

Bachelor's Thesis
Bachelor in Business Administration
International Business Management
2014

Ikegwuonu Afam

AN ASSESSMENT OF CSR- AWARENESS AMONGST EMERGING BUSINESS PERSONS



TURUN AMMATTIKORKEAKOULU
TURKU UNIVERSITY OF APPLIED SCIENCES

Ikegwuonu Afam

TURUN AMMATTIKORKEAKOULU THESIS

Corporate Social Responsibility (CSR) has evolved over the past few decades, and has gradually been integrated into mainstream business thought and practice as witnessed recently. However, it remains a controversial subject such that wholly capturing its essence remains a difficult proposition, although it has already undergone several adaptations. Several definitions exist but since none is yet to properly define the concept, the search continues for the more fitting one and opinions remain divided over its usefulness or otherwise. Some of the issues have compelled some of the commentators to suggest that the concept be discarded, suggesting alternative replacements. Some other commentators have proposed modifications to the concept as it is. This work traces some of the extant definitions and discusses some of the other contentious points. The disputes as to the satisfactory nature of the subject leaves doubts whether relevant stakeholders are sufficiently aware of the subject. Thus, this seeks to test that awareness amongst emerging business persons, to determine their perceptions and to consider whether they particularly align with any of the extant views or rather possess different perspectives on the subject.

KEYWORDS:

Corporate Social Responsibility, Corporate Responsibility; Corporate Accountability; Social Responsibility.

Tekijä(t)

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(Kirjoita tiivistelmä tähän, maksimi merkkimäärä on 2000).

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LIST OF ABBREVIATIONS

CSR	Corporate Sustainability and Responsibility; Corporate Social Responsibility; Corporate Social Responsiveness; Companies Spouting Rubbish; Corporate Slippery Rhetoric; Complete Sidelining Of Reality
UNGC	United Nations Global Compact
SR	Social Responsibility
CR	Corporate Responsibility
UNCTAD	United Nations Conference On Trade and Development
UNIDO	United Nations Industrial Development Organization
ICC	International Chamber of Commerce
OECD	Organization for Economic Co-operation and Development
WBCSD	World Business Council On Sustainable Development
CSP	Corporate Social Performance
CFP	Corporate Financial Performance
CORE	(The UK's) Corporate Responsibility (Coalition)
NGOs	Non Governmental Organizations
ITO	International Trade Organization
ICHRP	International Council On Human Rights Policy
UNCTC	United Nations Centre For Transnational Corporations

ILO	International Labour Organization
NAFTA	North Atlantic Free Trade Agreement
GATS	General Agreement on Trade in Services
TRIPs	Trade Related Aspects of Intellectual Property Rights
GRI	Global Reporting Initiative
FSC	Forest Stewardship Council
ICEM	International Federation of Chemical, Energy, Mines and General Workers Union
FLA	Fair Labour Association
SAI	Social Accountability International
WEED	World Economy, Ecology and Development Association
UNRISD	United Nations Research Institute For Social Development
UNDP	United Nations Development Program
SOMO	Centre For Research On Multinational Corporations
FoEI	Friends Of The Earth International
IROs	Investor Relations Officers
SRI	Social Responsibility International
FTSE	Financial Times Stock Exchange
GDP	Gross Domestic Product
TSE	Turku School Of Economics
TUAS	Turku University Of Applied Sciences

1 INTRODUCTION

1.1 Research Background

The expectation on today's business organizations to exhibit ethical behaviour and moral management is no longer news. In fact, it has become established notion that business owes responsibilities to society - corporate social responsibilities (CSR) - even though perspectives on the business - society relationship has experienced several changes over time (Lantos, 2001). The Economist (2008), agrees that CSR has become established, revealing that its survey for a 2008 report showed only 4% of respondents considered CSR a waste of time and money. Other signs of CSR's increasing entrenchment are reflected in corporations' diligent reporting of their CSR activities in their published documents, the relevant speeches of corporate executives in that respect, the fact that it is developing into a profession; that it has rightfully become an industry of its own and that both the established consulting firms and the newly created ones are advising businesses on it (The Economist, 2005a). The consultancies often appoint executives dedicated to implementing CSR related strategies and are endeavouring to make it be known that they are practicing it also. Moreover, CSR, as an idea at least, had experienced massive growth from the mid- 1990s as it attracted attention from corporate executives, especially those headquartered in Europe and the USA. Further, the newspaper maintained that more recently, the annual reports of most multinational businesses often justify their existence based on their service to community and not only based on their profits (The Economist, 2005a). Lantos (2001) had echoed the same view as the last, noting that while productivity alone is no more considered sufficient to justify firms' existence, it is important how they apply the wealth they generate and how those affect other aspects of society - essentially, the non-economic ones.

The twenty-first century has witnessed demands and pressures from the public - including shareholders (especially the institutional ones) - that businesses integrate social issues into their corporate strategies and that resources be committed to CSR (McWilliams and Siegel, 2001; cited by Lantos, 2001). Several 'publics' or stakeholders have been mentioned as sources of the pressures for corporate executives and managers to incorporate the CSR outlook: employees, customers, financial institutions and investors,

communities and non-profit organizations (Boatright 1999, Carroll 2001; cited by Lantos, 2001). In a somewhat similar vein, The Economist (2005b) argues that it is too narrow a view of corporations to hold that they exist strictly to make money for their owners, as such a position elevates "mere ownership" too high. Further, it insists it is wrong to run a business in the interest of one stakeholder alone, and ignore the legitimate interests of all the other stakeholders, considering that there's an abundance of them.

A UN Global Compact (UNGC) survey on global CEOs in 2013 reveal that stakeholder issues such as consumer/ customer demand; brand, trust and reputation and employee engagement and recruitment are factors that drive their pursuit of sustainability/ CSR. Other factors they mentioned include the potential for revenue growth/ reduction of cost and governmental or regulatory environment. The greatest majority of the respondents, some 69% of them, indicated brand-creation, building of trust and the enhancement of reputation as the factor that most influences their pursuit of sustainability (The Global Compact, 2013).

One school of thought that urges the practice of CSR is that social institutions that previously provided societal-cohesion are on the decline, bringing about increasing expectations and even demands on businesses to fill the resultant void through altruistic, community-based practices. Thus, corporations' addressing of such social malaise as drug abuse, illiteracy, crime, poverty alleviation and jobs-creation is considered to be within the purview of CSR (Brenkert, 1996; Carroll, 2001; cited by Lantos, 2001). In the business sphere, the leading constituents agree that more needs to be done by corporations to aid the recovery of the global economy which is acknowledged to be ailing (The Global Compact, 2013).

Figure 1, which compares interests in CSR and other related terms such as sustainability, sustainable development and corporate ethics between 2004 and 2014, shows: that 'Corporate Social Responsibility' has attracted sustained interest in the period, neither unduly peaking nor plunging; that the prior "massive" interest in 'sustainable development' has shown considerable decline, although remaining stable from the middle of the decade to this time, and that interests in sustainable business and corporate ethics, remained low through-out the period (Google, 2014)

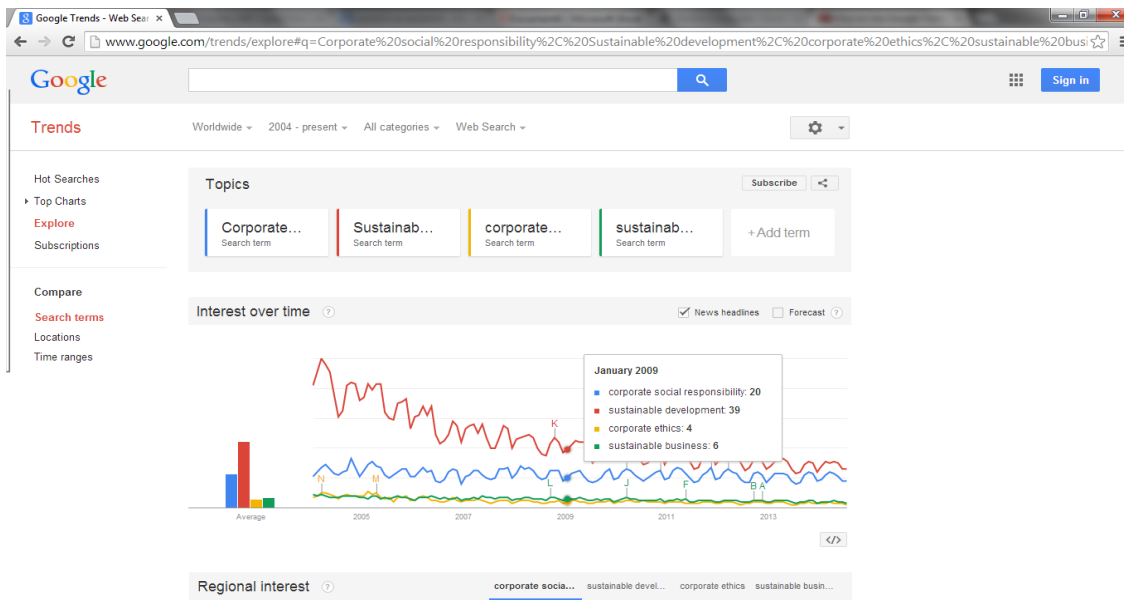


Figure 1: Global interests in CSR and other related terms between 2004 and 2014

Considering that CSR is increasingly becoming a mainstream concept and practice in the business arena in recent times, businesses that have it on their “front burner” stand a good chance of reaping the benefits it presents. However, some of the management executives in particularly publicly-held companies loathe CSR as they reckon that it diminishes possible financial returns to their organizations' shareholders, to whom they feel their allegiance is owed and who they consider as having primacy over all other stakeholders. Moreover, several commentators and authors (Broomhill, 2007; Corporate Watch, 2006; Lewis, 2013; Richter, 2001; The Economist, 2005a) present rather strong, opposing views as they insist that CSR tilts more toward delivering negative results than positive ones, or worse, that it is wholesomely negative.

The European Commission (2011) acknowledges that significant inhibitions exist which affect consumer attention to CSR-connected issues, such as “lack of easy access to the information necessary for making informed decisions” and “insufficient awareness”. The current situation with CSR in Finland seems to be that it is not much practiced, especially in its most readily known form of corporate-do-good within society. At least, some authors have suggested so (Panapanaan et al, 2003). However, the practice in the Nordics - Finland included - where investments in job creation, equality and health are encouraged, is lauded, with such approach considered an alternative to "savage capitalism": apparently

the undue orientation of some businesses and economies strictly toward profit-making (Koop, 2013).

The most recent literature that addresses the issue is about half a decade old and it leaves a desire to survey the emerging crop of business persons and evaluate their perspective on the issue. Further, it is hoped that it will be determined, whether the target population aligns more to either a positive or negative outlook toward the concept. The subject of CSR is one that has continued to generate interest globally (Google, 2014; see Figure 1 above), and the view subsists, among some authors and commentators at least, that it brings both financial and non-financial benefits to businesses. Thus, the motivation in conducting this research is to determine, to an extent at least, the future prospects for CSR, particularly considering that there are negative perspectives about the subject that subsist in relevant literature. Further, it is hoped that the outlook that emerging business persons possess on the matter will be revealed: whether predominantly the positive outlook or the negative one.

1.2 Research Objectives

This research intends to assess the prevailing views about CSR amongst emerging business leaders as much as possible i.e. recent graduates, those currently about to graduate and some who will be graduating later.

1.3 Research Questions

In connection with the objectives stated above, this research is intended to answer the following questions:

- Are the targeted emerging business persons aware of the CSR concept?
- If they are, is there a preconceived notion of CSR amongst them, especially considering its contested nature, as commentators and authors remain generally divided on whether it attracts positive value or negative value?

1.4 Thesis structure

Having discussed the introduction above, this sub-section highlights the rest of the work. Chapter 2 generally, discusses some theories on the contested nature of the concept/subject and within, there is the attempt at exploring some of the extant controversies. Chapter 3 discusses the methods adopted in the conduct of the primary research. Chapter 4 contains the report of the results collated from the primary research. In Chapter 5, conclusions are drawn; the research questions are answered and attempts are made at connecting theory with results.

2. CSR: A BROAD AND CONTESTED CONCEPT

1.2 Appreciating The Term CSR

The discussions engaged within this section seek to appraise the nature of CSR, contested as it is; to consider some of its definitions and to consider some of its constituents. Its contested nature apparently most readily manifests in two ways: in the difficulty of its definition and in its usefulness or otherwise i.e. whether it is really rewarding for businesses or not. It is hoped that this section and the others below, will ease the reader into some meaningful deliberations on the subject. Thus, CSR's precise definition remains unclear presently. Broomhill (2007) believes, and rightly too it seems, that CSR being a contested concept, any definition of it will be questioned by those who wish to contest the scope of any such definition. Authors such as Panapanaan, et al (2003) insist that there's confusion concerning the scope and definition of CSR and its connection with other dimensions of corporate responsibility. In their analysis of Carroll's (1979; cited by Oosterhout and Heugens, 2006) elements of the concept: the ethical, legal, economic and discretionary/philanthropic, they maintain that the latter two features ought to be evaluated separately as they actually distinguish CSR from everyday business, thus accentuating its contested nature. Mullerat (2010; cited by StudyPR, 2012), clearly, yet indirectly in agreement with the views above, considers that CSR, as a subject, will continue to be foggy until it is clarified, consolidated and agreed upon.

Nonetheless, the concept has increased in significance, especially from the 1960s on, and has been the subject of much research, theory building and commentary over time (Carroll and Shabana, 2010), so much that Harvard Professor John Ruggie has claimed that the 'CSR question' is no longer relevant since companies are already practicing it and considers it to be one of the social pressures they have successfully absorbed (The Economist, 2008). However, as we will see in the discussions below, it is still disputed whether it is a worthwhile practice or one that should be discarded altogether as Oosterhout and Heugens (2006) have suggested. Lantos (2001) reckons that the domain of CSR and the uncertainties about it have arisen due to the inability of distinguishing between ethical CSR and philanthropic CSR and also, the wrong notion that it is improper for businesses to prosper from good works.

It has been asserted that there is no general definition for CSR but rather, that various concepts are connoted into it, even with acknowledgements of the famed triple-bottom-line of CSR (Panapanaan et al, 2003). The subject remains a somewhat amorphous one. Its amorphous nature is arguably reflected in, and influenced by, the fact that it takes many different forms and is driven by many different motives (The Economist, 2005a). Such a broad, almost all encompassing nature makes it difficult to precisely craft a befitting definition. Several figures within this work [Figure 2, Figure 3, Figure 4, Figure 5, and Figure 7] reflect the said different forms of the concept, as they present various organizations' outlook to it, influenced by their different motives in practicing it. The said various outlooks of the different organizations, which the figures represent, support the widely held view that the subject is fuzzy and difficult to pin down (Lantos, 2001; Moon, 2004; cited by Broomhill, 2007). Moreover, Oosterhout and Heugens (2006) in apparent agreement with the immediately preceding statement, insist that CSR's causes and consequences are yet to be understood.

The European Commission (2011) acknowledges the already mentioned difficulty in definitively capturing the full scope of 'corporate responsibility', noting that the definition of the concept encompasses several ideas including "human rights, labour and employment practices (such as training, diversity, gender equality and employee health and well-being), environmental issues (such as biodiversity, climate change, resource efficiency, life-cycle assessment and pollution prevention), and combating bribery and corruption." Further, it regards community involvement and development, the integration of disabled persons and consumer interests, including privacy, as part of the CSR agenda. Moreover, it recognizes the promotion of social and environmental responsibility through the supply-chain, and the disclosure of non-financial information, as important cross-cutting issues. The Commission has also adopted a communication on EU policies and volunteering in which it acknowledges employee volunteering as an expression of CSR". The Commission's points echo somewhat, those of Kourula and Halme (2008) whose research revealed certain types of CSR engagements such as corporate philanthropy, cause-related awards, establishment of code of conduct, sponsorships awards, social and environmental reporting and investing in socially focused companies. However, whether it is "responsibility" or "performance" that one prefers, the importance of the practice is clear in that "over half of European consumers say they are prepared to pay more for environmentally responsible products" (Chadwick, 2005). Kurucz et al (2008) are worthy of

mention at this point, who note four different types of social responsibility (SR): different groupings which they based on factors such as: the focus of the approach adopted, the topics being addressed, and the fundamental assumptions about how value is created and defined. Their groupings are cost and risk reduction, gaining competitive advantage, developing reputation and legitimacy and seeking win-win outcomes through synergistic value creation.

The United Nations Conference on Trade and Development (UNCTAD, 2004) has held the view that CSR is still evolving together with society and its expectations, even as the former undergoes modifications over time. Thus, the organization maintains, the concept neither has any universal definition nor any definitive list of constituents. It also holds CSR to be a concept which has companies integrate social and environmental concerns into their business policies and practices in order to enable them impact more positively upon society. One view about a fitting definition for CSR being a difficult proposition is that, depending on the context, it often overlaps with, or is used interchangeably with, such other concepts as environmental responsibility/ accountability, corporate governance, sustainable business, triple bottom line (i.e. businesses' social, environmental and economic oriented activities/actions) and business ethics (Moon, 2004; cited by Broomhill, 2007). Figure 2 below depicts the triple bottom line.

Generally, the meaning of the acronym CSR, has been claimed to include Corporate Social Responsibility, Corporate Sustainability and Responsibility (CSR International, 1999) and Corporate Social Responsiveness (Frederick, 1978), and said to deal with having businesses conduct their activities in ethically sound manners. Still, there are perspectives which consider it to represent rather negative terms such as 'Complete Sidelining of Reality', 'Companies Spouting Rubbish' or 'Corporate Slippery Rhetoric' (Corporate Watch, 2006). More positively, it has been suggested that CSR is about what businesses manifestly give back to society for all the benefits they derive therefrom, such that the business - society relationship is based on mutual benefits for both parties (Marsden, 1996; cited by Panapanaan et al, 2003). It has also been generally considered to mean 'responsible entrepreneurship' i.e. voluntary initiatives by businesses that exceed legal requirements and contractual obligations (Nurmi and Hytti, 2007).



Figure 2: The classic fundamentals of CSR: the triple-bottom-line [<http://www.sensile.com>]

For Lantos (2001), the contributions of businesses to society, much more than their moral and economic performance, have for over fifty years running been the measure by which they are assessed, even as social responsibility remains fuzzy, with blurred boundaries and questionable legitimacy. The domain of CSR and the uncertainties about it is claimed to have arisen due to the inability of distinguishing between ethical CSR and philanthropic CSR and also, the wrong notion that it is improper for businesses to prosper from good works (Lantos, 2001).

The United Nations Industrial Development Organization (UNIDO, 2013) has defined CSR as a management concept that involves businesses considering the three fundamental concerns - economic, environmental and social - in their operations. The International Chamber of Commerce (ICC, 2014), preferring the shortened term - Corporate Responsibility - defines it as "the commitment by companies to manage their activities in a responsible way" which "...includes efforts by business to contribute to the society in which it operates". The Organization for Economic Co-operation and Development (OECD, 2014), excluding the term "social", just as the ICC had done, considers Corporate Responsibility to refer to actions taken by companies to nurture and enhance business - society interactions by seeking out a good "fit" between both, where they are dependent on each other to achieve success. The European Commission (2014) considers CSR to

refer to businesses taking responsibility for their impact on society. CSRwire (2014) considers it to be the integration of business operations and values, whereby companies' policies and practices reflect the interests of all stakeholders including community, investors, the environment and customers. Moreover, it has been said to involve businesses' consistent efforts to "exceed all laws, set a higher ethical standard and help build a better society for all" rather than only "making a profit, paying taxes, employing people and obeying all laws" (EnviroNics International, 1999, (now GlobeScan Inc)).

Further, CSR has been defined as 'a commitment to improve community well-being through discretionary business practices and contributions of corporate resources' (Kotler and Lee, 2005). Carroll (1979, p.500; 1991, p.283) defined it as encompassing the ethical, legal, economic and discretionary (philanthropic) expectations that society has of organizations at a given point in time. His position was apparently inspired by that of McGuire (1963) earlier, one of the foremost academic thinkers on the subject, who reckoned that in addition to social and economic responsibilities, corporations also owed ethical and philanthropic responsibilities to society. Carroll (2001) stretched the argument further by stating that the economic and legal responsibilities are 'required' by society, while the ethical and discretionary/philanthropic responsibilities, are 'desired', from business organizations. Those extended points of McGuire's - on the "expected" and the "desired" responsibilities have been termed the "essence" of CSR (Carroll and Shabana, 2010). Lantos (2001) perceives CSR as the obligation that arises from the implied social contract between business and society requiring corporations to be responsive to society's long-run needs and wants, taking optimal advantage of the positive effects of its actions in society and making efforts to minimize the negative effects of such actions.

As CSR developed conceptually, it gained some influence from the religious thinking of the time. For instance, the commencement of consideration for "stakeholders", as a group that businesses have to be accountable to, has been traced to early twentieth century religious thinking (Lantos, 2001). The same religious thinking, Lantos (2001) maintains, influenced the development of corporate social responsibility in the later part of the same twentieth century. Then, the perspective was that company-managers owed stewardship responsibilities to not only the resources of the enterprises in their charge but also to society's "resources". Essentially, they were not just responsible for the welfare of their businesses but also the welfare of society as a whole (Lantos, 2001). Thus, societies

expected businesses to be responsible for not just their finances, employees and customers, but also their competitors, the environment they operated in and the conduct of their suppliers and distributors. This was particularly the case since the taxes paid by companies were increasingly becoming insufficient to pay for society's resources which were vital to businesses' survival and prosperity. This formed the basis for society to assist in solving social problems by doing more than just paying taxes (Bowie, 1995; cited by Lantos, 2001).

