



International  
Association for  
Business and  
Society

IABS Newsletter Fall 2008  
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## FROM THE EDITOR

Greetings from the land where the sun is not quite high enough to provide residents with adequate Vitamin D through the winter, especially since we cover any exposed skin against the sharp air and frigid winds! Traveling to Finland in June, I felt right at home with the northern climate residents. The unique aspect of living in this latitude is evident in the pragmatic preparations for winter. We make sure that we are equipped with snow tires, boots that fit, warm coats and hats, well in advance of snowfall, just to be sure. Ski and skate swaps happen prior to Halloween. But besides the winter gear, people share a “bring it on” sort of attitude. Many of us live here because we actually like winter. By March, some are not so sure anymore. But you get through it best by embracing it – cycling through the winter (not me!), getting season passes to the local ski hills (cheap for the over 55 set!), and learning to skate with a hockey stick in hand. Elementary schools are all equipped with a shed of snow shoes and plastic sleds to use for recess on winter days. We haven’t yet encountered a “snow day” school cancellation.

Last year, when CBC Radio set up a collection point for warm coats to distribute to the shelters, I stood in line behind a man who proudly carried a warm wool coat that he had bought 30 years ago. He was delighted to know that it would go to someone who needed its continued warmth. I too was eager to pass along a pile of outgrown jackets and knitted hats. The cold winter brought us together in readiness to care for

others. I find myself hoping that in this time of economic chill, we find parallel ways to build community strength and contribute what we have to give.

Robbin Derry, Edmonton, Alberta, CA  
[robbin.derry@uleth.ca](mailto:robbin.derry@uleth.ca)

## IABS NEWS

### A Message from President Ben Wempe

Writing this column, my first as IABS president, I cannot help thinking of a phrase which may sound as a well-wish to you, but which I believe is in fact a Chinese curse: “May you live in interesting times!” These are surely interesting times for scholars and practitioners in Business and Society!! After years of exercises in *Reinventing Government* and absorbing the laissez-faire doctrine that free markets form the panacea and ultimate remedy for all cures, we saw in the course of a single week a fundamental change in political philosophy, ironically introduced by a Republican U.S. administration, which is now restructuring the world of modern finance and effectively nationalizes a whole body of bad loans. Historical parallels with the stock market crash of 1929 have already been drawn. It just goes to show the topicality and the great relevance of the business & society domain. For we earn our living with analyzing and discussing the interface between business and its surrounding environment. In this week of world historical changes I happened to have re-read in depth the visionary article by Sumantra Ghoshal “Bad Management Theories Are Destroying Good Management Practices” in

*AMLE* of March 2005. We may well look upon this piece as his lasting legacy to us, since Ghoshal died soon after drafting this manuscript. It is striking to see how this grand old man of our discipline uncovers some of the root causes of the current failures in corporate governance. Ghoshal argues that the reliance on market forces effectively shields managers from the idea of individual responsibility. He moreover sees the appeal to deterministic explanations as an indication of a misguided search for scientific status by the social sciences and humanities, including business administration.

But by its very nature, the full impact of truly historical changes is likely to only fully evident over time and, fortunately, it is not my task to pass judgment on these world historical events. So I move quickly from the world of international finance to the rather more mundane level of our humble efforts to serve your association, and it is a great pleasure to report on some of the restructuring we have been doing, which if it does not amount to historic changes will at least help to strengthen our institutional memory. Since my inauguration at the business meeting in Tampere, we have had monthly conference calls of the executive and the conference committees. We also managed to appoint new people at some vital positions; thus we have welcomed **David Saia** as a secretary to the board meetings and the business meetings. In this position, David succeeds **Stefanie Welcomer** who served for three years in this role.

We are very pleased to announce the appointment of **Kim Rodela** to the position of IABS executive director, working with member **Jeff Thompson** at Brigham Young University, our administrative home. Kim holds a B.A. in broadcast journalism and an MPA from BYU, has experience as a budget analyst in the Utah governor's office, has conducted research on micro credit in Paraguay, is a marathon runner, and most recently, a new mom! She is looking forward to getting to know and work with many IABS members as opportunities arise. Her contact is: [kimrodela@iabs.net](mailto:kimrodela@iabs.net). Please welcome her!

Many thanks to **Aaron Miller** who worked closely with **Jeff Thompson** last year to establish our administrative home office at

BYU. Aaron also guided the IABS board towards the decision to hire a continuing executive director. We appreciate his significant contribution and wish him all the best with his consulting practice!

We are searching for a new Newsletter Editor to replace **Robbin Derry** who is the incoming conference chair for the 2010 conference. If you have an interest in serving IABS in this capacity, please contact me at [bwempe@rsm.nl](mailto:bwempe@rsm.nl) or Robbin at [robbin.derry@uleth.ca](mailto:robbin.derry@uleth.ca) to learn more about the position. This might be a perfect job for you!

A final word about a grand old man in the Business and Society domain, who has recently departed. As most of you will know, **Juha** and **Salme Näsi** provided all the necessary support to make possible our last conference in Tampere. And what wonderful hosts they were! Recently the sad news reached me that Juha died on Sept. 7 after a long illness. These are sad times indeed! On behalf of all of you I wish Salme and her family all the strength to bear this loss. We are indebted to both Juha and Salme for their warm hospitality as well as their many intellectual and collegial contributions to IABS over the years.

#### **From Kathy Rehbein on the Tampere Conference in June, 2008**

Kiitos (thank you) to everyone who helped make the 2008 IABS conference in Tampere, Finland a wonderful experience. Thank you to the 110 participants who presented and discussed their work in 34 sessions consisting of workshops, paper presentations and in symposiums. Regarding the international dimension of IABS, the globe was fairly well presented. 43% of the papers accepted were from the U.S., 20% from Finland, almost 20% from the UK, and the remaining countries represented on the program included the Netherlands, Switzerland, Finland, Canada, Spain, Sweden, France, Portugal, Germany, Netherlands, New Zealand, Romania, and Italy. Thank you too, to the 145 reviewers who helped to shape the program. I would like to also thank **Tom Jones** and **Ed Freeman** for the interesting Talk Back Session on Friday discussing the state of stakeholder research and future questions in this area.

A very, very special thanks to the fantastic “Finnish Team” led by **Juha** and **Salme Nasi**, and **Johanna Kujala** with extensive help from **Hannele Makele**, **Tiina Toikka**, **Oana Apotol**, and **Matias Laine**. They carefully attended to the location arrangements, in terms of finalizing arrangements with respect to hotel arrangements, agreements with Tampere Hall, and implementing all of our fun social activities. So thank you to the Finnish Team for many of the activities that made the conference more special! I will forever have fond memories of the smoke sauna and listening to **Salme Nasi** explain the importance of the sauna in Finnish culture. There was also the special cruise and dinner at Viikinsaari, a fun and special escape!

In the end, I would like to dedicate the 2008 IABS conference to **Juha Nasi** who provided the vision for having IABS in Tampere, Finland. He recently passed away after a long battle with cancer. Juha Nasi, at the University of Tampere, made a huge imprint on our business and society field, beginning with his early research on stakeholders. He held one of the first mini stakeholder research consortia in Tampere. Juha also mentored countless doctoral students who will help to contribute to his legacy through their continuing focus on key questions in the business and society field.

I was fortunate enough to get to know Juha Nasi in 2004, when he sponsored me to be a visiting professor at the Tampere University of Technology. It was a great experience for me as well as for my family. It was during this time that I began to observe Juha’s passion for his field, his family and his life. Juha was enthusiastic about new research ideas and this was evident at mini conferences dealing with business/government topics as well as stakeholder issues.

Juha was a great speaker, and master of ceremonies. He also liked sharing information about the Finnish culture, Lapland, as well as Tampere. One of the times that I went to dinner with Juha at the Plevna restaurant at Tampere will stick in my mind. He ordered a special sausage platter, and I remember him enthusiastically explaining the types of sausage and being amazed by each bite that he took. That is how I will remember Juha, his

enthusiasm for each facet of his life. He will be much missed in my world as well as in the IABS and SIM world!!

## IABS BEST ARTICLE AWARD

At the Tampere conference, Cynthia Clark Williams announced the winner of the IABS Award for the Best Article published by an IABS member in 2006. The winning article was:

**Michael L. Barnett & Robert M. Salomon.** 2006. Beyond dichotomy: The curvilinear relationship between social responsibility and financial performance. *Strategic Management Journal*, 27(11): 1101-1122.

Runners up for the best article award were:

**Van Oosterhout, J. H., Heugens, P. P. M. A. R., & Kaptein, M.** 2006. The internal morality of contracting: Advancing the contractualist endeavor in business ethics. *Academy of Management Review*, 31(3): 521-539.

**Mattingly, J. E. and Berman, S. L.** 2006. Measurement of corporate social action: Discovering taxonomy in the Kinder Lydenburg Domini ratings data. *Business & Society*, 45(1): 20-46.

## ANNUAL CONFERENCE

Join us for IABS 20th Anniversary!  
2009 Annual Meeting of the  
International Association for Business & Society  
(IABS)  
Aspen/Snowmass, Colorado • June 18-21, 2009

Conference Theme  
Thinking like a mountain: Nature, humans, and  
management

Worldwide awareness of climate change, particularly in the last couple of years, has sparked organizations to incorporate the natural environment into their decision making; some are even recognizing that reducing their organization’s carbon footprint is only *one* of the challenges they need to address. However, much of “green” management is just a veneer with little notion of the commitment and/or connection to nature likely needed as we attempt

to transform our industrial economy into the post-industrial economy needed for long-term sustainability. Part of the reason for this disconnect is that managers are typically talking about the environment at a distance: few have opportunities to experience true majesty in nature, tied as they often are to urban or suburban offices and homes. Since we academics in the field of management likely are similarly separated from nature, this conference will create opportunities not only for us to talk about nature but also to experience it firsthand.

### Conference Location

Located in west central Colorado, Aspen/Snowmass offers a wide range of summer activities – including hiking, whitewater rafting, horseback riding, biking, and others – several of which will be offered as group outings during the conference timeframe; attendees are encouraged to take part, as the conference will provide opportunities to discuss the impact of these activities on our own views of nature.

The conference will take place at the Silvertree Hotel and Conference Center, located in Snowmass Village. It is just 15 miles from Aspen, a progressive, environmentally minded city that is home to the Rocky Mountain Institute, the Aspen Institute, and other organizations focused on the natural environment. Recent expansions at Snowmass Village have sought to enable increasing numbers of people to enjoy the majesty of the mountains while protecting the natural environment.

The Aspen/Pitkin County Airport – served by United, Delta, and Frontier Airlines – is just six miles from Snowmass Village. Traveling between Aspen and Snowmass is easy: a free shuttle takes you from one to the other in just 15 minutes. Conference organizers will attempt to make available carbon offsets for those wishing to purchase them.

Check out these websites for more information on the area:

- <http://www.aspensnowmass.com>
- <http://www.snowmassvillage.com>
- <http://www.aspenchamber.org/>
- <http://www.aspenpitkin.com/misc/visitors/visitor>

s.cfm

### Call for Proposals

The IABS founders intended that the annual conference provide a forum for scholarly work in various stages of development.

Twenty years later, we continue to pursue that goal, inviting you to submit proposals with any of the following formats in mind:

- *Research Incubator Idea* – noted scholars develop “appetizers” to push the boundaries of the field and encourage attendees to participate in creating new ideas and new knowledge
- *Discussion Idea* – a short, informal presentation of a research idea, intended to solicit constructive feedback
- *Paper* – a formal summary presentation of a completed (or largely completed) conceptual or empirical paper; time for audience feedback and questions will be provided during paper sessions
- *Symposium* – a set of presentations related to a well-defined theme
- *Workshop Session* – a working meeting to address a specific research or teaching challenge

### Please read the IABS 2009 Submission

**Requirements below carefully.** All conference proposals will be subjected to a blind peer-review process. Each submission should include a cover sheet with the intended session format, designated corresponding author, contact information (name, address, phone, fax, email) for the author and any other participants (e.g., workshop panelists, symposium presenters, etc.), and three keywords to help the Program Chair assign appropriate reviewers.

