



International
Association for
Business and
Society

IABS Newsletter Spring 2008
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FROM THE EDITOR

Right off the bat, an apology: This newsletter is way late. Many of you responded promptly to my calls for member news, events, publications, promotions, and even personal tidbits. Your cheerful contributions were a delight to receive. I apologize that it has taken me extra long to gather all of your mailings and news together into this newsletter. I've done my best to convey your news in the enthusiastic spirit with which it was shared.

My only excuse is that I'm living in a new country, teaching new courses, with all new Canadian cases, navigating my way through a new institution etc. I actually love the adventure of moving to a new place, and I conveniently forget how much work it is each time. Thank you for your patience and your very polite inquiries. Meanwhile, this newsletter is rather large because you are so productive, busy, creative, and have offered to share so much with each other. I encourage you to take full advantage of all the outstanding publications, conferences, grant possibilities and position offerings listed here. We have a rich field to be proud of! Happy spring wishes – it is snowing (again) here in Edmonton, AB!
Robbin Derry robbin.derry@uleth.ca

ANNUAL CONFERENCE

The 19th Annual Meeting of IABS will be in Tampere, Finland, June 26 - June 29, 2008. The theme of our conference is *The Social Challenges of Globalization*. Program chair **Kathy Rehbein** has posted all the conference planning details here: <http://www.uta.fi/conference/iabs2008>.

Please note that when you contact the main conference hotel, Sokos Ilves, for reservations, you must mention the code: **IABS 2008** in order to get the conference rate for the hotel.

The conference plan looks fabulous! For the first time ever at an IABS meeting, a Finnish sauna is included in the planned activities, as well as a time slot for Nordic walking! What could be better? The walking and sightseeing precede a cruise and gala dinner on Saturday evening. For your families there is an adventure park available right in the city of Tampere. So bring everyone! It will be a great time in a beautiful location. If you have questions, Kathy's email is: kathleen.rehbein@marquette.edu.

Kathy has also planned two postconference trips for those interested in taking part, one to St. Petersburg, Russia, and one to Tallin,

Finland. Both depend on a sufficient number of participants to run. Please contact Kathy Rehbein to let her know of your interest.

IABS NEWS

A Message from President Bryan Husted

There have been several important changes that have taken place with respect to the management of IABS over the last three months. The one that you may have already noticed regards our membership processes. IABS signed an agreement with the Philosophy Documentation Center (PDC) whereby PDC has taken over responsibility for our membership payments and records. PDC is an organization totally dedicated to providing these kinds of back office services to small academic associations like IABS. In addition, PDC will handle our on-line conference registration. Our hope is that by taking over these routine tasks, our conference chair and executive director will be able to focus on improving our conferences and membership services.

The most recent change has been the change in our administrative home. On January 31, 2008, **Jenn Griffin** of George Washington University ended her term as Executive Director for IABS. We owe her a tremendous debt of gratitude for her devotion to IABS. She played a crucial role in putting our IABS house in order and in managing the myriad processes that even a small organization like IABS carries out. We will miss her dearly!

As of February 1, 2008, the Romney Institute of Public Management of Brigham Young University became the host of our administrative home. Aaron Miller, a lawyer who specializes in nonprofits, will be our executive director and IABS member, **Jeff Thompson**, will act as the managing supervisor. We are looking forward to working with Aaron as he takes over the

different responsibilities of the executive director.

Another significant passage for IABS has occurred with the annual conference proceedings, which has been edited for many years by **Jeanne Logsdon** of the University of New Mexico. Jeanne has been a stalwart member of IABS since its beginning and has done a wonderful job as proceedings editor. The last volume is the thickest one in recent memory! I know that we will all miss her as editor, but also know that her contributions to our field are far from over.

Ron Roman of San José State University has stepped forward to edit the proceedings. One of his goals is to digitalize the proceedings and in doing so help us to save some trees as well as space on our book shelves. Ron will soon be sending us formatting instructions for the 2008 proceedings.

Please take time to thank those who have served IABS so diligently in the past and welcome those who offer their service in the future. IABS could not survive without the dedicated talents and service of all of its members. I wish you a good end of semester and look forward to seeing you soon in Tampere, Finland.

IABS MEMBER NEWS

In Memoriam: We are saddened to include this notice of IABS member **Brian Shaffer**'s death in an automobile accident in late March. He was a close friend to many in our organization, and served IABS generously over the years. Reflections from **Bill Martello** on his friendship with Brian are included at the end of this newsletter.

Miguel Alzola has accepted a tenure track appointment at Fordham University starting in the fall term, 2008. Miguel is currently a

Ph.D. candidate at Rutgers University and imminently a dad.

Anne Barraquier has been promoted to Scientific Director of CERAM Business School's Post Graduate Program in CSR and Sustainability Management. This program trains graduate students in law, engineering, or business backgrounds to manage processes of sustainable development and social responsibility and includes six months of internship and fieldwork.

Archie B. Carroll was honored as the recipient of the Distinguished Ph.D. Alumni Award, from Florida State University College of Business, in February, 2008.

Nicole Darnall and co-authors Inshik Seol and Joseph Sarkis received the 2007 Distinguished Paper Award from the Decision Sciences Institute for their paper titled "Stakeholder Influences and Environmental Audit Choice." Nicole was also awarded a grant from the IBM Center for the Business of Government for her project "Does it Pay to be Green?" She will investigate the effects of environmental regulations on profitability and the potential for offsetting these costs.

Kirk Davidson presented a paper in Beijing entitled "When CSR Met BOP: Ethical Concerns at the Bottom of the Pyramid." Unfortunately he spent his entire annual travel allowance, thus forcing him to end his record of perfect attendance at IABS conferences. Is anyone else left standing? We will miss you this year Kirk!