In addition to the views above, there have been several other attempts at defining CSR for many years. None of those attempts has yielded universally satisfactory results however but rather led to an undue increase in the number of definitions available. In that light, Dahlsrud (2006) notes that one study alone had realized 37 definitions for the concept, with Carroll and Shabana (2010) insisting that such a number is an underestimation of the true figures, since Dahlsrud's research did not consider many academically derived definitions due to the methodology adopted therein. Some other authors such as Panapanaan et al (2003) consider that there is no general definition for CSR but rather, that various concepts are connoted into it, even-though they too acknowledge the famed triple-bottom-line of CSR. Regarding definitional distinctions related to concept formation and evaluation, CSR is said to have evolved from majorly 'normative origins' (i.e. from an attempt to define businesses' responsibility to society the way it ought to be) instead of from 'positive origins' (i.e. from attempting to define businesses' responsibility to society the way it was observed to be) (Matten et al, 2003; cited by Oosterhout and Heugens, 2006), thus providing a background for the corporate social responsibility/ corporate social performance argument discussed further below.

Consequently, research and theory formulation on the subject have been influenced by discussions on whether businesses had any responsibilities to society which exceeded their economic interests (Davis, 1973; cited by Oosterhout and Heugens, 2006). Moreover, CSR's importance may not possibly be overemphasized especially as businesses transact not just on the basis of their products or services but also based on their intellectual capital, reputation, goodwill and brand value. In that regard, about eighty-five percent of UK consumers report that they view companies from a more positive perspective when those companies are seen to be making the world a better place (Chadwick, 2005). Australian consumers also prefer that businesses which they patronize balance social

responsibility with profitability rather than favour the latter over the former (Porrit, 2005). Further, a majority of respondents in almost all the countries where Environics International (1999) had conducted a survey on the impact of CSR consider it important that businesses are not only socially responsible but that they exceed the minimum definition of their role in society. In 2010, 54 % of global CEOs surveyed in a UN Global Compact/ Accenture joint study expressed the belief that sustainability (i.e. CSR) would be "very important" to the future success of their business; that the pressures associated with sustainability were reshaping their industries for good and that market forces would subsequently align global challenges with business objectives. However, by 2013, a repeat-study by the same organizations revealed only 45% of the global CEOs retained those perspectives, with most regarding the pace of change to be rather frustrating (The Global Compact, 2010; 2013). At the start of the millennium, the business world acknowledged that benefits existed for businesses in acting socially responsible; that those benefits accrued from their adoption of a broader world view, which enables them to identify market opportunities, control risks and generally monitor shifts in social expectations (WBCSD, 2000).

Proponents of "responsible capitalism" argue in support of CSR as that which aids international companies' ambassadorial functions (Panapanaan et al, 2003). Much of the general notion surrounding CSR is that companies can both 'do good' and 'do well' i.e. they can operate sustainably - saving the planet - while also making "healthy" profit (Doane, 2005). Nevertheless, with the inclusion of those stated already above and as has already been discussed, there has been a plethora of definitions from the 1960s onwards. From the 1980s though, focus shifted from normative to empirical research. The latter led to a focus on alternative themes such as corporate social performance (CSP), business ethics theory and stakeholder theory (Carroll, 1999). Even much more recently, the thought remains that the definition of the concept is imprecise (Mullerat, 2010; cited in StudyPR, 2012). The practical application of CSR, however, can be internal to the company or external, as is evident from the example presented by United Utilities Plc which appears to incorporate both aspects in its operations with keen focus on the environment and resources, their customers and their employees. Bruce Bendell, the company's Director of Corporate Responsibility stated that for them, the "main CR focus is on the business itself: getting customer service right, getting our environmental approach right, using resources efficiently, treating our staff appropriately" (Chadwick, 2005).

UNIDO (2014) considers CSR from a Triple-Bottom-Line view i.e. the achievement of a balance among social, economic and environmental imperatives while a business simultaneously addresses the expectations of stakeholders. Oosterhout and Heugens (2006) state that “in spite of its academic credentials and popularity in business and management practice, the case for CSR as a theoretical concept in social science and the humanities is weak if not outright fatal.” Strikingly, UNIDO (2014) distinguishes between CSR and its "alternative forms": philanthropy, sponsorships and corporate governance, and rather considers it as transcendental of the others, especially when viewed as a strategic business management concept.

The European Commission (Green Paper, 2001) had proposed that CSR should be considered as an investment rather than a cost, in as much as the term refers to a process by which companies manage their relationship with various stakeholders who can determine their powers to operate within society. Further, the Commission submitted that though CSR is generally perceived as voluntary actions from companies, the companies are considered to be truly practicing CSR when they not only comply with, but actually exceed legal obligations through investments in relevant areas. Moreover, while acknowledging that the primary responsibility of business is to make profit, the Commission held the view that companies can simultaneously contribute to society and the environment, as a strategic investment, by integrating CSR into their operations and core business strategy. However for companies to be deemed to have fully satisfied the requirements in this respect, the Commission maintains that their business processes, operations and core strategy should not only integrate social and environmental concerns but also consumer, human rights and ethical ones into their operations and core strategy.

It's been stated that CSR has dual aims of examining the role of business within society, and maximizing the positive social outcomes of business activity (UNIDO). Doane (2005) views CSR loosely and generally as the efforts corporations make above and beyond regulation to balance the needs of stakeholders with the need to make a profit. Oddly, Doane's view suggests that companies' performance(s) always exceed legal prescriptions (and also, that those prescriptions are always existent) whereas in practice, the case is sometimes that the companies have no regulations to guide them or, where they do have those, that they perform below the requirements. The latter is particularly so when they have no 'watchdog' overseeing them and ensuring that they act right. Oosterhout and

Heugens (2006) made a critical differentiation of terms in their work by distinguishing between “corporate responsibility” and “corporate actions”, insisting that both are not two of a kind. They importantly note that there is corporate social performance, i.e. corporate social actions, different from corporate social responsibility, and that scholars have often readily studied the former and disregarded the latter due to the considerable difficulty there is in capturing its essence fully. They thereby distinguish the empirical from the conceptual. It is noteworthy that the need for corporations to be socially responsible has resulted in the formation of exclusively social-responsibility-oriented organizations in some instances, such as the UK's Corporate Responsibility (CORE) Coalition, an alliance of over 100 NGOs which demands transparency from companies about their conduct with their employees, their communities and the environment.

From the foregoing, it is hoped that CSR's contested nature is manifest, in the light of the arguments there are and considering CSR's constituents, as listed by The European Commission (2011) - a long, yet inexhaustive list. Moreover, on the matter of its definition, though some commentators have attempted to craft some, others have argued that it is an indefinable concept while yet some others have only just criticized the existing definitions, regarding them as insufficient in capturing the entire scope of the subject. It must be noted that the broadness of the subject justifies some of the criticisms, as some of the definitions are truly non-encompassing. Dahlsrud's (2006) work cited above and the follow-up on it by Carroll and Shabana (2010) is one such instance of the contention. However, this section has not by any means exhausted all the contentious points and arguments. Rather, it seeks to avert the reader's mind to issues that are relevant in that regard.

2.2 History Of CSR

There has been, since the 1970s, an increasing expectation by society that businesses' conduct and operations be more ethical, so that the economic aspects of corporate existence alone - such as productivity - became insufficient to justify businesses' license to operate. Other non-economic factors such as the welfare of customers and employees, the wider stakeholders; the natural environment, etc came more into consideration. Relevant literature suggest that CSR/ corporate responsibility evolved in three eras: the late nineteenth century with the emergence of robber barons and large corporations,

whose powers were growing considerably; during the Great Depression of the 1930s; and during the late 1960s and 1970s (Broomhill, 2007; Jenkins, 2005; Richter, 2001; cited by Bendell, 2004). In the first era, corporate responsibility/ philanthropy was more or less voluntary, as businesses in the United States of America had adopted such tactic to counter government regulation of their activities. In the second era, the depression had led the government of the day in the USA to reintroduce regulation - the UK government took a similar stance after the second world war. By the third period/ era, the activities of corporations were starting afresh to have negative social and environmental impacts and society strived all the more to regulate those activities. It was in that last era that corporate regulation really became an international issue, with organizations such as the United Nations getting involved (Broomhill, 2007).

In the mid - 1970s USA especially, the trend amongst academics and corporate executives was raising the moral consciousness of businesses so that profits were pursued more ethically (Lantos, 2001). Nonetheless, corporations, with the support of some state governments, opposed such regulations and rather opted for, and pursued, self/ voluntary regulation. Oosterhout and Heugens (2006) cite literature and bibliometric analysis (Carroll, 1999; de Bakker et al, 2005) which conclude that the academic origins of the CSR idea began in the 1950s, even though "the social dimension of economic agenda" had started constituting popular thinking before the second world war began.



Figure 3: Mizuno Corporation's outlook on CSR consisting three spheres and ten subject areas, with the triple-bottom-line non obvious although the colour schemes appear to suggest and align with it. [\[www.mizuno.com\]](http://www.mizuno.com)

They argue that the literature of that period, including Bowen's 'The Social Responsibilities of the Businessman' (1953), mainly maintained a 'justificatory' outlook for CSR, emphasizing its general benefits and its business case as they provided basic definitions and descriptions of the concept.

Authors (Banerjee, 2001; Bendell, 2004; Corporate Watch, 2006) suggest that negative factors, somewhat, led to the commencement of the practice of corporate responsibility. The United States of America (USA) seems to be its birthplace too. Broomhill (2007), alludes to the creation of the anti-trust movement in the USA in the late 1800s as a catalyst to the evolution of corporate responsibility initiatives by businesses: anti-trust issues had arisen due to the unsatisfactory activities of large corporations and robber barons. That position supports Rowe's (2001) view that society has long been suspicious of the effects of corporate power. Mentioning the USA also, Rowe states that from as far back as the mid-1800s there was evidence of "concern about, and resistance to, the extension of corporate power". He states those concerns for the growth of corporate power thus:

" corporations are showing a degree of raw aggression that is unsettling to say the least. They are claiming new territory in virtually every dimension of existence, from the personal space that is assaulted by huckstering and cell phones to the Star Wars initiative which will stake a commercial claim to the furthest reaches of outer space. They are taking control of the quest for knowledge at universities, and are moving even to claim the gene pool and the processes of life itself".

In the light of such perspectives, the need was obvious for corporate power to be kept in check and a few institutions and governments responded, mostly through laws and regulations, in efforts to make businesses more responsible and accountable to the societies in which they operate. Businesses countered with [voluntary] corporate responsibility actions of their own. Lantos (2001) notes that ethics was no major concern of businesses prior to the 1960s but rather, that matters within the domain of ethics - fair wages, the morality of capitalism and unfair labour practices - mainly preoccupied theologians in that period. He mentioned the protestant work ethic which promotes hard work and its attendant success(es) as the essence of businesses' social responsibility. John Ruggie of Harvard University's Kennedy School of Government agrees with that point, stating that the question whether CSR should exist is a theological one (quoted in The Economist, 2008).

Lantos (2001) further pointed out that from the 1960s, interests in business ethics unexpectedly surged as awareness increased on the unsavoury practices of some businesses, even the popular and well-admired ones. The media and consumers at that time were united in their condemnation of the 'insensitivity' of corporations, perceiving most business activities of the day as immoral and reprehensible.

Importantly, Banerjee (2008) noted that from inception a few centuries ago, corporations were created by royal or state charters of either the British monarchy or the State legislature in the United States of America (USA). He maintained that such charters in 19th century USA included terms such as the lifespan of the corporation, its obligations to the public, and the permissions and restrictions it had. Thus, as creations of charters, corporations were regulated from inception. Though corporations are still legal entities in present times – their creation mostly backed by law - yet the distinction between present day and the past regarding their terms of existence is remarkable. Nowadays, companies whose existence is backed by law often function such that they deviate from the business(es) they had been set-up to perform, without incurring the wrath of the law. Such "loose" practices were frowned at, by the law, in the past. In support of the point, Banerjee (2008), cites the 1815 case of *Terret v Taylor* where the court stated that “a private corporation created by the legislature may lose its franchise by a misuser or nonuser of them. This is the common law of the land, and is a tacit condition annexed to the creation of every such corporation.” He also mentions, citing Derber (1998), that in 1800s Massachusetts and New York, turnpike corporations who failed to keep their roads in good repair had their charters revoked.

More recently, various organizations and laws have been established to check or counter the effects of corporate power: the UN, in 1948, established the International Trade Organization (ITO) as a means of guiding global trade (Bendell, 2004). The idea of establishing the ITO was inspired by the possibility of maintaining an integration between trade, employment standards, domestic policy and development (Drache, 1998). It was intended to reduce trade barriers while encouraging or addressing issues such as development, investments and business monopolies. In 1977, the government of the USA enacted the Foreign Corrupt Practices Act, forbidding corporations based in the country from paying bribes while conducting businesses around the world. The OECD (Organization for Economic Cooperation and Development) had issued in 1976 (and

revised in 2000) 'Guidelines for Multinational Enterprises'. The guidelines were intended to "ease the workings of globalization"; engender confidence and predictability in overseas corporations; lay down some rules for foreign direct investments, tax payments, compliance with host country laws and accounting (AccountAbility, 2004). Moreover, they covered aspects such as industrial relations, consumer interests, respect for human rights, ensuring competition and taxation, disclosure of information, elimination of forced labour and child labour and workers' rights (ICHRP, 2002). The UN set up a Centre for Transnational Corporations (UNCTC) in 1977 which also drafted codes similar to those developed by the OECD. The UNCTC sought to ensure that multinational corporations abstained from corruption, respected host countries' goals on development, observed host country laws, respected fundamental human rights, protected consumer rights and the environment and adhered to socio-cultural objectives and values (Jenkins, 2001; Fitzgerald, 2001). It has been argued that the UNCTC codes focused more on regulation of business activities than on access to new markets, as the OECD codes did. Thus, they were less eagerly received by corporations (Corporate Watch, 2006). Worse, corporations exerted pressure on the UN and successfully exacted the dissolution of the UNCTC altogether. Its functions were subsequently transferred to another organization (which, more preferably, promoted foreign investment): the UNCTAD (United Nations Conference on Trade and Development). In the same year 1977, the ILO (International Labour Organization) issued a Tripartite Declaration of Principles Concerning Multinational Enterprises and Social Policy, stating that:

" In the 1960s and 1970s, the activities of multinational enterprises (MNEs) provoked intense discussions that resulted in efforts to draw up international instruments for regulating their conduct and defining the terms of their relations with host countries, mostly in the developing world. Labour-related and social policy issues were among those concerns to which the activities of MNEs gave rise...The principles laid down in this universal instrument offer guidelines to MNEs, governments, and employers' and workers' organizations in such areas as employment, training, conditions of work and life, and industrial relations."

The Declaration similarly required companies' respect of certain international human rights agreements and dealt with employment matters such as benefits and working conditions, wages, health and safety, non-discrimination, freedom of association and right to organize and security of employment.

The multilateral initiatives and agreements mentioned above notwithstanding, corporate power continued to thrive through the 1980s (Bendell, 2004). For example, the OECD guidelines and the ILO Declaration were regarded too weak to be of any effect since they were neither binding on countries nor on corporations (ICHRP, 2002). Further, the UN's attempts to draft a Code of Conduct for Transnational Corporations were halted in the 1980s and the UNCTC which was supervising and facilitating the process was disbanded early within the next decade due to "pressures from key Northern Governments, backed by corporate lobbying" (Jenkins, 2001; Fitzgerald, 2001). Factors such as neoliberalism and globalization - which enabled increased mobility of capital and corporations - have been said to encourage corporate strengthening through the 1980s, as States were forced to refrain from regulating businesses for economic reasons. As State Governments scrambled to attract foreign investment, they inadvertently strengthened the position of multinationals, granting them the ability to pick and choose what country they 'pitched their tent' with (Jenkins, 2005; Broomhill, 2007). However, corporations continued to grow and strengthen through the 1990s and as the twenty-first century dawned, it became obvious that action to check corporate power was largely failing. Thus, new multilateral agreements were effected, namely, NAFTA (North Atlantic Free Trade Agreement), GATS (General Agreement on Trade in Services) and TRIPs (i.e. the agreement on Trade-Related-Aspects of Intellectual Property Rights), with all of them essentially establishing the rights of corporations over sovereign governments, internationally (Bendell, 2004). It became important for formal legal processes to be adopted in efforts to entrench CSR because the law, in a manner of speaking, had been employed by corporations prior, to sway decisions in their favour. The case of *Dodge v Ford Motor Company* (1919; cited by Banerjee, 2008) is one on point. There, the court declared that "a business organization is organized and carried on primarily for the profit of the stockholders. Directors cannot shape and conduct the affairs of a corporation for the mere incidental benefits of shareholders and for the primary purpose of benefiting others". In the case, Henry Ford of the Ford Motor Company who was the defendant in the case above, was driven by social considerations in making the decisions that led to the court case, yet the court rejected his arguments and decided against him. He had intended to invest in a business-expansion project in order to create more employment; spread the benefits of the industrial system to more people and thereby help them lead better lives. Unfortunately, some minority shareholders did not buy into his lofty plans and preferred that the profits be shared as dividends instead of taking the socially responsible path that Ford was proposing. Banerjee (2008), cautions that a literal

interpretation of the court's statement would suggest that it is illegal for businesses to be socially responsible. He maintains that if Ford had presented his argument differently and emphasized the long-term financial benefits of his plans to the business instead, then the court may have approved of it.

Having witnessed the failure of regulations and similar corporate-accountability measures, civil society groups formed and adopted "forcing change" tactics: campaigns that mostly involved, particularly at the initial stages, direct (and sometimes, confrontational) engagement with businesses (Bendell, 2000; cited by Bendell, 2004). These engagements included buying the shares of relevant companies so as to permit those shareholders present their view at the companies' annual general meetings; demonstrating at companies' retail outlets, annual general meetings or corporate offices and organizing consumer boycott of companies' products. The groups targeted the reputations of especially the multinational corporations to make their wrongdoings public so that they will be forced to change and improve their conducts. This approach was successful especially because intangible assets such as strategic positioning, reputation, brand, alliances and knowledge largely constitute most (major) companies' total market value (Clifton and Maughan, 1999; cited by Bendell, 2004). For Bello (2001) " a corporation that has invested billions in its logo... will capitulate when campaigns threaten their image and the demands are feasible". Through the 1990s, other forms of engagement were developed: civil groups advised companies on best practices and endorsed such practices when they were observed; civil groups and companies jointly developed codes of conduct and certification schemes; companies and civil groups partnered to develop new products, techniques or management practices (Bendell, 2000; Zadek, 2001; Utting, 2002: cited by Bendell, 2004). The Global Reporting Initiative (GRI) derived from such engagements as above. Its aim is to develop a widely endorsed development framework for social and environmental issues (Bendell, 2003; cited in Bendell, 2004). Another such engagement is the Forest Stewardship Council (FSC) which has been named as a pioneering example in this regard (Murphy and Bendell, 1997; cited by Bendell, 2004). Also notable in this respect is the agreement that was signed between the International Federation of Chemical, Energy, Mines and General Workers Union (ICEM) and Statoil, the Nordic Oil Concern (Bendell, 2001; cited by Bendell, 2004).

Apparently, academics were spurred into researching CSR more as the buzz around the concept intensified between the 1960s and 1980s. This increase in interest, is evident from the foregoing discussions and apparently inspired Ben & Jerry's publication of a social report in 1989. It was the first time a company reported on its social activities (Marlin and Marlin, 2003). Royal Dutch Shell followed suit, almost ten years later, by being the first multinational company to publish a social responsibility report (Shell, 1998). Definitions of CSR through the 1960s had suggested that corporations owed certain responsibilities to society beyond their legal obligations. Through the subsequent decades, the concept was continually canvassed and by the mid-1980s, none other than Drucker (1984) perceived the imperative for businesses, in addressing those societal problems they were deemed responsible for, to understand the business opportunities presented through them. He arguably was the first to more clearly proffer possibilities for "win-win endings" to the corporate-responsibility/ accountability arguments from concerned parties. Thus, the idea of the "business case" for CSR was essentially birthed. Bendell (2004) views the development of the idea of the "business case" as the onset of the institutionalization of voluntary CSR. Subsequently, several stakeholders - academics/consultants, civil groups, business participants and commentators started commending the commercial prudence in the "business case". Weiser and Zadek (2000; cited in Bendell, 2004) argue that the idea was influenced by improvements to risk management; operational regularity; sales and marketing; employee recruitment, retention and motivation; and product, service and brand innovation. A new industry of CSR service providers developed at the time, and further promoted the "business case". It comprised start-up companies, freelancers and some of the largest auditing and accountancy firms and absorbed many of the persons formerly involved in either confrontations or partnerships with businesses. A few organizations - specialist institutes and civil groups - were formed to support the new industry, including CSR Europe, Business for Social Responsibility, Fair Labour Association (FLA) and Social Accountability International (SAI) (Bendell, 2004). However, in that same period, a few other organizations were formed which opposed any partnerships or collaborations between corporations and those who sought to hold them more accountable/ responsible to society. Bendell (2004) mentions such organizations as Corporate Watch, Corporate Europe Observatory and the World Economy, Ecology and Development Association (WEED) as examples in this regard. Corporate Watch (2006) has observed a shift in trend from the 1992 UN Rio Earth Summit onwards, which favoured voluntary-corporate-responsibility instead of regulated-corporate-responsibility. That observation supports the

view of Christian Aid (2004), who believe that modern CSR, i.e. as practiced currently, originated at that Summit in 1992. Subsequently, groups and individuals in opposition of partnerships or collaborations between civil society groups - who advocated for corporate accountability/responsibility - and multinational businesses invariably aligned with the notion of regulated-corporate-responsibility and presented three points in support of their position (Bendell, 2004). First, they argued that those initiatives were of 'defective scope' in that they appeared to be designed to affect only high-profile companies and brands. Thus, any company or product that was not a brand, in the strict sense of the word, would be excluded from the benefits of the effects of the initiatives. Second, since these organizations thought that the growth of corporate power and corporate lobbying undermined democracy and democratic values, they argued that with "voluntary action" there will be a "democratic deficit". The UN, through some of its organizations, favoured the introduction of international codes and regulations for the good governance of multinational businesses (UNRISD, 1995; UNDP, 1999). Bendell (2001, 2004) and Utting (2002) note that some commentators have pointed out that "voluntary action" was rather restricted to decisions that will not negatively affect a corporation's share value. They also pointed out that the voluntary action agenda was mostly promoted by certain groups in the West rather than persons in the global south whom it is supposed to benefit. To that extent, Newell (2000) stated, civil groups who engaged businesses on the issue lacked both the legitimacy and the mandate to advocate on behalf of society.