Submission of an abstract for review constitutes a commitment that at least one paper author will attend the conference if the submission is accepted or that all panelists / presenters will attend the conference if the submission is accepted.

**For consideration, email your proposal by Monday, December 8, 2008, to: Jamie Hendry at [jhendry@bucknell.edu](mailto:jhendry@bucknell.edu).** If you must use traditional mail, send five copies of your cover page and five two-sided copies of your proposal to Jamie Hendry, IABS 2009 Program Chair, School of Management, 313 Taylor Hall, Bucknell University, Lewisburg, PA 17837.

## **IABS 2009 Proposal Submission Requirements**

### **All proposals should be single-spaced.**

• **Proposal for a Research Incubator Idea:** In a Research Incubator Session, senior scholars present five-minute “research appetizers” that summarize an idea and whet attendees’ research appetite. The appetizers reflect fertile new areas for theory and research in some aspect of business and society. Following appetizer presentations by three or four scholars, attendees will join one of the “incubator” groups to discuss “pushing the boundaries” questions. Incubators will re-convene into a large group for sharing insights and crafting research agendas that enable the expansion of business and society scholarship. This interactive symposium format offers a stimulating space for business and society scholars to work together to consolidate what we have learned and to bring new theoretical lenses to discussion. We encourage senior scholars to submit proposals of approximately two pages (single-spaced) in length.

• **Proposal for a Discussion Idea:** This session format provides an opportunity to share an idea that is in the early to middle stages of development but is not yet paper-ready. Sessions will provide ample time for conversation, questions, suggestions, and other feedback from attendees. Proposals should be approximately two to three pages (single-spaced) in length and should clarify how the idea fits into the field and why it is important / interesting.

• **Proposal for a Paper:** Authors should submit a detailed abstract (including the objectives and scope of the research) of approximately five pages (single-spaced) in length by the proposal deadline.

- o Authors wishing to have their papers considered for a Best Conference Paper Award must submit a full-length paper (maximum 15 pages single-spaced) no later than 30 days prior to the conference.
- o Papers related to the conference theme will be considered for a special *Business & Society* issue focusing on the same theme.
- o Sessions in which completed papers are presented will include time for audience questions and feedback so that the authors can consider this a developmental exercise.

• **Proposal for a Symposium:** A symposium proposal of three to five pages in length should

provide both the presenters’ names and their specific contributions to the symposium as well as an overview that clearly defines the interconnections among the various presentations.

• **Proposal for a Workshop:** A workshop is a working meeting that focuses on a specific research or teaching challenge. Proposals for workshops should be three to five pages (single spaced) in length and should include a brief overview of the basic area of research or teaching that will be addressed, a summary of the session’s planned logistics and mechanics, and a brief discussion of the workshop leaders and some tentatively identified participants. (Note: Workshops may be “open” – you do not need to know all your participants ahead of time.)

Those interested in proposing a research workshop may want to consider as an example the Corporate Governance Workshop, which has been held during the IABS Conference for the last four years. It has successfully facilitated the development of new ideas, research collaborations, and publications. This workshop’s three coordinators ask potential participants to pre-register by submitting an abstract or overview. The research abstracts can discuss an existing paper, a work in progress, or a proposed project. These summaries are then distributed to all of the workshop registrants by e-mail, so they can read them before the conference and prepare to give their fellow participants constructive feedback at the workshop.

## **IABS MEMBER NEWS**

**Robert Boutilier** has moved to Cuernavaca, México and married a *méxicana*. He continues to consult internationally on stakeholder networks and community development. He remains an Associate at Simon Fraser University's Centre for Sustainable Community Development in Vancouver Canada. He can be reached at [rboutilier@stakeholder360.com](mailto:rboutilier@stakeholder360.com).

**Nicole Darnall** was awarded the 2008 Academy of Management, Organization and Natural Environment's Emerging Scholar Award in recognition for research excellence. Nicole Darnall also received The Case Association's 2008 Best First Case Award for her teaching case (with Mark B. Milstein), "Sustainability

and environmental standards: seeking competitive distinction at Damai Lovina Villas." Nicole Darnall was awarded a grant (with Paul Lanoie, Stephan Vachon and Antonio Loret) from the Commission for Environmental Cooperation of North America, to assess the linkages between environmental sustainability and competitiveness in select North American sectors.

**Asbjorn Osland** has a new case on the recent blood drive suspension at several colleges in the Bay Area of California. The cases focuses on the FDA mandated exclusion of men who have sex with men from contributing to blood drives and the rights of donors vs. the safety of recipients. If anyone would like to use the draft case in class, please contact Asbjorn Osland at [osland\\_a@cob.sjsu.edu](mailto:osland_a@cob.sjsu.edu)

**Lori Verstegen Ryan** has been promoted to Full Professor at San Diego State University, where she is also the Director of the Corporate Governance Institute.

**Sybille Sachs, Ruth Schmitt** and their research team completed a research project on the Stakeholder View which focuses on a company's value creation and how this can be realized with and for stakeholders. The researchers started from the idea that companies which systematically identify their strategically relevant stakeholders and the benefit potentials accruing from these relationships have a deeper understanding of how value is created. Therefore, they can more systematically tap this resource which - if successfully handled - is a prime source for a competitive advantage. In close exchange with four companies that participated in our research, among which is Pfizer Switzerland as well as three Zurich-based SME-companies, the researchers then developed a framework and a systematic process which provides managers with a set of tools to identify their stakeholders and the benefit and risk potentials associated with the respective relations. The framework, which is called "Stakeholder Value Management System", gives guidance into how stakeholder management can be successfully put into action to contribute to a firm's strategic success.

The project was funded by the Swiss Confederation's innovation promotion agency

(commission for technology and innovation, CTI) and the four participating companies. Further information on the project's outcomes is available online at [www.fh-hwz.ch/g3.cfm/s\\_page/53080/s\\_name/centerfors\\_tragicmanagementstakeholderview1](http://www.fh-hwz.ch/g3.cfm/s_page/53080/s_name/centerfors_trategicmanagementstakeholderview1)

**Judith White** at Santa Clara University and her co-author Susan Taft at Kent State University won the Best Paper award for 2007 for the Journal of Management Education for the paper: "Ethics Education: Using Inductive Reasoning to Develop Individual, Group, Organizational, and Global Perspectives. Judith White also received a President's Research grant, and a Dean's research grant for her research project, "Leaders on the Edge: Moral Courage and the Development of Civil Society for Burma."

**Sandra Waddock**, Professor of Management at Boston College, and longtime IABS member, has been appointed to the Galligan Chair of Strategy. This endowed professorship was established in 1984 to honor B.C. alumnus and former CEO of Boston Edison Company, Thomas J. Galligan, Jr. In announcing the appointment, Dean Boynton of the Boston College Carroll School of Management described Sandra and her research as follows: *"Sandra is one of the leading scholars and public intellectuals in the world on issues related to social responsibility in management and leadership. Her research focuses on corporate citizenship, responsibility management, corporate responsibility, multi-sector collaboration, and management education. Through her bold research over the years on a variety of issues linked to social responsibility, she has helped shape this ever important and growing field."* Big Congratulations Sandra! It is high time for such recognition of your work!

## **CALLS FOR PAPERS**

**IABS BEST PAPER COMPETITION FOR PAPERS PUBLISHED IN 2007. Deadline for nominations is February 15, 2009.**

Please submit your **best** paper of 2007 for the IABS Best Paper Award. This annual IABS award is co-sponsored by the *California*

*Management Review* and carries a small monetary award. The winner will be announced at the IABS meeting in Colorado. All submitted papers will be read and carefully considered by the awards selection committee. Both self-nominations and nominations of other people's work are encouraged. For self-nominations, please select the *best* one to submit on your own behalf if there are multiple papers in 2007 that you may have authored or co-authored.

The criteria for nominations are:

- (1) At least one author must be a current member of IABS, and
- (2) The paper must have been published in calendar year 2007 in a print or online journal.

THAT'S IT! Just pick out your best paper or any article you loved from 2007. We have an enthusiastic selection committee, ready to get reading. So, send us your best.

- Electronic (pdf) submission is preferred, but hard copy submissions will be accepted as well.
- Be sure that the full citation is included in your email.
- Please write "IABS best paper nomination" in the email subject line.

Send nominations to:

Cynthia Williams, Awards Committee Chair  
[ccwilliams@bentley.edu](mailto:ccwilliams@bentley.edu)

OR hard copies to:

Cynthia Clark Williams, PhD  
Assistant Professor of Management  
Bentley College  
175 Forest Street  
Waltham, MA 02452  
781.891.2015

**"Human Psychology, Risky Behavior, and Risk Management" Annual Conference on Risk Management and Corporate Governance**

Conducted by: Center for Integrated Risk Management and Corporate Governance, Loyola University Chicago  
April 16-17, 2009

We seek academically oriented, high quality studies of issues related to the influence of human psychology on any aspect of the theory or practice of risk management. All disciplines are welcome to participate as we seek to create a multi-disciplinary perspective on this timely topic.

We are especially interested in attracting contributions from finance, economics, management, law, business ethics, psychology and sociology.

Likely topics might include, but are not in any way limited to: board behavior and business risk; customer and client response to the perceived risk of firms; risk-seeking behavior and compensation structures; valuation of positive and negative cash flows; management behavior in financial crises; culture and risk; trends, fads and the herd instinct in risk assessment and management; human psychology and tail risk; risk amplification; tipping points in risk assessment; risk-seeking behavior in private versus public companies; management accountability for behavior risk; law and behavioral risk; and benchmarking behavioral risk.

The papers must be in English and an ideal length is 25-30 pages. Papers presented at the conference will be published in our monograph series: *The Loyola Series in Risk Management and Corporate Governance*, published as an annual monograph by Wiley-Blackwell Publishers.

Agreement to publication in the monograph is a condition of presentation.

Travel grants and honoraria will be available for paper presenters.

Submission Procedure: Please submit a two-page abstract by December 1, 2008 and final papers no later than February 1, 2009. (The abstract serves as an expression of interest, while invitations to the conference will be based on final and complete papers.)

Submit via e-mail ([rkolb@luc.edu](mailto:rkolb@luc.edu)) to:  
Robert W. Kolb, Professor of Finance,  
Considine Chair of Applied Ethics,  
School of Business, Loyola University Chicago,  
Chicago, IL 60611

Please see our Web site for additional details:  
[LUC.edu/risk](http://LUC.edu/risk).

## **The Next Generation ESG Workshop: One-on-one Scholarly Training at Bentley University - Call for Papers**

The Next Generation Workshop focusing on Environmental, Social and Governance (ESG) issues is a 3-day event that will gather together promising doctoral researchers and world-leading experts in ESG related research and practice for the purpose of fostering these new researchers' talents. Junior researchers can often benefit from the opportunity to meet and establish contacts with international experts early in their careers. Therefore, the Next Generation Workshop aims to establish a dialogue between present and future ESG researchers. This one-on-one training will involve scholars from different disciplines given that ESG challenges demand an interdisciplinary conversation.

Three internationally recognized experts will be invited to the Bentley campus in May 2009 – along with 5 doctoral students who will be selected competitively - in conjunction with the State Street Business Ethics Symposium. The experts and students will engage in a series of presentations and discussions (including detailed one-on-one feedback between expert and student), with the goal of promoting research in the ESG arena. Students will also have the opportunity to participate in the internationally recognized Bentley teaching-ethics workshop occurring the same week.

