8, 49–50, 90, 146, 185, 210, 389–93
from Buddhist perspective 78
critique of 317–18
in developing countries 105
in food processing industry 149, 151
in fraud investigations 298–9
in insurance company 277–9
from Islamic perspective 72
link to function stage of CSR 336
in pharmaceutical industry 194
in RMG industry 214–16
busines stage of CSR 334–6

Carroll, A.B.
CSR
definitions 305
going above and beyond legal requirements 70
inclusiveness of 208–9
literature review on research 158
pyramid of 21, 90, 356, 359
four-part definition 145, 370–71
reformist framework 370–71, 381
on responsible business operations 182
on social responsibility of business 113, 193, 209, 309, 370–71, 378
on social responsiveness 22
on societal expectations of business 186–7, 370
charge-back methods 333
China
advocacy groups 40
BU measures
community 120–21
comparison with US 122–8
consumers 121
economic performance 118, 122, 124–5
employment 120, 125
environment 121
limits of firms’ responsibilities 126
natural relations 118
societal relations 118
collectivism 35, 40, 124
corporate misdeeds in 141–2, 368, 373–5
CSR
business vs. ethics 382–3
cul-de-sac of 380–82
failures 150
gap with business practice 368–9, 376–84
meaning and meaninglessness in 373–5, 384
moral basis of 377–80
need to identify alternative criteria for 384
under pressure 376–7
remaining relatively novel concept in 116–17
use of Western 32, 114, 377
economic development 38
geographical context 36
historical context 33–4
internationalization pressures 117
labor organizations 39, 44
luxury goods market 111
as major pharmaceutical player 253
management systems 374
and media 41–2
political structures 37–8
pollution problems 38, 44, 121, 368
religion and philosophical traditions 35
safety net provisions 42
social norms and customs 35
textile company case study
CSR conflicts 376–83
implications 383–4
method 375–6
circularity, as principle of CSR 2.0 356–7
civil management 331–2
civil society institutions 34, 39–42, 44
civil stage of CSR learning 18–19
collective intelligence 351, 353
collectivist societies 35–6
Committee for Economic Development (CED) 21
communication of CSR 24–5
role in Turkish pharmaceutical industry 251, 254–6, 259–68
community, in developing countries 119–23
community involvement, in shipping industry 167–70
compliance stage of CSR learning 18
consumers in developing countries 121, 123 in food processing industry 138–41, 145
context acknowledging, in CSR research 392–3
Index 405

evolving from sustainable development concept 144, 209
failings of 343–8
as ‘fashionable’ 3, 17
as global concept 32
history of 20–22, 33–4, 43
implementation 27–8
learning stages 18–19
measures of 114–28
national differences in 48, 50, 141, 146, 149, 371
need for researcher intervention 7–8
organizational engagement with 17–20, 28–9
as panacea agenda 47, 56–7, 59
pillars built on 22
problematicizing 369–73
process model 27–8
relevance of, in general 387–92
research
acknowledging context in 392–3
advice instrument (CRS-CRAI) 397–9
agendas 47, 56, 59–60
approach 9–10
aspects of 51–5
challenges of 48
contextualisation advice instrument 397–9
contextualist approach 54–5, 59, 61–2
critiquing 56–60
in developing countries 91–105
further avenues for 396–400
implications for practice 60–61
literature review on 158
philosophical underpinnings for 306–9
questions regarding purpose 47
researcher intervention, need for 7–8
seeds of revolution in 350–51
and SMEs 362–4
stages of
and ages of 341–3, 348–50, 353–4
assimilation of computer technology 332–3
charge-back methods 333
civil management 332
considerations for future 334
and levels 334–7
maturity levels 330–31, 333
need for benchmark variables 333
responsibility management 331–2
risk management 331
skeptics of 333
steering committees 333
validation of hypothesis 333
systemic 303, 342–3, 359–61
taking stock on 339–41
thresholds 25–7
as tortured concept 305, 313–14
towards a contingency model of 393–5
understanding 208–10, 233–4
see also seven aspects model of CSR
Crane, A.
on corporate citizenship 56
on creating shared value 47, 57–8, 62
CSR
core characteristics 49, 147–8, 233–4
in developing countries 142
growing number of standards 180
use of 371
definition analysis 145, 147–8
focus on environmental and social performance 111
increase in socially responsible investment funds 180
on legitimacy crisis 47
multi-stakeholder concept 150
on national differences 141, 371
on purpose of businesses 185
on religious precedence 70
on societal responsibility 61
‘creating shared value’ concept 47, 57–9, 62
creativity, as principle of CSR 2.0 353–4
crime see fraud investigations;
insurance firm and motorcycle gang
‘critical action learning’ mode 60
critical agenda 47, 56–7, 59–60
critical perspective of CSR 56–62, 399–400
critical realism 307, 314
CSR see corporate social responsibility (CSR)
cultural awareness training 164, 166–7