Jonathan Doh has been appointed Director of the Villanova School of Business *Center for Global Leadership*, whose purpose is to advance ethical and responsible global leadership. Jonathan has also been appointed to Associate Editor of *Business & Society* where he will oversee submissions related to international issues, NGOs, and the role of civil society.

Tim Edlund and Karol Menzie got married in August, 2007. Karol accompanied Tim to IABS conferences in Sedona and Florence. Many wishes on you for great joy together!

Katherina Glac has accepted a tenure track appointment on the Ethics and Business Law faculty at the University of St. Thomas in Minneapolis/St. Paul, starting July 1, 2008. Katherina is currently a PhD candidate in the Legal Studies Department at Wharton.

Nien-he Hsieh was awarded tenure in the Legal Studies Department of the Wharton School at The University of Pennsylvania.

Under the supervision of **Tim Keane**, the Emerson Ethics Center at Saint Louis University has been awarded a \$500,000 grant from Emerson Company to continue their work.

Bob Kolb moved in the fall of 2007 to Loyola University, Chicago where he occupies the Frank W. Considine Chair of Applied Ethics at the School of Business.

Jeanne Logsdon is thrilled to have the opportunity to lead the EMBA class from the University of New Mexico to Beijing and Shanghai this spring.

Robert W. Sexty retired from the Faculty of Business Administration, Memorial University of Newfoundland, St. John's, NL Canada on September 1 after 39 years. His academic career focused on the strategic management, business and society, and business ethics areas. He and his wife, Suzanne, continue to reside in St. John's, NL. Email address: rsexty@mun.ca.

Mark Sharfman has been appointed Director of the Division of Management at Price College of Business at the University of Oklahoma, effective July 1, 2008.

Bill Smith will be participating in a Council on International Educational Exchange program “Economic Reform, Regional Integration, and Democratization” in Chile and Argentina in early June. It will focus on human rights violations and their effects on social relations in both countries.

Diane Swanson has recently been promoted to Full Professor in the College of Business Administration, Department of Management at Kansas State University. Diane has also been appointed to the editorial board of the *Academy of Management Review*, effective July 1, 2008.

Sandra Trejos was elected Faculty Member of the Year (2006-2007) at the College of Business Administration, Clarion University of Pennsylvania. Also, Sandra’s Political Economy Club won the Global Citizenship Award at Clarion’s Annual Equity Dinner.

Finally from long lost member, **Nancy Kurland**, who is still tuning in from the IABS listserv: After six wonderful years of writing fiction full-time and mothering Sarah, now age 8 and an experienced Shakespearean actor, Nancy and her family are living in an artists’ community outside of LA. Nancy is happily employed at Cal State, Northridge (CSUN), focusing on environmental issues and business. She has written a novel and has seen one of her plays performed at a local theater.

CALLS FOR PAPERS

Special issue of Business & Society: The Role of Nongovernmental Organizations in the Business – Government – Society Interface. Submission deadline is Sept. 26, 2008. A range of methodological approaches and epistemological traditions are welcomed. Editors encourage contributions from all countries and regions, and articles that employ multi- or interdisciplinary approaches. Guest editors: Jonathan Doh, Hildy Teegen, and Nicolas

M. Dahan. For complete call see: <http://bas.sagepub.com/>.

Contributions sought for book: Innovative Corporate Social Responsibility: From Risk Management to Value Creation. Editors: Celine Louche, Samuel Idowu, and Walter Leal Filho. Theoretical and empirical studies will be welcomed, as well as real case studies and experiences from academics and practitioners. **Submission deadline is May 31, 2008.** Full call for papers: <http://www.vlerick.be/en/knowres/centres/1535-VLK/news.html> Contact Celine Louche at celine.louche@vlerick.be with questions or to submit contributions.

Special Issue of Business and Society: Creating a New Future for Business: Rethinking Management Theory and Business Strategy in the Light of Rapid and Drastic Environmental and Social Changes. This special issue is open to papers from different theoretical backgrounds and academic disciplines that adopt rigorous and innovative views on the conceptual foundations of business in light of the immense environmental and social challenges. **Submission deadline is May 31, 2008.** Guest editors: Tobias Hahn, Ans Kolk, and Monika Winn. Submit papers to t.hahn@izt.de. For complete call see <http://bas.sagepub.com>

CONFERENCES TO ATTEND

Social Issues in Management Division 2008 Doctoral Consortium at the Academy of Management Annual Meeting, Anaheim, CA, Aug 8-9. All doctoral students working in the general area of social issues in management are invited to apply. The consortium serves as an ideal opportunity for doctoral students to begin to converse about scholarship and teaching with a wider community of scholars in social issues in management beyond their universities and doctoral programs. Top SIM scholars will

participate as panelists and coaches.

Deadline for applications is May 9, 2008.

Application forms are available at <http://sim.aomonline.org>. Send submissions to Heather Elms at elms@american.edu.

Professional Development Workshop on Sustainable Enterprise at the Academy of Management, Anaheim, CA, Aug. 9, 2008. All are welcome to attend, no registration required. This PDW will be structured as a workshop with a core panel of experienced scholars. It will address the three pillars of sustainable development – environment, economy, and equity. For more information contact co-organizers David Saiia at dsaiia@ithaca.edu, or Aarti Sharma at asharma@coba.usf.edu.

Ethics, Governance and Enterprise Risk Management: A Global Perspective. Fourth Bentley Global Business Ethics Symposium, May 19, 2008.

The symposium is intended to unite business and higher education in the common goal of building a strong ethical foundation from which to serve our constituencies and communities. For more information see www.bentley.edu/symposium or contact Tony Buono at abuono@bentley.edu

Working Ethics in Business & Society Symposium (WEBS), Emerson Ethics Center, Saint Louis University.