The Next Generation ESG Workshop invites doctoral students to submit a paper who are currently enrolled in a doctoral program, preferably in their 2nd or 3rd year, and whose research is related to the broad topic of ESG. Students will be chosen on the basis of a 5000-7000 word paper submission, submitted to the conference coordinating committee, prior to the workshop. The selection will be based on each paper's relevance to the ESG focus, quality of research, practical relevance and clarity of research description. Selection will be competitive with 5 students chosen by committee. Students selected will receive a travel and accomodation stipend. Promising papers will be included in a special issue of *Business & Society Review* or *Business & Society* depending on the nature of the work.

For more information, visit the Bentley PhD website at [www.bentley.edu/phd/](http://www.bentley.edu/phd/)

Or contact Cynthia Williams, PhD Doctoral Programs - Assistant Director  
[cwilliams@bentley.edu](mailto:cwilliams@bentley.edu)

*Journal of Employment and Labor Law* is seeking manuscripts for its next issue, with an anticipated online publication in February 2009. The deadline for submissions is November 15, 2008. All submissions should comply with the Manuscript Guidelines and can be sent to the Journal's Editor-in-Chief, Denise Smith, at [dssmith3@eiu.edu](mailto:dssmith3@eiu.edu).

### Manuscript Guidelines:

The *Journal* will consider articles dealing with any issues of employment and labor law, but it is particularly interested in articles that discuss and analyze emerging developments in these areas, and that maintain a balance between theoretical considerations and practical applications. Articles should be from 10 to 30 double-spaced, 12-point, 1-inch margin, 8 1/2" X 11" pages including footnotes (10-point), emailed as a Word document.

All works submitted for consideration are double-blind reviewed. The title should appear on the first page of the text without author or affiliation noted. Neither the body of the manuscript, nor any of the footnotes may contain any information indicating the identity or affiliation of the author(s). Footnotes must conform to the requirements set forth in the most current edition of A Uniform System of Citation (Bluebook). Tables or charts should be appended, with a notation in the text indicating where they should be placed.

The *Journal* publishes only original works, and will not publish previously published works. Submission of a work to the *Journal* constitutes the author's declaration that the work is original and has never been published.

***Business Ethics Quarterly* Special Issue on  
Accountability in a Global Economy: The  
Emergence of International Accountability  
Standards to Advance Corporate Social  
Responsibility**

Deadline for submissions: Dec 12, 2008

Possible research questions appropriate to this call for manuscripts include, but are not limited to, the following:

- § *Moral Basis of Accountability Standards:* What is the moral basis of any or all international accountability standards? Are such standards legitimate, and if so, in what does their legitimacy reside? What moral stances are implicit in accountability standards? How can we make a contribution to a more critical discussion of the normative presuppositions of current standards?
- § *Production/Evolution of Accountability Standards:* Who is and who can be responsible for developing international accountability standards? Are standards (and standard makers) themselves accountable towards their stakeholders and the wider public? What potential problems arise within the process of standardization? How can one or more theoretical perspectives (e.g. neo-institutionalist sociology, national business systems theory, inter-organizational relations research, social movements theory, international economics, etc.) help us to better understand the global diffusion of international accountability standards, and their likely intended and unintended consequences?
- § *Growth and Context of Standardization With Regard to Corporate Accountability:* Why have standards emerged as alternatives to governmental regulations? What role do standards play in relation to international and supranational governmental regulations? How can we learn to better distinguish among the myriad of standards? What influences the possible future growth and expansion of accountability standards? What role do international accountability standards play in relation to other CSR activities of firms?
- § *Consumption/Implementation of Accountability Standards:* How are standards implemented in corporations? How should firms design stakeholder

dialogues and how can they assess the importance of different stakeholder claims? What drives the adoption of standards by firms? What impact can be expected from standard implementation? How can this impact be measured in a meaningful way?

To address these questions, we seek a broad range of submissions, and encourage conceptual and empirical (quantitative or qualitative) contributions that make use of various theoretical perspectives that have emerged recently within business ethics or any other relevant fields of inquiry (such as organization studies, philosophy, sociology, political science/theory, economics, etc.) Both normative/philosophical/critical and conventionally social scientific manuscripts are welcome.

Manuscripts must be submitted electronically by December 1, 2008 using BEQ's submission website (<http://editorialexpress.com/beq>). Manuscripts must conform to BEQ's normal submission requirements (see the information for contributors on the BEQ website: [www.businessethicsquarterly.org](http://www.businessethicsquarterly.org)). Be sure to indicate "special issue – accountability" in the "comments" section of the online submission form. Manuscripts should not exceed 12000 words and will be blind reviewed following the journal's standard process.

For the complete call for papers, contact BEQ editor Dirk Ulrich Gilbert ([dirk.gilbert@phil.uni-erlangen.de](mailto:dirk.gilbert@phil.uni-erlangen.de)).

**Business Ethics and The Credit Crisis  
March 31-April 1, 2009 at the University of  
North Carolina at Charlotte.**

Deadline for abstract submissions is December 1, 2008. Complete details about the conference and the call for papers are at: <http://www.belkcollege.uncc.edu/ethics>

**Special Issue of *Business & Society* on  
"Corporate Social Responsibility and Environmental  
Sustainability"**

Special Issue Guest Editors:

Marc Orlitzky, Penn State University Altoona  
Donald Siegel, University at Albany, State University of  
New York  
David Waldman, Arizona State University

Multinational firms are under pressure from multiple stakeholders to be socially and environmentally responsible. . . Thus, managers must be able to determine how their organizations can become more ecologically sustainable, socially responsible, *and* economically competitive.

Two key research questions are: (1) how can social and environmental responsibility be implemented more effectively through integrated market and non-market strategies? and (2) how can the various business sub-disciplines (e.g., human resource management, management information systems, organizational behavior, marketing, and accounting) contribute to our understanding of the determinants of superior financial, social, and environmental performance?

Our objective in this special issue is to synthesize these parallel literatures and topical areas, in an effort to examine prudent, integrated management of financial, social, and environmental pressures. Unfortunately, key issues regarding frameworks, measurement, and empirical methods of social responsibility and sustainability have not yet been resolved because existing research has been too fragmented or focused at one particular level of analysis.

This special issue will promote the concept of theoretical metatriangulation, as expressed in previous articles on theory building in the *Academy of Management Review*. Contributions from strategic management, organizational behavior, human resource management, organizational theory, economics, political science, sociology, moral philosophy, and other disciplines are encouraged.

Some research questions that might be addressed in this special issue include, but are not limited to, the following:

- What does it mean for an organization to be socially responsible and environmentally sustainable in the international arena? What is the social responsibility of global business? How can large, multinational companies become more sustainable? How do definitions of corporate responsibility and sustainability differ across countries?
- What adjustments in corporate structure, governance, reporting relationships, or incentives might facilitate the integration of financial, social, and environmental domains of business activities?
- Why might socially and environmentally responsible companies perform better or worse financially than organizations that show little concern for their social and ecological environments? What are the moderating and mediating factors that affect these relationships?
- Can socially responsible organizations actually change societies? How might organizational commitments to ecological sustainability change societies or individual attitudes?
- How can theories of social identity, (ethical) decision making, and pro-social/positive organizational behavior contribute to more comprehensive causal models in this area?
- How are corporate social responsibility and sustainability related to leadership qualities and other characteristics of top executives, or systems pertaining to them (such as executive pay structures)?
- What is the best way to measure and evaluate social and environmental performance?
- What are the relationships between corporate social responsibility, environmental sustainability, firm reputation, and organizational culture/identity?

- How can theories of sustainability, corporate social responsibility, and integrative social contracts inform each other for mutual theoretical benefit—in domestic and international arenas?
- What are the human resource management implications of corporate social responsibility and environmental sustainability?
- Is consumer demand for corporate social responsibility driven by the same factors as consumer demand for corporate environmental sustainability? What does this demand imply for organizations' strategic positioning?

### Submission Instructions

A request for a copy of the full call for papers and submissions to the special issue should be sent electronically to Professor Marc Orlitzky at [moo3@psu.edu](mailto:moo3@psu.edu), Professor Donald Siegel at [DSiegel@uamail.albany.edu](mailto:DSiegel@uamail.albany.edu), and Professor David Waldman at [waldman@asu.edu](mailto:waldman@asu.edu) ) before June 1<sup>st</sup>, 2009. The format of the papers must follow *Business and Society* guidelines.

### EURAM 2009 CSR Track

European Academy of Management  
 Liverpool, UK: May 11-14, 2009  
 CSR Track: **Corporate Social Responsibility: Towards a new governance mode in a post-Fordian context**, organized by Michel Capron (Paris 8), Jean-Pascal Gond (Nottingham), Jean Pasquero (UQAM Montreal), Julie Brabet (IRG Paris 12)

*The track runs over 5 sessions. Its purpose is to explore the conditions under which Corporate Social Responsibility (CSR) can efficiently contribute to the advent of a new form of societal governance in replacement of the fading "Fordian compromise" typical of the mid-20<sup>th</sup> century (Business-Government-Unions governance of socio-economic matters).*

We look forward to bringing together scholars from various fields of the social sciences (management, law, sociology, economics, political science, social psychology), but sharing a common interest for CSR and

institutionalization processes, in order to explore the diverse dimensions of this question.

We welcome papers *drawing on theoretical and/or empirical research* addressing this issue.

**Please find details of the track's purpose in attachment -- or go to EURAM 2009 website. Papers are due before December 5<sup>th</sup>, 2008.**

**Submissions must be sent directly to the EURAM 2009 website at:**

<http://www.euram2009.org/r/submission>

For the full call for submissions contact:  
 Julie Brabet, IRG, University Paris 12 –  
 Track leader -- [brabetj@hotmail.com](mailto:brabetj@hotmail.com)

or Jean Pasquero – U. of Quebec at Montreal (UQAM) – [pasquero.jean@uqam.ca](mailto:pasquero.jean@uqam.ca)

**Turkish Journal of Business Ethics**  
[\(http://www.isahlakidergisi.com/eng/\)](http://www.isahlakidergisi.com/eng/).  
**Call for submissions**

Turkish Journal of Business Ethics is published twice (May, and October) a year by the Economic Enterprise and Business Ethics Association (IGIAD). The first issue was published in May 2008. In the journal, all the activities related with exchange of properties and services are considered within business and work. The ethical dimensions of mentioned activities of business world, managers, workers, academicians, institutes, NGO, and etc. are analyzed in the journal.

In that respect, the journal considers the articles, reviews, book reviews, and announcements that;

- Analyze carefully the processes and politics of ethical issues in management.
- Present theoretical and practical expansions on personal and institutional business ethics.
- Approach business ethic in the context of entrepreneurship.

More specifically, topics such as the philosophical foundations of business ethics, gender and business ethics, advertisement and business ethics, employee rights and ethics, consumer behaviors and business ethics, ethics and values in business education, business ethics and global economics, the traditional foundation of business ethics are focused in the journal.

Turkish Journal of Business Ethics welcomes submissions of manuscripts. Please visit to submit a manuscript for website of the journal (<http://www.isahlakidergisi.com/eng/>)  
Editor, Halil Eksi Ph. D

**JOURNAL OF BUSINESS ETHICS**  
**Call for Papers: Special issue on: Cross Sector Social Interactions**

Deadline for submission is May 31, 2009. The special issue is jointly edited by Dr. Maria May Seitanidi and Professor Adam Lindgreen.

**Purpose of the Special Issue**

Interactions across sectorial boundaries have intensified over the last years. One of the more recent forms of interactions are cross sector social partnerships (Selsky and Parker, 2005), which involve organisations across different economic sectors—public, nonprofit, and business—that aim to address social issues by providing society with what was traditionally termed ‘public goods’ (Waddock, 1988) such as clean water, clean air, environmental protection, health care, and education. For cases of these types of partnerships, we refer to Warner and Sullivan (2004). However, cross sector social partnerships are only one of the forms of interaction across the sectors and sometimes suffer from rhetorical attempts to address the social good. Hence we need to go beyond the form of interaction and examine the level of interactions that take place across the sectors. There are four dynamic constellations of interactions across organisations from different economic sectors that emerge: public-private, private-nonprofit, nonprofit-public, and tripartite social interactions.