cultural dimension
as element of analytical tool 33–4
helping to influence understanding and practice of CSR 35–6, 396
to management 25
as static 43
cultural expectations, driving CSR thresholds 25–6
cultural perspective, in social context of CSR 53
cultural relativism 306
cultural-socio context, in CSR in developing countries 93, 97, 99, 101, 103–4, 142
cultural tradition, as local driver of CSR 340

Dahlsrud, A.
CSR
dimensions 49, 145, 147–8, 233–4
literature review on research 158
practice as context dependent 48
as voluntary 70
definition analysis 145
social responsibility of business 50
defensive CSR 17–19, 342, 357
definition of CSR see corporate social responsibility (CSR): definition of (and defining)
developed countries and CSR thresholds 25–6
current state of knowledge on CSR in 91–2
developing countries learning from 43
meta-analysis on CSR in 89–90
practicing strategic CSR 344
developing countries
CSR in context of 210–12, 222–3
gaining importance in 207
presenting challenges for 89, 104
relevance of 388
room for further advancement of 105–6
use of Western 32
developing national contexts
CSR moderators 92, 101, 103–4
CSR outcomes for 93–104

CSR predictors for 92–7, 99–102, 104
study discussion 99–104
summative conclusions 105
few advocacy groups in 40
following decisions of developed countries 183–4
and food processing industry 142
learning from developed world 43
limitations of state in 222–3
literature moving in right direction 104–5
and pharmaceutical industry 183–4, 189
RMG industry in 207–8, 210–23
differentiation 127, 129
diversity-related issues in developing countries 119, 121, 123, 125
in shipping industry 163–5
DNA model of CSR 2.0 359–61
economic development
CSR striving for high standards in 26
as element of analytical tool 33–4
helping to influence understanding and practice of CSR 38–9, 43–4
economic dimension of CSR within CSR definitions 23, 145
in food processing industry 147–8
literature converging around 49
economic relations, in developing countries 118, 122–6
employees, in developing countries 118–20, 122–3
energy, in shipping industry 159–63
environmental dimension of CSR
activists 114
BP’s commitment to 344
business responsibility for in Asian societies 125–8
as aspect of CSR 9, 49–50, 90–91, 186, 210, 337, 389–93
from Buddhist perspective 80–81, 83
critique of 321
in food processing industry 147–8, 150–51
in fraud investigations 298–9
from Islamic perspective 74–5
in pharmaceutical industry 196–7
in RMG industry 217, 220
charitable causes 342–3
in China 37, 373–5, 379
conflict with economic growth 345, 348, 372
within CSR definitions 23, 90, 145, 209
in developing countries
BU measure 118, 121
KLD measure 119, 121
quality of reporting 126
responsibility in broad terms 106
engagement with stakeholders 321
and explicit CSR 56, 59
at firm level 98
in food processing industry 139, 147
future practices 357–61
as gray area 91
at individual level 96
in insurance firm 274
ISO 14001 and MBOs 346–7
literature converging around 49
in pharmaceutical industry 182, 184–5, 192, 196–7
purpose of 22
in RMG industry 214, 216–17, 219–20, 222
in shipping industry 154–5, 157, 159–63, 170–72, 212, 229–31
Greek 234–9, 241–3, 245, 247
and SMEs 362, 364
within stage model 331–2
and sustainability 320
and sustainable business behavior 371–2
as TBL component 144, 147, 186, 371–2, 383
US advocacy groups 40
Europe
CSR
dominant concerns 26
explicit and implicit 146
neo-corporatist approach to 114
pharmaceutical industry
code for ethical conduct 193
concentration of large pharmaceuticals 176
cost containment measures 177
political structures 37
reporting carbon emissions 126
safety net provisions 42
shipping industry 158–9, 167, 395
see also Greek shipping industry;
Turkish pharmaceutical industry
explicit CSR 56–9, 102, 146, 149, 327, 363
external/macro level 51, 53–4, 56–7
Fearnley-Whittingstall, Hugh 137–8
financial instability 46
food processing industry (FPI)
in China 141–2
consumers 138–9
CSR
consumers 139–41, 145
definition analysis 144–7
definition application 147–51
supply chain 143, 147–51
sustainable development 144
in developing countries 142
fast food industry 140, 251
food scandals
horsemeat 139, 140, 143
maize meal contamination 143
tainted milk 141–2, 368, 374–5
seasonality 138–9, 143, 148
in United Kingdom 137–9, 141
and urbanization 138
FPI see food processing industry (FPI)
fraud investigations
blame game hypothesis 295–8
evaluation of CSR 298–300
fraud examiners 282–4
importance of CSR in 281–2
Markopolos in Madoff case 284–8
nature of, in context of case 281–2
reasons for secrecy
acceptability of 294–5
accusation 290–91
confidentiality 289–90
damage 289
disagreement 292
discretion 293
error 290
evidence 293
failure 291
good 288–9
misconduct 291–2
packaging 292
property 294
protection 292–3
sensitivity 293–4
suspicion 290
termination 292
workload 293
white collar criminals 282