September 24-28, 2008. The primary objective of the WEBS is to develop actionable solutions that address significant challenges facing industries, organizations, and individuals within three broad topical areas: Sustainable Development, Health Care, and Technology. For more information contact: Tim Keane at tkeane@slu.edu

MEMBER PUBLICATIONS

Alzola, M. 2008. "Character and Environment: The Status of Virtues in

Organizations." *Journal of Business Ethics*. 78:343-357.

Abstract: Using evidence from experimental psychology, some philosophers and organizational scholars claim that character traits do not exist and, hence, that the philosophical tradition of virtue ethics is empirically inadequate and should dispose of the notion of character to accommodate the empirical evidence. In this paper, I systematically address the debate between dispositionalists and situationists about the existence, status and properties of character traits and their manifestations in human behavior, with the ultimate goal of responding to the question whether virtue ethicists need to abandon the very enterprise of building a character-based moral theory in business ethics and organizational behavior. In the course of this paper, I defend the claim that the situationist argument relies on a misinterpretation of the experimental evidence.

Carroll, A.B. and Buchholz, A. 2009. *Business and Society: Ethics and Stakeholder Management*, 7th edition! Archie and Ann's hugely successful text is coming out with yet another edition. This time it will be available as an e-book as well as in hard copy. For info and ordering: http://academic.cengage.com/cengage/instructor.do?codeid=2A12&courseid=MN10&product_isbn=9780324569391&disciplinumber=416

Tyler, T., **Dienhart, J.**, and Thomas, T. 2008. "The Ethical Commitment to Compliance: Building Value Based Cultures." *California Management Review*, Winter, 2008.

The goal of the article is to make a business case for procedurally just organizations, showing that it increases compliance behavior and extra role behavior. To do this, we build on the work of Linda Trevino, Gary Weaver, Marshall Schminke, and others who work on how organizational and

departmental culture affects judgment and behavior. What we add to the conversation is empirical work on procedural justice by Tom Tyler, and applied focus by Terry Thomas (Terry has been an ethics officer at The Boeing Co., the reconstituted MCI, and is now at Premera, an insurance company in Washington State; and conceptual and normative work by myself. We also include the survey and benchmarks Tom used to gather the information. With this survey, organizations can measure their own procedural fairness without having to reach out to consultants.

Andy Crane, Abigail McWilliams, Dirk Matten, Jeremy Moon, Donald Siegel (eds.)

***The Oxford Handbook of Corporate Social Responsibility*, Oxford (Oxford University Press) 2008**

<http://www.oup.com/us/catalog/general/subject/Business/Management/?view=usa&ci=9780199211593>

The *Oxford Handbooks* series is a major new initiative in academic publishing. Each volume offers an authoritative and state-of-the-art survey of current thinking and research in a particular subject area. This latest volume is on CSR and contains 28 original contributions by leading scholars in the field mapping out the current debate in CSR. It is divided into six main sections, focusing on ‘Perspectives on CSR’, ‘Critiques of CSR’, ‘Actors and Drivers of CSR’, ‘Managing CSR’, ‘CSR in Global Context’ and ‘Future Perspectives of CSR’.

Andy Crane, Dirk Matten, Laura Spence
***Corporate Social Responsibility: Readings and Cases in Global Context*, London (Routledge) 2008**

<http://www.routledgebusiness.com/books/Corporate-Social-Responsibility-isbn9780415424295>

This is the most recent textbook specifically addressing CSR as such (as opposed to other textbooks focusing on ‘Business&Society’, ‘Business Ethics’, ‘Corporate Citizenship’

etc.). It is clearly structured in 12 chapters outlining and addressing the core issues, topics and contestations in CSR. It can be easily used for an undergraduate or MBA course on CSR. After an extensive introductory chapter, each subsequent chapter starts with a comprehensive introduction into the topic followed by two key readings from the CSR literature. It is backed up by helpful didactic features, such as learning objectives, control questions and research exercises for students. The text is complemented by three extensive case studies. The authors offer to provide potential instructors with a complete set of PowerPoint slides for use in class (dmatten@schulich.yorku.ca).

Andy Crane, Dirk Matten
***Business Ethics – Managing Corporate Citizenship and Sustainability in the Age of Globalization*, 2nd edition, Oxford (Oxford University Press) 2007**

<http://www.oup.com/uk/catalogue/?ci=9780199284993>

This book is the completely updated and revised 2nd edition of this successful text and boasts some new features. The new edition follows its great popularity beyond its initial European focus and broadens, for instance, the perspective towards the Asian context. Other new features include the ‘Ethics on Screen’ vignettes which introduce and review 11 new movies pertaining to business ethics issues in the respective chapters of the text. The book is backed up by an updated and extended companion website for students and instructors

(<http://www.oup.com/uk/orc/bin/9780199284993/>) as well as a blog which gives

students an opportunity to interact with both authors and engage with contemporary business ethics issues

(<http://craneandmatten.blogspot.com/>).

Andy Crane, Dirk Matten (eds.)
***Corporate Social Responsibility – Three Volume Set*, SAGE Major Works Library in Business and Management, London**

(Sage) 2007

<http://www.sagepub.co.uk/refbooksProdDes.c.nav?prodId=Book230508>

This three volume collection provides students and researchers with the historically most important of the classic articles in CSR, as well as the best of the contemporary and trendsetting work in this burgeoning area. The collection will serve as a sourcebook for academics and researchers entering or already established in the area of CSR. The editors bring together a breadth of articles across CSR, with an orientation that is diverse as well as international. The three volumes are well organized to focus on the main topics in business ethics and are divided into ‘Theories and Concepts of CSR’, ‘Managing and Implementing CSR’, and ‘CSR in Global Context’. Courses and research programs in CSR have multiplied in recent years alongside a growing concern with responsible practices of business. This multi-volume work provides a focused and well-balanced reference for academics and their students to acquire a thorough understanding of this now central topic.