The aim of this call for papers is to encourage researchers in any of the above areas to look at the level of interaction rather than the form of interaction or frame of practice. Focusing on the interactions across organisations and sectors can allow for meaningful comparisons across different frames of practice, organisational forms, industries, sectors, and countries in order to observe emergent patterns. Hence, researchers should examine the three different levels of reality—the micro level of individual interactions, the meso level of organisational or

sectorial interactions, and the macro level of societal interactions.

Specific topics in relation to social interactions may include, but are not limited to:

- A historical overview of cross sector social interactions in each of the four constellations
- Theoretical frameworks of formation, implementation, and outcomes of any type of cross sector social interactions (on any of the three different levels of reality)
- The role of social interactions across the different sectors as a way of delivering social goods
- The measurement of cross sector social interactions on different levels of analysis
- Managing cross sector social interactions across different contexts
- Theoretical contributions on how best to analyse cross sector social interactions
- Cross sector social interactions in different industries
- The motivations, processes and dynamics of cross sector social interactions
- Critical approaches to develop and assess the impact of cross sector social interactions

Preference will be given to empirical papers (both qualitative and quantitative) although theoretical papers that offer comprehensive frameworks of any type of cross sector social interaction are also welcome. As the *Journal of Business Ethics* appeals equally to academic and business audience, all submissions should include implications for practitioners.

**Processes for the submission of papers**

Papers submitted must not have been published, accepted for publication, or presently be under consideration for publication elsewhere. Submissions should be about 6,000 words in length. Copies should be submitted via email Word attachment (in one file including all figures and tables) **to both guest editors**. To be eligible for review papers must be set up according to the journal’s guidelines. For complete guidelines, please see the "Notes for Contributors" from a recent issue of the *Journal of Business Ethics*, or at <http://www.springer.com/east/home?SGWID=5-102-70-35739432-detailsPage=journaldescription>.

Please address questions only to the first guest editor, and submissions to both editors

Maria May Seitanidi, PhD  
Brunel Business School  
Brunel University, the UK  
E-mail: [mmayseitanidi@yahoo.com](mailto:mmayseitanidi@yahoo.com)

Professor Adam Lindgreen  
Business School  
Hull University, the UK  
E-mail: [a.lindgreen@hull.ac.uk](mailto:a.lindgreen@hull.ac.uk)

## CONFERENCES TO ATTEND

**The 5<sup>th</sup> Bentley Global Business Ethics Symposium** sponsored by State Street Foundation:  
*Building the Sustainable Enterprise: Creating a Global Ethical Culture*  
Monday, May 18, 2009 (9:00 a.m. – 5:00 p.m.)  
Bentley College  
175 Forest Street, Waltham, Massachusetts 20452

Please see [www.bentley.edu/symposium](http://www.bentley.edu/symposium) for program details on the symposium and the follow-on Teaching Business Ethics Faculty Development Workshop (May 19-22). Questions should be sent to Tony Buono at [abuono@bentley.edu](mailto:abuono@bentley.edu).

## **The International Centre for Corporate Social Responsibility Sixth Annual Symposium, Friday 7th November 2008**

2008 Theme: *Spheres of Influence/Spheres of Responsibility: Multinational Corporations and Human Rights.*

An extensive outline of this event and **registration form** is now available to download from [www.nottingham.ac.uk/business/iccsr](http://www.nottingham.ac.uk/business/iccsr)

## MEMBER PUBLICATIONS

**Kolk, A.** (2008). Sustainability, accountability and corporate governance: Exploring multinationals reporting practices. *Business Strategy and the Environment*, 17, (1), 1-15.

**Kolk, A., Van Tulder, R. & Kostwinder, E.** (2008). Partnerships for development. *European Management Journal*, 26, (4), 262-273.

Muller, A. & **Kolk, A.** (2008). CSR performance in emerging markets. Evidence from Mexico. *Journal of Business Ethics*. doi: 10.1007/s10551-008-9735-y

**Santos, Nicholas J. C. and Gene R. Laczniak.** 2008. "'Just' Markets from the Perspective of Catholic Social Teaching," *Journal of Business Ethics* OnlineFirst, published August 28, 2008.

ABSTRACT: The "justice of markets" is intricately connected to the treatment of the poor and the disadvantaged in market economies. The increased interest of multinational corporations in low-income market segments affords, on one hand, the opportunity for a more inclusive capitalism, and on the other, the threat of greater exploitation of poor and disadvantaged consumers. This article traces the contributions of Catholic Social Teaching and its basic principles towards providing insight into what constitutes "justice" in such "marketing to the impoverished" situations.

## GRANTS AND COMPETITIONS

### **Page and Johnson Legacy Scholar Grants Request for Proposals**

**The Arthur W. Page Center at the Penn State College of Communications** announces its fifth Page and Johnson Legacy Scholar competition for the study of integrity in public communication.

The Center will award up to \$75,000 in grants of \$1,000 to \$25,000 each to support scholars and professionals making important contributions to knowledge, practice, or public understanding of ethics and responsibility in public communication.

The Center seeks to foster a modern understanding and application of the Page Principles and the Johnson & Johnson Credo by supporting innovative research, educational, or public service projects in a wide variety of academic disciplines and professional fields. Last year, 11 academics and professionals were awarded a total of \$54,500 in grants.

The themes for this year's call for proposals are:

- Ethics in public communication
- Ethics of environmental communication.
- How company credos and codes of ethics affect corporate behavior. Do they positively influence the way that some corporations respond to ethical dilemmas or matters of public importance? If so, why? Are they largely window dressing for other companies? Why? What accounts for the differences, and what are the implications?
- Role of public relations in fostering corporate responsibility
- Curriculum development in and pedagogical approaches to ethics in public relations
- Other areas of Page's or Johnson's legacy, including political communication, public opinion formation and attitude change, history of public relations, health communication, and international broadcasting

**Deadline for receipt of proposals:  
March 6, 2009**

For more information on the Legacy Scholar competition, contact Cinda Kostyak, associate director, The Arthur W. Page Center, College of Communications, 201-C Carnegie Building, Penn State University, University Park, PA 16802, 814-865-3070, or visit our website at:

<http://www.comm.psu.edu/pagecenter>.

## POSITIONS AVAILABLE

### Faculty Position at Bentley College Waltham, MA Fall 2009

Bentley College, Waltham, MA seeks an outstanding scholar in ethics, business ethics, and corporate social responsibility. Associate Professor preferred but will consider experienced candidates at the Assistant Professor level. Beginning fall 2009. Four courses per year, undergraduate and graduate, dissertation supervision possible; usual non-teaching duties. AOS: Ethics/Business Ethics; AOC: Social/Political Philosophy. Completed PhD required. Competitive salary and full benefit package. EO/AAE.

Bentley is located 10 miles west of Boston and is the home of the Center for Business Ethics and *Business and Society Review*. Bentley is a leader in the integration of global business with the arts and sciences, information technology, and corporate ethics and social responsibility. We seek faculty and staff who represent diverse backgrounds, interests and talents – and share a commitment to high ethical standards and a willingness to embrace challenge. A supportive, team-oriented work environment promotes personal development and professional accomplishment.

Please send a complete dossier including a sample of published work and three letters of reference to: Professor Robert Frederick, Search Committee, Department of Philosophy, Bentley College, 175 Forest St., Waltham, MA, 02452. E-mail enquiries can be sent to [rfrederick@bentley.edu](mailto:rfrederick@bentley.edu). Search will remain open until the position is filled.

Preference will be given to applications received on or before **Dec. 1, 2008**. Initial interviews will be conducted at the Eastern American Philosophical Association meeting in Philadelphia, Dec.27-30, 2008.

### Tenure Track Faculty Position in Business Ethics/Corporate Social Responsibility

The University of Redlands School of Business invites applicants for a tenure-track faculty position in the field of Business Ethics, Corporate Social Responsibility or closely

related field. Rank open. The appointment will begin July 1, 2009. The School of Business offers innovative undergraduate and graduate degree programs at locations throughout Southern California. Review of applications will begin on Sept. 15, and positions will remain open until filled. For further information please contact Karen Kraker at (909) 748-8750 or email [karen.kraker@redlands.edu](mailto:karen.kraker@redlands.edu).

Applicants should send a letter addressing the required and preferred characteristics, curriculum vita, copies of transcripts (unofficial copies will suffice), and the names and contact information for three references, followed by letters to:

Ethics Faculty Search Committee,  
c/o Karen Kraker  
School of Business  
204 Hornby Hall  
University of Redlands  
1200 E. Colton Ave.  
P.O. Box 3080  
Redlands, CA 92373-0999

or submit materials electronically to [karen.kraker@redlands.edu](mailto:karen.kraker@redlands.edu).

### **Sobey School of Business Saint Mary's University**

The Sobey School of Business at Saint Mary's University invites applications for a tenure-track position in Business Ethics at the Assistant Professor level. The position will begin on July 1, 2009 or as soon thereafter as possible.

The ideal candidate's primary teaching and research expertise will be in business ethics, with a secondary competency in organizational behavior, human resource management and/or business policy/strategic management. Candidates are expected to have completed, or be near completion of a PhD, in one of these or related areas, must have strong methodological/analytical skills, and show potential for research productivity and teaching excellence. The successful applicant will be able to teach at both the undergraduate and graduate levels in addition to conducting and supervising research that contributes to the School's MBA and PhD programs.

The Sobey School of Business at Saint Mary's University is a balanced teaching/research institution. It has the largest business program in the Atlantic provinces and offers AACSB accredited degrees at the undergraduate, masters and PhD levels. It is located in the historic port city of Halifax, Nova Scotia, a vibrant, urban community of over 350,000 people. Please see our website at <http://www.sobey.smu.ca>.

Applicants should furnish an up-to-date curriculum vitae, a letter describing teaching and research competencies in business ethics, and the names/contact information of three referees to Dr. Russel Summers, Chairperson, Department of Management Selection Committee, Sobey School of Business, Saint Mary's University, Halifax, NS, Canada, B3H 3C3. Telephone: (902) 420-5774. Fax: (902) 420-5119. Review of the applications begins November 28, 2008 and will continue until the position has been filled. Although candidates of all nationalities are encouraged to apply, priority will be given to Canadian citizens and permanent residents.

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### **Faculty Position in Business Ethics The Wharton School**

The Wharton School at the University of Pennsylvania invites applications for a tenure or tenure-track position in business ethics in its Department of Legal Studies and Business Ethics. The Department has eighteen full-time faculty who offer over 20 different courses in the undergraduate, MBA and PhD programs and whose research is regularly published in leading journals. Applicants should have a Ph.D. or equivalent degree (ABD acceptable-expected completion no later than June 2010), outstanding academic credentials, and a demonstrated commitment to scholarship in business ethics and/or corporate social responsibility.

Please submit electronically your letter of introduction, resume, and reprints in PDF format via the following website by December 1, 2008. Also include the names and email addresses of those individuals who will be writing letters of recommendations:  
<http://lgst.wharton.upenn.edu>.

For inquiries, contact Dr. Diana Robertson at:  
phone: 215 898-5919 or  
email: [robertsd@wharton.upenn.edu](mailto:robertsd@wharton.upenn.edu)

**Resident Fellowship in Ethics  
Vice Admiral James B. Stockdale Center for  
Ethical Leadership  
U.S. Naval Academy**

The Stockdale Center invites applications for its annual Resident Fellowship Program for Academic Year 2009-2010, in collaboration with the Carnegie Council for Ethics in International Affairs.

The goal of the Stockdale Residential Fellows program is to bring together academic scholars and teachers with senior career military officers, civil servants, and others to collaborate on strengthening public understanding of the ethics of war and peace, ethics and the military profession, and the relationship of ethics and character to the development of effective leadership in a variety of professional and institutional settings. Ideal candidates from academia will be established scholars with publications and substantial teaching experience in philosophy and ethics, international relations, behavioral science, or public policy.