Friedman, M. 21, 47, 186, 370, 380–81

function stage of CSR 334–7

further research
in Asian societies 129–30
critical/contextualist 61–2
for CSR in general 396–400
on definition of CSR 313–14
in developing countries 104–6
in pharmaceutical industry 191, 194, 198–9
in RMG industry 223
in shipping industry 171–2, 246–7

generic drugs 177–8, 191, 195, 356
geography 34, 36, 43
Gjensidige insurance company see insurance firm and motorcycle gang
Glavas, A. 48, 51, 89–100, 102, 155–7
Global Reporting Initiative (GRI) 117, 126–7, 129, 230, 236, 242
globalization
business’s role in overcoming effects of 19
cause of complexity and turbulence for organizations 46
challenges of developing countries 211
as CSR challenge 25
embracing 351
and outsourcing in pharmaceutical industry 179–80
predatory 211–12, 221–3
sharing of ideas 43
widening geographical and functional jurisdiction of CSR 209–10
glocality, as principle of CSR 2.0 339, 355–6
Greek shipping industry

importance of 228–9
methodology and research population 231–2
relevance of CSR definition in context of 243–6
research findings
expected benefits from adopting CSR 234–6
factors affecting CSR implementation 238–41
management systems 236–8
organizational approach 232
overview 242–3
understanding and applying CSR 233–4

scope of empirical research 229–31

standards
Global Reporting Initiative 230
ISO 9001 231
ISO 14001 231
ISO 26000 230–31
OHSAS 18001 230
suggestions for further improvement 246–7
see also shipping industry
greenwashing 24, 47, 59–60, 263, 342–3
GRI see Global Reporting Initiative (GRI)
growth modeling stages
criticized for lack of empirical validity 332–3
describing variety of phenomena 326, 330–31
in management research
benchmark variables 326–7
innovation diffusion theory 326–7
organizational learning 326
technology acceptance 326–7
modeling process for
conceptual stage model 329–30
empirical stage model 330
revised stage model 330
suggested stage model 329
theoretical stage model 330
potential of 324
theory building for
benchmark variables 327–9
dominant problems 328–9
Index 409

Guttman scaling 328
number of stages 328–9
paths of evolution 328–9

Habermasian thought 57, 59
Harvard Business School Model 18–19
Hatch–Waxman Act 177–8
Hells Angels Motorcycle Club (HAMC) see insurance firm and motorcycle gang
history of CSR 20–22, 33–4, 43
human resources, in shipping industry 163–7, 171