Wayne Visser, Dirk Matten, Manfred Pohl, Nick Tolhurst (eds.)
The A to Z of Corporate Social Responsibility - A Complete Reference Guide to Concepts, Codes and Organisations, London (John Wiley), 2007
<http://www.wiley.com/WileyCDA/WileyTitle/productCd-0470723955.html>

The ‘A to Z’ is a comprehensive dictionary of all key terms, concepts, organisations and tools in CSR. Mainly written for practitioners in business, government and NGOs it is a great resource for teaching, case study work and research exercises both at undergraduate and MBA level. Authors include the cream of SIM scholars, such as Archie Carroll, Ed Freeman, Stuart Hart or Donna Wood but also feature leading practitioners and activists, such as John Elkington, Klaus Leisinger, Hunter Lovins, Steve Lydenberg, Mary Robinson or Steven Young. It is structured into 10 core terms, 60

key terms, 130 definitions, 80 key codes & guidelines, 40 key organizations, 120 website addresses and 110 referred terms. “*The book delivers admirably... This is certainly a handy reference book to have on the shelf behind your desk, whether you’re working in the corporate sector or in teaching and research*” (Ethical Performance Magazine).

Crockett, C. (Forthcoming-2008) From Transliteration to Translation: Discerning Between Goods. *Journal of Philosophy of Management*. (Special Issue on Alasdair MacIntyre).

Anderson, A.R. & **Crockett, C.** (Forthcoming-2008) Excellence: Aristotelian Practices of Meaning and Purpose. *International Journal of Business Excellence*, 6 (3-4).

Crockett, C. (Forthcoming-2008) Entrepreneurship: Opportunistic or Excellent? *International Journal of Entrepreneurship & Small Business*. 6 (1).

Darnall N. and Sides S. (2008). Assessing the performance of voluntary environmental programs: does certification matter? *Policy Studies Journal* 36(1), 95-117.

This study explores the merit of voluntary environmental programs (VEPs) as alternative approaches to traditional environmental regulation by using meta-analysis to evaluate the efficacy of VEPs. It further considers whether VEPs that are self-monitored or rely on external certification yield equivalent environmental outcomes.

Darnall N., Jolley G. J. and Handfield R. (2008). Environmental management systems and green supply chain management: complements for sustainability? *Business Strategy and the Environment* 17(6), 30-45. This research suggests that the organizational capabilities required to adopt an environmental management system (EMS) may facilitate implementation of green supply chain management (GSCM)

practices, and the institutional pressures to adopt both management practices are similar. EMS adopters therefore have a greater propensity to expand their focus beyond their organizational boundaries by utilizing GSCM practices.

Den Hond, Frank, and De Bakker, Frank, (March, 2008) edited a special issue of *Business and Society* on the Politics of Stakeholder Influence. Accessible through <http://bas.sagepub.com/>.

Rugman, Alan M, and **Doh, Jonathan P.** (2008). *Multinationals and Development*. Yale University Press. 256 pages.

Abstract This book offers a fresh perspective on the role of multinational enterprises (MNEs) in development. Alan M. Rugman and Jonathan P. Doh challenge traditional assumptions about economic development and address the controversies that surround MNEs. For example, how do foreign multinationals affect overall economic growth in emerging economies, and how does this process lead to the subsequent rise of new emerging-economy MNEs? The authors focus on the mechanisms by which MNEs influence economic development. They evaluate the impact of MNEs on the processes and outcomes of development, as well as the influence of civil society, NGOs, and government policies on multinationals, especially in Asia. And they discuss the rise of emerging-economy MNEs from Asian economies, especially “yang” MNEs from China and Korea. Arriving at a far more nuanced understanding of MNEs today, the authors also offer observations about the role of multinationals in the future.

Kolb, Robert W. (2007) *Encyclopedia of Business Ethics & Society*. Published by Sage Publications. A mammoth seven (or is it five?) volume set of fascinating articles written by a whole host of IABS members who have sworn never to sign up for one of Bob’s projects again. If you don’t yet own a

copy, see www.robertwkolb.com

Fortanier, F. & **Kolk, A.** (2007). On the economic dimensions of CSR: Exploring Fortune Global 250 reports. *Business and Society*, 46 , (4), 457-478.

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

Kolk, A. & Pinkse, J. (2008). A perspective on multinational enterprises and climate change. Learning from an ‘inconvenient truth’?. *Journal of International Business Studies*

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

Lennerfors, Thomas. (2008) Recently defended and published his PhD thesis about corruption in public procurement in a Swedish context. He used the Swedish experience of corruption (in the form of bribery) to problematise the concept of corruption. Questions like where to draw the line between a gift and a bribe, and how to procure construction projects objectively are discussed, based on anthropological, sociological, philosophical and psychoanalytic approaches. To access an electronic copy, contact Thomas.lennerfors@indek.kth.se
Congratulations Thomas on your successful defense and completion of your PhD!

James J. Angel and **Douglas M. McCabe.** The Ethics of Managerial Compensation: The Case of Executive Stock Options. *Journal of Business Ethics*, Volume 78, Nos. 1-2, March (I/II) 2008, pp. 225-235.

Robert W. Sexty, 2008. *Canadian Business and Society: Ethics and Responsibilities* (McGraw-Hill Ryerson,). This text provides an overview to the ethics and responsibilities Canadian business system and society's expectations of it. Written for undergraduate business and society and ethics courses, the book covers topics such as business fundamentals, stakeholders, social responsibility, regulation of business, governance, and environmental and globalization issues. Information is available at: www.mcgrawhill.ca/olc/sexty

Trocchia, P., **Swanson, D. L.**, & Orlitzky, M. Digging Deeper: The Laddering Interview for Surfacing Values. *Journal of Management Education*, 2007.

Fisher, D., **Swanson, D.** & Schmidt, J. Accounting Education Lags CPE Ethics Requirements: Implications for the Profession and a Call to Action. *Accounting Education: An International Journal's themed issue on CPD/E*, 2007.