Regarding the reporting of CSR activities/ matters, Marlin and Marlin (2003) are of the view that actual reporting of CSR activities, especially concerning its key twin aspects - the social and the environmental - is comprised of three phases. The first phase, from the 1970s to the 1980s, they argue, involved advertisements and annual reporting that focused on the environment without any links to corporate performance. They reckon the second phase started from the late 1980s, with the publishing of Ben & Jerry's Stakeholder Report, a "social audit". It was the first of the "New Model Corporate Reports". As its name suggests, the report was intended for the categories of groups which the company regarded as its stakeholders namely: communities (through community outreaches, philanthropic giving, creation of both global and environmental awareness), suppliers, investors, customers and employees (Marlin and Marlin, 2003). Laudable as this feat was, it was still considered flawed in certain respects: there was no set of generally accepted standards against which the company's performance could be measured, and the

company only contracted individual social auditors who lacked external validation of their qualifications. The social auditors also lacked any clear processes that they could apply to their audits and lacked any standards for measuring the company's performance. This situation gave rise to the third phase of modern CSR reporting, wherein certain certifications were introduced, namely: certification of CSR reports by third-parties, and certifications by accredited bodies which are entitled to endorse against social and environmental standards. This last phase made the social auditor "...both stronger and more circumscribed than the independent social auditor of the Ben & Jerry's vintage" i.e. the social auditor of the first phase. (Marlin and Marlin, 2003). Developments continued unfolding in the fledgling industry and in 2001, two important publications - the Journal of Corporate Citizenship and Ethical Corporation Magazine - were launched, which dealt with multistakeholder partnerships, CSR and sustainable business (Bendell, 2004). Within that same decade certain think-tanks, universities and publishing houses made considerable contributions to the growth of the industry. These contributions included the production of pamphlets on CSR, the setting up of research centres and the increasing publication of books with titles on CSR, respectively. From the late-1990s through to the very early 2000s, a few European countries witnessed the setting up of various organizations which were focused on the promotion of CSR: Corporate Watch in the UK, the Corporate Europe Observatory in the Netherlands and the World Economy, Ecology and Development Association (WEED) in Germany.

In concluding this section, it is evident that just as CSR had started off as organic - developing from within organizations as they reacted to the public's negative perception of their activities, those 'forces' have continued to drive its progress as social expectations have been the basis on which it has thrived. Increasingly, as has been observed, society has expected more social contributions from businesses. However, there are still those in objection; those who consider that corporations have no obligation satisfying such demands from society. Although criticisms of that kind still linger, the concept has developed and has become considerably entrenched, so much that it is no longer considered sufficient for companies to 'patronize' society. Rather, in the business-society interactions presently, the convention is increasingly the expectation of 'win-win' endings.

2.2.1 Voluntary CSR and Regulated CSR

Having discussed some of the history of CSR above, this sub-section and the ones following will look into some terms subsumed under the subject. The continued non-satisfactory resolution of the terms contribute to the persisting controversies surrounding the subject. Opinions have varied on whether CSR by businesses should be regulated or voluntary and arguments have been considered in that regard in one or more of the preceding sections. Those arguments persist and some of them will be discussed in this section. Table 1 presents some multilateral instruments, guidelines and codes that currently govern the subject of CSR and with regards to their legal status, the majority are 'voluntary' and fewer are 'regulatory'. The foregoing notwithstanding, the UNCTAD (2004) appears to suggest CSR is neither voluntary nor regulated, highlighting the general view that it (in practice at least) neither aligns fully with philanthropy nor strict compliance with the law. However, literature generally shows a general disagreement with the UNCTAD's view. Husted and Salazar (2008; cited by Broomhill, 2007), for instance, argue against compelling businesses to act responsibly - in other words, against regulating their activities. They maintain that corporate social responsibility best emanates organically, as a business strategy, whereby companies seek out suitable "fit" as they engage in activities that are social-responsibility oriented. Fittipaldi (2004) reported that some 80% of CEOs in the US prefer that corporate citizenship (an alternative to corporate responsibility which is often interchangeable with it) not be governed by law but rather, that it be left voluntary. Bendell (2004) argued that voluntary CSR has been considered defective in that it affects only renowned businesses - those with acknowledged brands, or their suppliers - so that those businesses who do not align with the concept of branding are insulated from corporate accountability and responsibility campaigns (Klein, 2000). Further, voluntary CSR has been said to be democratically deficient in that those who claimed to represent society, in engagements with businesses on CSR transactions had neither legitimacy or the mandate of society to act on its behalf. In that respect, Newell (2000) notes, civil regulation (voluntary action) was an inadequate substitute for state regulation. The United Nations, through two of its organs - the United Nations Research Institute for Social Development (UNRISD, 1995) and the United Nations Development Program (UNDP, 1999) has argued for 'intervention', stressing the importance of not leaving it to multinationals to regulate themselves. Moreover, Bendell (2001) notes that voluntary CSR has distractive effects, since businesses easily point to their CSR efforts to show they are

doing fine by themselves and can subsist without regulation. Corporate Watch, the watchdog-organization, considers the idea of CSR to be a contradiction-in-terms and questions any real commitments on the part of big businesses to operate sustainably. They argue that companies are not only practicing CSR poorly but they are also structurally incapable of social responsibility; that since laws are made by society for regulating social conduct, corporations' "social responsibilities" should be activities stipulated and regulated by law. In other words, they express a preference for CSR to be regulated, as opposed to the voluntary CSR which businesses prefer and more keenly align with

Importantly, business executives appear to be increasingly aligning to the perspective of regulated CSR. For example, although The Global Compact (2013) has reported that CEOs' motivation for CSR/sustainability investments currently is market-focus, the CEOs they interviewed for the relevant research argue that the pace at which the market engenders change is frustrating and that market structures and incentives are failing to help meet their expectations on sustainability.

CODE	GOVERNANCE			LEGAL STATUS			GUIDANCE			PERFORMANCE		
	Business led	Public-policy led	Multi-stakeholder led	Voluntary	Mandatory	Legal linkages	Broad policy	Formal guidelines	Technical spec.	Non-financial only	Links to financial	Forward-looking
UNGC			✓	✓			✓			✓		
AA1000			✓	✓				✓	✓		✓	✓
ISO	✓			✓				✓	✓	✓		
GRI			✓	✓				✓			✓	✓
OECD		✓		✓ ¹		✓		✓				
SAS8000			✓	✓ ²				✓	✓	✓		
Sarbanes-Oxley					✓	✓					✓	✓
DJSI	✓			✓					✓		✓	✓
UN Norms		✓			✓ ³	✓	✓					

Table 1: Matrix representing several corporate responsibility codes and various aspects of their practical applications, with voluntary codes being the overwhelming majority, in comparison with mandatory codes (AccountAbility, 2004).

Thus, they propose that the market's failure be corrected through governments' and policymakers' interventions, even through tougher measures such as regulation and taxation (Lewis, 2013). Moreover, in reality, a number of CSR definitions tend to suggest preference(s) for activities/actions that transcend legal requirements i.e. activities/actions organizations have no legal obligations to undertake, thus performing more than the law(s) require, in that regard. The discussions above on 'appreciating the term' and some of those in the sections below hopefully elucidate that point more.

2.2.2 Corporate Accountability and Corporate Responsibility

Although the practice of either of the two terms above will usually be perceived as proper good business ethic, especially in the context of the argument immediately below, the exact meaning of each term remains fairly disputed. The argument on them presents one of those cases of the contested nature of CSR, since they both belong under the purview of the subject. For example, some observers like The Centre For Research on Multinational Corporations (SOMO, 2014) both terms "corporate responsibility" and "corporate accountability" are usable interchangeably. Some literature are in support of such a view and have actually used them so, as Bendell (2004) points out. The dictionaries' definitions of the terms also shows a slight similarity between them too (Cambridge Dictionary Online; Dictionary.com LLC). However, Bendell (2004) notes a distinction between "corporate accountability" and "corporate responsibility" amongst some CSR stakeholders. The distinction is generally between those who welcome the concept of corporate power or considered it an opportunity if engaged properly (and therefore said to be advocating/practising corporate responsibility) and those who regard corporate power as a problem (and who are considered to be practising/advocating corporate accountability).

Bendell (2004) cited other sources in support of his position, such as Friends of The Earth International (FoEI) (2002) who consider corporate accountability to involve exceeding voluntary approaches, establishing mechanisms that provide sufficient legal and financial incentives for compliance and ensuring that stakeholders are provided every enablement

to challenge corporate powers. One other source that he cites: The NGO Task Force on Business and Industry (1997), appears to consider corporate accountability as similar to regulated CSR, describing it as the legal obligation of a company to do the right thing, and stating that it is aimed at ensuring that a company's conduct and its products do not bring any harm to society.

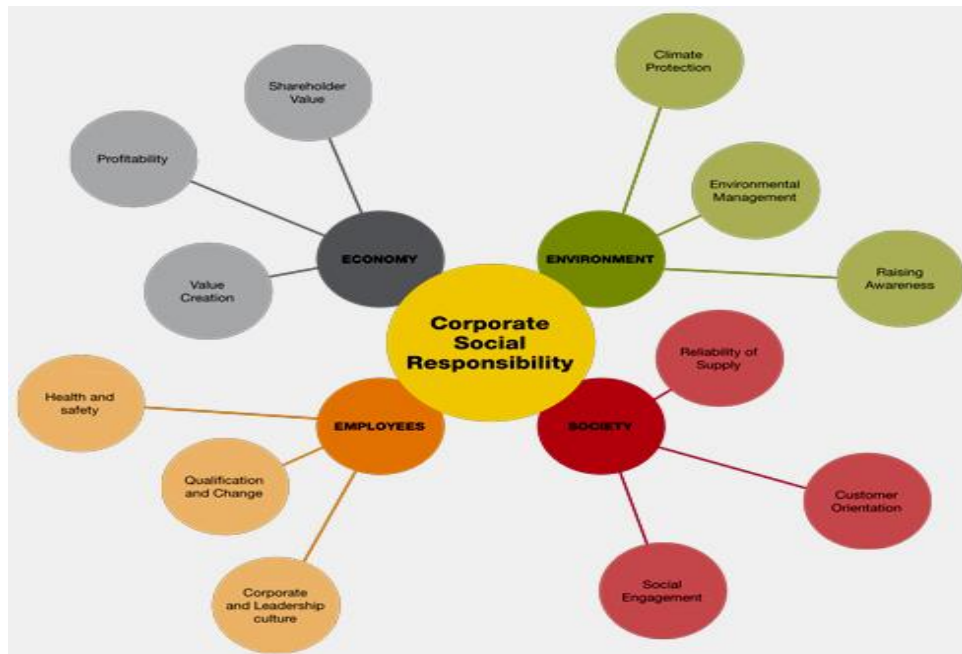


Figure 4: The Austrian Post perspective of CSR rather showing four base aspects - economy, environment, employees and society - instead of the three fundamentals as depicted in Figure 2. [\[http://www.post.at/en\]](http://www.post.at/en)

Further discussions of the two terms suggest that accountability aligns more to regulation; the obligation to perform or desist from performance; to be answerable, and in this context, corporations being answerable or obligated to society (Bendell, 2004). The Economist (2005b) regards accountability to refer to a set of largely formal rights and obligations. 'Responsibility, however, has appeared to align more with the voluntary approach to the business-society interaction, as Bendell's (2004) views and various definitions and arguments throughout this work suggest, particularly considering the perspectives of business persons in describing/ defining the subject.

2.2.3 Corporate Social Responsibility (CSR) and Corporate Social Performance (CSP)

In their attempt to craft a more suitable definition of CSR, Oosterhout and Heugens (2006) discussed two approaches to defining a concept, arguing for either an 'extensional' definition or an 'intensional' definition. The extensional approach involves pointing out and describing the set of real-life phenomena to which the concept refers. The 'intensional' approach involves "specifying the conjunction of general attributes that make up the concept". In other words, the extensional approach points out examples of, and/or makes references to the examples of the concept while the intensional approach covers constituent parts of the concept in question - those ideas that are fused to form the idea of the concept. Deliberating further on the thought, they reveal that business and society researchers have more readily conducted studies on Corporate Social Performance (CSP) rather than corporate social responsibility. They cite in that regard de Bakker et al (2005), whose research revealed that within three decades - 1972 and 2002 - there were 155 studies on CSP alone, considering it an apparent sign that studying "corporate social responsibility" - doing the 'intensional' - is more philosophically challenging while corporate actions (i.e. CSP), being easier to observe, are more readily studied i.e. doing the 'extensional'.



Figure 5: Samsung Electronics' Global Social Contribution Programs which, as a unit, is not precisely patterned after the classic model represented in Figure 2. www.samsung.com

Even with measuring CSP, they argue, issues still persist. Their position is that researchers are only able to measure a few social performance indices of any of their research target-companies and not all of them. Thus, they are unable to effectively report on organizations' actual CSP profiles. For example, they argue, "measuring a company's performance on the issue of environmental pollution is unlikely to yield a valid estimate of that company's CSP profile, as it reveals no information on its performance on other issues like human rights, gender and racial diversity, child labour, and employee health and safety".

2.3 Benefits of CSR: Its Business Case

The business case for CSR, as the subtitle above suggests, encompasses the benefits of CSR; the advantages there are in practicing it. It is the basis for the argument for mutual benefits for both businesses and society as businesses engage in socially responsible conduct. Carroll and Shabbana (2010) reckon that it represents "the underlying arguments or rationales supporting or documenting why the business community should accept and advance the CSR cause; the question of how, as organizations, they can benefit from CSR, and other reasons for businesses to formulate CSR policies and engage in CSR practices. Burke and Logsdon (1996) note that generally, proponents of CSR in business and academia fundamentally believe that it is rewarding for firms, their stakeholders, and the wider society; that it is a mutually beneficial concept. Carroll and Shabbana (2010) in their examination of the history and evolution of CSR revealed that from the concept's earliest origins, the business case had been in development. They argue that as businesses considered their various responsibilities to society long ago, they always sought to align their enhancement of the community with long-term business interests. The International Chamber of Commerce (ICC, 2014) believes that as an essential aspect of good management, corporate [social] responsibility can greatly contribute to the profitability of a business, without however, any presumptions as to guaranteed economic benefits for businesses which adopt corporate responsibility initiatives. For the European Commission (2014), available evidence supports an increasing importance of CSR to corporate competitiveness. The Commission is of the view that CSR can be useful to several aspects of business: human resources management, innovation capacity, access

to capital, risk management, cost savings and customer relationships. Another supportive view is that the practice of social responsibilities by companies engenders increased competitiveness, increased profits, and customer loyalty; and further, that it facilitates a more meaningful life for business people (Koop, 2013). Lantos (2001) insists that if CSR must be practiced, then it has to be "strategic" i.e. it must be beneficial to both businesses and society, bringing prosperity to businesses for the good works they do as social responsibility. He came to that conclusion after analyzing three kinds of CSR: the ethical, the strategic and the discretionary/ philanthropic. While he considers ethical CSR to be obligatory as it involves doing no harm to society, even though its practice may possibly be non-profitable, he regards discretionary/philanthropic CSR as worthless and one that businesses must not engage in because it brings no reward to businesses, while he considers strategic CSR as that which businesses must practice since it yields rewards for both societies and businesses. He is emphatic that strategic CSR is the business case for the subject; the ideal practice. Nelson (2001), is also convinced about CSR's strategic value to businesses, since "86% of institutional investors across Europe believe that social and environmental risk management will have a significantly positive impact on a company's long term market value." Fittipaldi (2004) points out that CSR and good financial performance are complementary of each other in that the former leads to the latter, and when there are good financial returns, businesses have the opportunity to reinvest those in more potentially rewarding ventures, including those oriented toward social causes. His position, however, has been disputed by Professor Chatterji (quoted by Lewis, 2013) and is discussed further below. The Economist (2008) acknowledges the existence of acclaimed "win-win" opportunities for businesses and society in the business case argument, referring to a sweet spot - a middle ground of sorts - where benefits can be attained by both parties to the argument. Further, the newspaper believes there is a positive, albeit weak, link between corporate social performance (CSP) and corporate financial performance (CFP), and claims that although firms may not be richly rewarded by CSR, it does not usually ruin shareholder value totally either.

In a 2002 survey report, PriceWaterhouseCoopers claimed that 70% of the global chief executives they polled believed that CSR improved their companies' profitability (Vogel, 2005). Similarly, 79% of fund managers and analysts surveyed in 2003 by CSR Europe and Deloitte maintained that managing environmental and social risks impact positively on companies' market value, at least in the long term. In the same report, 69% of Investor

Relations Officers (IROs) surveyed agreed that good social and environmental performance influences a company's brand and reputation strongly in the long term. Moreover, 46% IROs believed that those same factors positively influenced economic performance while 36% IROs believed that the said factors positively influenced market value. In a somewhat reverse view, 59% of fund managers and analysts surveyed in the same period considered social and environmental crises important, even very important, when making investment decisions, and 34% of IROs aligned with that same view, leading the researchers to believe that CSR was relevant to companies in the short-term also, and not just in the long-term.

Interestingly, Carroll and Shabana (2010) maintain that there is no single business case for CSR and no single rationalization for how it improves the bottom line. Rather, they claim that various business cases have continued to develop through the years. Environics International (now GlobeScan Inc) (1999) conducted an expansive poll on CSR that harnessed the global perspectives on the concept. The Poll stressed the importance of multinationals having an active corporate function that shows how they intend to support and partake in the social, economic and environmental agenda of countries in which they operate. It sounded out the publics' views on factors that most influence their impressions of individual companies. Factors the Poll dealt with include social responsibilities, brand quality/ reputation and business fundamentals. Notably, "social responsibilities" was chosen, remarkably consistently in all regions of the world, as the factor that most influences the publics' impression of public companies, thus highlighting the point that it is important for businesses to meet the wider social expectations of consumers and thereby foster corporate sustenance. Moreover, the Poll established the fact that CSR is not relevant to only developed countries but also relevant to the developing countries, a fact which is supported by Figure 6 below. The Poll also showed that CSR is more popular or acknowledged in the developed economies than in the developing ones. Currently however, there appears to be improvement on that fact, based on Figure 6 below, although the improvement remains disputable. Further, the survey-results implied that social pressures were mounting on businesses. It showed strong public opinion which demanded that companies, in relating with societies with which they had dealings, exceed the conventional business roles. Such opinion bolsters the argument by some commentators that social responsibility involves businesses exceeding legal rules and stipulations in their engagements with society. Environics International (1999) notes that

companies who are most experienced with CSR usually find it most effective to have the concept transcend mere add-on. Rather, they integrate it into the core of corporate strategy, thereby extracting utmost value from it and maximizing its potential.

Other notable approaches to the CSR business case include identifying benefits to different stakeholder groups that directly or indirectly benefit companies' bottom lines, and focusing on establishing - through empirical research - a link between corporate social responsibility and corporate social performance. Vogel (2005) distinguishes between 'the old style' CSR and 'the new world'. The former, as was evident between the 1960s and the 1970s, mainly involved businesses being motivated by social considerations in pursuing CSR, while the latter, newer model involves a keener interest in having firms' CSR initiatives translate to financial performance, and especially, seeking the establishment of a nexus between CSR and CFP (Corporate Financial Performance). Essentially, businesses' pursuit of CSR (mostly philanthropy) in the earlier period was fuelled only by peer pressure, whereas in more recent times, the trend is that profitability drives CSR pursuit. These views align, to a reasonable extent, with those of Berger et al (2007), who consider one of three rationales - models, as relevant to CSR becoming mainstream in businesses' conducts, namely: the social values model, the business-case model or the syncretic-stewardship model. According to them, businesses adopt the social values-model of CSR when they practice it for non-economic reasons; they adopt the business-case model when they pursue CSR for purely economic reasons – after having established a clear link between any intended CSR activity and financial rewards; they consider the syncretic-stewardship model when they survey 'the external market for virtue', while maintaining focus on the realization of economic objectives. The authors' position is that under the syncretic-stewardship model, CSR is regarded as a management philosophy; an outlook to engagement with CSR activities instead of actual practice.

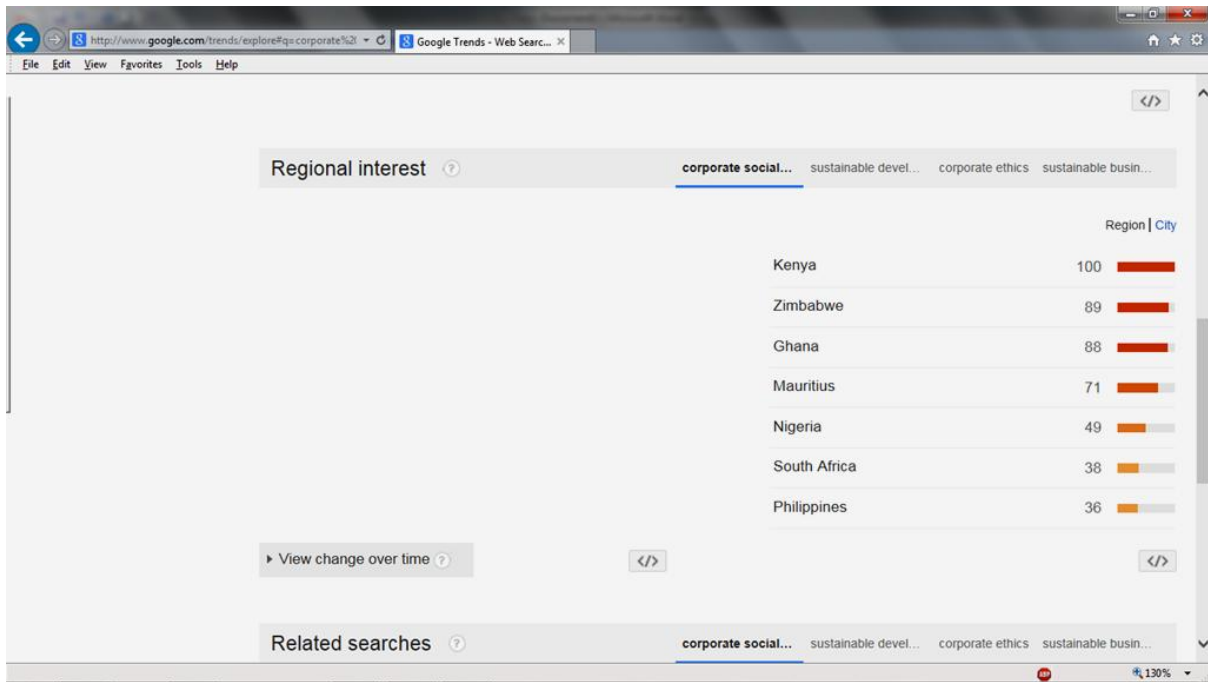


Figure 6: Regional interest for CSR and other related terms between 2004 and 2014, showing developing countries with the most interest within the period: a remarkable improvement on Environics International/ Globescan's (2009) poll results discussed above.

