

Selected Bibliography
of
Corporate Social Responsibility Resources

BBB Wise Giving Alliance. (2001). *Small business giving survey*. Retrieved November 17, 2005 from <http://www.give.org/news/SBSurvey.pdf>

This survey reports that most small businesses in the U.S. support charitable organizations in some way, from buying advertisements in charity event programs, donating in-kind products as services or making financial donations.

Bendall, J., Concannon, T., Shah, R., Visser, W. and Young, M. (2003). *Lifeworth annual review of corporate responsibility*. Retrieved December 7, 2005, from <http://www.lifeworth.com>

This free publication is the third annual review of the Journal of Corporate Citizenship, and provides an international analysis of the main trends of 2003 in corporate responsibility.

Besser, T. and Miller, N. (2001). *Is the good corporation dead? Journal of Socio-Economics*, 30 (3). 221-241.

Analysis of the research in this study shows that a significant segment of small business operators believe in the business social responsibility model – “doing good is good business”.

Business in the Community and Arthur D. Little. (December, 2003). *The business case for corporate responsibility*. Retrieved November 17, 2004 from <http://www.bitc.org.uk>

There are six commonly recognized benefits that can be gained from the effective management of social and environmental affairs within the business model. This simple guide shows how these benefits can be realized.

Business in the Community (2003) *Indicators that count*. Retrieved November 17, 2005 from <http://www.bitc.org.uk>

This report offers businesses an insight into the practical issues involved in measuring and reporting social and environmental performance. As the UK government revises company law, this reporting model will become a requirement for all large UK companies.

Canadian Business for Social Responsibility. (2003). *Engaging small business in corporate social responsibility*. Retrieved November 17, 2005 from <http://www.cbsr.bc.ca>

This study was conducted to better understand the unique realities, challenges and opportunities of small and medium-sized enterprises (SMEs) in practicing corporate social responsibilities. Recommended actions to improve support for SMEs are included.

_____. (2005). *Partnering for innovation: Driving change through business/NGO partnerships*. Retrieved May 22, 2006 from <http://www.cbsr.bc.ca>

Most previous collaboration between business and non-governmental organizations (NGOs) has been a form of philanthropy with the goal of helping the NGO fulfill its mandate. This report focuses on the “innovation partnership” which helps the business achieve its goals in a more socially and environmentally responsible manner and thus changing the way business is actually conducted.

Castka, P., Bamber, C.J., Bamber, D.J., and Sharp, J.M. (2004). *Integrating corporate social responsibility (CSR) into ISO management systems – in search of a feasible CSR management system framework*. *The TQM Magazine*, 16 (3), 216-224.

The International Organization of Standardization (ISO) Committee on Consumer Policy (ISO/COPOLCO) has opened the discussion about the feasibility of a CSR management system standard. This study provides a framework for organizations to establish, manage, improve and

document such a system. Also included are recommendations for further research and implications for managers.

Danish Commerce and Companies Agency. (2005). *Catalogue of CSR activities: A broad overview*. Retrieved November 17, 2005 from <http://www.ashridge.org.uk>

This overview of practical activities that enterprises are undertaking within the realm of corporate social responsibility is an English translation of an original Danish report. The activities are broadly grouped into the following categories: leadership; vision and values; marketplace activities; workforce activities; supply chain activities; stakeholder engagement; community activities; and environmental activities.

Dawkins, J. (2004a). *The public's view of corporate responsibility 2003*. Retrieved November 17, 2005 from <http://www.mori.com>

This summary of a 2003 survey of the British public, regarding corporate responsibility issues, shows the majority do not think companies are listening to public concerns on social and environmental issues. Despite the high importance placed on these issues by the public, messages about companies' responsible business practices are generally not getting through to the public.

_____. (2004b). *The expert perspective: Views of corporate responsibility among NGOs and CSR commentators*. Retrieved November 17, 2005 from <http://www.mori.com>

In Summer 2004, MORI launched its first multi-client study into the views of Non-Governmental Organization (NGOs) and commentators in the field of corporate responsibility. The study focused on their views of companies and corporate responsibility, and this paper outlines the key findings.

Dees, J. G. (2001). *The meaning of 'social entrepreneurship'*. Retrieved April 12, 2006 from <http://www.fuqua.duke.edu>

Because many people seem to view governmental and social sector institutions as inefficient, ineffective, and unresponsive, the concept of "social entrepreneurship" has become more appealing. This article analyzes how this model combines the passion of a social mission with an image of business-like discipline, innovation, and determination.

Department of Trade and Industry and The Corporate Social Responsibility Group. (2003). *Changing Manager Mindsets: Report of the working group on the development of professional skills for the practice of corporate social responsibility*. Retrieved November 17, 2005 from <http://www.csracademy.org.uk>

This report was undertaken to make recommendations on how to develop the people with the skills, competencies and commitment to realize the CSR agenda. To do this, it is essential that these competencies be promoted into the education, training and on-going professional development (including competency frameworks of professional institutes) of **all** managers, not just CSR specialists.

Drumwright, M. E. (1994). *Socially responsible organizational buying: Environmental concern as a non-economic buying criterion*. *Journal of Marketing*, 58(3),1-19.

