



# THE SOCIETY FOR BUSINESS ETHICS NEWSLETTER

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## Report from the Executive Director

Jeff Frooman

University of New Brunswick

First, some news which I expect will be of interest to many of you--the Society for Business Ethics has a new online Membership Directory! Instead of the old paper-bound phone book we used to mail to you every other year, which cost the organization a small pile of money, and which was out-of-date before it even got into your office mailboxes, we've gone electronic.

Here's what you need to do to access it: First, find the clickable phrase that reads "Membership Directory" in the lower right-hand corner of the [SBE homepage](#). Clicking there will take you to the Philosophy Documentation Center's login page. Once you've logged in, you'll see the clickable phrase "[SBE MEMBERSHIP DIRECTORY](#)" in the blue banner across the top of that web page. Clicking on that takes you to a page where you can search by first name, last name, affiliation, city, state/province, or country. And for your personal page, the directory provides all your relevant contact information, plus a Google map locating your university! It's also possible to add a link to your website and a photo to further personalize your page in the directory. Have fun with it!

Second, it's time to start planning your trip to San Antonio, Texas--the site of SBE's 2011 Annual Meeting. After listening to the membership in Montreal, we have made this year's meeting days more similar to what they traditionally have been. So this year in San Antonio, the main part of the meeting will run from Saturday morning to Sunday evening (August 13th and 14th). There may also be a few pre-conference activities late Friday afternoon

and evening. (Stay tuned for more on that.) For the international attendees and the early-bird arrivees, we'll have a reception on Thursday night, August 11th.

Our hotel will be the [Contessa](#), situated on San Antonio's famous River Walk (the Paseo del Rio). This elegant hotel with its southwestern flair will give you both comfort and a taste of Texas. Modestly sized, it will be our island of calm in the midst of the Academy of Management's mega-conference that will be going on all around us. In fact, the Contessa is across the street from one of the Academy's main hotels, and is just one long block from the [Gonzalez Convention Center](#), the heart of the Academy's program.

You can register for the conference, make your hotel reservations, and submit your work to the conference all online. From the homepage of the [SBE website](#), simply click on the "[Annual Meeting](#)" button. You'll be taken to a page that has clickable links to the Philosophy Documentation Center's conference registration page, the Hotel Contessa's

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[www.societyforbusinessethics.org](http://www.societyforbusinessethics.org)

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[guest room reservation](#) page, and the Society's [call for submissions](#).

Third, and directly related to the conference, we'll be using--for the first time--an automated system for handling submissions to the conference. The software, known as "Editorial Express," will be familiar to many of you, since our journal, *Business Ethics Quarterly*, is also using it. To find the electronic link to it, go to the [SBE homepage](#), click on the "Annual Meeting" button, then on the clickable phrase "Call for Papers."

Lastly, allow me to mention that the election for the SBE Board will begin in February. Similar to last year, the vote will be conducted electronically. We'll announce the opening of the election via the website, the SBE listserv, and a direct emailing to the membership. Please be on the lookout for it!

## **Inaugural Australasian Business Ethics Network (ABEN) Meeting**

The inaugural ABEN (Australasian Business Ethics Network) meeting was held in Melbourne, Australia on December 1, 2010. The meeting was convened by Campbell Jones, Carl Rhodes, Jan Schapper and Michelle Greenwood. About 30 people representing institutions from Australia and New Zealand enthusiastically discussed the establishment of a network. Debate included the uniqueness of the Australasian approach, experience and contribution to the field of business ethics; the relationship with existing related organizations; that desire for a network to be organic and informal; and the sort of activities which the network would undertake.

A committee was established to develop a website and plan for a scholarly meeting. This meeting is planned for Auckland, New Zealand for December 2-3, 2011 to be hosted by Auckland University of Technology (AUT). The meeting will be after the Asia Pacific Researchers in Organization Studies Conference (APROS) meeting in Auckland and before the Australian and New Zealand Academy of Management (ANZAM) meeting in Christchurch giving international scholars the opportunity to combine three conferences in one trip to beautiful New Zealand. The proposed theme of the 2011 meeting is "Is there an Australasian business ethics?" We look forward to seeing you all there.