Moreover, Vogel (2005) maintains that with the sustained emphasis on the link between CSR and companies' financial performance – where businesses look to “do good to do well” – there is sufficient proof of CSR being strategic and central to businesses' success, and evolving into a core function. Fittipaldi (2004) believes there is much evidence supporting the view that CSR is beneficial to businesses. He cited two studies in that respect. The first, conducted jointly by Morgan Stanley Dean Witter and Oekom Research Germany, indicated that the shares of less socially responsible companies were outperformed by those of companies with good sustainability records. The second, also jointly conducted, by The US Chamber of Commerce and The Centre for Corporate Citizenship at Boston College, revealed 80% of CEOs in the US acknowledged that good corporate citizenship boosts business bottom line. Further evidence to CSR being beneficial to businesses include the increased interest in it and other signs such as those listed by Peter Kinder of KLD Research and Analytics, namely: Financial institutions managing more than \$10 trillion signing up to the UN's Principles for Responsible Investment; executives committing more time to managing their relations with SRI minded investors and a massive increase in interest for research related to the topic (The

Economist, 2008). So far, relevant literature has evidenced experts' support of the view that CSR does truly have a positive effect on the bottom-line.

In concluding this section, it is hoped that the reader is sufficiently convinced of the rewards: particularly financial, and otherwise too, that CSR practice affords businesses particularly because the arguments presented in its favour were not just based on sound logic but also, and rather importantly, supported by hard facts/ results of empirical research. It is striking that a certain class, at least, of business persons, believe short-term considerations to be worthwhile when pondering CSR investments. Also, it must be noted that profitability is considered now to be a driver of CSR-pursuits, and not just philanthropy alone or peer pressure, as had been discussed. Further, it is believed that the section above successfully established the much disputed nexus between corporate social responsibility and financial performance. Some commentators have fiercely questioned any such nexus, as the immediately succeeding section will reveal, and to that extent, they propose that the concept be reformed, disregarded, or discarded.

2.4 Criticisms of CSR: Its shortfalls?

Although CSR has been argued to be good for businesses and society, there are contrary views from some commentators and organizations. Richter (2001; cited by Bendell, 2004) and Broomhill (2007), for example, see no 'positives' in the argument and believe businesses only take to corporate responsibility, especially philanthropy, in order to douse public criticism, evade calls for government regulation of their activities or reinforce their legitimacy. Corporate Watch (2006), is of similar views, insisting that CSR has always been and will always remain a means for businesses to avoid regulation and protect themselves from accounting for their misdeeds in society. They would rather have the acronym stand for "Complete Sidelining of Reality", "Companies Spouting Rubbish" or "Corporate Slippery Rhetoric". Civil society groups who advocate for good corporate governance insist firms are still only interested in making money and only pay lip service to CSR. They note, disapprovingly, that profit is prioritized whenever there is conflict between commercial interests and broader social welfare (The Economist, 2005a). A major constraint that has been noted about sustainability (in other words, CSR) is that current markets and economic systems do not quite permit for tackling global sustainability

challenges to facilitate sound business success. That much was acknowledged by global CEOs surveyed in a UN Global Compact/ Accenture joint study who stated so while admitting that a few leading businesses were strengthening their commitments to sustainability and making good progress on it (The Global Compact, 2013).

Lantos (2001) argues that devoting corporate resources to social causes amounts to stealing money from stakeholders since it negates the implied (social) contract between companies and investors. Lewis (2013), cited Aaron Chatterji, a Professor at Duke's Fuqua School of Business who argued that real world data does not support the theories about CSR: that it aids employee retention; that it boosts firms' reputation and that it helps firms keep employees productive and motivated. Further, he insisted that decades of academic research supported his claim that for businesses, doing good does not always lead to doing well financially. He mentioned the PepsiCo case of high profile CSR in support of his argument. Indra Nooyi, the PepsiCo CEO had considered increasing the appeal of the company and its products to her customers and decided to invest in more socially responsible products and companies. Thus, PepsiCo introduced healthier, low sugar alternatives and also purchased a few other companies that made healthier, related products. The move proved counter-productive as PepsiCo's share prices plummeted in the period while that of its main competitor, Coca-Cola, doubled in the same period.



Figure 7: PriceWaterhouseCoopers' global CSR strategy. Similar to Samsung's CSR strategy above, one would have to look much more closely to determine how it aligns with the classic aspects in Figure 2: further proof to CSR's diversity [\[www.pwc.com\]](http://www.pwc.com)

The situation so impacted PepsiCo that they effected a withdrawal of the well-intended products and reintroduced the former, supposedly healthier ones. In addition, they

reshuffled their management. Chatterji's query (quoted by Lewis, 2013) is vital in this regard. Somewhat in indirect, non-connected response to Fittipladi's point above (on the mutually-complementary nature of CSR and CSP), Chatterji questions which comes first: CSR or CSP, and considers that determining the question will show whether CSR is truly beneficial or otherwise. For him, until that matter is clarified, he remains critical of CSR. Aneel Karnani of the University of Michigan Stephen M. Ross School of Business suggests that because companies currently practice CSR only when it will better their bottom line, their practice is insincere. He asserts that true CSR is practiced when companies, knowing they may lose money from a social-responsibility-inspired venture, proceed to engage in it because of its benefits to society (Lewis, 2013).

The Economist (2005a) suggests that businesses apparently engage in CSR for show alone, sometimes, and points out that in that regard some critics consider it a sham in that there is always a profit motive behind the activities/ actions, which businesses tend to present as altruism. It questions whether engaging in "win-win" actions/ activities should be considered CSR, due to the profit-motive connected with them. In a special report (The Economist, 2005b), the newspaper maintained, quoting Joel Backan, that CSR is often a scam since it is the purview of governments, not firms, to determine social and environmental policies. Burke and Logsdon (1996) note that the lack of strong empirical evidence establishing a clear nexus between financial performance and socially responsible behaviour has resulted in some students and company executives concluding that CSR negates corporate financial performance or, at least, does not improve it. CSR is said not to be "very helpful in understanding and making explicit what is desirable or required at the business-society interface"; that as a theoretical concept in the humanities and social sciences, its case is weak or rather fatal, regardless of its credentials in academics and its popularity in business and management practice; that it is rather outrightly discarded in favour of a "less problematic and more established conceptual framework", the perspective being that the field of business and society could very well exist without the notion of CSR (Oosterhout and Heugens, 2006).

Three main objections have been levied against CSR by critics: that it usurps what is rightfully government business; that it is a sideshow; and that it involves meddling with other people's money, a point considered most fundamentally critical (The Economist, 2008). Further, The newspaper cites Robert Reich of the University of California at

Berkeley as arguing that discussing CSR issues takes up energy, and diverts attention, from making rules that promote the common good. Reich maintained that such matters are not meant to concern profit maximising businesses but should remain the preoccupation of elected governments; that any explicitly CSR-oriented activity companies may engage in is dwarfed by such other welfare it creates in society such as products, innovations and job-creation. Further, he warned that businesses faced the danger of becoming socially irresponsible if they focused too hard on doing good and neglected their core business. Moreover, the newspaper considered that since corporate executives were not hired to spend their shareholders' money on CSR activities, they must not engage in such actions. It regarded it socially irresponsible for them to sacrifice profits while pursuing good works.

Doane (2005) considers CSR a myth in that, as a concept, it often fails: to account for the trade-offs that must be made between corporate finances and ethical outcomes. Further, it fails to acknowledge that what's good for businesses may sometimes not be good for society, and to admit that CSR strategies are usually quite vulnerable to market-forces. She critically analyzed four fairly conventional claims, as follows:

1. *that the market can deliver both short-term financial returns and long-term social benefits*

Doane disagrees with the thought or assumption that business outcomes and social objectives can be aligned since, in her opinion, there's rarely any hard evidence to prove CSR's improvement of companies' bottom line. In other words, the practice of CSR does not permit for immediate returns on investment. Her examples in support of this point are apt, using the case of two well known companies: Wal-Mart and Costco. Wal-Mart was lauded by investors for reducing operational costs regardless of the fact that its labour practices dipped below-par to achieve the feat. On the contrary, its direct competitor, Costco, offered health insurance and other benefits to its employees, but its management encountered opposition from its shareholders who demanded a reduction on the benefits offered so that they could be more competitive and have better returns on investments. Such short-term demands constitute factors that could inhibit the realization of CSR objectives since their actualization's often long-term. The European Commission (2011) acknowledges the existence of this non-symmetry between short-term financial returns and long-term social benefits in its most current CSR Strategy document. It agrees that the most socially beneficial course of action for a business is not always the most financially

beneficial. However, it seeks to help tackle this dilemma by strengthening market incentives for CSR through leveraging of policies made for public procurement, consumption and investment. The British Think Tank, AccountAbility (2004), claims there is no connection between businesses' sustainability efforts and their financial performance, after it studied and ranked Fortune Global 100 companies in 2007, suggesting that CSR does not work (The Economist, 2008). Further, the newspaper noted that two of the best sustainability indexes - the FTSE4Good and the Dow Jones Sustainability Index - underperform the market.

2. that the ethical consumer will drive change

She believes this will be difficult to achieve because the really ethical consumer is in the minority, especially as ethics is a relative concept for most consumers. For example her research of the UK market, an ethics-savvy constituency, reveals that barely 5 percent of consumers exercise consistent ethical and green purchasing behaviour, even though more than 83 percent of the consumers are concerned about social and environmental issues and intend to act more ethically. The US market is not much different as the truly ethical consumers – those most likely to consistently purchase ethically - constitute only 9 percent of the consumer populace. Doane drives the point further by citing Joel Makower, a green consumption expert whose research on ethical consumerism since the 1990s reveals that there has not been much change in the behaviour of ethical consumers over the years. Rather alarmingly, he states that the gap remains significant between green consciousness and green consumerism.

3. that there will be a competitive 'race to the top' over ethics amongst businesses

Doane debunks this third myth which is based on the fact that an increasing number of companies are winning awards for good corporate practice, causing the public to erroneously think that pressure will start to pile on competing companies to act right, and that they will yield to such pressures. She thinks that businesses defeat the purpose of CSR in this regard by 'signing-up' only due to its public relations value rather than for its intrinsic value. To Doane, businesses often make effort to present an image of being socially responsible, even when they are being socially irresponsible in their actual conduct. In this regard, she cites the example of the US where it appears tax avoidance and lobbying by corporations has led to a significant drop in the percentage of company

income tax realized lately: 4.1 percent of GDP in 1960, compared with 1.5 percent of GDP in 2001. It is unclear whether there have been any improvements to this statistic within the past decade. It must be stated however, that an increased involvement of government investment in the economy could result in corporate income taxes – a somewhat private sector revenue indicator – wrongly appearing to be dwindling.

4. *that in the global economy, countries will compete to have the best ethical practices*

Instead of the assumption above being the case, the reality is that international competition for foreign investments often compel developing-countries-governments to be much less strict in implementing operational standards for the multinational corporations (or less strict in enforcing compliance with such standards) so that they will be more appealing as host nations, and maintain attractiveness with potential investors. This imbalance in appeal or attractiveness undermines the desired healthy competitor amongst countries for best ethical practices – practices that facilitate and promote CSR. Moreover, as national economies increasingly liberalize and integrate toward the creation of a global economy, expectations of large global corporations are that they will use CSR as a tool to facilitate greater inclusion of the often oppressive regimes found in the emerging markets, where developments of various kinds – social, economic and environmental - are desired. Unfortunately, the multinational corporations have not quite lived up to such expectations. Instead of driving change and development through the implementation of CSR policies and programs, they often yield to the pressures of competition and 'lower standards' under the guise of abiding by the laws of the host country. Corporate Watch (2006) has detested the claim, made by some, that CSR positively adjusts corporate power. On the contrary, they think that it is a distraction from a reform of corporate structure and advocate a rejection of the concept as currently presented, maintaining that in its voluntary form, it fails to truly challenge the power of corporations; that a genuinely socially responsible company will be unrecognizable when compared with the companies around today. Corporate Watch (2006) further argued that although social responsibility reporting is somewhat the norm with businesses nowadays there remains more to be desired, especially as there is: hardly any means or attempts at verification of the contents of such reports; the lack of a standard benchmark for comparing the claims of various companies and the report content being entirely up to the company to determine. The Economist (2005b) insisted that "the proper business of business is business" and to that extent,

managers should not be concerned with the public good when acting in their professional capacity. It cited such reasons as the lack of democratic credentials and competence as inhibitors to business managers' effectiveness in engaging in such schemes. Rather, it considered the government as better suited for such functions, acknowledging them as the proper guardians of the public interest who are elected representatives of the people, accountable to all citizens.

Henderson (2001) considers CSR harmful, claiming that it has possibilities of shackling economic freedom and competition; that it threatens prosperity in both the developing and the developed countries and that it has the potential to undermine the market economy. Oosterhout and Heugens (2006) lightly dismiss CSR and do not see much value in it as a concept, insisting that "the notion of CSR is at best a conceptual epiphenomenon: a largely insignificant by-product of other conceptual schemes, which can safely be removed from all future theorizing in management and organization". They rather highlighted the empirical and conceptual superiority of their proffered substitutes - economizing and legitimizing; concepts popularized by Williamson (1991) and Suchman (1995) (both cited by Oosterhout and Heugens, 2006). Making a strong case for substituting CSR as a concept with economizing and legitimizing theories, Williamson and Suchman had argued that 'economizing' and 'legitimizing' effectively provide explanations to practices and ideas that are often subsumed under the CSR heading. Christian Aid (2004) reckons that businesses have the tendency to treat CSR as a mere branch of Public Relations. A search of some corporate websites also reveals the diversity in CSR description, as it means different things to different organizations. A few of the Figures within this work, taken from businesses in various geographic locations, depict each organization's unique perspective on the subject as it is most applicable and relevant to them. They bolster the view that the concept is really broad-scoped.

From the foregoing, it has become clear that commentators do not consider the true practice of CSR and profit-making to belong together. Rather, they believe it to be a sham, even a scam, to regard both ideas as agreeing. Some consider that proper CSR practice should involve some deal of sacrifice on the part of businesses so that when they practice CSR and profit from so doing, such practice becomes disputable and even regarded "insincere". It had been argued that social responsibility actions should remain the exclusive concern of government and should not belong in the domain of business. Thus,

it was suggested that companies' management would be 'socially irresponsible' if they channelled their focus into 'good works' to the detriment of making profits, which is their core business, or which should at least be so considered. Further, managers, in their professional capacity, should not be expected to regard public good works as within their scope. Moreover, there are stakeholders who reckon that a clearly positive connection between CSR and corporate financial performance is yet to be established. To that extent, they consider CSR as non-beneficial and disputable. In fact, Oosterhout and Heugens (2006) consider it so irrelevant that they propose the "less problematic" alternatives - economizing and legitimizing - as substitutes and again, recommend that it be discarded.

3. METHODS

3.1 Research Design

Saunders et al (2007, pp. 3 and 602) clarified between 'methods' and 'methodology', terms they have used in their book as they discussed research design. Acknowledging that both terms are often used interchangeably by authors, they more precisely described 'methods' to be the techniques and procedures used to obtain and analyse data such as questionnaires, observation and interviews "as well as both quantitative (statistical) and qualitative (non-statistical) analysis techniques. In other words, both data collection and data analysis techniques are subsumed under 'methods'. Ghauri and Gronhaug (2010, p. 104; cited by Tuominen, 2011) are in agreement, defining research methods as systematic and focused collection and analysis of data in order to gain information required to solve or answer a research problem or question. Saunders et al (2007) consider that 'methodology' refers to the theory of how research should be undertaken, including the theoretical and philosophical assumptions which form the basis of research and their implications for the method(s) subsequently adopted. The heading of this section has been modelled pursuant to their perspective with the objective being to determine the following questions:

- Are the targeted emerging business persons aware of the CSR concept?
- If they are, is there a preconceived notion of CSR amongst them, especially considering its contested nature, as commentators and authors remain generally divided on whether it attracts positive value or negative value?

Further, Saunders et al. (2007) mention two classifications of data: primary and secondary data. Their classification has been adopted in this work, as reflected in the sections below. They also discuss two methods of approach to research: the inductive and the deductive approach. The inductive approach involves the exploration of data in order to develop theories from them which will eventually be related to relevant literature. In contrast, the deductive approach involves the usage of relevant literature to identify or develop theories or concepts and ideas that will subsequently be tested using data (Saunders et al., 2007, pp. 57 and 117). A third research approach which deserves mention is the abductive approach, also known as Inference as to the Best Explanation. It involves "inferring a case from a rule and a result": inference on the basis of probability and not certainty. It has been

considered one of the major approaches to research methods, or complementary to the major approaches, at least. (Stanford, 2011; Svennevig, 2014). For our purposes, both the deductive and abductive methods have been adopted to various extents.

Saunders et al (2007, p.145, 146) in discussing research design (or 'research choices', which is their preferred term) mentioned various methods and models: mono method, multiple method, multi - quantitative and qualitative - method, mixed method and mixed model method. That which is applied here is the mixed method, which involves a certain combination of both the qualitative method and the quantitative method. More specifically, primary data for our purposes were collected through questionnaires and analyzed through pictures, statistics, and graphs, thus reflecting the dominance of the quantitative method within the combination of methods.

Regarding research credibility, it has been noted that it is often difficult to precisely determine the results that will be obtained from certain research due to their nature. In order to reduce the possibility of getting the wrong answers in such cases, Saunders et al (2007) insist that in designing the research, reliability and validity are to be emphasized. Research credibility is discussed in more detail below.

3.1.1 Primary Data Collection

Primary data is that which is collected new for a specific purpose such as a particular research project being undertaken (Saunders et al. 2007, pp. 246, 607). A survey was conducted on students from some of the many business schools in the vicinity: Turku University of Applied Sciences (TUAS) and Turku School of Economics (TSE). The medium of administering the survey was an online questionnaire, with questions created mostly based on relevant literature and research. The target population was comprised of business graduates or soon-to-be graduating students, and students in their penultimate study-year. Efforts were made to administer the survey on students from the Åbo Akademi School of Business but they proved unsuccessful. The survey-questions were generated from knowledge gained from literature as they were reviewed, with efforts made to be as close to the research objectives as possible. The target population was chosen on the consideration that such category would best present fitting responses that would satisfy the objectives of the research being undertaken. Initially, a pilot survey was sent to about

30 respondents, to test the suitability of the questions for purpose. Subsequently, necessary modifications were made and the final copy of the survey was sent out. The responses that were returned subsequently are discussed and analyzed below, in the next chapter.

3.1.2 Secondary Data Collection

Secondary data, unlike primary data, are those data which had been collected for some other purpose than the research being undertaken. Examples of such data include Journals, Newspapers, Organizations' websites, Books etc (Saunders et al, 2007, pp. 246, 249 and 611)

Public data were accessed from the internet and from published documents prior to, simultaneously with and post primary-data collection. To that extent, secondary data was employed for the purposes of this research.

3.2 Research Credibility

3.2.1 Sampling

One of the four aspects of research credibility is sampling. The others, discussed below, are reliability, generalizability and validity. A sample is a subgroup or part of a larger 'population' from which research data can be gathered and in some research cases it is necessary to calculate the exact minimum sample size that is required. Thus, sampling is the selection of a proportion of the total population for a probability sample. (Saunders et al., 2007, pp. 610, 585). There are cases in data collection that may require the collection of data from all possible cases or group members. Such data collection is known as Census. In contrast, sampling techniques provide various methods that enable for reduction in the amount of data that researchers may need to collect by considering only data from a subgroup rather than every possible case or element. Sampling techniques are of two types: probability or representative sampling and non-probability or judgemental

sampling. Probability sampling is based on random, statistical selection of data while non-probability sampling is based on subjective judgement of the researcher(s). One of the four situations in which sampling provides a valid alternative to Census is when it will be impracticable to survey the entire population (Saunders et al., 2007, pp. 204, 206 and 207, 226). In this research design, the view is to assess the perspectives of emerging business students i.e. the population, which includes recent graduates. For probability sampling to be applied successfully, it must be possible to identify a suitable sampling frame. Saunders et al. (2007, p. 208), describe the sampling frame for any probability sample as the complete list of all the cases in the population from which samples will be drawn. For students, it was possible to access them for our purposes through the official school email networks of the respective business schools. The same ease-of-accessibility could not apply to recent graduates. Since both students and recent graduates constituted the population, a sampling frame could not be drawn, so probability sampling could not be applied. Moreover, those factors influenced the subjective decision to target students from the business schools in the vicinity. Thus, non-probability sampling was applied (which is also known as non-random sampling. There are four sampling techniques subsumed under the non-probability technique: quota sampling, purposive sampling, self-selection sampling and convenience sampling (Saunders et al., 2007, pp. 226 - 234). To varying degrees, a combination of purposive, self-selection and convenience sampling techniques were applied in the collection of data for this research.