Swanson, D. L. Top Managers as Drivers for Corporate Social Responsibility. Crane, A., McWilliams, A., Matten, D., Moon, J. & Siegel, D. (Eds.) *Oxford University Press Handbook of Corporate Social Responsibility*, Oxford University Press. 2008.

Swanson, D.L. and Fisher, D.G. *Advancing Business Ethics Education* (2008). Abstract: This book features sixteen chapters by distinguished scholars who collectively point to a roadmap for advancing business ethics education at a critical juncture in the history of corporate America. Methods for incorporating ethics in various subjects, including accounting, corporate governance, environmentalism, global business, managerial decision making, and human resource management are also given as part of the roadmap for advancing business ethics education. Available in paper as well as hardcover from

<http://www.infoagepub.com/products/content/978-1-59311-544.php>

Peter A. Stanwick and **Sarah D. Stanwick** of Auburn University have published an ethics textbook titled *Understanding Business Ethics* by Prentice Hall. (http://www.pearsonhighered.com/academic/product/0,,013173542X,00+en-USS_01DBC.html). The authors would be happy to correspond with any IABS members interested in adopting the textbook for their class, stanwpa@auburn.edu. This textbook integrates a global focus within each of the 11 chapters of the textbook. The global emphasis allows students to see the global impact of ethical decisions. It also encourages the instructor to integrate ethical topics from a global perspective. Real world cases highlight a number of different, modern, ethical issues, including, but not limited to, potentially defective products, inaccurate financial statements, illegal investor trading, and top management misconduct. With 11 chapters and 23 cases, this is one of the most comprehensive business ethics textbooks on the market. In addition to having a comprehensive nature for ethical issues presented in the cases, our textbook has chapters on financial reporting, information technology, and strategy that are not included in many other business ethics textbooks.

Williams, C.C. & Ryan, L.V. (2007). "Courting shareholders: The ethical implications of altering ownership structures" *Business Ethics Quarterly*, 17(4): 669-688.

GRANTS AND COMPETITIONS

\$10,000 Case Research Grants available from North American Case Research Association (NACRA). At least two grants will be given to support case research during the 2008-2009 academic year. Grant proposals may target one or more of the

three specified categories: Using Cases to Build Theory; Teaching with Cases; Teaching Case Development. Proposals must be received by June 2, 2008. Submission guidelines are available at www.nacra.net. For further information please contact Mike Welsh at mwelsh@gwm.sc.edu.

Social Issues in Management Doctoral Dissertation Award Competition 2008.

Applications, including 10 page abstract, due May 1, 2008. E-copy of full dissertation is due mid-May, 2008. Entries must have been successfully defended between March 1, 2006 and March 31, 2008. Contact Jeff Frooman for application details: frooman@unb.ca or 506-452-6911.

POSITIONS AVAILABLE

Richman Family Director of Ethics and Social Impact Programming for the Undergraduate College at NYU Stern School of Business. Exciting leadership opportunity in a socially conscious academic environment, located in Greenwich Village, New York City. Preferred applicants will have PhD and advanced academic credentials with teaching experience in related areas. Application deadline: May 30, 2008. Submit CV, cover letter, list of references, and teaching evaluations to: <http://newapplicant.stern.nyu.edu/applicant/login.asp>. Please select Cross-Disciplinary as the primary dept you are applying to, and Markets, Ethics, and Law as the secondary department. For more info see: http://w4.stern.nyu.edu/mel/facultystaff.cfm?doc_id=1098

Visiting faculty position in Business Ethics at the Robins School of Business, University of Richmond for 2008-09 academic year. This position has an expectation of six classes per year in undergraduate and graduate program, with an average of 20 students per class. For more information or to submit applications,

please contact Rob Phillips at rphilli3@richmond.edu.

Cary M. Maguire Fellowship in Applied Ethics at The American College Center for Ethics in Financial Services. This 1-2 year fellowship is dedicated to research on the concept of “meaningful disclosure.” Candidates may be academics on leave or practitioners who are interested in collaborative exploration of corporate valuation and transparency. For more information please contact Julieanne Ragatz at 610-526-1354 or julianne.ragatz@theamericancollege.edu

Faculty Fellowships in Ethics, Harvard University. Academic year 2009-2010. Professors and scholars who are not more than 10 years from their first academic appointment are invited to apply. Deadline for applications: October 31, 2008. See www.ethics.harvard.edu for more info.

Radcliffe Institute for Advanced Study at Harvard University awards approximately 50 fully funded fellowships each year to support scholars, scientists, artists and writers of exceptional promise and demonstrated excellence. Proposals from small groups of scholars as well as from individuals are welcomed. Residence in Boston and participation in the Institute community is expected for the 10 months of the fellowship. Deadline for applications is October 1, 2008. For more info please see: www.radcliffe.edu.

Director of the Center for Academic Integrity, Clemson University. The CAI is a young and growing international consortium of colleges, universities, and high schools. It provides a forum to affirm and promote the values of academic integrity among students, faculty, and administrators. The director will lead CAI through strategic planning, fundraising, operations oversight and personnel management, among other responsibilities.

The Director must have strong management skills, high integrity, and educational experience. Deadline for applications is May 2, 2008. For more information see www.academicintegrity.org.

From the IABS Archives

AN INTERVIEW WITH WALTER H. KLEIN

Sandra Waddock

Sandra: Hi, I'm Sandra Waddock. I'm here with Walter Klein, Professor Emeritus, Boston College, Carroll School of Management. It's February 16, 1995 and we're here to discuss the origins of the Social Issues in Management Division of the Academy of Management. Walter, I'm going to ask you to start by first giving us a little bit of your personal history and how that links in with the development of the Social Issues Division.