The greening of corporate America has added a new criterion of social responsibility to some organization buying decisions. The findings of a study about how responsible buying comes about in organizations suggest that two factors have been key to the success of socially responsible buying initiatives: 1. The presence of a skilful policy entrepreneur who provides the zeal for socially responsible buying based on a complex and difficult process of moral reasoning. 2. The organizational context within which policy entrepreneurs operate also influences the success of socially responsible buying. The organizational contexts are differentiated on the basis of whether the socially responsible buying is part of a deliberate corporate strategy, and also whether guidance is offered for vendors marketing socially responsible products and services.

EDuce ltd and CEA. (2005). *Brokering business connections: Engaging business support for neighborhood renewal*. Retrieved December 7, 2005 from <http://www.bitc.org.uk>

This three year pilot programme was launched to try out ways of engaging the private sector in neighbourhood renewal. These pilots sought to ensure: effective business involvement in local decision-making; fostering cross-sector partnership; overcoming barriers; and increasing understanding between public, private, voluntary and community sectors. Also included in the process was the development of a menu outlining practical opportunities for businesses to get involved, and matching business interests and community needs.

Grayson, D. (2005). *Do's and don'ts for helping small businesses to run your business for profit, people, and planet*. Excerpted from opening remarks, Australian CSR Summit: Small and Medium Sized Enterprises and Corporate Social Responsibility session, December 2, 2005. Retrieved January 14, 2006 from <http://www.davidgrayson.net>
This brief checklist does exactly what its title indicates!

_____. (No date). *Notes from David Grayson and Adrian Hodges*. Retrieved May 23, 2006 from <http://www.davidgrayson.net>

In this short summary of their book Corporate social opportunity: 7 steps to make corporate responsibility work for your business, the authors state their passionate belief that businesses, which are run ethically and responsibly, can be a powerful force for good in the world. It is essential that CSR not be a “bolt-on” to business operations, but rather be “built-in” to business purpose and strategy.

Grayson, D. and Hodges, A. (2002). *Everybody's business*. New York: Dorling Kindersley. Demonstrating the benefits of becoming a responsible company in the global economy, this guide provides a seven-step solution to successfully manage the opportunities and risks relevant to a company. Empowering individual managers to share the benefits of globalization, it shows how the “soft” issues of management are now the “hard” issues, which also impact the bottom line.

_____. (2004). *Corporate Social Opportunity*. Sheffield, UK: Greenleaf Publishing.

A company may strike it lucky and hit upon a specific CSO (corporate social opportunity) by accident. But if it is going to make a regular habit of finding profitable business activities which also advance environmental and social sustainability, it requires specific drills and tools. It also requires values-based leadership that holds no truck with “short-term expediency” which undercuts relationships with consumers, suppliers and communities. “In other words, the commitment has to be authentic – you can't fake it!”

Guthrie, D. (2004). *Survey on corporate-community relations*. Retrieved November 17, 2005 from <http://www.ssrc.org>

Today, more than ever before, the issues of socially responsible business practices are shaping the economic decisions that corporations make. In addition to these issues (which relate primarily to sustainability, workforce relations, and community ties) there are a growing number of complex issues which should also be considered under the discussion of CSR: tax credits, the role of the corporate lobby in setting agendas for governments and corporate participation in local development projects.

Jonker, J., Cramer, J. and van der Heijden, A. (2004), *Developing meaning in action: (Re)constructing the process of embedding corporate social responsibility (CSR) in companies*. Retrieved November 17, 2005 from <http://www.nottingham.ac.uk/business/ICCSR>

This research project introduces and discusses a four-phase approach to implementing CSR in organizations: sensitizing, discovering, embedding and routinizing.

Miller, N. J. and Besser, T. (2000). The importance of community values in small business strategy formation: Evidence from rural Iowa. *Journal of Small Business Management*, January.

This research investigates social responsibility as it relates to small business operators' regard for community and their strategic planning.

Porter, Michael E. and Kramer, M.R. (2002). The competitive advantage of corporate philanthropy. *Harvard Business Review*, December, pp. 57-68.

Increasingly, corporate executives are caught between ever-increasing demands of CSR and shareholders pushing for higher short-term profits. In this article, the authors argue that corporations can use their charitable efforts to improve their competitive context – the quality of the business environment in the locations where they operate. While using philanthropy in this way improves company's long-term business prospects and ability to give money but it also allows them to leverage capabilities and relationships in support of charitable causes.

SME Key. (No date.) Retrieved May 22, 2006 from <http://www.smekey.org>

This simple checklist/guide is designed as a tool-kit to help companies make decisions on social responsibility which match their business needs.

Thompson, J. K. and Smith, H.L. (1991). Social responsibility and small business: suggestions for research. *Journal of Small Business Management*, January.

This report gives an overview of the limited studies which have been completed on the topic of CSR in small business, and makes suggestions for research topics which would provide useful information.

White, A. L. (2005). *Fade, integrate, or transform? The future of CSR*. Retrieved January 29, 2006 from <http://www.bsr.org>

In an interconnected world, companies operate not as discrete entities, but rather as elements of a global system characterized by complexity and rapid change. This paper frames three potential scenarios for how CSR may evolve in the coming decades.

Wood, D. J. (1991). Corporate social performance revisited. *Academy of Management Review* 16(4) 691-718.

This article defines corporate social performance (CSP) and reformulates the CSP model to build a coherent, integrative framework for business and society research. Principles of social responsibility are framed at the institutional, organizational, and individual levels. Processes of social responsiveness are shown to be: environmental assessment; stakeholder management; and issues management. Outcomes of CSP are posed as social impacts, programs, and policies. Rethinking CSP in this manner points to vital research questions that have not yet been addressed.