3.2.2 Research Reliability

Reliability has been described as the extent to which data collection techniques or analysis procedures will yield consistent findings (Saunders et al., 2007, p.149). Easterby-Smith et al (2002, p.53; cited by Saunders et al., 2007, p.149) have proffered three questions that could be posed in the assessment of reliability:

1. Will the measures yield the same results on other occasions?
2. Will similar observations be reached by other observers?
3. Is there transparency in how sense was made from the raw data?

Further, Robson (2002, cited by Saunders et al., 2007, p.148) name four likely threats to reliability: subject or participant error, observer error, subject or participant bias and

observer bias. From the analogy used in the textbook, subject or participant error is time-related i.e. certain times are more suitable than others for gathering research data. Thus, researchers must be careful to act when the respondents are in the best position to give their utmost attention to the responses required. Observer error involves ensuring uniformity in the manner in which research questions are administered in order to maintain consistent results. It is particularly relevant where there are multiple researchers conducting non-structured or loosely structured research such as interview situations and observations. Thus, crafting a suitable structure enables for the reduction of the effects of this kind of threat.

Subject or participant bias involves the effects that the fear of repercussions may have on the respondents, for the responses they give to questions posed by the research. Thus observing, and adapting to, the research context more properly may very well ensure that such a threat is avoided. Usually, guaranteeing respondents' anonymity in situations where the potential for such a bias exists will be adequate for presenting unbiased results. Observer bias is the fourth possible threat to research reliability and it relates to bias connected with interpretations of research results (Delbridge and Kirkpatrick, 1994, p. 43; cited by Saunders et al., 2007, p. 291). Although such a bias cannot be avoided completely, one could endeavour to minimize it significantly by subjecting obtained results to rigorous reviews, personal and external to oneself alike.

In this research design, subject or participant error may be a threat because the time at which the respondents took the survey could not be very closely controlled to ensure that they were at their optimum in responding. They were sent the survey through emails and they responded to it at times that were most suitable to them. It is hoped however, that such a threat is only minimal and that future research will cater more properly to it. As to observer error, it is reckoned that it will be most minimal/ insignificant, if at all it exists in this design, due to the nature of this research i.e. it is largely structured, with reliance on a survey.

Subject or participant bias may not apply to this work, or may be most minimal, since there was no obvious threat to any of the respondents, of negative repercussions for giving answers that portrayed any person or institution in bad light. Moreover, the responses were anonymous, a fact which the respondents were mostly privy to as they engaged the questions. As to subject or participant error, that threat may affect the conclusions to an

extent, at least, since time constraints did not permit for more thorough reviews of the results as analyzed to ensure a singular interpretation in any case.

Finally and further on credibility, there may be limitations as to subject or participant error as time constraints did not permit for more thorough review of the results received. Future research will have to put that matter into consideration to possibly strengthen reliability. Research results may be more reliable if there are lots more respondents involved with the survey to enable for possible generalization, or quasi generalization at least.

3.2.3 Research Validity

Validity is connected with the issue of whether the findings are actually about what they portend to be about (Saunders et al., 2007, p.150). Robson (2002, cited by Saunders et al., 2007, p.150) has also proffered threats to Validity: significant benchmarks for gauging the subject. The threats are History, Maturity, Testing, Mortality, Instrumentation, and Ambiguity about causal direction. Of all of them, History alone appears to have the strongest case as a threat to this research design. In that regard, there was some concern that the recent global economic recession may influence the views of the respondents, especially: that certain recent media reports and some recent relevant literature suggest that companies are starting to be more minded toward costs and considering jettisoning CSR and focusing on the core of their businesses and increased profitability. Moreover, in the alternative, certain media reports and literature suggest that where companies are not doing so already, they should jettison CSR in order to save costs and be more profitable. However, the obtained results prove otherwise.

3.2.4 Research Generalisability

Generalisability is the extent to which the findings of a research study may apply to other settings. In certain cases, there may be concerns whether research results are generalisable i.e. whether the research results may be similarly applicable in other research settings. Such a situation is also known as external validity (Saunders et al., 2007, pp. 151, 598). Data for this research has only been obtained from respondents in

relevant institutions in Turku City. To that extent, the results may not be applicable to other cities or the entire Finland, as the case may be. Thus, generalizability may not apply. Moreover, this research is rather closely patterned after a subject/concept within the business management profession. To that extent, the results will certainly not be applicable to all other professions. At best, it may apply to a few-business-related but certainly not all of them. Further, the adoption of non-probability sampling technique limits the extent to which the results can be generalised to the entire population of emerging-business-persons. For such a generalisation to be possible, there may be need to select a suitably representative sample of the 'population'.

4. RESEARCH FINDINGS

The survey is considered successfully administered on about 200 respondents who consisted of both recent graduates and students. The intention was to administer it to 300 or more students but efforts to contact more students were unsuccessful. Twenty-three usable responses were received, which represented 11% of the reached target and 7% of the total potential target. In accordance with relevant literary authorities, no opinions have been offered on the results within this section. Rather the focus here has been only on reporting the results factually as returned (Saunders et al, 2007, p. 528). The results analyses can be found in the next chapter but the report-of-facts are as follows:

96% of the respondents had direct connections with business, having indicated backgrounds in International Business Management; the other 4% had background in Economic Geography (see Figure 8 below).

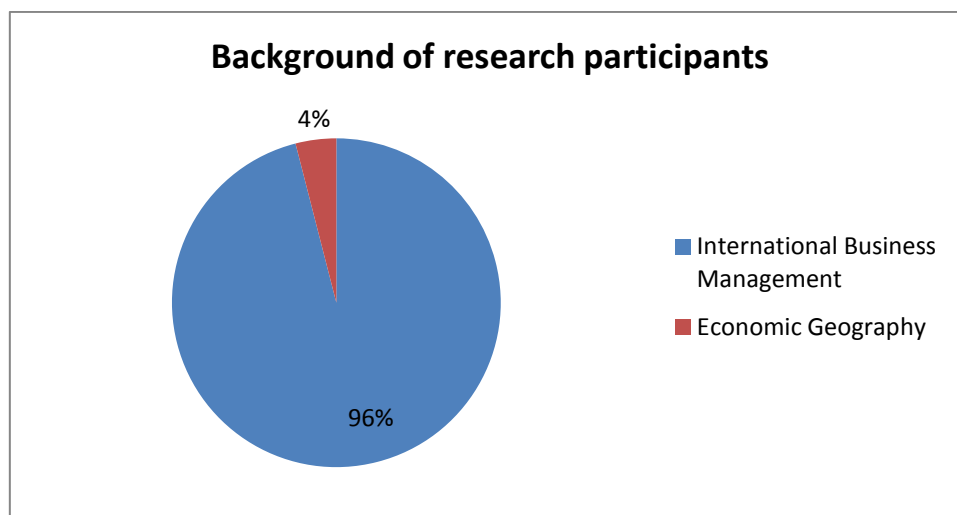


Figure 8: Respondents' academic background

Also, 96% of respondents were from the Turku University of Applied Sciences (TUAS) while 4% was from The Turku School Of Economics (TSE). 57% of the respondents were graduates at the time of the survey; 35% were soon to be graduating while 8% still had a bit of studying to do (see Figure 9 below).

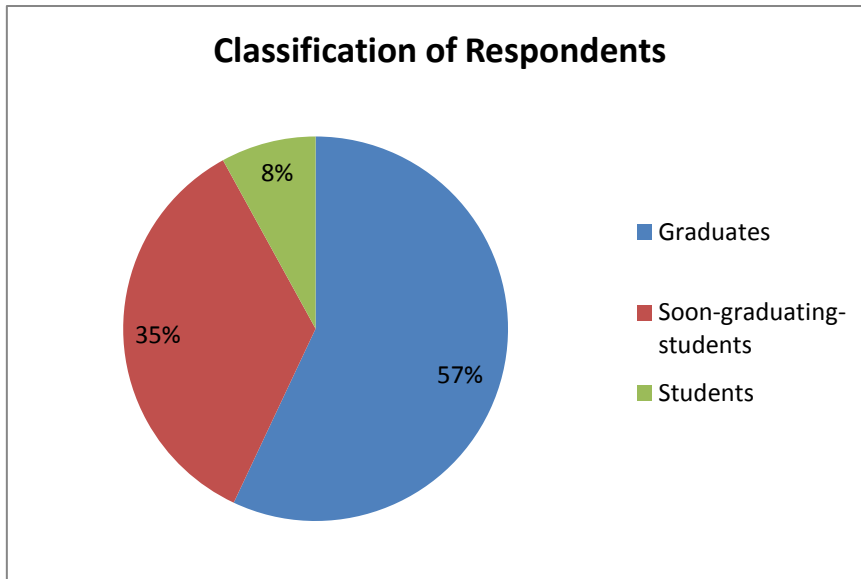


Figure 9: Phaseal distribution of respondents to the survey-questionnaire

Question 11 asked if respondents were familiar with the term CSR and 91% of them agreed to familiarity with it while 9% said they had only little knowledge of it.

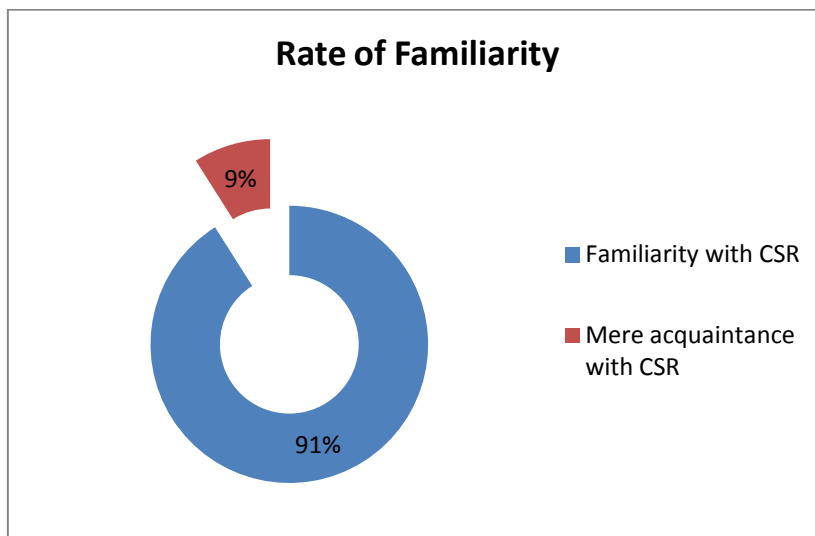


Figure 10: Extent of respondents' familiarity with the subject of CSR

Further, the respondents had been asked if they had any interests in CSR and 96% acknowledged they did while 4% indicated they did not as depicted in Figure 11 below.

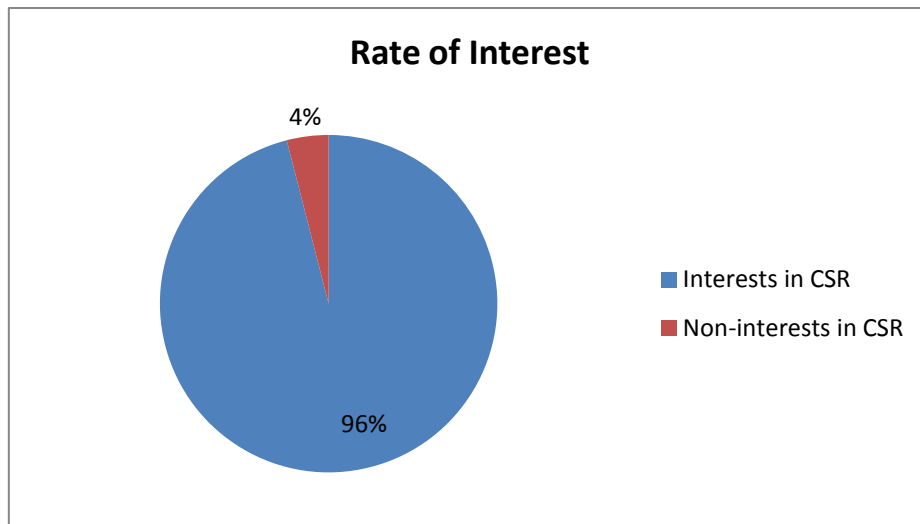


Figure 11: Respondents' level of interest in the CSR subject

70% of respondents indicated they had engaged in discussions about the behaviour of a company 'many times' (i.e. more than 10 times) with someone within the 12 months of taking the survey; 22% of them said they had done so 'a few times' (i.e. from 5 to 10 times) in the period while 4% had 'hardly' done so in the period (i.e. less than 5 times). The response for the last 4% was somewhat invalid. See Figure 12 below

Question 7 was a multiple choice question and it required that respondents indicate their preferences for what a company's role in society should be. The option they chose most was 'employing people' at 25%; next was making a profit at 23%; third most chosen was 'helping to build a better society for all' at 18%. The options 'setting a higher ethical standard' and performing better than the law(s) demand(s) were at 5% and 7%, respectively, while the option 'just obeying all the law(s) was at 7%. The median choice, so to say, was the option 'paying taxes' which was chosen at 15% (see Figure 14 below).

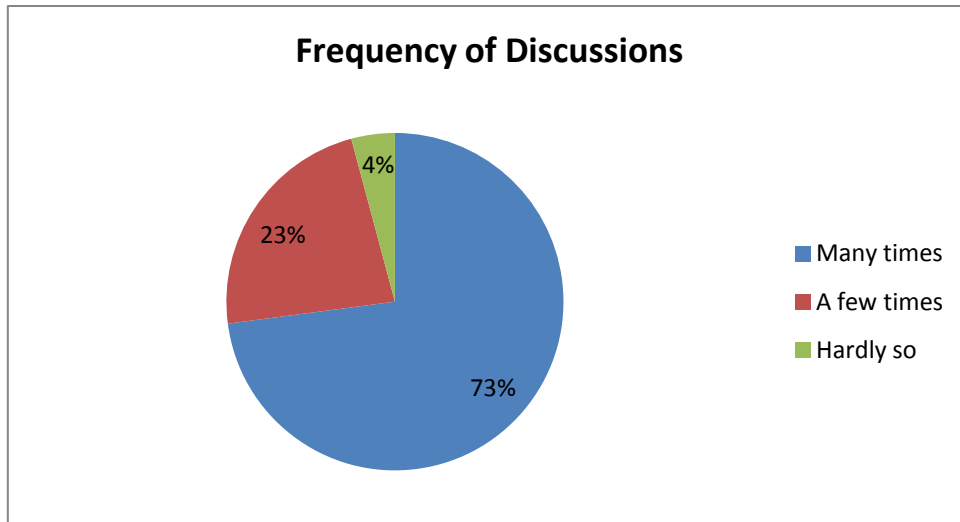


Figure 12: The rate at which respondents had discussed companies' behaviour within 12 months of the study

52% of respondents said the last discussion they had about any business within 12 months of the study was about the social aspects of their behaviour; 39% of respondents said it was about the economic aspects of business behaviour while only 9% had engaged in discussions about the environmental aspects of business behaviour.

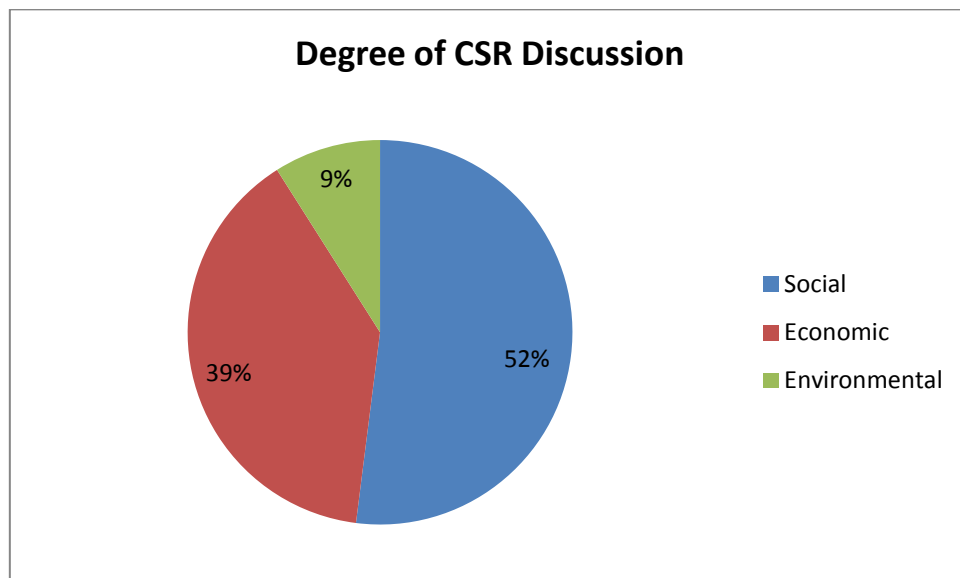


Figure 13: The rate at which the respondents had discussed the fundamentals of CSR within 12 months of the survey

Question 8 asked the respondents to list three things they considered important when evaluating companies i.e. things that helped them generally form opinions about

companies. Their answers were various and wide-ranging. Importantly though, there were recurrent factors in the list. The recurrence provided insight and enabled for some degree of evaluation so that popular inclinations toward some of the factors could be traced. From the total number who responded to the question, 39% recurrently listed a company's treatment of its employees i.e. its human resources management, as a factor that influences them when they evaluate a company. The next most chosen factor was handling of the environment, which 30% of respondents mentioned recurrently as influential to their forming opinions about businesses. 30% of the respondents also indicated that profitability/ economic success so influenced their opinions about a business. Other factors that a large number of the respondents recurrently considered influential were ethical values and branding/brand awareness, and so considered by 17% of the respondents.

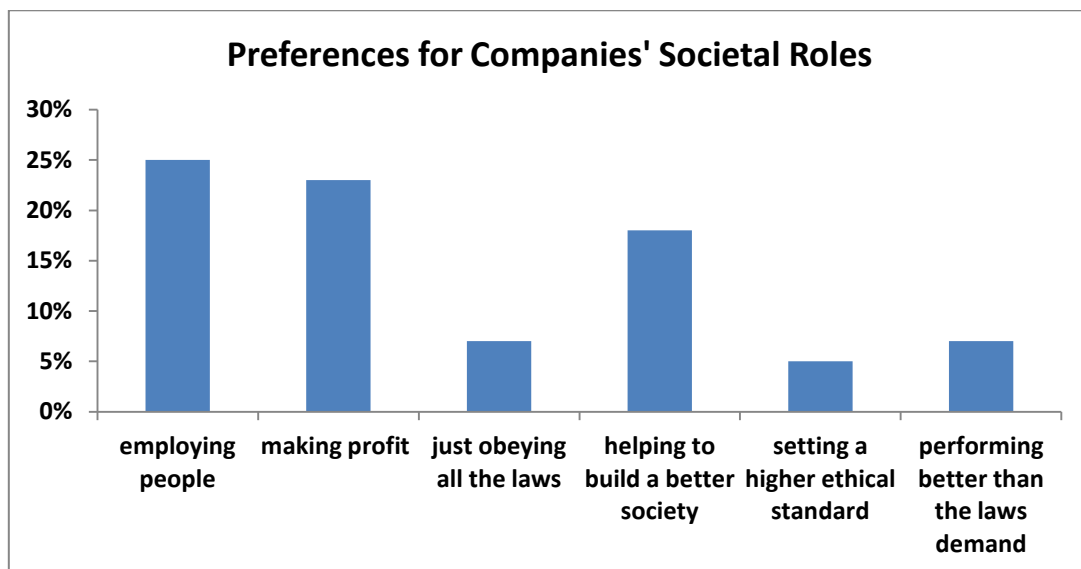


Figure 14: Respondents' indications of various company-societal-roles and their rates of preference

Question 9 sought to discover whether the respondents had reacted negatively to any action(s) any company had taken within 12 months of the survey and 43% agreed to have done so; 33% said they had not while 24% did not remember whether they had reacted so. In addition to stating whether they had or had not reacted negatively to any company's actions, the respondents were asked to give further details on their answers i.e. what the wrong was and their specific reaction to it, as much as possible. 50% of the total population for the survey responded to the second aspect of the question which is a further elaboration on the first part. There, respondents were required to discuss the action they

took in connection with their answers in the first part and the the most recurrent reaction which respondents acknowledged they made or considered making was boycotting the 'offending' company's product: 55% of the respondents had so indicated. No other responses had recurrence. Thus, it is unnecessary to consider them substantial. However, other negative corporate behaviours that were mentioned were poor human resources management, use of child labour, poor CSR practice generally - especially the social and the environmental aspects, and non-representation of women on a company's board of directors.

Question 10 sought to discover whether the respondents had had any positive reactions to any action(s) of any company 12 months prior and 65% of them agreed to have done so; 12% said they had not reacted to any such positive behaviour while 23% did not remember if they had done so. The second part of the question asked respondents to elaborate on the action they took in correspondence with their answers in the first part and 44% of respondents recurrently indicated they purchased/ started to purchase the "good" company's product(s) in the period, or switched to their brand. For this question, unlike Question 9, the responses - actions that respondents took - were more varied. No other reaction than "purchases/switching brands" was recurrent. However, some actions that respondents mentioned taking in the time include donating money to a business in support and appreciation of its ideals, quoting a CEO in a research work because his company values its employees, advertising for the 'responsible' company on social media/ spreading the story of their good deeds by word-of-mouth and 'endorsing' a company.

In Question 13, respondents were asked to, from a list of five options, show which was their main source for CSR information. It was possible for them to choose more than one option and amongst those who responded, the most chosen option was Newspapers and Magazines at 31%. The next most preferred option was Social Media at 24% while 'courses in school' was the third most chosen option at 18%. Academic Journal Articles and Companies' Annual Reports were the least preferred options at 14% and 12% respectively (see Figure 16 below).