Walter: Okay, Sandra. Let's begin then around 1968. At that time I was Associate Dean of Villanova University's College of Commerce and Finance. Earlier the University had decided to seek accreditation by the American Assembly (then Association) of Collegiate Schools of Business (AACSB), and I was in charge of curriculum and faculty development during the preparation process. I was, however, anxious to get back to teaching. I began talking with Albert Kelley, the newly appointed Dean at Boston College's business school. He

said that the University wanted to revamp its MBA program and have it accredited by AACSB. We discussed my joining the faculty and doing something in the area of the environment. In 1969, I went to Boston College. Also in 1969, AACSB voted to revise its curriculum standards for accreditation. Standard IV(b) of the revised standards called for expanded instruction in the external environment of business, coverage that went beyond economic and legal forces to include social and political influences.

Just a few days after the family moved to Boston in July, 1969, I received a call from the Dean's Office requesting that I attend a meeting to review the MBA program in light of the new AACSB standards. The program became a two-year program rather than one-year, and a full-time program as well as part-time. And, I walked away from the meeting with the task of determining what would be taught in what became Problems of Administration in Changing Environments (PACE), a six-credit, first-year, required course.

Sandra: What kind of background did you have personally to get you to that position?

Walter: My Ph.D. in economics is from the University of Pittsburgh. I was one of a cadre of early SIMians that Joe McGuire referred to as "defrocked economists." My major field was labor economics and

industrial relations; my minor fields were economic theory and monetary and fiscal policy. A portion of my class work for the doctorate was taken at the Graduate School of Industrial Administration, which had just opened in one of Carnegie-Mellon's (then Carnegie Institute of Technology's) engineering buildings that was separated from Pitt's Cathedral of Learning by Carnegie Museum. We were just a handful of students with whom the faculty developed a very close relationship. Consequently, my approach to management education was greatly influenced by George Leland Bach, Herbert Simon, Richard Cyert and William Copper.

After getting my M.A. in economics from Pitt, I taught for two years at St. Francis College of Loretto, Pennsylvania while starting to work on the doctorate. During those two years I taught at least fifteen different courses, including Accounting, Statistics, Introductory Economics, History of Economic Thought, Economic Theory, International Economics, Mathematics of Finance, Money and Banking, and "you name it." I was a walking example of the proverbial professor who kept one chapter ahead of his students. Actually, I ended up never having taught a course in my major field.

While writing my dissertation and serving as an Instructor of Economics, I was asked to organize and chair a new

department and major, Industrial Administration. Then came the appointment as associate dean followed shortly thereafter by a request from the president to also serve as Chairman of the Institutional Planning Council, the University's first attempt to do long range planning.

Sandra: And this was at Villanova?

Walter: Yes, this was at Villanova. And, there were all kinds of detours. One of the most fruitful was the four or so years that I chaired a Curriculum Task Force while associate dean. Clarence Walton and Bill Frederick were two of our consultants. Clarence recommended that we divide the faculty into three or four areas for the purpose of determining what basic knowledge in each of the areas should be covered in the undergraduate management core. Committees were established to explore the quantitative analysis of business, internal operations of the firm, and business and its external environment. I was not too happy with what we had done with the external environment of business. So, I was very interested when Dean Kelley suggested going to Boston College and doing something in that area. I certainly did not anticipate that the start of something would be PACE.

While we were working out our approach to the course, I received an announcement from Lynn Peters about the

next Academy of Management (AOM) meeting, probably the '71 meeting. I learned that the Academy of Management had divisionalized and that Social Issues in Management (SIM) was one of the divisions. Lynn was Program Chairperson for SIM's second meeting and was requesting information about curriculum developments for presentation at one of the sessions. I put together a couple of pages about PACE evolving into six mini- or half-semester courses. It was accepted. I made a presentation at the meeting and ended up being elected Program Chairperson for the next annual meeting.

Sandra: Quite a different status than today.

Walter: That's right. There were few SIMians at that time. Archie Carroll recently came across the "sign-up" sheet for the 1976 business meeting. There were only fifteen names on the list. My most vivid recollection of Sumner Marcus was a luncheon meeting we had in Cambridge shortly after I became Program Chair. He was in Boston recruiting faculty for the University of Washington. Sumner informed me that the request for papers would not "bear much fruit" and that I should start immediately to put the program together on my own. He was so right. Fortunately for me, the meeting was scheduled for Boston so that made it a little easier for me to put the program together. He also

suggested that we ought to do something for doctoral students, like offer a \$100 prize for the best paper.

Sandra: Who else do you remember being involved at that time?

Walter: Certainly Keith Davis and George Steiner, each had served a term as President of AOM and were SIMians from the start. My guess is that Keith, George and Sumner were responsible for getting the Academy to designate Social Issues in Management as one of its divisions. Paralleling SIM's start-up was another development that presented it with an early and crucial challenge. AACSB was phasing-in its revised standards for accreditation. The former curriculum standards specified courses (e.g., Accounting, Business Law, Economics, etc.) that should be in the core curriculum. The revised standards moved away from specifying particular courses with the expectation that schools of business and management would become more creative in curriculum development. It was Standard IV(b) of the new standards that provided the challenge for the newly founded SIM. I'd like to read Standard IV(b) if I might:

"The curriculum shall include in the course of instruction, the equivalent of at least one year of work comprising the following areas: A background of the economic and legal environment as it pertains to

profit and not-for-profit organizations, along with *ethical considerations and* (italics added) social and political influences as they affect such organizations.”

Actually, the *ethical considerations* portion of the standards became effective in the late seventies; it was the result of a 1976 amendment to IV(b). So, how could SIM get recognition within the collegiate business school establishment as representing an emerging area or discipline variously entitled business and society, business, government and society, external environment of business, business and its environment, environmental analysis, corporate social responsibility, and conceptual foundations of business? The specific issue was how AACSB would instruct its visitation teams to interpret Standard IV(b) when accrediting or reaccrediting schools. How could SIM, this young upstart, influence these decisions? Incidentally, it was the “equivalent of at least one year of work” provision of the standard that accounted for PACE being a six-credit, required course in the MBA program at Boston College for approximately twenty years.