In AY 2009-10, the Stockdale Center anticipates having funding for one, and possibly two academic residential fellows. The academic fellows will be joined by senior officers from the Navy and Marine Corps. Fellows collaborate in a weekly seminar devoted to a specific theme identified as an emerging ethics/leadership challenge of critical importance to the nation.

The Stockdale Center provides resident fellows with travel and research support to enable participation in the lectures, seminar discussions, and other research activities sponsored by the Carnegie Council in this affiliated program in Washington, DC and New York City. Fellows also have ample time and opportunity to carry out their own individual research projects.

The Stockdale residential fellowship is supported by donations from the U.S. Naval Academy Classes of 1958 and 1967. Their generous support allows the Fellows to receive office space, computer facilities, library

privileges, and a stipend usually equivalent to half-salary, up to \$50,000. Health, retirement, and social security benefits are *not* offered. (Faculty on leave of absence without sabbatical or outside grant support may elect to receive the maximum stipend to defray their expenses.) This is a full-time, in-residence fellowship, which runs from September 2009 through May 2010.

Applicants should send a letter describing their interests in ethics in the areas listed above; a proposal for a research project to be undertaken during the fellowship; a curriculum vitae; and copies of relevant publications. Applicants should also arrange for three letters of reference to be sent directly to the fellowship program director. The deadline for the receipt of applications is February 1, 2009. The names of the recipients of Fellowships will be announced by the end of April 2009. All application materials should be sent to:

Dr. George R. Lucas, Jr.  
Professor of Philosophy and  
Director of Navy and National Programs  
Admiral James B. Stockdale Center for Ethical  
Leadership  
U.S. Naval Academy  
112 Cooper Road  
Annapolis, MD 21402-5022  
Fax: 410-293-6081  
Email: [grlucas@usna.edu](mailto:grlucas@usna.edu)

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**Assistant/Associate Professor of Management  
(Business Ethics) for Fall 2009  
Ramapo College of New Jersey**

Tenure Track. Teach a combination of required and elective courses in the Management major with emphasis on Business Ethics and/or Business Communications. Faculty members are expected to maintain academic qualifications consistent with AACSB standards for scholarship and intellectual contributions as well as fulfilling service obligations including college and school governance, academic advisement, professional development and other needed activities.

An earned doctorate in a business discipline is required. ABD with imminent completion date

will be considered. Teaching experience at the college level and teaching and research interests/agenda in Business Ethics and/or Communications. Professional experience in the private sector with a for-profit organization is desirable. Rank is dependent upon qualifications and experience.

Qualified persons should submit "on-line" application, letter of interest, resume, and a list of three references. Please log on to Ramapo College's Job Opportunities web site: <http://www.ramapojobs.com>. Hard copies of resumes and/or applications will not be accepted. Review of applications will begin immediately and continue until the position is filled.

Application Information: Ramapo College of New Jersey, (800) 852-7897.  
<http://www.ramapojobs.com>

**Director, Jackson Family Center for Ethics and Values and Associate Professor/Professor of Philosophy.**

Coastal Carolina University invites applications for the Director of the Jackson Family Center and Associate Professor/Professor of Philosophy, appointment to begin August 16, 2009. The University seeks a candidate with credentials appropriate for appointment at the rank of Associate Professor or Professor with tenure. The successful candidate will hold a Ph.D. in Philosophy, have a record of scholarship and teaching in ethics, have administrative experience, demonstrate leadership and communication skills, and be committed to effective campus and community outreach in philosophy. The mission of the Jackson Family Center is to cultivate an awareness of the importance of personal and professional integrity by providing resources for the academic and wider communities that are both philosophical and practical. The duties of director include (1) organizing, directing and implementing programs in ethics in contexts including science, business, education, and humanities for the university and surrounding community; (2) developing and supervising the Center's funding, budget, personnel, programs, and assessment; (3) overseeing Center activities, which currently include a scholarship program,

public talks and community outreach programs in applied ethics; (4) developing a strategic plan for realizing the Center's objectives. The appointment of Director will carry a half time teaching load.

Candidates should submit a letter of application, a current curriculum vitae, names and contact information of three (3) professional references at <http://jobs.coastal.edu>. Review of applications will begin November 15, 2008, and continue until the position is filled. Nominations are also welcome. Address nomination correspondence to Dr. Renee Smith, Department of Philosophy, Coastal Carolina University, PO Box 261954, Conway, SC, 29528.

**Centre for Environment and Business  
University of Waterloo**

The University of Waterloo, Ontario seeks to fill three faculty positions: one in Environmental Finance at the associate or full professor level, two in Environment and Business at the assistant or associate level

The position descriptions as well as the application details are posted at:  
[http://www.fes.uwaterloo.ca/environment\\_business/Faculty%20positions/facultypositions.html](http://www.fes.uwaterloo.ca/environment_business/Faculty%20positions/facultypositions.html)

**The George & Arlene Foote Chair in Ethics, and Director, Center for the Study of Ethics and Values at Hiram College**

Hiram College seeks to fill the position of the George and Arlene Foote Professor in Ethics, and Director of the Center for the Study of Ethics and Values. The Center is committed to "ethical humanism," a term used to reflect our broad understanding of ethics as it relates to all disciplinary interests of the liberal arts. We believe that education in ethics should not be isolated in one or a few departments, but should play a role in all educational environments, as well as athletics and student life at Hiram. The successful candidate for this position will develop courses in ethics, will have training in formal ethics and may have interest in applied ethics in any liberal arts discipline at Hiram.

As Director, the candidate will be responsible for facilitating the study of ethics across campus, develop campus wide symposia, often in collaboration with academic departments or with one of Hiram's other five Centers of Excellence. He or she will partner with the Institutional Advancement team and provide strategic leadership for the Center, developing relationships with external constituencies that support the College's efforts to link liberal arts education to both vocation and the pursuit of lifelong learning in its graduates.

We seek to fill this tenure track faculty position by August, 2009. The successful candidate will have a Ph.D. in a discipline represented at Hiram, credentials consistent with the rank of Professor, including teaching and administrative experience.

Hiram College is a selective, independent liberal arts college located in Northeast Ohio. Interested applicants should submit their vitae, cover letter, statement of teaching philosophy, and a list of three references electronically to [footeethics@hiram.edu](mailto:footeethics@hiram.edu). Review of applications will begin December 1, 2008 and will continue until the position is filled.

### **Tenure Track Position in Strategic Management and Public Policy George Washington University**

The Department of Strategic Management and Public Policy of the George Washington University School of Business invites applications for appointment as a tenure-track Associate/Assistant Professor of Strategic Management and Public Policy, starting fall, 2009.

The Department has played a central role in the School's achievement of leadership status in the area of social and environmental issues in business over the past decade and has been instrumental in writing cases for and organizing successful management case competitions for more than two decades. The Department has also been central to the conduct of research and research-related events in the GW Institute for Corporate Responsibility. Finally, the Department seeks

to lead our School and University efforts to realize the advantages of being located in the heart of the Washington, D.C. metro area, with its wealth of international institutions, high tech, service, and consulting businesses, multiple levels and types of government organizations, and numerous nonprofit organizations, including industry, professional, and advocacy associations.

Applicants for this position should have completed a Ph.D. degree in business or a related field by August 1, 2009. The successful candidate will have strong potential for scholarship as evidenced by research publications and/or presentations, and teaching excellence, as indicated by research presentations and teaching assessments. The areas of scholarship will include both strategic management and business-and-public policy. Also preferred are applicants with additional specialty areas in business ethics, social responsibility, corporate governance, environmental sustainability, and/or global management. Salary and benefits are competitive.

Application Procedure: Send an application letter, CV, a list of at least 3 relevant references, and a current working paper or recent publication to: Professor Mark Starik, Chair, Department of Strategic Management and Public Policy, School of Business, George Washington University, 2201 G St., N.W., Fungler Hall 615, Washington, D.C. 20052, U.S.A., or to [smp@gwu.edu](mailto:smp@gwu.edu) Only completed applications will be considered.

Application review begins November 10, 2008, and continues until the position is filled.

### **Director, The Vann Center for Ethics Davidson College**

The Vann Center for Ethics at Davidson College invites applications for Director of the newly endowed Center. The Director will have excellent leadership skills and academic

experience in order to fulfill the Center's mission. The mission of the Vann Center for Ethics is to foster a broad-based interdisciplinary initiative to bring sustained focus to ethical decision-making and integrity of action and to promote rigorous inquiry and moral reflection on issues and conditions that range from local to global in their significance.

The responsibilities of the director include:

- Strategic leadership and administrative oversight of the Center
- Coordination of campus events such as lectures and symposia to engage the campus and community on important ethical issues, domestic and international
- Collaboration with existing programs on campus, such as Career Services, the Center for Interdisciplinary Studies, Chidsey Leadership Program, Community Service, Dean Rusk International Studies Program, Medical Humanities, Theological Exploration of Vocation, and others
- Developing for-credit courses that complement existing ethics-related instruction on campus
- Engaging an external network of professionals who have practical experience in ethical decision making in order to foster a campus-wide understanding of ethics in everyday life.

This position is expected to begin between March and June 2009. Review of applications will begin November 1, 2008.

**Minimum Qualifications:** The successful candidate will likely have an advanced degree in an ethics-related discipline. Also, we welcome candidates with professional degrees (e.g., J.D., MBA) who have considerable experience in practical and professional ethics. Teaching experience is essential and fundraising capacity is desirable. The new director will have excellent written and verbal skills, have demonstrated leadership skills, and appreciate the highly collaborative spirit of Davidson College.

Davidson College is a highly selective, independent liberal arts college located in Davidson, North Carolina, that has graduated 23

Rhodes Scholars and is consistently ranked in the top ten liberal arts colleges in the country. Working in a small-town environment on a beautiful, 491-acre campus north of Charlotte, faculty of Davidson College enjoy a low faculty-student ratio, emphasis on and appreciation of excellence in teaching, and a collegial, respectful atmosphere that honors academic achievement and integrity.

Davidson College is an equal opportunity employer which values and welcomes diversity. All interested applicants are invited to apply for this position online at <https://jobs.davidson.edu>. Please complete the faculty application and include a cover letter and CV.

## **FROM THE ARCHIVES**

### **AN INTERVIEW WITH JOSEPH W. McGUIRE**

John F. Steiner

John: Hello, my name is John Steiner and I'm here today, January 16, 1996, on the campus of California State University, Los Angeles, for an oral history interview of Dr. Joseph W. McGuire. Dr. McGuire is a pioneer in the business and society field and the Social Issues in Management (SIM) Division of the Academy of Management. He is currently Professor Emeritus of Management at the University of California at Irvine. Dr. McGuire is the author of a landmark book, the first textbook on business and society, entitled *Business and Society*, which was published by McGraw-Hill in 1963. He is a former Chair of the Social Issues in Management Division and, in 1995, he received the Sumner Marcus Award for lifetime achievement in the Social Issues in Management area, which is the highest honor given in the field. Joe, welcome and thank you for being here today.

Joe: Well thank you for inviting me John. I'm always pleased to be here at California State University and to see you again.

John: Could you tell us about your life before you got into the business and society area? I'm curious about your educational background and some of your early interests.

Joe: I'm from Milwaukee, Wisconsin. Mine was the first generation to go on to college. My brother, who is nine years older than I, decided to go to the University of Minnesota and eventually became Chief Forester of the United States. He's retired now. My sister went to the University of Wisconsin. I attended Marquette University in Milwaukee. My college days were interrupted by W.W. II. I was commissioned and received my wings in 1944, and eventually flew 41 missions in Europe in B-26's. I returned to Milwaukee in 1945, married my high school sweetheart, and had a child by the time I graduated in 1948. I have a Ph.B. – a Bachelor of Philosophy – rather than a B.A., because in order to get a B.A. in the 1940s at Marquette one had to take both Latin and Greek, which I did not want to study.