Question 14 tested the respondents' understanding and likely preferences for the three fundamental aspects of CSR and 65% of respondents indicated that they understand it to be standing on the tripod - social, environmental and economic (also commonly known as the triple bottom line). 22% of them indicated it should comprise a mixture of some of the

three aspects while 13% indicated they understand it to be about the social aspects only: essentially, improving the welfare of people in society.

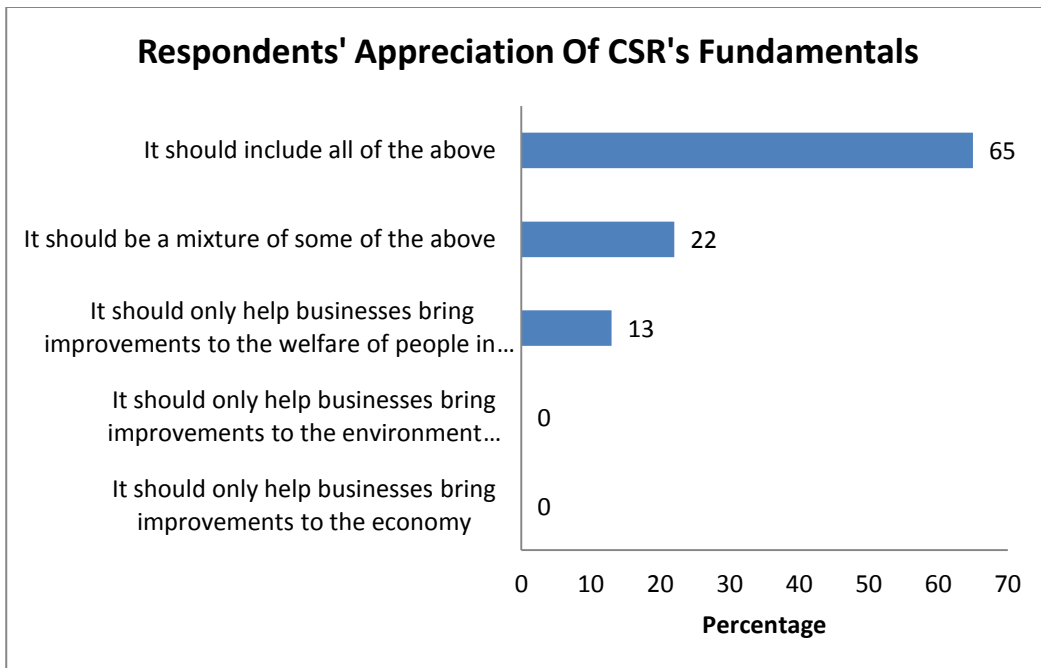


Figure 15: A depiction of respondents' understanding and likely preferences for the three fundamental aspects of CSR

Further, with the possibilities of choosing several options, respondents were asked to show what they expected companies to be responsible for and the majority revealed they expected businesses to be responsible for both protecting the health and safety of their employees and ensuring equal treatment of all employees, at 13%. Next, they expected businesses to be responsible for making a profit, paying adequate taxes and abstaining from corruption, all at 12% choice rate. Protecting the environment and not using child labour, were both chosen at 11%. Maintaining high standards of operations in societies they operated in was chosen at 10% while contributing to charities was the least preferred option at 5%.

When asked to indicate which they considered more suitable: either voluntary or regulated CSR, both of them at the same time, or none of them, a decent majority of respondents - 73% - indicated that both approaches are necessary; 14% indicated that only the regulated approach is preferable while 9% indicated that they preferred the voluntary approach.

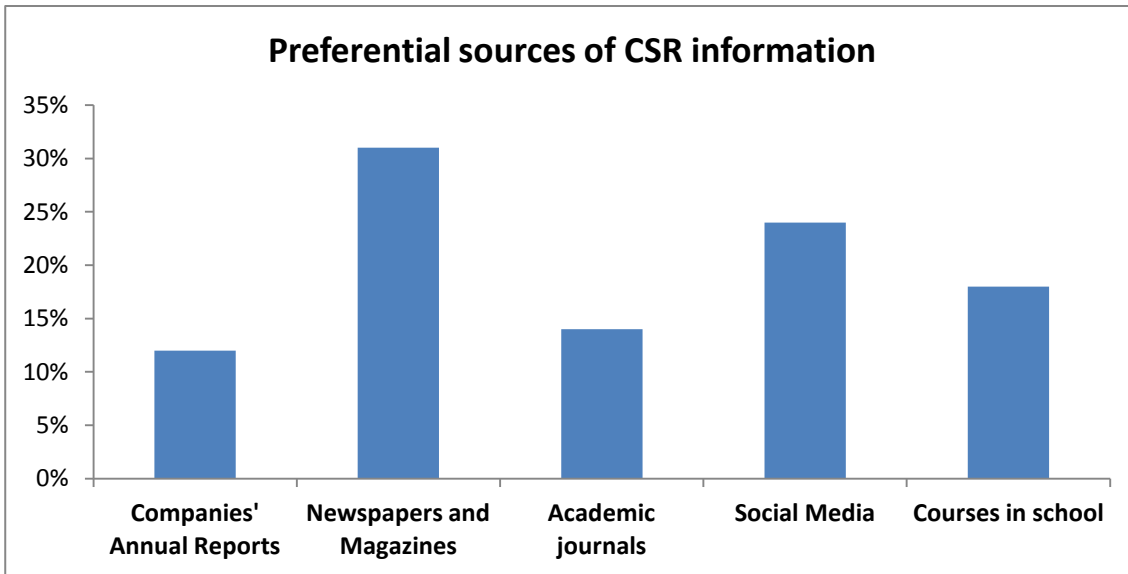


Figure 16: Respondents' rates of preferences for various sources of CSR information

In the last question, respondents were asked to choose which they preferred more research to be focused upon: the social actions businesses were taking already i.e. corporate social performance (CSP) or the actions they were expected to be taking i.e. generally, corporate social responsibility (CSR). 23% indicated they would rather that research be focused more on CSR i.e. the social actions that businesses should be taking; 6% indicated they would rather that research be focused more on the social actions that businesses have been taking already i.e. CSP while 65% thought research should be focused on both aspects of corporate social actions. Remarkably, 6% of the respondents thought none of the two approaches was worth adopting.

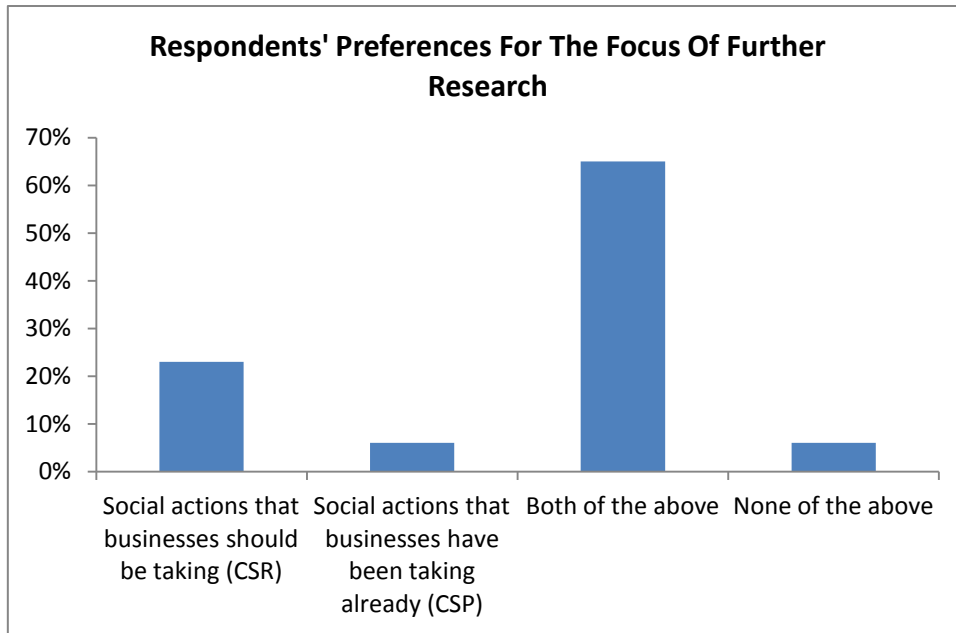


Figure 17: Indications of respondents' preferences for the focus of further research

5. CONCLUSIONS

In order to refresh our minds on the research questions this work has set out to answer, I repeat them below as follows:

- Are emerging business persons aware of the CSR concept?
- If they are, is there a preconceived notion of CSR amongst them, especially considering its contested nature, as commentators and authors remain generally divided on whether it attracts positive value or negative value?

In the light of the results collated from the survey, it must be stated that the first objective was met as the respondents generally showed an understanding of the concept: a majority of them - 91% - acknowledged they were familiar with the subject. Even the 9% who were not familiar with it agreed to being acquainted with it. Importantly too, 96% of total respondents had direct background in business.

Further, respondents were not only familiar with the subject but a good majority - 96% - considered it one they were interested in. Another 91% of the respondents had practically discussed the subject - the behaviour of a company - at least a few times (more than 5 times) in the 12 months prior. The thread of familiarity/interest in the subject was consistent throughout the responses returned. Thus, another conclusion or finding from the results is that the future of both society and businesses as collaborators appears entrenched, since those who will potentially be involved with business, within societies, in the near-future acknowledge CSR: a major means of business - society interaction. It may be inferred too, that they perceive both business and society as complementary of each other since they are willing, as members of society, to reward ethical corporate conduct, and have indicated actions that businesses may take to endear them to society; actions that will also attract rewards. Thus, some of the arguments by commentators in some of the sections above, especially those in Chapter 2 about the criticisms/ shortfalls of CSR, are somewhat irrelevant to the respondents. It remains to be determined however, whether most of them are conversant with some of the major issues concerning the subject, particularly, whether it should be continued with as it is, modified (Corporate Watch, 2006), or discarded out-rightly (Oosterhout and Heugens, 2004). Moreover, the results made it clear that it still matters to consumers how companies conduct their businesses, and they

consider CSR as a medium through which proper, ethical conduct is translated from companies to the societies they engage with. Thus, again, some of the criticisms above that businesses only engage in CSR as public relations (Corporate Watch, 2004); that CSR is irrelevant and a myth because the ethical consumers may not engender positive change in corporate behaviour since they are in the overwhelming minority (Doane, 2005), and that CSR is generally a sham, a scam by corporations to hoodwink the public (The Economist 2005a, 2005b), does not quite hold with the respondents. Strikingly, a larger percentage of them did indicate their willingness to reward ethical corporate behaviour (most actually did reward such good conduct) than did indicate willingness to punish unethical corporate activity. Thus, that fact suggests that although businesses may evade punishment for not doing well socially, still they tend to benefit more by being socially responsible since they both simultaneously reinforce their position with the consumers while making profit. Thus, the argument for the CSR business case is bolstered in that 'doing good' will apparently result in doing well, and maybe vice versa, particularly considering that the negative reaction of most respondents - 43% - to 'offensive' corporate behaviour was boycotting the 'offending' company's products/services, and uniquely so too, since no other response in that regard was recurrent. In contrast, with respect to positive reactions there were various creative ways that the respondents reacted to ethical, 'agreeable', corporate conduct, although there was 50% recurrence rate of indication by respondents that they would reward such good conduct by patronizing the ethical companies' products/ services. Importantly too, the variety of actions respondents indicated suggests that corporate responsibility will not only be rewarded but richly rewarded.

Further findings from the results include that: amongst the three pillars/ fundamental aspects of CSR - the social, economic and the environmental, the social aspect appears to be the most appreciated by respondents: it was the aspect that majority of them had last discussed before the survey; it ranked highest from the choices they made on the roles they believed companies should have in society; it ranked highest amongst the factors respondents take into consideration when forming opinion about companies and it ranked highest amongst factors that respondents expected companies to be responsible for. However, it remains to be determined whether any of the respondents had considered the social aspect to incorporate the other two aspects. The internal application of CSR activities seems to be vital too, as the respondents were consistent in highlighting good

human resource management as proper corporate social responsibility (CSR) or corporate social performance (CSP), as the case may be. Thus, it may not be sufficient for companies to maintain an outward perspective for their CSR activities. Rather, they must also look inward. Matter of fact, judging by the collated results, the proper management of human resources is a highly regarded CSR/ CSP. Thus, this kind of 'internal application of corporate responsibility' must not be overlooked by companies and certainly cannot be overemphasized.

Moreover, the point on internal application of CSR resonates with the views of Chadwick (2005) above. It is noteworthy that more respondents reacted positively to a company's good behaviour and fewer reacted negatively to a company's bad behaviour. Apparently, consumers have more willingness to reward ethical conduct than punish unethical conduct. It is striking that newspapers/magazines, especially, are the sources respondents most relied upon for CSR information more than other more renowned, conventional sources, particularly companies' annual reports, which interestingly was the least so preferred option. Arguably, Companies' Annual Reports have long been generally considered the traditional medium for companies to share information about their corporate responsibility activities and if the results here are anything to judge by, then companies will do well to review the use of that medium. This is especially important since CSR reporting/ awareness-creation of CSR activities is an issue that certain stakeholders continue to work on, to enable for greater effectiveness in that regard. Further, regarding the (CSR) vs. (CSP) argument, results showed preference for more research into the former than the latter. That being the case, such CSR research could increase guidance and direction for companies in their application of CSR policies/ strategies and activities since encouraging more research into social performance would amount to merely tracing their actions/ activities, post-execution.

Regarding the second research question, whether the target population has any inclinations to either of the two main divides in one of the major controversies surrounding the subject: its positivity or negativity, results show that they certainly align more toward the positive than the negative. There is more evidence of support for the continuation of CSR practice, due to the value it has in itself, than there is for its discontinuance. It would not be out of place also, to reckon that the respondents consider the business case for CSR to be substantial/ significant. In particular, the responses to questions 7, 8, 9, 10, and 16, could be safely interpreted to suggest the said alignment toward the business case. In

answering those questions, respondents emphasized the importance of employee well-being, from which one could infer that the well-treated employees will reciprocate in kind to their employers through dedication to their duties, and subsequently, productivity. Such complementarity is essentially what the business case is about and one of the ways that it is expressed. For instance, in view of Fittipaldi's (2004) point stated above, where he argued for a "win-win" relationship between businesses and society, the high regard the respondents showed in question 7 for such points as 'employing people', 'making a profit', and 'helping to build a better society for all' may be interpreted to mean that respondents agree that when businesses engage in such conduct, they will be rewarded by society for doing so. Importantly too, they had chosen those as points they considered to be businesses' role in society. However, it remains unclear which of the forms of CSR that is most preferable for the respondents: the ethical, the strategic or the discretionary/philanthropic (Lantos, 2001).

Further, comparing between the responses to Questions 9 and 10, it is observable that there is 10% more 'positives' than 'negatives', as has already been discussed a bit above. Again, the conclusion is that such facts stand the business case in good stead with the respondents, since it means that if businesses do good, they will be rewarded. Moreover, the respondents maintained consistency with the business case or the 'positive values' of CSR, as opposed to its 'negative values' by their responses in answer to Question 16. There, they most-highly-rated active and passive undertakings, which may apply internally or externally to businesses, such as making profit, employee equality and welfare, abstaining from bribery and corruption, not using child labour and protecting the environment and the same argument as has been maintained above applies too. Thus, the perceived preconceived notion of CSR amongst the respondents is as to its attraction of positive value, rather than negative value, for both businesses and society.

5.2 Suggestions For Further Research

Having concluded on the research results in the immediately preceding section, this subsection will discuss possibilities for further research which are deemed to have arisen from the work thus far. It is unclear whether the respondents harbor any preferences as to the

three CSR types: the ethical, the strategic and the discretionary/ philanthropic. Thus, further research could be directed at determining which of those that is most approved of by respondents, in view of the arguments above on Question 7. Further research could also be applied to resolving the CSR and CSP question: to determine respondents' understanding of them and possibly too, their leanings toward either of them. Finally, the determination of the question whether the respondents consider the economic and environmental aspects of CSR subsumed within the social aspect gives rise to yet one more issue for further research. Hopefully, answering those questions will add to the body of knowledge on the subject and engender clearer thoughts on it and more effective practice too.

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Appendix 1. Survey Questionnaire

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Page 1 ▼

 **Edit page description**

My name is Afam Ikegwonu and I am soon to be graduating from the Turku University of Applied Sciences : International Business Management. This Thesis-related survey is intended to research the awareness of CSR amongst business students and recent graduates from business studies, as much as possible. It is not intended to take much of your time and hopefully it will not. That you spare some time to take it is most appreciated and it is hoped that the results will meaningfully contribute to the body of knowledge on the subject-matter.

- [+ Add Question](#)

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*** 1) What was/ is your course of study?**

- [+Add Question](#)



* 2) Which school did you/do you study in?

- [+Add Question](#)

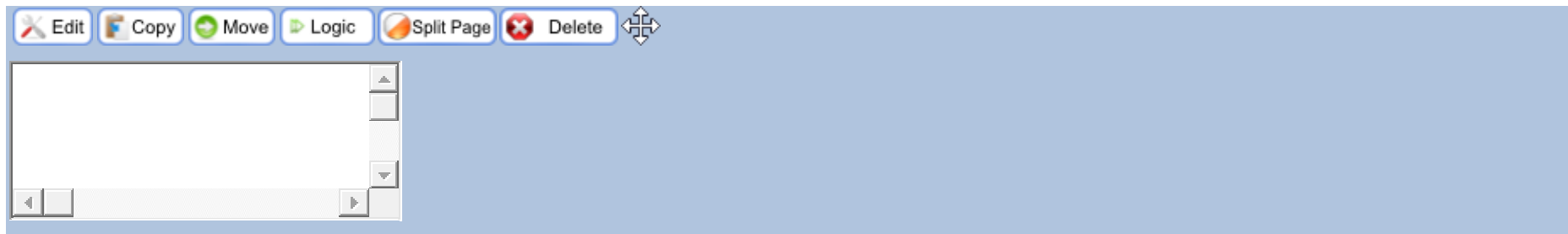
* 3) What stage is your study in right now?

a) I have graduated

b) I am almost graduating

c) I still have a bit of studying to do

d) Other (Please specify in the box)



* 4) How often have you discussed any company's behavior with someone in the past 12 months?

a) Many times

b) A few times








c) Hardly at all

d) Not at all

e) I don't remember


f) Other (Please specify)

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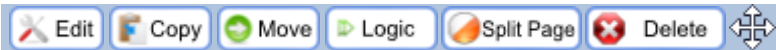
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*** 5) What country are you from?**

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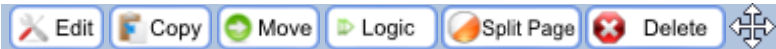
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* 6) What aspect of companies' behavior was the last such discussion about?

- Social
- Economic
- Environmental
- Other (Please specify)

• [+Add Question](#)



* 7) Which of the following do you think a company's *role* in society should include? (Possible to choose more than one answer)

- a) Making a profit
- b) Setting a higher ethical standard

c) Employing people

d) Just obeying all the law(s)





e) Helping to build a better society for all

f) Paying taxes

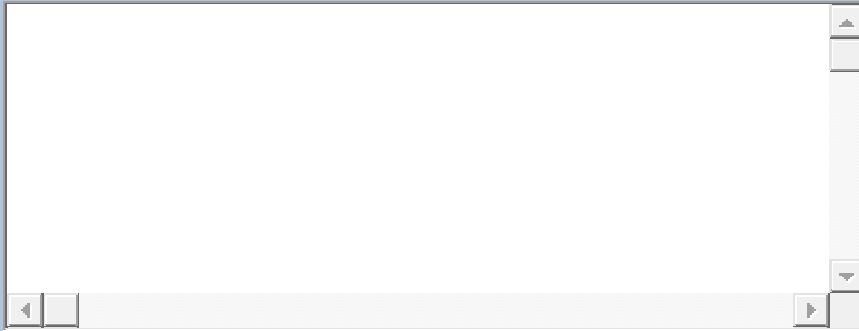
g) Performing better than the law(s) demand(s)

Other (Please specify)

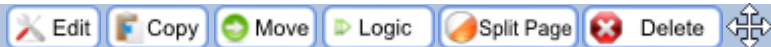
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* 8) List three things you take into consideration when you generally form opinions about companies? (Please number them)



• [+Add Question](#)



* 9) Have you acted negatively toward any company in the last 12 months due to its behavior in any society?

a) Yes

b) No

c) I don't remember

If yes, briefly discuss the behavior and any action(s) you took



• [+Add Question](#)



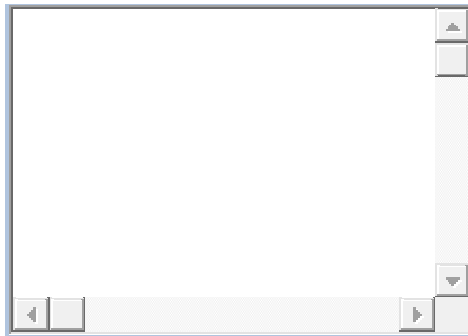
* 10) Have you acted positively toward any company in the past 12 months just because of something it did in any society?

a) Yes

b) No

c) I don't remember

If yes, please briefly discuss the behavior and any action(s) you took



- [+Add Question](#)



*** 11) Are you familiar with the term CSR (Corporate Social Responsibility)?**

a) Yes

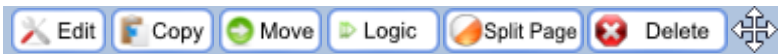
b) No

c) I have little knowledge of it

Any elaborations on your answer? (Please specify in the box below)



- [+Add Question](#)



* 12) Do you have any interests in it (CSR)?

a) Yes

b) No [If you choose No, then skip to Question 13]

- [+Add Question](#)



*** 13) If you have any interests in it, what are your main sources of information about it? (Possible to choose more than one answer)**

a) Companies' Annual Reports (CSR section)

b) Newspapers and Magazines

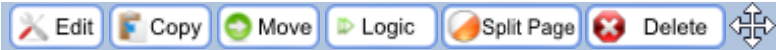
c) Journal Articles

d) Social Media

e) Course(s) in school

f) Other? Please specify (including your favorite social media for this purpose)

[+Add Question](#)



* 14) Which of these reflects your understanding of CSR?