IDEARSE center 362–4
implementation of CSR
as affected by corporations’ sensemaking 50–51, 55
further research 399
gaps in 94, 100
at local levels 358
questions prior to 27
in RMG industry 80
in shipping industry 156–8, 161–3, 170–72, 229–31, 233–6, 245, 247
as ‘à la carte’ 244
factors affecting 238–43
stages of 27–8
in Turkish pharmaceutical industry 257, 260, 263, 267–8

implicit CSR
in Chinese textile company 381
European companies practicing, under obligation 146
vs. explicit CSR 56–7
in food processing industry 149
as informing ethical practices 363
need for disentanglement 102
relevance for SMEs 387, 393
as representing frame sensitive CSR 58–9
sharing common underlying logic 327
in shipping industry 242
incremental CSR 344–7

India
Buddhism originating in 77
economic development 38–9
historical context 34

mandatory reporting of carbon emissions in 126
outsourcing of pharmaceutical functions to 180
religion and philosophical traditions 34–5
robust employee selection techniques 191
social norms and customs 35–6
sweatshop activities in 345
use of Western CSR 32

individual level
acting globally at 351
of analysis of CSR literature 91–2
contextualist research design 59
corporation sensemaking 50–51
of CSR social context 53, 58
in research on CSR in developing countries
formal and informal pressures 102
moderators deserving further consideration 103
predictors and outcomes 96, 98–9, 100–101

institutional level
of analysis of CSR literature 51, 91–2
in research on CSR in developing countries
moderators deserving further consideration 103
predictors and outcomes 93, 97, 99–102
pressures for CSR 102

insurance firm and motorcycle gang
CSR
evaluation of 277–9
as law enforcement issue 273, 276, 278
symbolic 273, 279
Gjensidige insurance company
business model 279
and CSR 273, 277–9
Internet representation 274
perspective on eviction of Hells Angels 276–7
profit performance 274–5
Hells Angels Motorcycle Club
criminalized and non-criminalized bikers 275
CSR applied to, by insurance firm 277–9
history of 275
question of eviction from clubhouse 276–7
running club as costly enterprise 275–6
symbolic CSR 273, 279
International Maritime Organization (IMO) 155, 161, 163, 229–30, 246–7
internationalization 112, 115–17
Iron Law of Responsibility 21
irresponsibility
accumulation of small instances of 61
in global economy 347
media coverage of 24, 29
philosophical underpinnings for 312
in RMG industry 207, 211, 213, 218, 221, 223
and societal expectations 186–7
taking different forms 23
Islam and CSR
business management of society
relationships 75–6
business responsibility
in broad terms 74–5
as requirement 71
for society 72–3
to society 72
business responsible conduct 73–4
collection with Buddhism 84
CSR-compliant organizations 76–7
environmental practice 75
five pillars of 71–2
Islamic moral economy (IME) 76
Islamic worldview 71
practice of riba 74
Qur’an 72, 74–6
recommendation to follow seven aspects model 393–4
Shari’ah (Islamic law) 76–7
social welfare as important value 73–4
stakeholders in 73
tawhid as central doctrine 74–6
waqf (endowment) 73
ISO standards 171, 376–8
9001 231, 236, 245, 346, 375
14001 231, 236, 245, 345–6, 359, 375, 381
26000 230–31, 236, 242, 343, 364
Japan 115–16, 140, 253, 346, 355–6
KLD measures 117–30, 308, 311
labor organizations 39, 43
law enforcement
and Buddhism 81
as CSR issue 273, 276, 278, 298–9
privatization of 281, 300
legitimacy crisis 47
Madoff, Bernard 284–8
management research
growth stage modeling in 326–7
theory building in 324–6
management systems 229–30, 236–8, 332, 342–4, 346, 359, 374
managerial stage of CSR learning 18
managing by business, relationships
with society see business management of society relationships
Markopolos, Harry 284–8
Matten, D.
on corporate citizenship 56
CSR
in developed world 142
explicit and implicit 56, 58–9, 242, 363
as multi-faceted phenomenon 49
definition analysis 145, 149
focus on environmental and social performance 111
on national differences 48, 50, 146, 371
on responsibility 50, 308
MBO (management by objectives)
approach 345–7
media
as aspect of CSR context 40–42
business management of society relationships 322
campaign 138
changeable nature of 43
as enabler of CSR 342
Index 411