The GI Bill of Rights enabled me to go on to graduate school. My wife and I agreed that we wanted to go to a university that was at least 1,000 miles from Milwaukee, and especially away from our mothers-in-law. We decided on Columbia University, largely because it provided married student housing literally “45 minutes from Broadway”--near Nyack, New York. After earning my MBA, I accepted a faculty position, as an instructor at the University of Washington in 1950. One year later I returned to Columbia to begin my Ph.D. studies. At the time, I planned to be an economist. And, after finishing the course work and exams for the Ph.D. in managerial economics, I rejoined the faculty at Washington in 1951.

I was a member of the Department of General Business. This was a “catch-all” department that contained professors of real estate, insurance, law, economics, and others who were not in such mainline business areas as accounting, finance, marketing, and management. I was one of two economists in this department (and in the entire college). Economics had broken away from the business school at the University of Washington in the late 1940's. This was a very common separation in those days. But when the economics department split from the college at UW a few courses remained in the business school, and the dean was reluctant to discard these. Economists, such as myself, were hired to teach these courses. Thus, for about ten years, more or less, I taught the same required undergraduate course, entitled “Business Fluctuations.” I became

familiar with the theories of Schumpeter, Keynes, Hayek, and others. In fact, I taught that course so often that I still remember many of the jokes I told. But, during those years, I more and more became uncomfortable with the discipline of economics, perhaps because I was “tainted” by my business school environment, and became increasingly interested in business organizations.

In economics the enterprise is essentially a black box. Valued inputs enter the box and are transformed into outputs--hopefully of higher value. Typically, economists are not overly interested in the internal transformation function, for they assume that the profit motive and economic self-interest will stimulate rational enterprise inhabitants to strive toward efficiencies and profit maximization. Thus, choices and outcomes within the company are always obvious.

I thought there was more to the operations and organization of the firm. I decided to open the box and found that it contained all kinds of people, which made the firm a much more confused, complex, and complicated place than the economic model presumed or than I had ever imagined. The economist's mantra that repeats the words “maximize, maximize, maximize” over and over again is a gross oversimplification that does not do justice to what people in business actually do. There are many illustrations, for example, of poor managers. There are company members who are more involved in pursuing their own ends than in forwarding the objectives of the organization. It is also evident that not all workers are as productive as economic theory presumes. Thus, because of these and similar “revelations,” I became very interested in trying to understand the way that firms really behaved. I called my efforts the study of business behavior.

Furthermore, I realized that much of the behavior of a business was also conditioned by external forces, such as government, religion, the arts, philosophies, culture, or almost everything, and that these outside forces impinged upon and affected people in the firm. Inhabitants of the firm, after all, are also members of society. Thus, my model became increasingly complex because a company is not only a part of society but also sort of a microscopic society.

As a result of this type of reasoning I developed a stream of research and a seminar that soon led to a series of courses established by myself and a nucleus of similarly interested faculty and graduate students at the University of Washington. One such colleague, for example, was Sumner Marcus, who was a student of mine. Sumner was a mature person--a lawyer--who came from a career in government service. As you know, he became the first chair of the SIM Division. He was primarily concerned with questions of social control and the relations between government and business.

Faculty interest and involvement quickly led to a number of seminars in the miniature graduate curriculum that was being created at Washington, which we entitled Business and Its Environment (B&IE). Of course, other faculty of the Department of General Business also contributed to this curriculum. Leonard Goldberg, for example, was a lawyer who was very interested in the relationships between government and business, and in the role of the firm in non-capitalistic economies. As our enthusiasm mounted, and with support of the Dean (Austin Grimshaw), we started to identify our unit as the Department of Business and Its Environment. The insurance faculty, business education professors, "pure" economists, and other non-mainline faculty in "general business" emigrated to the Department of Finance and elsewhere. Needless to add, these changes were not made without academic "bloodshed" and contentious organizational politics, which created enmities and divisions within the college. But, by the late 1950s we had created a new academic area and a new department--perhaps the first in what later became business and society. At the time we perceived this to be an area that examined the firm in its environment, and how both interacted and connected.

John: Many people have entered the business and society field out of concern for the adverse impacts of corporations on society. Did you take an interest in calling attention to some of the negative social impacts of corporations in those days such as discrimination, environmental pollution, and planned obsolescence?

Joe: Well, planned obsolescence, of course, had been discussed at least since the 1920s,

when scholars such as Veblen chastised automobile manufacturers for the practice. However, in the 1950s there was very little worry about pollution. Economists wrote about externalities, but welfare economics was in its infancy. After all, this was an era when everyone smoked. All meetings in universities, for example, were in rooms filled with clouds of cigarette smoke. Everyone used regular gas without additives with little concern for pollution. There was some public outcry about "smokestack industries," and the fact that Pittsburgh was such a dirty and smoggy city as a result of its steel industry and the widespread use of coal was universally deplored. Compared to the present, the chemical industry was in its infancy and few scholars predicted its economic growth or environmental impact. For example, I recall in the early 1950s asking one of my colleagues about the future of plastics. Even then it was predicted that plastics would become a great new industry, but none of us understood how or why or when this would occur. Today, of course, without plastics we could not operate hospitals or grocery stores or thousands of other enterprises. In the early 1950s pollution of the land, water, and air was not a central nor widespread societal issue.

However, one of the major economic issues was the role of big business in our society, and whether giant corporations should be more tightly regulated. As I recall, your father, George Steiner, wrote a popular text on this topic. Big business, it was argued, was simply too powerful. Two-thirds of the national output, I recall one author claiming, resulted from the efforts of about 100 giant corporations. Furthermore, it was noted that boards of directors, typically, were quite weak--dominated by management. But managers were not selected by shareholders. Rather, powerful managers picked new managers. Thus, it was said, dynasties were created in many giant corporations. And that was one of the issues of the day--that corporate managers were illegitimate power-holders who were too strong, too dominant. It was frequently argued that these corporations, therefore, should be broken up, and the economy should be returned to some Smithian universe of smaller enterprises. In the 1950s, then, issues of corporate size and power, first emphasized by A. A. Berle Jr. and G. C. Means in *The Modern Corporation and Private Property* [New York: Macmillan, 1932],

continued to be important. Other issues now current, such as women's mobility in the corporation, or race problems in the workplace, were concerns that were very seldom mentioned.

John: So your initial interest in developing the field really predated the social movements that came along in the 1960s?

Joe: Well, I'm so old I guess that's true, John.

John: At the time you first set up courses at Washington, was there opposition in the administration or among the faculty to the development of the field?

Joe: As I said earlier, there was a great deal of opposition from most of the traditional business school faculty, e.g. accounting, finance, and marketing professors. However, very few faculty liked the notion of a "catch all" department of general business. So structurally it made sense to many in the college to try to strengthen a scholarly group there that would be more homogenous. But among the more important problems in selling B&IE was the definition of what this group was, what the area of specialization was, and how it "fit" with other areas in the college. In my experience organizational change in universities is always difficult, and to create a new area and department is extremely traumatic.

At U. C. Irvine, for example, there is a very successful program in social ecology, established largely because the social sciences there in the 1960s were so mathematical that only a few undergraduate students were enrolled in the School of Social Sciences. When a few discontented social scientists tried to lessen the mathematical content of their courses and the mathematical orientation of the program they were repeatedly defeated by the School's faculty majority. So they established an "outside-the-school" program. However, they then had to define this field as more than non-mathematical social science and their success in finding a rationale after the fact is evident in the growth of "social ecology" throughout the world.

Similarly, in the 1950s Business and Its Environment was created with none of its creators able to describe fully its content, or what the field included and why. None of us initially knew what we were doing--not uncommon in academe--or, for that matter, in

other realms. Fortunately, the field progressed to resemble TV's "bionic man" more than Shelley's Frankenstein--a monster. But there were times there when I thought it might go the other way.

John: When you created your first courses in the new area of Business and Its Environment, what teaching methodology did you use? Did you develop case studies? Did you have the students do field research?

Joe: Oddly enough, the first courses in Business and Its Environment at Washington were all graduate seminars. Usually, there would be a central topic for the weekly three-hour meeting, with a list of readings (articles and book chapters) to be discussed. Students wrote papers, typically based on library research. All of these courses were open only to graduate students. The first required undergraduate course in business and society at the University of Washington did not come into being until the early 1960s. It is, I believe, quite unusual in management education for new fields to develop initially at the graduate level, although in the sciences this is often the case. Optics, for example, grew out of physics and chemistry at the graduate level as a new field, and was stimulated by the interest of doctoral students. As most academics know, there is a vested interest among faculty members in doctoral seminars because these can be exciting and stimulating. One of the reasons that B&IE became so successful was that the opportunity to teach doctoral seminars expanded.

Doctoral seminars, of course, require doctoral students, which created a problem. Obviously, graduate students are reluctant to enter an area that does not really exist, and that consequently has a murky and risky academic future. Fortunately, in the 1950s at Washington doctoral students had to take five areas, as I recall, in their Ph.D. programs. They could major in finance, marketing, accounting, etc., but they had to take courses in four "outside" areas. B&IE was a natural area for many of the students who specialized in other management areas. Many candidates took B&IE seminars even though they were working toward their degrees in other fields. So the program requirements at the University of Washington in the 1950s and 1960s abetted the growth of

B&IE, and gave the department the “mass” needed for additional faculty members.

John: Tell me about the origins of your book, *Business and Society* [New York: McGraw-Hill, 1963]. I understand it derived, at least in part, from television programs that you created in Washington.

Joe: The book was indeed based upon a series of thirteen TV programs, and resulted, as I noted earlier, from my belief that the firm was the cornucopia from which most “things,” including goals, goods, services, values, and satisfactions, flow in our society. Thus, tax money comes primarily from people who either work for businesses, or from the corporations themselves. Friendships come largely from work situations. The enterprise is one of the central organizations in American life.

One of my students, as I recall, knew an executive at KING TV, which is a large commercial network television station in Seattle. As a result of this friendship a station manager asked me to do a thirteen-week series on the relationships between business and society. In the 1950s preparing a black and white (no color) tape was expensive, especially for a program presumed (rightly) to have few viewers, so once I started talking there were no breaks or second “takes.” Needless to say, the programs were far from perfect, but I did find the TV process exciting. The announcer for my series was Keith Jackson, who subsequently became well known for his work on college football games for ABC. The program was scheduled either for 6:00 or 6:30 on Sunday mornings, and competed with other public service offerings, so not too many people saw it. This was just as well because it was really quite amateurish. The book, based on the programs, was much more polished.

John: It is a wonderful book and readers can still get a great deal out of it even though it is thirty-seven years old now. I know that I have. As the first textbook in the field, do you think its real significance might have been defining the field in terms of the topics that you picked to cover?

Joe: There certainly was a wide spectrum of topics to choose from. However, John, I don’t want to take credit for *Business and Society*

being the first book in the area. For example, in 1953 Howard Bowen wrote *The Social Responsibilities of the Business Man* [New York: Harper & Bros.]. In 1959 Sylvia and Benjamin Selekman co-authored *Power and Morality in a Business Society* [New York: McGraw-Hill]. And, of course, Clarence Walton and Richard Eells published *The Conceptual Foundations of Business* [Homewood, IL: Richard D. Irwin] in 1961. So mine was not the first book in the field. Furthermore, I didn’t really intend it to be a textbook. In fact, my publishers wanted the book to be more text-like. They liked the humor and stories in each chapter, but they wanted questions at the end of the chapters and some sort of study guide or workbook for professors and students. Frankly, I was amazed at how popular it became, despite my failure to make it more “textish.” And it was, as you implied in your question, a successful entrepreneurial venture in that it codified the field. There are some things in the book that I wouldn’t say today, but upon re-reading it recently, I found that it is not as dated as I thought it would be.