- a) It should only help businesses bring improvements to the economy
- b) It should only help businesses bring improvements to the environment through their products and their actions
- c) It should only help businesses bring improvements to the welfare of people in society
- d) It should be a mixture of some of the above
- e) It should include all of the above

Other (Please discuss below)

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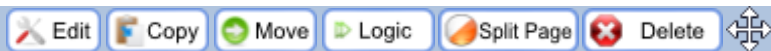
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* 15) If your answer to Question 13 above is "d) '...a mixture of some of the above'", kindly select which of them you prefer below (More than one choice possible)

- a) It should only help businesses bring improvements to the economy
- b) It should only help businesses bring improvements to the environment through their products and their actions
- c) It should only help businesses bring improvements to the welfare of people in society

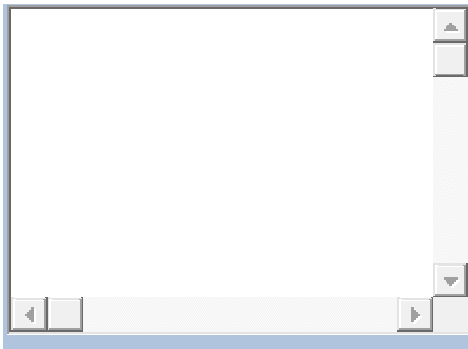
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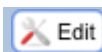




* 16) How many of the following do you expect companies to be responsible for?

- a) Maintaining high standards of operations in all parts of the world in which they operate.
- b) Protecting the environment.

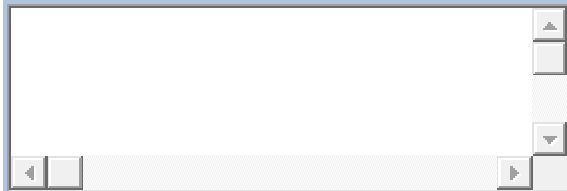
- c) Not using child labor.
 - d) Contributing to charities.
 - e) Protecting the health and safety of their employees.
 - g) Making profit.
 - h) Abstaining from bribery and corruption.
 - i) Ensuring equal treatment of all employees.
 - j) Paying adequate taxes.
- Other (Please specify)**



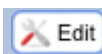






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* 17) What type of companies' CSR activity is most common to you? (Please be as specific as you can)

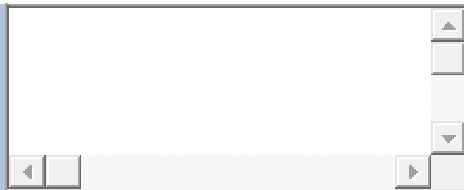


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* 18) CSR can be "Voluntary" or "Regulated". Which of the two approaches do you prefer/ consider more suitable?

- a) Voluntary approach (that is, companies are/ should be left alone to do what they consider best as CSR).
- b) Regulated approach (that is, the Laws of each country specifying the particular responsibilities that companies owe to society)
- c) I think both approaches are necessary.
- d) None of the above
- Other (Please specify)



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* 19) Considering companies' responsibility to society, what do you think more research should be focused on?

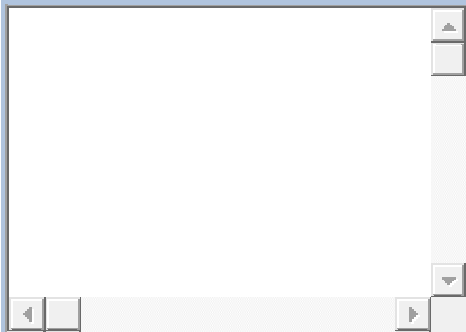
a) Social actions that businesses should be taking, which they may not have been taking presently

b) Social actions that businesses have been taking already

c) Both of the above

d) None of the above

Any reason(s) for your answer? (Please state it in the box below)

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Appendix 2. Survey Results

My name is Afam Ikegwuonu and I am soon to be graduating from the Turku University of Applied Sciences : International Business Management. This Thesis-related survey is intended to research the awareness of CSR amongst business students and recent graduates from business studies, as much as possible. It is not intended to take much of your time and hopefully it will not. That you spare some time to take it is most appreciated and it is hoped that the results will meaningfully contribute to the body of knowledge on the subject-matter.

*1) What was/ is your course of study?

ID	Email	First Name	Last Name	Responses (23)	View
10279467				International Business Management	View
10279509				IB	View
10279512				IB	View

ID	Email	First Name	Last Name	Responses (23)	View
10279537				2009/2012	View
10280295				Internatinal Business Management	View
10280399				BBA	View
10323266				International business management	View
10323539				International business	View
10324403				IB	View
10324601				International Business	View
10325644				Economic Geography	View
10325837				International business	View

ID	Email	First Name	Last Name	Responses (23)	View
10339417				International Business	View
10339538				International Business	View
10339636				Business Administration; International Business	View
10339639				International Business Management	View
10339673				International Business Management	View
10339921				International Business Management	View
10340239				International Business	View
10340399				International business management	View
10341094				Business Administartion	View

ID	Email	First Name	Last Name	Responses (23)	View
10479994				International Business Administration BA/MA	View
10543785				ib	View

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*2) Which school did you/do you study in?

ID	Email	First Name	Last Name	Responses (23)	View
10279467				Turku University Of Applied Sciences	View
10279509				TUAS THE	View





ID	Email	First Name	Last Name	Responses (23)	View
10279512				TUAS	View
10279537				TUAS	View
10280295				Turku University of Applied Sciences	View
10280399				TUAS	View
10323266				Turku UAS/Lemminkäisenkatu	View
10323539				TUAS	View
10324403				TUAS	View
10324601				TUAS	View

ID	Email	First Name	Last Name	Responses (23)	View
10325644				Turku School of Economics	View
10325837				TUAS	View
10339417				Turku University of Applied Sciences	View
10339538				Turku University of Applied Sciences	View
10339636				Turku University of Applied Sciences, now beginning in Technische Universität Munich.	View
10339639				Turku University of Applied Sciences	View
10339673				Turku University of Applied Sciences : International Business Management	View

ID	Email	First Name	Last Name	Responses (23)	View
10339921				Turku University of Applied Sciences	View
10340239				Turku university of applied sciences	View
10340399				Turku university of applied sciences	View
10341094				Turku University of Applied Sciences	View
10479994				Turku University of Applied Sciences	View
10543785				tuas	View

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*3) What stage is your study in right now?

		Response (%)	Responses
a) I have graduated		47.83	11
b) I am almost graduating		34.78	8
c) I still have a bit of studying to do		8.70	2
d) Other (Please specify in the box)		8.70	2
		Answered Question	23
		Skipped Question	0

Respondent ID	View Survey	Email	First Name	Last Name	d) Other (Please specify in the box)
10325644	View				Almost graduating, already accepted for doctorate studies.

10339636	View				Graduated and beginning my masters studies
----------	----------------------	--	--	--	--

*4) How often have you discussed any company's behavior with someone in the past 12 months?

		Response (%)	Responses
a) Many times		69.57	16
b) A few times		21.74	5
c) Hardly at all		4.35	1
d) Not at all		0.00	0
e) I don't remember		0.00	0
f) Other (Please specify)		4.35	1
Answered Question			23

Respondent ID	View Survey	Email	First Name	Last Name	f) Other (Please specify)
10479994	View				At university I haven't discussed very much, but then I've also not attended many lectures. At work I have so you might want to specify. In general 'discussion' of company behaviour was limited at university (so 'c').

*5) What country are you from?

ID	Email	First Name	Last Name	Responses (15)	View
10324403				Finland	View
10324601				Germany	View

ID	Email	First Name	Last Name	Responses (15)	View
10325644				Finland	View
10325837				Finland	View
10339417				-	View
10339538				Finland	View
10339636				Finland	View
10339639				Finland	View
10339673				Finland	View
10339921				Finland	View
10340239				Somalia	View




ID	Email	First Name	Last Name	Responses (15)	View
10340399				Finland	View
10341094				Finland	View
10479994				United Kingdom	View
10543785				finland	View

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*6) What aspect of companies' behavior was the last such discussion about?

	Response (%)	Responses
Social	47.83	11

Appendix 1








Economic		39.13	9
Environmental		8.70	2
Other (Please specify)		4.35	1
Answered Question			23
Skipped Question			0

Respondent ID	View Survey	Email	First Name	Last Name	Other (Please specify)
10339417	View				Customer's service, HRM, Marketing/Branding

*7) Which of the following do you think a company's role in society should include? (Possible to choose more than one answer)

Response Responses

(%)

a) Making a profit		22.73	20
b) Setting a higher ethical standard		5.68	5
c) Employing people		25.00	22
d) Just obeying all the law(s)		6.82	6
e) Helping to build a better society for all		18.18	16
f) Paying taxes		14.77	13
g) Performing better than the law(s) demand(s)		6.82	6
Answered Question			23
Skipped Question			0

Respondent ID	View Survey	Email	First Name	Last Name	Other (Please specify)
10325644	View				They are not charities, but they should embed responsibility into their strategy.

*8) List three things you take into consideration when you generally form opinions about companies? (Please number them)

ID	Email	First Name	Last Name	Responses (23)	View
10279467				Their public image, what they have done before and how they carry on their business.	View
10279509				Brand value, environmental issues and hr	View

ID	Email	First Name	Last Name	Responses (23)	View
10279512				Image, news reporting, word of mouth	View
10279537				Success, reputation, branding	View
10280295				Values, financial background and experience of management	View
10280399				Product/Service quality Impact on the environment the way the employees are being treated	View
10323266				-employee and supplier treatment -profitability -effects on operating environment	View
10323539				1. Treatment on employees 2. Development in innovation 3. company's ethics	View
10324403				1.Economical stand (profit+growth) 2.Operations&Industry (industry demands+company's goals) 3.The affect to	View

ID	Email	First Name	Last Name	Responses (23)	View
				environment(employees+environment)	
10324601				HR Motivation Marketing	View
10325644				Consumer appreciation and respect. (Worked for Apple, never buying anything from them) Stakeholder consideration. (Employees foremost) Environmental responsibility	View
10325837				1. Quality 2. How they treat their employees 3. Overall funtions	View
10339417				-	View
10339538				1) ethical values 2) companys vision and mission 3) brand awareness	View
10339636				What the consumers discuss about the company How they treat their employees How they treat their customers	View

ID	Email	First Name	Last Name	Responses (23)	View
10339639				What has been published online or in newspapers about the company. Size of the company. How well they do business (thriving vs just surviving).	View
10339673				Being ethical ja responsible Being useful towards the society WOrking on a field I am interested in	View
10339921				Social Responsibility, profitablyty, size	View
10340239				Fair trade, environmental responsibility, employees welfare.	View
10340399				1. Environmental issues 2. Human rights 3. Economical issues	View
10341094				- Work environment (how employees are treated, high vs low hierarchy, role of women in the company etc.) - Innovativeness (how innovative is the company? as a finn this interests me greatly as Finland needs more innovative companies to stay competitive) - Leadership (this stems from a personal interest in	View

ID	Email	First Name	Last Name	Responses (23)	View
				leadership and management)	
10479994				1. The value of the products and services they create (to an individual and society) 2. The brand and image they project (they don't have to be like Mother Teresa) 3. Their awareness and actions on how they affect the people and environments they operate in	View
10543785				1 quality 2 price 3 csr	View

*9) Have you acted negatively toward any company in the last 12 months due to its behavior in any society?

		Response (%)	Responses
a) Yes		42.86	9
b) No		33.33	7
c) I don't remember		23.81	5
Answered Question			23
Skipped Question			0

Respondent ID	View Survey	Email	First Name	Last Name	If yes, briefly discuss the behavior and any action(s) you took)
10279467	View				Won't be buying any Nokia-related products, any time soon.

10279509	View				Boicot its products
10323266	View				I decided to leave a company due to its hr policy. The company treated its employees in a disrespectful way and did not pay all the compensation they were entitled to.
10325644	View				Always against Apple. Critical against all.
10339417	View				"acted negatively"?
10339636	View				Decided not to use a specific brand for example because of child labor
10339639	View				Stopped buying the company's products.
10339673	View				Every company that breaks some social or environmental responsibilities makes me feel negative about it. I may avoid the

					products of the company.
10340399	View				Talvivaara, which is a company in Finland, had a lot of environmental issues. They've leaked polluted water in to the nature. I've mainly just discussed about the topic with my friends.
10341094	View				Some companies have prevented women from reaching board positions in the company. My actions have been quite mild, they have included avoiding the company's products/services.
10479994	View				HSBC - my bank from the UK has been charging excessive amounts for overdraft discrepancies, despite the fact that I have been a valued customer for many years.

<< Hide

*10) Have you acted positively toward any company in the past 12 months just because of something it did in any society?

		Response (%)	Responses
a) Yes		64.71	11
b) No		11.76	2
c) I don't remember		23.53	4
Answered Question			17
Skipped Question			6

Respondent ID	View Survey	Email	First Name	Last Name	If yes, please briefly discuss the behavior and any action(s) you took
10323266	View				I bought a bottle of mineral water from a manufacturer, which donates a share of the price to charity.

10325644	View				Quoted Honda CEO in my thesis. Japan puts people before profits.
10339417	View				"acted positively"?
10339538	View				Coca-Cola for the Superbowl. It had placed an advert with different cultures speaking different languages and showcasing different religions.
10339636	View				Buy products from companies I have formed positive opinions about
10339639	View				Switched brands because of their good ethical behavior.
10339673	View				I have posted the company's name / advertisement on Facebook, bought their products, told my friends about my positive experiences.
10341094	View				I have rewarded altruistic behaviour (such as charity work) by

					endorsing the company.
10479994	View				Wikipedia - this company is brilliant and so helpful that I donated 10 € in support of their ideals.



*11) Are you familiar with the term CSR (Corporate Social Responsibility)?

		Response (%)	Responses
a) Yes		91.30	21
b) No		0.00	0
c) I have little knowledge of it		8.70	2
		Answered Question	23
		Skipped Question	0

Respondent ID	View Survey	Email	First Name	Last Name	Any elaborations on your answer? (Please specify in the box below)
10323266	View				CSR is about giving back to a society and taking care of the environment in which the company operates.
10325644	View				Did my BS thesis on CSR policy-culture interrelation within the EU-15.
10339636	View				I know about the main ideas, but have not studied the matter further
10339639	View				Giving back/helping the local, regional or global communities.
10339673	View				I didn't remember the abbreviation.

10340399	View				I am right now taking a summer course about CSR.
10479994	View				So familiar your box isn't big enough for me to explain.

*12) Do you have any interests in it (CSR)?

		Response Responses (%)
a) Yes		95.65 22
b) No [If you choose No, then skip to Question 13]		4.35 1
Answered Question		23
Skipped Question		0

*13) If you have any interests in it, what are your main sources of information about it? (Possible to choose more than one answer)

		Response Responses (%)	
a) Companies' Annual Reports (CSR section)		12.24	6
b) Newspapers and Magazines		30.61	15
c) Journal Articles		14.29	7
d) Social Media		24.49	12
e) Course(s) in school		18.37	9
		Answered Question	17
		Skipped Question	6

Respondent ID	View Survey	Email	First Name	Last Name	f) Other? Please specify (including your favorite social media for this purpose)
10325644	View				Used to be more interested. Now more into macro-regional things and East-Asia.
10339417	View				Company's website

*14) Which of these reflects your understanding of CSR?

	Response Responses (%)	
a) It should only help businesses bring improvements to the economy	0.00	0
b) It should only help businesses bring improvements to the	0.00	0

environment through their products and their actions

c) It should only help businesses bring improvements to the welfare of people in society



13.04

3

d) It should be a mixture of some of the above



21.74

5

e) It should include all of the above



65.22

15

Answered Question




23

Skipped Question








0



Respondent ID	View Survey	Email	First Name	Last Name	Other (Please discuss below)
10325644	View				There should be a change in collective consciousness, which ultimately would make explicit CSR redundant.

*15) If your answer to Question 13 above is "d) '...a mixture of some of the above'", kindly select which of them you prefer below (More than one choice possible)

		Response Responses (%)	
a) It should only help businesses bring improvements to the economy		24.24	8
b) It should only help businesses bring improvements to the environment through their products and their actions		36.36	12
c) It should only help businesses bring improvements to the welfare of people in society		39.39	13
		Answered Question	17
		Skipped Question	6

*16) How many of the following do you expect companies to be responsible for?

		Response Responses (%)	
a) Maintaining high standards of operations in all parts of the world in which they operate.		10.30	17
b) Protecting the environment.		11.52	19
c) Not using child labor.		11.52	19
d) Contributing to charities.		4.85	8
e) Protecting the health and safety of their employees.		12.73	21
g) Making profit.		12.12	20
h) Abstaining from bribery and corruption.		12.12	20

i) Ensuring equal treatment of all employees.		12.73	21
j) Paying adequate taxes.		12.12	20
		Answered Question	23
		Skipped Question	0

Respondent ID	View Survey	Email	First Name	Last Name	Other (Please specify)
10479994	View				Bribery and corruption are not necessarily the same thing!

*17) What type of companies' CSR activity is most common to you? (Please be as specific as you can)

ID	Email	First Name	Last Name	Responses (23)	View
10279467				Maintaining high standards.	View

ID	Email	First Name	Last Name	Responses (23)	View
10279509				HR	View
10279512				Environmental and social programs	View
10279537				Charity	View
10280295				Taxes, ecological decisions and healthcare	View
10280399				Protecting the environment	View
10323266				MNC's have the resources to make their CSR actions known and heard. First thing that comes to my mind is Roland McDonald Foundation.	View
10323539				Help develop the third world countries	View
10324403				Media mostly brings up the CSR of consumer product providers, hence I'm	View

ID	Email	First Name	Last Name	Responses (23)	View
				most familiar with these.	
10324601				German Beer Producers saving the Rain forests	View
10325644				Greenwashing, unfortunately.	View
10325837				Adecco	View
10339417				-	View
10339538				Environmental	View
10339636				Taking care of their employees	View
10339639				Multinational companies, especially that of big franchises like McDonald's.	View



ID	Email	First Name	Last Name	Responses (23)	View
10339673				Charity Employee benefits Protecting environment	View
10339921				p	View
10340239				environment, consumers, employees welfare, society in general.	View
10340399				Ensuring equal treatment of all employees. This means anti-discrimination policies.	View
10341094				Equal treatment of all employees is most common to me as it is very common practice in finnish companies.	View
10479994				Good question - I actually can't think of an example of how a company is proactive in my sphere of life. I would have to say 'sponsorship' as most big companies/organisations will support the community in this way (at least in the UK they do).	View

ID	Email	First Name	Last Name	Responses (23)	View
10543785				not using child labour	View

<< Hide





*18) CSR can be "Voluntary" or "Regulated". Which of the two approaches do you prefer/ consider more suitable?

	Response Responses (%)	Responses
a) Voluntary approach (that is, companies are/ should be left alone to do what they consider best as CSR). 	8.70	2
b) Regulated approach (that is, the Laws of each country specifying the particular responsibilities that companies owe to society) 	17.39	4

c) I think both approaches are necessary.		69.57	16
d) None of the above		0.00	0
Other (Please specify)		4.35	1
		Answered Question	23
		Skipped Question	0

Respondent ID	View Survey	Email	First Name	Last Name	Other (Please specify)
10339636	View				Maybe not direct laws but suggestions and guidelines for most of the things, but for example labor laws are required as they now are

*19) Considering companies' responsibility to society, what do you think more research should be focused on?

		Response Responses (%)	
a) Social actions that businesses should be taking, which they may not have been taking presently		23.53	4
b) Social actions that businesses have been taking already		5.88	1
c) Both of the above		64.71	11
d) None of the above		5.88	1
		Answered Question	17
		Skipped Question	6

Respondent	View	Email	First	Last	Any reason(s) for your answer? (Please state it in the box
------------	------	-------	-------	------	--

ID	Survey		Name	Name	below)
10323266	View				CSR practisies needs to develop and the society might have needs not served by current CSR activities.
10325644	View				Porter style strategic research could be easiest to sell to number crunching corporate boards. Damage control to reputation costs more than proactive search for strategic advantage.
10339636	View				Why some companies do more than others and why some targets of social responsibility are more popular than some other
10479994	View				You can't have one without the other!! Think about it.

[Report a Problem](#) | [Contact support](#)

Appendix 3.

Copies Of Email Correspondence Relevant To Research Process

RE: Request to apply Thesis Questionnaire to students

[Ikegwuonu Afam](#)

Sent: Tuesday, June 24, 2014 12:19 PM

To: [Antti Koskinen \[amkosk@utu.fi\]](mailto:Antti.Koskinen@utu.fi)

Hi Antti,

Thank you for the information. Could you kindly mention the other channels you have referred to in your email so that I can consider them. I look forward to hearing from you.

Best regards,

Afam.

From: Antti Koskinen [amkosk@utu.fi]

Sent: Tuesday, June 24, 2014 11:33 AM

To: Ikegwuonu Afam

Subject: RE: Request to apply Thesis Questionnaire to students

Hello Afam,

I'm sorry to inform this, but the current policies at the University of Turku do not allow mass dissemination of external surveys, nor handing out contact information of the students from our register for this purpose. I hope that you are able to get your thesis data collected through other channels.

With kind regards,

Antti Koskinen

Academic Affairs Officer
Student and Admission Services
University of Turku

-----Original Message-----

From: Petri Sjöblom
Sent: 17. kesäkuuta 2014 10:49
To: Antti Koskinen
Subject: FW: Request to apply Thesis Questionnaire to students

-----Original Message-----

From: TSE Opintotoimisto
Sent: 17. kesäkuuta 2014 9:41
To: Petri Sjöblom
Subject: FW: Request to apply Thesis Questionnaire to students

Hei Petri,

annoimme tälle opiskelijalle ohjeet olla sinuun yhteydessä, mutta maili tuli meille sittenkin vielä.
Emme ole varmoja onko hän sinuun ollut jo yhteydessä, mutta varmuuden vuoksi välitämme sinulle vielä tämän hänen viestinsä.