# POSITIONS

## **University of Pennsylvania DEMOCRACY, CITIZENSHIP AND CONSTITUTIONALISM POSTDOCTORAL FELLOWSHIP in the Social Sciences and the Humanities 2011-2012**

The Penn Program on Democracy, Citizenship, and Constitutionalism (DCC) invites applications for one (1) one-year postdoctoral fellowship in the social sciences or the humanities. Applicants' research should be relevant to the DCC Program's 2011-2012 theme, "Corporations and Citizenship." The DCC Fellow will teach one undergraduate seminar. Eligibility is limited to applicants who will have received their Ph.D. within five years prior to the time they begin their fellowship at Penn (May 2006 or later). \$53,800 stipend and health insurance. Application deadline: **March 18, 2011**. For guidelines and application, see the [School of Arts and Sciences website](#) or write:

DCC Postdoctoral Fellowship,  
Office the Dean, School of Arts and Sciences,  
University of Pennsylvania,  
1 College Hall, Room 116,  
Philadelphia, PA 19104-6377.

The University of Pennsylvania is an equal opportunity/affirmative action employer.



## **The Borden Professorship in Business Ethics Queen's School of Business**

QUEEN'S SCHOOL OF BUSINESS is seeking outstanding applicants for the Borden Professorship in Business Ethics. This Professorship position will support high-quality research conducted by a Queen's School of Business faculty member. The successful candidate will receive support to continue their work in the study of business ethics as well as have the opportunity to take a leadership role in promoting research in the School. Additional activities include supervising and mentoring graduate students, and teaching graduate and/or undergraduate courses in business ethics.

The primary criteria for being awarded the Borden Professorship in Business Ethics is evidence of high quality, impactful research (i.e. top-tier publications, publications that are extensively cited, scholarly books, doctoral student supervision, external research funding, and other significant research achievements). The position will be a tenured appointment at the rank of senior Associate or full Professor. The Professorship is for an initial five year term with the possibility of renewal.

**COMPENSATION:** Salary will be commensurate with qualifications and experience.

**INSTITUTION:** Queen's University has a long and rich tradi-

tion of academic excellence, dating back to a royal charter granted by Queen Victoria in 1841. Queen's School of Business is one of the world's premier business schools, with an outstanding reputation for innovation and quality. Our MSc and PhD programs in Management attract highly qualified research-oriented students in seven different fields of study. Our undergraduate Commerce program has among the highest entrance standards in Canada and is widely viewed as the country's best undergraduate business program. Queen's has gained international recognition for its MBA and executive education programs. For a decade, Bloomberg BusinessWeek has ranked the full-time Queen's MBA program #1 or #2 (behind INSEAD) in its biennial ranking of international MBA programs. In addition, Queen's is ranked #1 in Canada in all three BusinessWeek rankings, including Queen's Executive MBA (#25 in the world) and non-degree executive education (#19 in the world). In the Financial Times (UK), Queen's open enrolment executive education programs have been recognized among the best in the world since 2000. Queen's School of Business is home to Centres focused on business venturing, corporate social responsibility, knowledge-based enterprises and corporate governance. The School is fully accredited by AACSB, EQUIS (the accrediting arm of EFMD – the European Foundation for Management Development), and the Association of MBAs. The learning environment at Queen's is supported by outstanding library and computing facilities. More information is at: [business.queensu.ca](http://business.queensu.ca).

**THE CITY:** Kingston, Ontario is a unique Canadian city of 125,000 with a distinct blend of history, recreation, industry and learning. Situated on the shores of Lake Ontario, it is within a two-and-a-half hour drive of Toronto, Montreal, and the nation's capital, Ottawa. Kingston is a 30-minute drive from the international bridge linking Ontario and upstate New York, and 90 minutes from Syracuse.

This is an international search, open to candidates of all nationalities. However, in accordance with Canadian Immigration requirements, priority will be given to Canadian citizens and permanent residents. Queen's University is committed to employment equity and diversity in the workplace and welcomes applications from women, visible minorities, aboriginal people, persons with disabilities, and persons of any sexual orientation or gender identity. The academic staff at Queen's University are governed by a Collective Agreement between the Queen's University Faculty Association (QUFA) and the University, which is posted at: [qufa.ca](http://qufa.ca). The appointment is subject to final budgetary and Senate approval.

The effective date of the appointment will be July 1st, 2011, but is flexible. Applicants should submit a cover letter, current CV, three letters of recommendation, teaching evaluations and a sample publication, electronically to: [dean-soffice@business.queensu.ca](mailto:dean-soffice@business.queensu.ca).

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[Dr. Brent Gallupe](#), Associate Dean - Faculty  
Queen's School of Business – Rm. 346 Goodes Hall -  
Kingston, Canada K7L 3N6



**The University of Kansas invites applications and nominations for the position of Dean of the School of Business.**

Founded in 1924, the KU School of Business enrolls approximately 1,700 students (over 1,000 undergraduates/581 Masters students/31 Doctoral candidates), employs 54 tenured and tenure-track faculty and 56 staff members, and has an operating budget of \$18.6 million. The school is structured into four areas — Finance, Economics and Decision Sciences (FEDS); Accounting and Information Systems (AIS); Marketing, Entrepreneurship and Law (MEL), and Management (MGMT). Innovative programs have been developed at the University's campus for working adults in Overland Park (within metropolitan Kansas City) and in collaboration with the U.S Army Command & General Staff College at Ft. Leavenworth, Kansas. Both the school and its accounting program are fully accredited by the Association to Advance Collegiate Schools of Business (AACSB).