and food supply chain in Bangladesh 212
and fraud investigations 282, 288, 295
and irresponsible organizations 24, 29
and RMG factories 214
in Turkish pharmaceutical industry 252, 262, 264–5, 267
mergers, acquisitions and alliances 179, 183, 191, 195
Moon, J.
CSR
in developed world 142
expansion of agendas 222
on expansion of concept 207
explicit and implicit 56, 58–9, 242, 363
and legal requirements 312
as multi-faceted phenomenon 49
as novel concept in China 116
on pressures of business 207
research on, in Asia 111
as tortured construct 90
from Western viewpoint 111
definition analysis 145, 149, 151
economic conditions 97
effects-based approach 51
on national differences 48, 50, 146, 149
questions on accountability 151
on responsibility 50, 113, 127–9, 222, 228, 308–9
on societal expectations of business 186–7
motorcycle gang see insurance firm and motorcycle gang
multi-perspective approaches to CSR studies 53–4
multinationals (MNEs)
  and host-country CSR 115–17
in pharmaceutical industry 182–3, 251–2
vast reach through supply chains 139, 340
Western-based, operating in China 37
negative screens in developing countries 119–20, 122, 125–6
non-governmental organizations (NGOs) 23, 27, 39–40, 182, 375
Norway see fraud investigations; insurance firm and motorcycle gang
OHSAS (Occupational Health and Safety Assessment Certification) 167, 230–31, 236, 245
organizational approach 163, 232
organizational engagement with CSR 17–20, 28–9
organizational level
  of analysis of CSR literature 51, 91–2
  assumption of seeking to harmonize interests 382
corporation sensemaking 50–51
social context 53, 57–8
difficulty of greening organizations 372
in research on CSR in developing countries
  moderators deserving further consideration 103
  predictors and outcomes 94–5, 97–103
pressures for CSR 102
outsourcing
  in food processing industry 150
  in pharmaceutical industry 179–80
Packard, David 364
patent cliff 178
peripheral CSR 343–5
pharmaceutical industry
  competition within 177–8, 190–91, 195, 251–2
  and corporate inhumanity 181, 190, 194
CSR challenges
  access to medicines, in poor...
countries 181, 187–9, 191, 195, 252–3
alleged malpractice 192–3, 197
companies working within 251–2
current views and practices 181–3
drug recalls 183–4, 191
environmental responsibility
184–5
myriad of 198
provision of affordable drugs 252
reputation of industry 180, 193, 197, 253
societal expectations 180–81
stakeholders and shareholders
185–7, 191–3, 196–8
supply and demand market forces
252
CSR paradigm shift
access to medicines as shared, not
sole, burden 187–9
future recommendations 193–9
pursuit of profits as social
responsibility 189–90
taking stock 190–93
golden era of 175–6
rational drug design 176, 199
turbulent era (threats and
opportunities)
changing times 176–7
mergers, acquisitions and alliances
179, 191
outsourcing and globalization
179–80
rise of generic drugs and decline
of blockbuster drugs 177–8,
199
structural changes within 178–9
see also Turkish pharmaceutical
industry
Pharmaceutical Supply Chain Initiative
(PSCI) 182–3, 191, 196
Poland 26, 36
political structures 34, 36–8, 43–4
Ponzi fraud scheme 284–8
promotional CSR 342–4
public relations 24–5, 261, 266, 342,
358, 384
pyramid of CSR 21–2, 90, 104, 209,
356, 358–9
quantitative and qualitative designs
52–3
ready made garments (RMG) industry
CSR
in Bangladesh 211–12
in context of developing countries
210–11, 222–3
in RMG industry 212–13
industrial tragedies in 207, 218,
318–19
limitations and future research 223
methodology
literature review 213, 215
newspaper content analysis 213,
215
reasons for focus on 208
research findings
business management of society
relationships 217, 220–21
business responsibility for society
216–19
business responsibility in broad
terms 217, 220
business responsibility to society
214, 216–17
business responsible conduct 217,
219–20
study conclusions 222–3
summary of findings
complexity for sustainability 222
generalized to other developing
countries 222
poor standard of CSR compliance
221
stakeholder relations 221–2
understanding CSR 208–10
relativism 306–7
religion
Buddhism 77–8, 81, 84, 388
and CSR 69–71, 396
influence of, in literature 93, 96–7,
99, 102
Islam 71, 77, 84, 388
and philosophical traditions 34–5, 43
selection as context dimension 397
research see corporate social
responsibility (CSR): research;
further research
resource stage of CSR 334–7