In 1974, Lynn Peters and I, as recent-past and current Division Chairpersons of SIM, were invited to meet with AACSB’s Standards and Operations Committee. In return, AACSB’s Executive Secretary and the Chairperson of its Standards Committee

participated in panel discussions at SIM meetings. SIM’s Governance Committee started work on a position paper. An early draft including our reactions to the meeting with the Standards Committee was sent to the deans of all the AACSB schools of business. The Governance Committee then went on to prepare a set of questions to serve as guidelines for teams making accreditation visits. Bill Frederick, while serving as Division Chairperson, took the position paper and the guidelines and with his usual scholarly flair wove them into an article that was published in the April, 1977 issue of the *AACSB Bulletin*. I brought a copy of those questions with me which I would like to read:

- “1. Does the school have an integrated, managerially oriented threshold course dealing with broad relationships between business and society, preferably offered on a required basis?
2. Do the functional courses include coverage of relevant social issues?
3. Does the policy course devote a significant amount of time to social environment matters and issues?
4. Are advanced business and society electives available on a regular basis?
5. Is there within the faculty a coherent, multidisciplinary view and approach to business

and society and especially to the threshold course?"

One of the sticky issues presented to us during our meeting with AACSB's standards committee was the lack of agreement as to what constituted the common body of business and society knowledge. The standards committee contended that it was SIM's responsibility to make that determination. While we agreed, we added that SIM could do it more effectively if AACSB shared the leadership role by supporting SIM's view as to how Standards IV(b) should be interpreted. We also urged that such support would encourage the kind of innovative curriculum development that was contemplated by the revised standards.

After the meeting, SIM's Curriculum Committee, under the direction of Jim Post, started developing a questionnaire that would explore the state of the art. Shortly thereafter, it was learned that the Center for the Study of American Business in conjunction with AACSB's Government Relations Committee had become interested in curriculum development in the area. So, SIM graciously bowed out. It was easy to do since Rogene Buchholz was directing the study. Furthermore, they had funding and SIM didn't. The result, of course, was the influential Buchholz Report. It is interesting that this report, which an AACSB committee

cosponsored, recommend a *threshold course* and that the appropriate standard should read:

"That environmental and public policy material be combined into a single comprehensive required course. This comprehensive course should cover a variety of environmental forces and factors. Perhaps the most important are the social, political, legal and economic environments."

SIM was supporting an amendment that would incorporate this kind of wording into IV(b) or its interpretation when SIM was invited to attend AACSB's 1976 annual meeting. Instead, the standard was amended to include ethical considerations.

Sandra: Let's go back a little bit. Are there other people that were involved in the start of the Division that you recall being active at this time?

Walter: Oh sure. About that time George Steiner started a series of conferences at UCLA dealing with business and society for business school faculty. These were funded by General Electric which was "on the soap-box" at that time encouraging corporations to respond proactively to social issues otherwise they would be subjected to increased government regulation. Lee Preston organized at least one at the University of Buffalo and later on one at the

University of Maryland along with Ed Epstein. At least one was held at Catholic University during Clarence Walton's presidency. I first met Ed Epstein when he was a participant at one of the UCLA conferences. Shortly thereafter we all benefited greatly when he became a SIM member. These conferences greatly expanded the network.

Bill Frederick came onboard early and followed me as Division Chairperson. Eventually Sumner's suggestion that we ought to do something for doctoral students was implemented. The first prize winner was Jim Post, who, as we all know, continues to be one of our most influential members. Lynn, Bill and I used to huddle over drinks at the annual meetings, would be "power-brokers" plotting SIM's future. We decided that SIM needed more "young blood," and we targeted Archie Carroll. He had impressed us when he was awarded the doctoral prize. That's how Archie became a Division Chair so early in his illustrious career. Clarence Walton and Bob Ackerman were members of the Governance Committee when it worked on the position paper and accreditation guidelines.

Some deans were very helpful. Jerry Zoffer, Dean at the University of Pittsburgh, was a supportive member of AACSB's standards committee. Earl Goddard was the Dean at Oregon State University. And, as a member of SIM, he served as a liaison

between AACSB and SIM. At that time Blair Kolasa was Dean of the business school at Duquesne University, and, as a SIMian, served on the Governance Committee when the position paper was drafted. I suspect that it might have been a friendly dean that arranged for SIM representatives to meet with AACSB's Standards Committee. I recall that shortly after the meeting, the President of the AOM announced at one of its regional meetings that that was the first time the Academy had that kind of interaction with AACSB.

Sandra: You've talked about three streams of things. You've talked about what was happening here at Boston College, you've talked about the early development of SIM, and you've talked about the interaction of those with AACSB. Can you talk a little about how they evolved over time, what actually did happen to develop the curriculum, the division, and perhaps what even happened at B.C.?

Walter: What happened at BC? Well we developed some rather elaborate plans for a graduate concentration in environmental analysis. These plans were tabled when, around 1972, it was discovered that the University faced a severe financial crisis. These were the pre-Doug Flutie days. In the early 1990s PACE lost three of its six credits to economics. PACE then became Strategic

Management II, positioned in the second year as a follow-up requirement to the policy course. Like policy, it was an integrative, case-oriented course that expanded coverage of strategy formulation and implementation by emphasizing the role of social and political influences using an interpenetrating systems framework.

What happened to SIM with respect to curriculum development? The emphasis on ethical considerations strongly influenced the direction SIM would take? As far as AOM was concerned ethical considerations became an integral part of SIM's domain. And, it was a future SIMian, Kirk Hanson, who lobbied so energetically for the ethics amendment.

Sandra: He was a student at the time?