The School of Business plays a central role in the life of the University of Kansas, a tradition-rich, comprehensive public research university with a distinguished reputation and alumni base that circles the globe. Opened in 1866, the University was one of the first 11 public universities to be admitted to the prestigious Association of American Universities (AAU) and was granted the first chapters of Phi Beta Kappa and Sigma Xi west of the Mississippi River. Throughout its history KU has held high aspirations and today enjoys a national reputation for innovation and academic excellence. KU has more than 40 nationally ranked academic programs, including 30 in the top 30 among public universities, as ranked by U.S. News & World Report. The university enrolls over 29,000 students across 14 academic schools and more than 175 academic fields of study, and employs a 2,400-member faculty. Annual research expenditures exceed \$300 million, and the University has more than \$1 billion in endowment.

Reporting directly to the provost and executive vice chancellor, the dean is the chief administrative officer of the school and is charged with advancing its academic, scholarly, and outreach missions. The next dean will have a comprehensive understanding of business education for the 21st century, unquestioned integrity, exemplary interpersonal and communication skills, and an ability to relate to and energize the school's many constituencies. (A full 'Position Announcement' regarding the dean search and more information about the University of Kansas can be found at [here](#)).

While applications and nominations will be accepted until a new dean is selected, interested parties are encouraged to indicate their interest to the address below by January 31, 2011 to receive optimal consideration.

[KU Business Dean Search](#)

R. William Funk & Associates  
100 Highland Park Village, Suite 200  
Dallas, Texas 75205  
Email: [krisha.creal@rwilliamfunk.com](mailto:krisha.creal@rwilliamfunk.com)  
Fax: 214/295-3312

The University of Kansas is an equal opportunity/affirmative action employer



Northland College is currently conducting a tenure-track search for a faculty position in Business and Sustainability that will begin in August 2011. Located in Ashland, Wisconsin, on the shore of Lake Superior, Northland College has pursued an environmental liberal arts mission since 1971, and recently revised its general education curriculum to emphasize integrated learning across disciplines.

**Position Description**

The successful candidate will play a central role in delivering the environmental mission of the college within the business curriculum. In addition to teaching courses in marketing and management, the individual will be expected to contribute courses related to sustainable business, green marketing, or corporate social responsibility, as well as courses that contribute to Northland College's unique general education Connections program.

**Qualifications**

By the date of appointment, candidates must possess a Ph.D., and may have disciplinary training in any area, including the social and behavioral sciences, management sciences, economics and finance, or other fields.

At Northland College, we believe that environmental change requires more than technical knowledge of renewable energy, ecosystems, and sustainable business practices; it demands an exploration of human nature—an exploration of ourselves. Individuals interested in this aspect of sustainability are encouraged to apply.

**How to Apply**

Attach a letter of interest that describes your interest in Northland College, the extent to which your experiences and qualification match the College's priorities, a curriculum vitae and contact information for four professional references (in PDF format).

Review of applications will begin December 15, 2010, and continue until the position is filled.

Please go to [position announcement website](#) to apply for this position.

Affirmative Action/Equal Opportunity Employer

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Northland College has adopted a strategic initiative to increase the diversity of its faculty and staff. The College provides equal opportunity for all qualified persons regardless of race, color, religion, sex, national origin, disability, sexual orientation, or veteran status. Northland College is an affirmative action employer. People of color, women, and others who would provide diverse perspectives to our College are encouraged to apply for this position. AA/EOE



### J. Tylee Wilson Chair in Business Ethics

The Schools of Business at Wake Forest University seek a thought leader in business ethics to become the J. Tylee Wilson Chair in Business Ethics.

#### Key Responsibilities

1. Serve as lead architect for a fresh approach to ethics education within the business school. Design and champion curricula to serve core requirements and to distinctively contribute to the intellectual development of our business students. Establish a long-term vision for ethics education within the Schools of Business.
2. Develop broad-scale and comprehensive initiatives for ethics programming, both curricular and extra-curricular, within the Schools of Business and linking the Schools of Business with other Wake Forest academic units, such as the College of Liberal Arts and Sciences and the Schools of Medicine, Law and Divinity. Support is available to found an institute or center of excellence with a focus area within business ethics; recommendations on focus and scope from the new J. Tylee Wilson Chair will be welcomed.
3. Teach approximately 2 semester-length courses per academic year.
4. Engage in scholarship of exceptional quality with a productivity level to be expected of a senior scholar and noteworthy leader within the academic business ethics community. It is anticipated that the J. Tylee Wilson Chair will serve not only as a model for junior faculty of our teacher-scholar paradigm but also as a mentor to those colleagues who seek to integrate ethics into research streams in other domains. Thus, a colleague is sought who evinces an ability to span disciplinary boundaries.