Anders Örtenblad - 9781783474806
Downloaded from https://www.elgaronline.com/ at 10/19/2023 03:03:14PM
via free access
responsibility management 331–2
responsiveness, as principle of CSR 2.0 355
risk management 331
RMG see ready made garments (RMG) industry
’safety net’ provisions 34, 42–4
scalability, as principle of CSR 2.0 354–5
scientific realism 307–8, 310, 314
sensemaking 50, 52, 55, 58, 60
seven aspects model of CSR
applied to insurance company 277–9
in Asian societies 126–8
from Buddhist perspective 78–83
critical perspective of 57
critique of
accountability 317–18
business management of society relationships 321–2
compensating for others’ negative impacts 319
compensating for own negative impacts 318–19
contributing to societal welfare 319–20
general discussion 316–17, 322
operating business in ethically responsible and sustainable manner 320–21
taking responsibility in broad terms 321
as CSR definition
effects-based approach 49
evaluation of 310–13
main features of 9, 146–7
universality of 305–6, 310–13
in developing countries 105–6
as drivers behind CSR agendas 51
in food processing industry 149–51
in fraud investigations 298–9
in Greek shipping industry 245–6
heurism of 60–61
from Islamic perspective 72–6
in pharmaceutical industry 194–8
relevance of 387–95, 399–400
in RMG industry 214–21, 223
shipping industry and CSR
benefits of 156
emergence of, as voluntary concept 154
integration of initiatives 170–72
limitations of 156
main areas of initiatives 154–5, 159–70
regulation 155–6
stakeholders 156–7, 159
empirical study
methodological framework 157–8
questionnaire design 158–9
results and analysis
community involvement 167–70
environment and energy 159–63
human resources 163–7
study discussion and conclusions 170–72
see also Greek shipping industry
SMEs (small and medium-sized enterprises)
costs, in shipping industry 156
and CSR
barriers to compliance 212
collaboration, values and frameworks 363–4
explicit or implicit 363, 387, 393
relevance 362, 392–3
Smith, A. 39, 356–7, 378–9, 381
social context of CSR
conceptualizing 49–51
and CSR research
contextualist approach 61–2
critiquing 56–60
implications for practice 60–61
embeddedness in 50
multi-level nature of 50–51
studying
aspects involved in 51
challenges of 48
contextualist approach 54–5
multi-perspective approaches 53–4
quantitative and qualitative designs 52–3
social dimension of CSR
within CSR definitions 23, 145
in food processing industry 147–8, 150
literature converging around 49
see also business responsibility
social media 47, 149–50, 322, 352–3, 361
social norms and customs 34–6, 43
social responsibility (SR)
ambiguous meaning of 370
Chinese 37, 124–5, 374
definition 113
historical context 20–21
as level of corporate social performance 22
notion of, in belief systems 84
and pursuit of profits 189–90
spectrum 22–3
standard for 230–31, 343, 364
stage modeling/models see growth modeling stages
Stages of Corporate Citizenship model 18
stakeholder activism 27, 123, 340
stakeholder, definition 157
stakeholder dimension of CSR 23, 49, 145, 147–8, 150
stakeholder perspective of CSR 23, 49, 145, 147–8, 150
stakeholders engagement with, in Turkish pharmaceutical industry 251–2, 255, 258, 261–3, 266–8
shareholder value theory 186, 188
and shareholders, in pharmaceutical industry 185–7, 191–3, 196–8
standards for CSR
Achilles heel of 346–7
areas covered by 26
costs of meeting 116
growing number of 180
implementation of 155, 345
international standardization 340
move to CSR 2.0 358–9
‘one size fits all’ road 352
in pharmaceutical industry 254
reporting 127
in shipping industry 230–31, 236–8, 246–7
strategic CSR 27, 59, 343–4, 359
strategic stage of CSR learning 18
structuration theory 55, 58, 61
sustainability conflicting challenges 57
corporate 339–44, 347–9, 352, 359
in CSR 2.0 360–61
as defined by business’s narrow financial interests 56
definition 377
ecological cause of complexity and turbulence for organizations 46
three basic rules for 357
and GRI guidelines 230
massive scale of problems 354
more needing to be done in area of 320–21
need for metrics 156
and pharmaceutical companies 192, 256, 259–60, 263
as reason for adopting CSR principles 235
responsiveness to 355
of RMG industry 208, 212–14, 219–23
and shipping industry 170–71, 242–3
for SMEs 364
and use of new/alternative energy sources 162
sustainable development 80, 144, 154–5, 209, 230, 320–21, 374
systemic CSR 303, 342–3, 359–61
TBL see Triple Bottom Line (TBL)
theory building for growth stage models
benchmark variables 327–9
common underlying logic 327
dominant problems 328–9
Guttman scaling 328
number of stages 328–9
paths of evolution 328–9
in management research defining theory 325
importance of theory to understanding CSR 325–6
theorizing 325
theory of corporate integrity 325
theory of psychological ownership 324
theory of virtual customer environments 324
Three Domain Approach 22
thresholds of CSR 25–7
TQM (total quality management) approach 346
transformative CSR see CSR 2.0
Triple Bottom Line (TBL) 90, 144, 147–9, 186, 208–9, 359, 371–2, 383
Turkish pharmaceutical industry communication within 251, 254–6, 259–68
findings
CSR drivers and results 259–61
CSR enablers and limiting factors 263–5
CSR focus 257–9
CSR structure 255–6
stakeholder engagement 261–3
reputation of industry 254, 259–60, 262, 264–5, 267
research methodology 251, 254–5
size of 253–4
study discussion and conclusions 266–8
see also pharmaceutical industry
uneconomic CSR 344, 347–8
United Kingdom (UK) climate change legislation 355
CSR failures 150
drug recalls 183, 194
food processing industry in 137–9, 141
pharmaceutical company takeover 191, 196
politically active unions in 39
supermarkets 140, 148
sweatshop activities 345
United States (US) advocacy groups 40
concentration of large pharmaceuticals 176
CSR comparison with Europe 48, 114, 146
legal action initiating thresholds of 26
neo-liberal approach to 114
seen as invention of 146
drug recalls 183, 194
FPI supply chain 147–9
fraud examinations 285–8