Ystävällisin terveisin,

Sofi Laiho
Opintotoimisto
Turun kauppakorkeakoulu
Turun yliopisto
(02) 333 9055
sofi.a.laiho@utu.fi

-----Original Message-----

From: Ikegwuonu Afam [<mailto:Afam.Ikegwuonu@students.turkuamk.fi>]
Sent: 16. kesäkuuta 2014 16:10
To: TSE Opintotoimisto
Subject: FW: Request to apply Thesis Questionnaire to students

Attention: Petri Sjöblom

Hello Petri,

I have been referred to you by Jaana Villisi, as the forwarded mail shows. I need your assistance with applying my thesis-survey-questionnaire to the students at the school. I am interested in collecting data from seven departments: Business Law, Accounting and Finance, Marketing, Economics, Entrepreneurship, Management and Organization, and International Business. I have made attempts at contacting the respective heads of those departments but I have not received any meaningful response from any of them yet. I hope they are still considering my request and if you can help facilitate their favorable response, I will be truly grateful.

I have attached the link to the (online) survey below to enable you distribute it through the mailing list or some other appropriate medium.

http://eSurv.org?s=LKMLNK_79710c3b

I eagerly anticipate your kind assistance as I had thought to have all the data collected by yesterday, Sunday.

Best regards,

Afam Ikegwuonu

From: TSE Opintotoimisto [tseopintotoimisto@utu.fi]
Sent: Monday, June 16, 2014 11:09 AM
To: Ikegwuonu Afam
Subject: FW: Request to apply Thesis Questionnaire to students

Hi,

is this request still valid? If it is please contact Director of Academic and Student Affairs Petri Sjöblom in Student Admission Services.

Best regards,

Jaana Villisi
Academic Affairs Secretary
Office for Academic and Student Affairs
Turku School of Economics at the University of Turku
FI-20014 University of Turku
tel. +358 2 333 9206

-----Original Message-----

From: Ikegwuonu Afam [<mailto:Afam.Ikegwuonu@students.turkuamk.fi>]

Sent: 13. kesäkuuta 2014 8:49

To: Ilona Karkulehto

Subject: RE: Request to apply Thesis Questionnaire to students

Hello,

I had told the Dean that I am more interested in getting responses to my survey than in possessing the mailing list and that is really the case. I am only approaching you people because in my opinion you are in positions to help me facilitate the responses I need for the research. More than anything, I need to have the students answer the questions so that I can use their feedback and I will truly be grateful if you can facilitate that for me. If you can paste the link to the survey (which I have attached to some of the emails below) in the mailing list by yourself, and I get the responses, then my purpose is fully served. The tests that I have run so far show that the results are returned untraceable and fully anonymous so that concerns for the students privacy are taken care of. I hope you do favorably consider my appeal this time around. Have a good day.

Best regards,

Afam

From: Ilona Karkulehto [ilona.karkulehto@utu.fi]

Sent: Thursday, June 12, 2014 2:35 PM

To: Ikegwuonu Afam

Subject: RE: Request to apply Thesis Questionnaire to students

Hi,

Like Dean Granlund answered to you, that if you are requesting an email list from our students, such a list we can't give for any reasons.

Sincerely
Ilona Karkulehto

From: Ikegwuonu Afam [<mailto:Afam.Ikegwuonu@students.turkuamk.fi>]
Sent: 12. kesäkuuta 2014 13:53
To: Ilona Karkulehto
Cc: Markus Granlund
Subject: FW: Request to apply Thesis Questionnaire to students

Hello,

I had emailed you and Markus Granlund yesterday appealing for assistance with conducting a thesis survey. He has not been able to help but rather referred me to you, as the email immediately below shows. Could you be of assistance in any way, please, as I am running on a short time-window? I hope to hear from you soon and anticipate your kind assistance. Have a good day.

Best regards,

Afam

From: Markus Granlund [markus.granlund@utu.fi]
Sent: Thursday, June 12, 2014 8:39 AM
To: Ikegwuonu Afam
Subject: RE: Request to apply Thesis Questionnaire to students
I'm sorry but I'm not the right person here. Besides I'm currently travelling and extremely busy also otherwise due to my Deanship (and thus not even working at the Department now), hope you understand. Maybe Ms. Ilona Karkulehto can help you.

From: Ikegwuonu Afam [<mailto:Afam.Ikegwuonu@students.turkuamk.fi>]
Sent: 11. kesäkuuta 2014 20:38
To: Markus Granlund
Subject: RE: Request to apply Thesis Questionnaire to students

Glad to know that the 'air is clear'. I had contacted Prof Lukka earlier but I have not got any feedbacks from him. Will you still be able to assist me with the task in any way, especially as I discussed in the immediately preceding email? I will be most grateful for your assistance.

Best regards,

Afam

From: Markus Granlund [markus.granlund@utu.fi]

Sent: Wednesday, June 11, 2014 7:48 PM

To: Ikegwuonu Afam

Subject: VS: Request to apply Thesis Questionnaire to students

Ok, now I understand. It seems You are after the Head of Department of Accounting and Finance (incl. Business Law). The Head is Prof. Kari Lukka (as I'm currently the Dean of the whole business school).

Cheers

Markus Granlund

Sent from Windows Phone

Lähtettäjä: Ikegwuonu Afam<mailto:Afam.Ikegwuonu@students.turkuamk.fi>

Lähetetty: 11.6.2014 16:23

Vastaanottaja: Markus Granlund<mailto:markus.granlund@utu.fi>

Aihe: RE: Request to apply Thesis Questionnaire to students

Hello,

Thank you for your reply and pardon the mix up. It was an oversight on my part.

I am interested in collecting data from seven departments: Business Law, Accounting and Finance, Marketing, Economics, Entrepreneurship, Management and Organization, and International Business. I have made attempts at contacting the respective department heads/ those I reckon are suited to help my cause. Thus, I had deemed you and Ilona Karkulehto best suited to aid my request as regards the Accounting and Finance Department.

Pardon me if I had misjudged the situation, especially as you are not used to receiving such requests as these.

I am not as interested in a mailing list as much as I am in getting responses from the students for the research I am undertaking. That is the reason I also

attached the link to the survey in the earlier email. I will most appreciate it if you could facilitate the survey reaching the students in the relevant departments, and other departments you deem fit for purpose.

If there's a more appropriate channel to reaching the students, please let me know. I only did what I felt appropriate in my circumstances. I look forward to your kind assistance.

Best regards,

Afam Ikegwuonu

From: Markus Granlund [markus.granlund@utu.fi]
Sent: Wednesday, June 11, 2014 3:20 PM
To: Ikegwuonu Afam; Ilona Karkulehto
Subject: RE: Request to apply Thesis Questionnaire to students
Hello,

I'm a bit confused of your inquiry as this is the first time I see this kind of request. Are you requesting an email list? In that case I don't think we can do that for many reasons.

You also mention a department: we have five departments and a number of other units, so which one do you refer to?

Sincerely

Markus Granlund
Dean
Professor

Turku School of Economics
University of Turku

FI-20014 Turun yliopisto, Finland
markus.granlund@utu.fi<mailto:markus.granlund@utu.fi>
+358 2 333 9200

http://www.utu.fi/en/units/tse/units/accounting_and_finance/contact/Pages/Markus-Granlund.aspx

<http://www.utu.fi/en/units/tse/Pages/home.aspx>

From: Ikegwuonu Afam [<mailto:Afam.Ikegwuonu@students.turkuamk.fi>]

Sent: 11. kesäkuuta 2014 13:49

To: Markus Granlund; Ilona Karkulehto

Subject: Request to apply Thesis Questionnaire to students

Hello,

I am an International Business Management student from the Turku University of Applied Sciences, working on my Thesis. My research is concerned with assessing the extent of awareness of Corporate Social Responsibility and connected issues amongst business students and recent business graduates and I reckon that applying the survey to the students in your department will help me gather relevant data to a great deal.

Thus, could you kindly grant me the necessary permissions. I have pasted the link to the survey below, in case you deem fit to share it with them straightaway. Otherwise, I anticipate your kind response, to let me know how best to proceed. I look forward to hearing from you soon as I need to have all responses processed by the weekend.

http://eSurv.org?s=LKMLNK_79710c3b<http://esurv.org/?s=LKMLNK_79710c3b>

Best regards

Afam Ikegwuonu

FW: Request to apply Thesis Questionnaire to students

[Ikegwuonu Afam](#)

Sent: Monday, June 16, 2014 4:09 PM

To: tseopintotoimisto@utu.fi

Attention: Petri Sjöblom

Hello Petri,

I have been referred to you by Jaana Villisi, as the forwarded mail shows. I need your assistance with applying my thesis-survey-questionnaire to the students at the school. I am interested in collecting data from seven departments: Business Law, Accounting and Finance, Marketing, Economics, Entrepreneurship, Management and Organization, and International Business. I have made attempts at contacting the respective heads of those departments but I have not received any meaningful response from any of them yet. I hope they are still considering my request and if you can help facilitate their favorable response, I will be truly grateful.

I have attached the link to the (online) survey below to enable you distribute it through the mailing list or some other appropriate medium.

http://eSurv.org?s=LKMLNK_79710c3b

I eagerly anticipate your kind assistance as I had thought to have all the data collected by yesterday, Sunday.

Best regards,

Afam Ikegwuonu

From: TSE Opintotoimisto [tseopintotoimisto@utu.fi]
Sent: Monday, June 16, 2014 11:09 AM
To: Ikegwuonu Afam
Subject: FW: Request to apply Thesis Questionnaire to students

Hi,

is this request still valid? If it is please contact Director of Academic and Student Affairs Petri Sjöblom in Student Admission Services.

Best regards,
Jaana Villisi
Academic Affairs Secretary
Office for Academic and Student Affairs
Turku School of Economics at the University of Turku
FI-20014 University of Turku
tel. +358 2 333 9206

-----Original Message-----

From: Ikegwuonu Afam [<mailto:Afam.Ikegwuonu@students.turkuamk.fi>]

Sent: 13. kesäkuuta 2014 8:49

To: Ilona Karkulehto

Subject: RE: Request to apply Thesis Questionnaire to students

Hello,

I had told the Dean that I am more interested in getting responses to my survey than in possessing the mailing list and that is really the case. I am only approaching you people because in my opinion you are in positions to help me facilitate the responses I need for the research. More than anything, I need to have the students answer the questions so that I can use their feedback and I will truly be grateful if you can facilitate that for me. If you can paste the link to the survey (which I have attached to some of the emails below) in the mailing list by yourself, and I get the responses, then my purpose is fully served. The tests that I have run so far show that the results are returned untraceable and fully anonymous so that concerns for the students privacy are taken care of.

I hope you do favorably consider my appeal this time around.

Have a good day.

Best regards,

Afam

From: Ilona Karkulehto [ilona.karkulehto@utu.fi]
Sent: Thursday, June 12, 2014 2:35 PM
To: Ikegwuonu Afam
Subject: RE: Request to apply Thesis Questionnaire to students

Hi,

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From: Ikegwuonu Afam [<mailto:Afam.Ikegwuonu@students.turkuamk.fi>]
Sent: 12. kesäkuuta 2014 13:53
To: Ilona Karkulehto
Cc: Markus Granlund
Subject: FW: Request to apply Thesis Questionnaire to students

Hello,

I had emailed you and Markus Granlund yesterday appealing for assistance with conducting a thesis survey. He has not been able to help but rather referred me to you, as the email immediately below shows. Could you be of assistance in any way, please, as I am running on a short time-window?

I hope to hear from you soon and anticipate your kind assistance.
Have a good day.

Best regards,

Afam

From: Markus Granlund [markus.granlund@utu.fi]

Sent: Thursday, June 12, 2014 8:39 AM

To: Ikegwuonu Afam

Subject: RE: Request to apply Thesis Questionnaire to students

I'm sorry but I'm not the right person here. Besides I'm currently travelling and extremely busy also otherwise due to my Deanship (and thus not even working at the Department now), hope you understand. Maybe Ms. Ilona Karkulehto can help you.

From: Ikegwuonu Afam [<mailto:Afam.Ikegwuonu@students.turkuamk.fi>]

Sent: 11. kesäkuuta 2014 20:38

To: Markus Granlund

Subject: RE: Request to apply Thesis Questionnaire to students

Glad to know that the 'air is clear'. I had contacted Prof Lukka earlier but I have not got any feedbacks from him. Will you still be able to assist me with the task in any way, especially as I discussed in the immediately preceding email? I will be most grateful for your assistance.

Best regards,

Afam

From: Markus Granlund [markus.granlund@utu.fi]

Sent: Wednesday, June 11, 2014 7:48 PM

To: Ikegwuonu Afam

Subject: VS: Request to apply Thesis Questionnaire to students

Ok, now I understand. It seems You are after the Head of Department of Accounting and Finance (incl. Business Law). The Head is Prof. Kari Lukka (as I'm currently the Dean of the whole business school).

Cheers

Markus Granlund

Sent from Windows Phone

Lähetettäjä: Ikegwuonu Afam<mailto:Afam.Ikegwuonu@students.turkuamk.fi>

Lähetetty: 11.6.2014 16:23

Vastaanottaja: Markus Granlund<mailto:markus.granlund@utu.fi>

Aihe: RE: Request to apply Thesis Questionnaire to students

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If there's a more appropriate channel to reaching the students, please let me know. I only did what I felt appropriate in my circumstances. I look forward to your kind assistance.

Best regards,

Afam Ikegwuonu

From: Markus Granlund [markus.granlund@utu.fi]

Sent: Wednesday, June 11, 2014 3:20 PM

To: Ikegwuonu Afam; Ilona Karkulehto

Subject: RE: Request to apply Thesis Questionnaire to students

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You also mention a department: we have five departments and a number of other units, so which one do you refer to?

Sincerely

Markus Granlund

Dean

Professor

Turku School of Economics

University of Turku

FI-20014 Turun yliopisto, Finland

markus.granlund@utu.fi<mailto:markus.granlund@utu.fi>

+358 2 333 9200

http://www.utu.fi/en/units/tse/units/accounting_and_finance/contact/Pages/Markus-Granlund.aspx

<http://www.utu.fi/en/units/tse/Pages/home.aspx>

From: Ikegwuonu Afam [<mailto:Afam.Ikegwuonu@students.turkuamk.fi>]

Sent: 11. kesäkuuta 2014 13:49

To: Markus Granlund; Ilona Karkulehto

Subject: Request to apply Thesis Questionnaire to students

Hello,

I am an International Business Management student from the Turku University of Applied Sciences, working on my Thesis. My research is concerned with assessing the extent of awareness of Corporate Social Responsibility and connected issues amongst business students and recent business graduates and I reckon that applying the survey to the students in your department will help me gather relevant data to a great deal.

Thus, could you kindly grant me the necessary permissions. I have pasted the link to the survey below, in case you deem fit to share it with them straightaway. Otherwise, I anticipate your kind response, to let me know how best to proceed. I look forward to hearing from you soon as I need to have all responses processed by the weekend.

http://eSurv.org?s=LKMLNK_79710c3b<http://esurv.org/?s=LKMLNK_79710c3b>

Best regards

Afam Ikegwuonu

RE: Request to conduct Thesis survey amongst students

[Ikegwuonu Afam](#)

Sent: Thursday, June 12, 2014 1:46 PM

To: [Jan-Åke Törnroos \[jtornroo@abo.fi\]](mailto:Jan-Åke.Törnroos@abo.fi)

Cc: gunilla.widen@abo.fi

Hello,

Thank you for your prompt response and for your advise. I will send her an email straightaway.

Best regards,

Afam

From: Jan-Åke Törnroos [jtornroo@abo.fi]
Sent: Thursday, June 12, 2014 9:26 AM
To: Ikegwuonu Afam
Cc: gunilla.widen@abo.fi
Subject: Re: Request to conduct Thesis survey amongst students

Hi Afam,

The idea sounds quite ok. I do not have any obligations for you doing your research among our business students. I just wonder about the timing when most students have gone for summer jobs and vacations etc. and might be hard to get in touch with.

It is Thursday already and I do not think the responses will be easy to get before the weekend!

I do not have access to the mailing lists of our students either. You might try to get in contact with Amanuensis Tuija-Liisa Pohja and she might offer help in this regard.

BW

Jan-Åke

Jan-Åke Törnroos
Professor of international marketing
Dean of the School of Business and Economics
Åbo Akademi University
20500 TURKU, Finland
jtornroo@abo.fi

11 jun 2014 kl. 20:47 skrev Ikegwuonu Afam <Afam.Ikegwuonu@students.turkuamk.fi>:

Hello,

I am an International Business Management student from the Turku University of Applied Sciences, working on my Thesis. My research is concerned with assessing the extent of awareness of Corporate Social Responsibility and connected issues amongst business students and recent business graduates and I reckon that applying the survey to the students in your department will help me gather relevant data.

I have pasted the link to the survey below, to enable you share it with them straightaway. If there's a better approach to adopt, then I will most welcome your advice/suggestions in that regard.

Otherwise, I anticipate your kind response, to let me know how best to proceed. I look forward to hearing from you soon as I need to have all responses processed by the weekend.

http://eSurv.org?s=LKMLNK_79710c3b

Best regards

Afam Ikegwuonu

FW: Request to conduct Thesis survey amongst students

[Ikegwuonu Afam](#)

Sent: Thursday, June 12, 2014 2:16 PM

To: tuija-liisa.pohja@abo.fi

Cc: jtornroo@abo.fi

Hello,

I was referred to you by Professor Jan-Åke Törnroos, as the forwarded email shows. I am hopeful that you can be of assistance to me concerning the request I am making.

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http://eSurv.org?s=LKMLNK_79710c3b

Best regards

Afam Ikegwuonu

From: Jan-Åke Törnroos [jtornroo@abo.fi]
Sent: Thursday, June 12, 2014 9:26 AM
To: Ikegwuonu Afam
Cc: gunilla.widen@abo.fi
Subject: Re: Request to conduct Thesis survey amongst students

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Jan-Åke

Jan-Åke Törnroos

Professor of international marketing

Dean of the School of Business and Economics

Åbo Akademi University

20500 TURKU, Finland

jtornroo@abo.fi

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Best regards

Afam Ikegwuonu

RE: FW: Request to conduct Thesis survey amongst students

[Ikegwuonu Afam](#)

Sent: Tuesday, June 17, 2014 2:56 PM

To: [Tuija-Liisa Pohja \[tpohja@abo.fi\]](mailto:Tuija-Liisa.Pohja@abo.fi)

Hi Tuija,

Thanks for asking. I could still receive responses till tomorrow afternoon, I believe. If any of them could get their response in between now and that time it should be fine.

Best regards,

Afam.

From: Tuija-Liisa Pohja [tpohja@abo.fi]

Sent: Tuesday, June 17, 2014 1:57 PM

To: Ikegwuonu Afam

Subject: Re: FW: Request to conduct Thesis survey amongst students

Hello,

is it already too late to participate?

I am afraid it is going to be really hard to get in touch with our students - the majority of them are working and not reading their emails.

kind regards Tuija-Liisa Pohja

On 12.6.2014 14:16, Ikegwuonu Afam wrote:

Hello,

I was referred to you by Professor Jan-Åke Törnroos, as the forwarded email shows. I am hopeful that you can be of assistance to me concerning the request I am making. I am an International Business Management student from the Turku University of Applied Sciences, working on my Thesis. My research is concerned with assessing the extent of awareness of Corporate Social Responsibility and connected issues amongst business students and recent business graduates and I reckon that applying the survey to the students in your department will help me gather relevant data.

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http://eSurv.org?s=LKMLNK_79710c3b<http://eSurv.org?s=LKMLNK_79710c3b>

Best regards
Afam Ikegwuonu

From: Jan-Åke Törnroos [jtornroo@abo.fi<mailto:jtornroo@abo.fi>]
Sent: Thursday, June 12, 2014 9:26 AM
To: Ikegwuonu Afam
Cc: gunilla.widen@abo.fi<mailto:gunilla.widen@abo.fi>
Subject: Re: Request to conduct Thesis survey amongst students

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BW

Jan-Åke

Jan-Åke Törnroos
Professor of international marketing
Dean of the School of Business and Economics
Åbo Akademi University
20500 TURKU, Finland

jtornroo@abo.fi<mailto:jtornroo@abo.fi>

11 jun 2014 kl. 20:47 skrev Ikegwuonu Afam <Afam.Ikegwuonu@students.turkuamk.fi<mailto:Afam.Ikegwuonu@students.turkuamk.fi>>:

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http://eSurv.org?s=LKMLNK_79710c3b<http://eSurv.org?s=LKMLNK_79710c3b>

Best regards
Afam Ikegwuonu

--
med vänlig hälsning/kind regards
Tuija-Liisa Pohja
amanuens, Handelshögskolan, företagsekonomiska ämnen/www.abo.fi/hhaa
ackrediteringsansvarig/Accreditation officer
Departmental Coordinator of Exchange Programs
egenlärare/Academic Advisor

Handelshögskolan vid Åbo Akademi/School of Business and Economics
Henriksgatan 7

20500 ÅBO Finland
tel. +358 2 215 4219
fax. +358 2 215 4806

Thesis Questionnaire

[Ikegwuonu Afam](#)

Sent: Friday, June 13, 2014 1:06 PM

To: [_NINBOS09](#); [_NINBOS10](#); [_NINBOS11](#); [_AINBOS09](#); [_AINBOS10](#)

Cc: [Gonzalez Alberto](#)

Hi everyone,

Here is a reminder/ an appeal, for those who have not undertaken the survey as requested, to go on and do so. The description of the work is contained in the survey document. The link is attached below:

http://eSurv.org?s=LKMLNK_79710c3b<http://eSurv.org/?s=LKMLNK_79710c3b>

It is a one page work and thus, should not take too much of your time. I will appreciate you sparing some time to go through it. I look forward to the quickest responses from you.

Thanks in anticipation of your kind response.

Best regards,

Afam