John: What were some of the intellectual currents and experiences that inspired you to work at creating a new field?

Joe: There were three important developments in the 1950s that were germane to our field, and that should be mentioned. One of these was generated by the Carnegie school.” Carnegie Tech (now Carnegie-Mellon University) in that decade was an exciting place where Herb Simon, Dick Cyert, and Jim March were developing a new theory of the firm as an organization. I was quite taken with the thrust of their work and in the mid-1960s was honored to join them as a visiting professor. A *Behavioral Theory of the Firm*, by Richard M. Cyert and James G. March [Englewood Cliffs, NJ: Prentice-Hall] appeared in 1963 and predated my book, *Theories of Business Behavior*, which was published in 1964, edited by Herbert Simon. This book was a scholarly attempt to examine various theories of the firm, the old theories of maximization, as well as some new theories of business, and I believed it to be an academic complement to *Business and Society*.

The late 1950s and early 1960s were productive and stimulating years for me and, I

believe, for collegiate business education. Scholars from fields other than economics and business were beginning to take an interest in organizational and management questions. For example, at the University of Washington the College received a Ford Foundation grant to invite social scientists to visit for a quarter or more. Several visitors such as Fred Strodbeck, Phillip Hauser, Jim March, and Musafar Sheriff contributed substantially to the education of faculty and students alike. Much of this type of activity resulted from the Carnegie influence.

An equally significant force for change was the Gordon-Howell Ford Foundation report, *Higher Education for Business* [New York: Columbia University Press], published in 1959. The report castigated contemporary business education as an unscholarly, vocational mishmash. When I entered academe in the early 1950s, for example, professors from the 1920s and 1930s dominated course content and curricula. Many of these men (there were few, if any, women on the faculty) were still teaching as though the world hadn't changed at all--as if business practices had not been affected by W.W. II-- and often with the premise that students should be prepared for a deep depression, repeating the 1930s, which would soon occur. Often, students were required to memorize such lists as the six kinds of brokers or the seven types of wholesalers existing in the 1920s, as though the world of business had stood still and these classifications remained of great significance. I remember that production classes at Washington, for example, were taught in a classroom filled with machines such as lathes and drill presses. I was told that professors would point these out to students and say, "this is a drill press," and "this is a lathe," and "you will be using these in your work in the factory eventually." There was little scholarship or theory connected to many courses, and the focus appeared to be on the preparation of students for their first jobs. I believe that the Gordon-Howell report and the exciting work at Carnegie Tech were two of the more significant developments responsible for the first stirrings of the intellectual community within collegiate business education.

The third event that had a major impact on the field of business and society was the Danforth Foundation seminar, held at Harvard University for ten days in 1959. George Albert Smith was the program director. This program

focused on religion and morality in business and it was based on the following important ideas, among others: (1) "business administrators, through their business decisions, exert a powerful and cumulative influence upon not only the material conditions of our lives, but also on our sense of values," (2) "business leaders in policy making and in administrative action must continually deal with and resolve many conflicting interests...the welfare of the firm and the welfare of society, the welfare of some groups in the firm and the welfare of others, the temptation to take a particular step, and the dictates of the personal and/or social conscience," and (3) "the nature of man is such that he seeks a philosophy in the meaning of life."

This was a wonderful seminar. There were 35 participants in the group. One third were professors; one third were businessmen; and one third were priests, rabbis, and ministers. By the end of the ten days, we couldn't tell who was who. The 10 to 15 academics in the seminar included that group of management professors who became influential pioneers in the business and society "movement." It included William Frederick, George Steiner, Tom Petit, Keith Davis, William Greenwood, and myself. I believe that the Danforth seminar initiated the first investigations into the relationships between religion, philosophy, and business that in the 1980s evolved into the field of business ethics. It also was the forerunner to Earl Cheit's Berkeley seminars in the 1960s and to George Steiner's influential UCLA seminars in the 1970s and 1980s on social issues in business. Equally significant, the Danforth seminar provided a foundation for the first social issues programs at Academy of Management meetings.

In 1960, William Greenwood, then a faculty member at Arizona State University, wrote and asked whether I would help arrange a luncheon at the annual meeting of the Academy of Management for professors interested in business and society. The Academy of Management met in December in those days. At that first luncheon meeting the participants included myself, Dick Eells from Columbia, Dack Forbush from Northwestern, Bill Frederick from Kansas City, Jim Hund from Emory and, of course, Bill Greenwood from Arizona State. This luncheon provided the impetus for the first

session of the “field” in the Academy programs--in 1961.

I believe that Greenwood, with the encouragement of Keith Davis, wrote to Professor Eldon H. Van Deldon, who was the program chair for the Academy in 1961, and asked him to provide our group with one session. In those days there were few competing sessions and no divisions, so session time was very valuable. However, Van Deldon appeared enthusiastic in allotting us a program slot for a speaker/panel discussion. I wanted to have presenters, but Greenwood had already agreed that Clarence Walton would be the primary speaker, with the others of the group on a panel. I don't remember how the session held together, but evidently it was successful, and the room was crowded. As I recall, there appeared to be tremendous interest and curiosity among Academy members in 1961 about the emerging “field” of business and society. Following the session in 1961 a group of professors in the area again gathered for lunch. Among these were the session participants-- Clarence Walton, Bill Frederick, and myself. There may have also been others on this first panel, but my memory fails me.

Shortly after the Academy meetings, Keith Davis invited me to be on the program of the Western Academy of Management in Tempe, Arizona in April 1962. Thus, from beginnings in the 1950s with the Danforth seminar and with the efforts of isolated professors at Washington, Northwestern, Arizona State, Columbia, Berkeley, UCLA and a few other universities around the country, the field of social issues in management (or business and society) began to grow. This growth was rapid in the 1960s and 1970s.

John: So the Danforth seminar and the Academy session in 1961 were both important catalysts where scholars who were interested or were to become interested in the field first began to get together.

Joe: That's right. Moreover, the behind-the-scenes efforts of William Greenwood, which have not been credited, were quite important in getting the “founding fathers” together. He really wanted to form some sort of formal society, and I believe he was instrumental in linking this group to the Academy of Management. He was also the person who

proposed the 1960 luncheon and pushed for the 1961 Academy session.

John: I'm interested in your observations about the importance of the Danforth seminar and the fact that a third of the participants were rabbis, priests, and ministers. Theology played an important role in the development of the field. As I recall, the business literature at that time contained little or no application of secular ethical philosophy and the value component came primarily from theology.

Joe: That's true. One of the most influential speakers at the Danforth Conference was Joe Fletcher, a professor from the Harvard School of Divinity. He was the leading proponent of situational ethics, a doctrine that impressed many Danforth participants, especially the business executives. Situational ethics seemed to argue that there were no absolutes, and that what is right or wrong depends upon the situation. This appealed to some people, giving them an ethical basis for some of their difficult managerial decisions.

John: I recall that in the Harvard Business Review, in particular, in the late 1950s, and in the early 1960s, there was a series of articles on the role of religion in guiding the manager's behavior. O. A. Ohmann's article on “Skyhooks,” [May-June 1955], for example, became very well known.

Joe: These were very popular and important.

John: But what I hadn't realized was how these articles might have been reflecting, or laying the foundation for the field that was developing.

Joe: I think that several articles in the Harvard Business Review and elsewhere added to the interest in the area. Often, however, the relationships between the ideas in an article and managerial behavior were not very clearly articulated. The first time I heard from your father, George Steiner, for example, was in response to an article of mine that appeared in the California Management Review [Vol. III, No. 4 (Summer 1961)]. He was the UCLA editor for the Review and although his letter was very flattering, he did suggest that I should have tried to explain to managers what importance all

that I had discussed might have for them. Unfortunately, I had failed completely to discuss the relevance for managers of any of the concepts I presented. Nevertheless, the article was well received by academics, and your father's letter was a masterly mixture of praise and gentle, but firm, criticism that still makes me feel good (and slightly chastised) when I read it today.

John: While we are on the subject of the development of the field, I wonder if you could discuss your involvement in the beginnings of the Social Issues in Management Division.

Joe: Well, that's a difficult assignment because, as you know, in 1963 I became a college dean and moved away somewhat from the field. The formation of SIM was pushed through by others. As I recall, SIM was the first "interest group" that later became a division of the Academy. I believe that individuals such as Keith Davis, George Steiner, and Bill Frederick considered the Academy to be an eminently suitable umbrella for social issues topics. However, when I went to meetings in the early years of the SIM-Academy affiliation there were SIM participants there who, frankly, didn't realize that their organization was part of the Academy of Management. The SIM group at that time included economists, theologians, ethics professors, and philosophers, as well as academics from managerial backgrounds. I believe that many of these SIM attendees did not realize that in the next room someone was discussing the five steps needed to become a more effective manager, or presenting alternative mathematical approaches to organizations. In fact, I am not sure that SIM has fit comfortably into the Academy. The relationship between SIM and the Academy has always been much more strained, I think, than it has been for Organization Behavior or Organization Theory, or for most other divisions. For example, the efforts to cram SIM research into the Academy formats for pseudo-scientific articles has, in my opinion, had a stultifying effect upon SIM oral and written publications. Editors and reviewers of the Academy of Management Journal and even the Academy of Management Review have typically had little appreciation of the philosophical or political or ethical/moral discussions and

approaches that originally made SIM so different and so exciting.

John: Just for the record, where were you a dean?

Joe: My first assignment as dean was at the University of Kansas. I was in Honolulu, on leave from Washington, doing a project on statistical indicators for Hawaii, when we moved to Kansas. I never had had any intention of leaving Seattle permanently, or of going into academic administration, but we did enjoy Lawrence. After five years I moved to Illinois as Dean of the College there. And finally, I became the Vice President of Planning for the University of California, trying to develop and present the budget of the entire system to Governor Ronald Reagan, the Regents, and the Legislature--not very successfully, I might add.

John: And then you resumed your work in the business and society area?

Joe: Actually, I had continued to work in the area when I was an administrator. For five or six years in the late 1960s Clarence Walton and I co-edited a series of volumes with the overall title of Problems in a Business Society for Wadsworth Publishing Company of Belmont, California. Joe Pichler and I co-authored one of the series volumes titled Inequality: The Poor and the Rich in America [1969] and I wrote several articles and appeared on many programs during the sixties and seventies.

John: As one who was "present at the creation," what are your thoughts and opinions about the development of the field over the years? Are you pleased?

Joe: Well, of course I am very pleased and impressed with its growth, but I am somewhat disappointed that it has lost some of its holistic focus. It has become more fragmented and less challenging and exciting. So many scholars really were/are interested only in pollution, or the women's movement, or in other specialties. I suppose that fragmentation into specialized areas is a very common phenomenon when a new, broad field emerges. A common illness of Ph.D.s, as you know, is to dig deeper and deeper into smaller and smaller specialties. But I miss that emphasis on the whole as opposed to the

parts, which existed in the early days of our field. I have tried to recapture the holistic philosophy by providing a conceptual umbrella for diverse interests, by emphasizing the notion of the firm as the cornucopia from which all things flow. I divide the universe that SIM studies into two groups--contributors and society. Contributors have a reciprocal relationship with the business organization. For example, laborers work and receive compensation. Bankers loan money and receive interest. Society, on the other hand, is composed of persons who receive something from the organization but don't give anything back. People for example, who find great satisfaction in watching a Notre Dame football loss on TV, but who do not reimburse Notre Dame for their pleasure, nor do they send a contribution to the Jesuits. Indeed, members of society want all sorts of things from companies, but they do not (as freeloaders) pay for the benefits they receive. Further, society, as well as contributors, always demands more satisfying outputs from the enterprise. One of the central codifying issues for SIM, which has not been addressed as deeply as I would like, is the distribution process--what are the economic, social, and moral criteria for determining who gets what, and how much, from the organization. There are all sorts of distribution theories, of course, spanning all the social sciences and humanities. One important example is the simple economic theory of the firm, that the owners--the entrepreneurs--are the prime contributors, and all other contributors and societal members are subsidiary to ownership claims and desires. Entrepreneurs should try to enlarge the stream of enterprise rewards for themselves and share with other claimants only that minimal share that will result in them continuing to make satisfactory contributions to the organization.