individualism 35–6
KLD measures community 119–21
diversity-related 119, 121, 123, 125
economic performance 124–5
employees 119–20
environment 119, 121, 126
as most widely known 117
negative screens 120, 122, 125–6
products 119–21, 123
labour organizations 39
pharmaceutical company takeover 191, 195–6
pharmaceutical industry 177–8
political structures 37–8
populist social movements 46
safety net provisions 42
universalism of CSR definition as catalyst for further debate 314
as contingent universalistic idea 395–6
evaluating seven aspects model
clarity 311–12
communicability 312–13
consistency 313
differentiability 312
exclusivity 311–12
inclusivity 310–11
parsimony 313
importance of 4–6
and philosophical foundation 306–9
proposed expansions in 309–10

value creation in CSR definition 23
in developing countries 103–4
as DNA responsibility base 360–61
voluntariness dimension of CSR within CSR definitions 23, 145–6
effects of globalization 207
in environmental programs 162–3
explicit CSR 56
in food processing industry 147–8
literature converging around 49
mirrored in religious principles 70
in pharmaceutical industry 183, 193
in seven aspects of CSR 311–12
in shipping industry 154–5, 162–3,
167–9, 171–2, 230, 245
Research handbook on corporate social responsibility in context

in standards 230–31, 346, 378
Western government regulation 37

Walmart 46–7, 352, 354, 393
Web 1.0
contrasts with Web 2.0 351
similarities with CSR 1.0 352

Web 2.0
core company competences 351
definition 351
evolution of 351
feeding into live CSR communications 359

as metaphor for transformation of CSR 350, 352
principles of 351
similarities with CSR 2.0 353
Western Europe
CSR, comparison with US 146
political structures 37
safety net provisions 42
white-collar crime investigations see fraud investigations
women and minorities 119, 121, 123, 125

YJ Textile 375–82