Walter: Yes. He was an MBA student at Stanford who helped organized the National Association of Concerned Business Students (NACBS). It then took on an identity of its own with Kirk serving as president, and it became an influential agent for corporate change in the 1970s. Prakash Sethi was on board as an active member of SIM and worked closely with NACBS. I recall that two of our MBAs got internships through NACBS. One project was with John Hancock Mutual Life Insurance and dealt with social auditing; the other was with Equitable Life Assurance and dealt with social investing.

Sandra: How do you see the field having evolved in the years since, back now since 1975, what do you see the state of the field as having, where have we come?

Walter: I don't think we have really moved away from being viewed as social critics of business rather than as an important source of knowledge about how management practitioners ought to manage an organization's social responsibility or performance. I believe the emphasis on business ethics may have reinforced this perception as managers struggle to learn how to create and sustain moral cultures within organizations. I further believe that this perception that we contribute little that can inform management practice is shared by many of our colleagues from the other disciplines within schools of business or management, thus making it more difficult for SIMians to influence developments within their respective institutions. If this is so, then it is important; because, the major purpose of the recent AACSB changes was to place greater responsibility on the faculty of each school for developing a curriculum that meets its mission.

What is going to happen to the interface between SIM and business ethics? Since the ethical considerations amendment was adopted, a strong bond has been built between SIM and the Society

for Business Ethics. But, the Society in holding its annual meetings in conjunction with AOM is in a similar position as AOM was in the 1960's when it held its annual meetings in conjunction with the Allied Social Sciences. I recall one year when the Allied Sciences met in Washington D.C., interested AOM members slipped away for a day or so to meet at George Washington University. I suspect that the Society is debating whether they should go off on their own.

Sandra: And of course we've had the emergence of IABS.

Walter: I think a significant consideration for SIM right now is the latest changes in AACSB standards. There was something in the 1969 revisions that SIM could leverage and build-upon. It is not at all clear that is the case with the recent revision. Currently, Jim Post and I jointly chair SIM's Curriculum Committee with the mission of trying to determine what consequences the latest revision might hold for SIM and SIMians. We've talked about it several times, but we don't really know how to get a handle on it. Discussion with AACSB has not been very fruitful.

The Business Policy and Strategy Division may be in a similar position. While the 1969 changes did not mandate a course in strategic management, it did call for integrated instruction dealing

with the administrative process. This provision was a bonanza for the Division. I recently read that the University of Southern California operating under the current standards decided to change that status of its course in strategic management from a required to an optional offering. The number of sections dropped from 28 to 6 even though the course was considered to be the second most valuable course in the curriculum. So, the consequences of this latest revision could be monumental.

Sandra: I think you're saying there's some risks to SIM. I know you've taught strategy for a long time. If you could project on the future could you reflect on the strengths and weakness that SIM now faces and think about where you see the field going in the future?

Walter: My background is economics, and economists are not noted for their accurate forecasts. So, I prefer to leave it in the general terms we have discussed.

Sandra: Okay. I want to say thank you, Walter Klein. Walter's been at Boston College for 30 years and is Professor Emeritus of Strategic Management at the Carroll School of Management and is a past Chair of the Social Issues in Management Division of the Academy of Management and a recipient of its Sumner Marcus Distinguished Service Award. So thank you.

Walter: Thank you very much.

Postscript

See Walter H. Klein, "Recollections on Implementing the Ideas of *Conceptual Foundations*," in Ronald F. Duska, *Education, Leadership and Education: Essays on the Work of Clarence Walton*, (Boston, Kluwer Academic Publishers, 1998) pp. 91-109, for additional information about some of these developments.

In Memoriam

Excerpts from Bill Martello's remembrance of Brian Shaffer:

Regarding the untimely death of Brian Shaffer, I wanted to share some insights on Brian's humanity, humor, intelligence, and grace...

Brian's humor showed itself clearly... One late afternoon the Business and Public Policy doctoral students at Berkeley held a spring social wine and cheese reception, to which I was kindly invited. After spending an enjoyable time munching and drinking with Brian and Bryan Husted, among others, I prepared to journey home to my wife Dolores and our infant daughter Victoria. Very few people had come to the social, though, so while the unopened wine could be stored for later use, there were crackers and a huge block of cheese that would spoil just sitting around. The assembled group said that I should take anything that I wanted, so I asked if I could take some of the cheese and crackers. I think it was Brian who said that I could just take it all, and so I did -- wrapping and loading a several pounds' block of cheese into my backpack, and then adding fistfuls of crackers for good measure. My wife was pleasantly amazed and that cheese provided us with several weeks of good eating.

Brian, however, never forgot that episode, nor did he let me forget (though I would not have, anyway): every time we met at IABS or the Academy he would remind me of the "time you took that block of cheese home in your backpack," and we would chuckle about my cheapness.

The last extended period of time I spent with Brian was the night before the start of the IABS Merida meeting in 2006. Brian... and I ate a late dinner at the American franchise restaurant on the ground floor of the Fiesta Americana Merida. During the meal we shared both research ideas and personal analyses about our academic situations, our families and our colleagues at the upcoming IABS sessions. After bidding Brian good night, I ran into him several additional times during the course of the Merida meetings; almost without exception on each occasion he was striving to help Bryan (the Program Chair) and Bryan's organizing group get things done -- and done right. His presence and generous assistance helped ensure that the Merida meeting was a superb gathering.

...Brian embodied all of the best qualities of those people I refer to as Eeyores (after the donkey in Winnie the Pooh): to many observers he might have appeared a bit gruff or even uncaring, but that external mirage simply distracted people's gaze from the wonderful, funny, wily, deadpan, giving person that he was.

I miss Brian already and always will. I always felt happy when I ran into him at our too infrequent meetings; if they had been more frequent, I likely would have driven him crazy, as our styles and "surface" approaches to life were often fairly different. Maybe that's why I recognized and appreciated so much who he was and what he did for all of us.

Please rest well, my friend. If one believes in an afterlife, you surely are enjoying a deserved rest there.