It seems to me that one can turn to many different disciplines in addition to economics to look for answers to what is, and also what should be, the distributions of enterprise outputs. One such "discipline" is ethics. Unfortunately, there do not appear to be widely accepted ethical solutions to the problems of distribution. Universalistic theories, situational theories, meritocratic theories, Aristotelian ethics, Rawlsian ethics, and Nozick's ethics, in the end, are contradictory and inconclusive. Sociology, organization theory, psychology, and political

science also provide unacceptable answers to distribution questions for most societal scholars. And the real question of distribution remains undetermined by stakeholder theorists in management schools. Where does one go after making the obvious point that enterprise largess is really a pie for which stakeholders compete for "appropriate" pieces?

John: The idea in stakeholder theory is that a wide range of groups has the right to make moral claims on the firm. And the range keeps expanding to include, for example, plants and animals and future generations in addition to groups such as labor unions and stockholders. So when you ask who should get what, when and how from the corporation, stakeholder theory answers by expanding entitlements to more and more entities. Do you think that this expansion reflects changing social values about corporations? Does the theory reflect the world?

Joe: At one time in the 1950s (so it seemed to me) there were only two competing claimant groups in the enterprise--labor and management. Each group strived for greater shares of organizational satisfactions, and tried various strategies, found new allies, and used private and public pressure to make their cases. There weren't the divisions that one finds now, where both labor and management have divided into smaller groups based on sex, race, income, class, and other attributes. Often the demands of these subgroups can be satisfied only by redistributions away from their fellow claimants in the broader "labor" or "management" or "consumer" categories. No longer does a simple worker - management situation exist, claimants and societal members identify themselves as members of the subgroup, e.g. women managers, Hispanic engineers, etc. The number of groups has mounted.

To be brief and direct, I believe distribution problems should provide one of the core foci for SIM. They can tie together so many disparate ideas important to our members...for example, business history. How did our forefathers make decisions on distributions? Who received larger shares of organizational outputs as compared to another group? An examination of business history in those terms ties into the framework that I believe would tighten and unify SIM scholarship.

John: Going back to your textbook, *Business and Society*, I want to ask you just for fun to comment on some things that you wrote thirty years ago and see if you still agree with them. One thing that you discuss is the power of the corporation. This seemed to be a major issue at the time. You wrote: “We don’t believe those pessimistic critics of big business that business power will engulf us and destroy our pluralistic society, but at the same time neither do we believe that business power is harmless. In the name of efficiency we do not want big firms broken up, but we do want some sort of system of checks and balances instituted that will contain business power blocs and which will prevent them from acting contrary to the basic tenets of our pluralistic society”[p. 138]. Thirty-seven years is a long time to look back, but do you still feel that we have a proper system of checks and balances today?

Joe: I think we should have a system of checks and balances that includes government and religion to attempt to influence and moderate corporate power. But I believe that business power has been in the ascendancy in recent decades. We’re now abandoning or loosening some controls that have been in place for years. For example, we recently lowered air standards here in the Los Angeles basin. Antitrust laws are no longer enforced as they were intended originally. The Interstate Commerce Commission has been disbanded. The banking system controls of the 1930s have been loosened. Perhaps there is overregulation. Perhaps bureaucratic rules are too onerous for enterprise to operate smoothly and efficiently. Nevertheless, I believe that there must be control...individual control...social control...competitive control...government control. In my opinion, the drive by owners and managers to obtain ever-greater rewards for and from the firm is extremely powerful. The first laws regulating business after the Civil War were passed because competitive controls had failed in certain sectors of the economy. Competition as a regulator of prices and wages and of corporate behavior faltered when confronted by monopolies and, as a result, the ICC and the Sherman Anti-Trust Act attempted to bolster competition where it was weak.

John: Some people think that is still the case.

Joe: That doesn’t mean that corporations have to be stifled by controls. But they must be carefully regulated. Free enterprisers often don’t understand that business always must be regulated for the public good—managers cannot murder competitors, monopolists cannot charge excessive prices, etc.

John: Next, I wanted to ask you about the definition of corporate social responsibility in the book. You wrote then that there were many different definitions of the idea and I think there still are today. I’d like to read the definition you gave then and ask, do you still feel comfortable with it? You write that, “[T]he idea of social responsibilities supposes that the corporation has not only economic and legal obligations but also certain responsibilities to society which extend beyond these obligations. The corporation today must take an interest in politics, in the welfare of the community, in education, in the ‘happiness’ of employees--in fact, in the whole social world about it. In a sense, therefore, it must act ‘justly’ as a proper citizen should”[p. 144]. Do you still agree with that definition?

Joe: Yes, I do. When I was younger and much more cynical I remember writing somewhere that the idea of social responsibility should be realistically expressed as: “The pursuit of profits by businessmen as hungrily as ever, but now with better table manners.” I’m not too sure that that’s not a better definition of what really goes on, although it does not capture the spirit of what social responsibility should be. Corporate executives today are much more sophisticated and educated now than in the years before 1950. They are more urbane and polished, and not as obviously bombastic and dominating and arrogant. They do not appear to be as brutal as they once were. Nevertheless, I believe that beneath this facade they may be just as willing as their forebears to push to the limits of the law (and sometimes beyond) to make money--to place profits above ethical behavior when and if necessary.

John: One other point I wanted to bring out was your observations about managers and whether or not they can learn ethics once they attain high managerial positions. You indicate that if the modern executive does not know how to do good and avoid evil, “...by the time he attains a high level in business, he will never

learn it and it would be worthless to try and teach him” [p. 286]. You go on to say that, [I]n real-life business situations there are imponderable factors, which are too complicated for simple ethical codes of behavior. Most often there is no clear and uncluttered ethical decision. Most often the choice in business is not between good and evil, in fact there is no choice in this case, and a code is irrelevant if it is needed. Most often the choice is between two goods (this is the essence of ethical tragedy)” [p. 286]. And you say, “I doubt very seriously if a code will be of any help in these business situations” [p. 286]. In light of this, do you think that the current emphasis on codes of ethics and the teaching of ethics to managers in training programs is appropriate and worthwhile?

Joe: Oh, I think so. I think that’s a little strong, that passage, and I probably wouldn’t agree wholeheartedly with it today. I think any code that will reinforce businessman’s ethics is good. However, I am still not convinced that these are as helpful as others believe, but such codes certainly can’t hurt.

John: For many years, scholars have been asking whether responsible companies are more profitable, as profitable, or less profitable than less responsible ones. Do you believe that social responsibility is profitable for a corporation?

Joe: In 1962 I co-authored an article for the American Economic Review [“Executive Incomes, Sales and Profits,” Vol. LII, No. 4 (September 1962), pp. 753-61], which questioned whether corporations maximize sales or profits. In the 1950s William Baumol, an economist, had argued that increases in executive compensation were more closely related to increases in sales than in profits. My paper tried to test this hypothesis empirically. On the basis of published statistics I concluded that sales and executive incomes were more closely correlated than profits and executive incomes. That article was one of the first attempts to examine such a hypothesis empirically, and was followed by fifty or sixty articles either attacking or supporting my results. I realized, for the first time, that scholars can really play with statistics. Some academicians used similar statistics somewhat differently to prove I was wrong, and that compensation was more closely correlated with profits. Other people used nearly identical statistics to support

my arguments. The debate went back and forth over at least fifteen years without resolution. I lost track of the argument over time.

Now, I mention this inconclusive academic debate because I think that the arguments over the impact of social responsibility on profits are of a similar nature, and will never be conclusively resolved by empiricism. My gut feeling is that it probably doesn’t pay to be good. However, I like to believe that in the long run, if executives are continuously dishonest, if they typically resort to chicanery, if they carry out all sorts of nefarious activities, the probabilities that these individuals will get caught increase, and thus “bad” behavior is most likely not profitable in the long run. In the short run, management often appears to act irresponsibly and unethically without suffering any permanent (or even temporary) penalty. For example, some of the downsizing efforts of American corporations in recent years to me are reprehensible. Thus, how could major corporations find suddenly in the 1990s that their labor force contained thousands of redundant employees? What was management doing to let such a situation develop? We know, of course, that workers were discharged in large numbers, but the managers who permitted such a sorry situation most often seemed impervious to penalties.

The recent merger movement, still continuing, has resulted in socially irresponsible consequences in many cases. For example, when a savings bank in San Francisco was recently taken over by a stronger chain the employees received a month’s pay for every year that they were with the company. The CEO of the San Francisco bank and other top corporate officers received millions of dollars in severance pay as a result of the takeover. The gulf in severance pay between managers and employees appears to me to reflect a callous disregard for justice and equal treatment. I realize that finance experts and economists believe downsizing and mergers are wonderful activities that stimulate the economy. And I agree. But at the same time some of these activities have had consequences that are inequitable and unnecessarily painful because of the quest for greater personal financial rewards by unethical and sometimes organizationally incompetent executives. SIM members should

examine the outcomes of these and similar activities from a social impact perspective.

John: What has been the impact of the business in society field on society and business? Has all the scholarly work done over the last forty years brought about any change?

Joe: I don't think it's been a great influence on business. I think that teaching business school students courses of this sort has been worthwhile, but the impact has certainly been offset by the fact that every other business course emphasizes the skills, values, and knowledge needed to make money.

It has always been my contention that we shouldn't have undergraduate business programs--that business schools should be professional/academic organizations similar to law and medical schools. The impact of managerial decisions on society and on individuals can be more far-reaching, for better or worse, than those of any other professionals--doctors, lawyers, priests, etc. Consequently, it is crucial that during their undergraduate education future managers should be taught how to be good citizens and thoughtful and responsible persons. Undergraduate education should emphasize philosophy and literature and science, and other arts and sciences so that young students can begin to think about, and perhaps even begin to understand, the universe about them. On the undergraduate level, the effort should be to mold civilized human beings. Once students get into business courses and later into management, their drives to satisfy materialistic self-interest are so strong that civilized values are frequently (and perhaps too easily) overwhelmed. With a good humanistic/scientific undergraduate education individuals are helped to resist the pressures toward greed and hubris so rampant among the modern management cadre.

The vital role of the SIM professors in a business school is that of traffic policemen with our arms up saying, "slow down, we want you to make money, but you've got to go about it in a certain way. You've got to be fair; you've got to be considerate and caring. You can't run over people to get ahead. Life is not a "What Makes Sammy Run" scenario. You are in a world to make others--as well as yourself--better off and more comfortable.

John: You have been a role model and inspiration to everyone in the business and society field. It is not only your ideas that have contributed to its growth and development, but also your students. Over the years some of your doctoral students have entered the field and made a contribution. Tell us about some of them.

Joe: I thought you'd ask for that question, so I made a list of some of the students I've had over the years. Many of them are not in the business and society field. For example, Justin Longnecker at Baylor was a student of mine. He became well - known in the entrepreneur field. Lee Burns at UCLA was a student who I still see once in a while. He went into the real estate field. Dave Huff who is in marketing at the University of Texas, John Boddeweyn is in this field at NYU. Al Elding, who taught at Dartmouth and then at Albany, finally ended up in Switzerland working as a consultant and professor at IMEDE. And there are others such as Leo Spier who was at Berkeley; Dick Robinson who was at Portland; and Peggy Fenn at Washington. These are some of the students who come to mind.

John: Joe, it has been a privilege to have this conversation. Thank you for sharing so many insights and stories about the origin and development of our field.

Joe: Thank you for inviting me to reminisce with you, and I hope that my comments here will have some value to some members of the SIM Division.