#### Attributes

A successful candidate will possess the following desirable attributes:

- Deep academic credentials in the domain of business ethics, fostering a national or international standing within the field.
- Demonstrated experience with the development, integra-

tion and execution of ethics curricula.

- A clear passion for ethics education and pedagogy, grounded in a mature view of the future of business education and the evolving role of business ethics.
- A strong track record of excellence in teaching ethics and an impressive history of relevant scholarly publications.
- An engaging style of communication and a facility in leading ethics-related conversations with a range of audiences.

#### Background

Supported by the significant resources of the University and the Schools of Business, the J. Tylee Wilson Chair will help to define the role of ethics within our newly merged undergraduate and graduate business programs. From this exciting moment in the school's history has emerged an extraordinary opportunity to achieve dramatic impact in numerous ways -- by crafting vision, determining strategic priorities and pioneering curricular and pedagogical innovations.

Direction and insight provided by the J. Tylee Wilson Chair will be integral to the pursuit of a mission-critical objective within our new organizational context: To prepare passionate, ethical business leaders to gain results with integrity. This charge derives naturally from the heritage and prevailing culture of Wake Forest, which create a uniquely fertile environment within which the discipline of ethics can flourish. From its founding, the University has followed a motto of "*pro humanitate*," which manifests in a keen institutional commitment to service and the advancement of the greater good. This legacy of 176 years combines powerfully with the University's dedication to the liberal arts ideal, as reflected in this excerpt from our Statement of Mission and Purpose:

Wake Forest...seeks to encourage habits of mind that ask "why," that evaluate evidence, that are open to new ideas, that attempt to understand and appreciate the perspectives of others, that accept complexity and grapple with it, that admit error, and that pursue truth (Wake Forest Faculty Handbook, p. 2).

The centrality of ethics within the University's value system is exemplified in the recent founding of the Center for Bioethics, Health and Society; the development of the Initiative on Ethics, Religion and Law; and the ongoing activities of the BB&T Center for the Study of Capitalism. The Center for Bioethics, Health and Society brings together faculty from varied backgrounds to collaboratively address ethical, social, and policy issues of importance for health care, biomedical research, and public health. Meanwhile, the Initiative on Ethics, Religion and Law seeks to address critical ethical issues in the arenas of law and religion. Finally, the BB&T Center for the Study of Capitalism examines the philosophical foundations of capitalism, its impacts on society, and its relation to current social and political issues. Considerable opportunity exists for the J. Tylee Wilson Chair to engage with these thriving hubs of intellectual activity, as well as to complement their work through

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the establishment of a new center focused on issues of relevance to business ethics.

### **About Wake Forest University and the Schools of Business**

Wake Forest University is a private, coeducational institution dedicated to academic excellence in the liberal arts, graduate and professional education. Founded in 1834, Wake Forest is ranked among the top 25 national universities and is one of the leading private liberal arts institutions in the country. The University enrolls approximately 4500 undergraduates and 2400 graduate and professional students, with a student-faculty ratio of 10:1.

The newly unified Schools of Business was formed after the merger of the former Calloway School of Business and Accountancy and the Babcock Graduate School of Management (both AACSB accredited). The current roster of business programs within the Schools of Business includes the following: Undergraduate Finance, Undergraduate Business and Enterprise Management, Undergraduate Mathematical Business, Master of Science in Accountancy, Master of Arts in Management, Fulltime MBA, Working Professional MBA. Courses are offered on both our beautiful home campus in Winston-Salem, NC and our new and growing urban campus in Charlotte, NC.

For more information on the Schools of Business and Wake Forest University, please visit [www.business.wfu.edu](http://www.business.wfu.edu).

Wake Forest welcomes and encourages diversity and seeks applicants with demonstrated success in working with diverse populations. Wake Forest seeks to recruit and retain a diverse workforce to maintain the excellence of the University and to offer students richly varied disciplines, perspectives and ways of knowing and learning.

### **Inquiries and Application Procedures**

Electronic applications are strongly preferred. Please submit vita and supporting materials via the [University's application site](#). Questions about the position may be addressed to the Search Committee at [busethics@wfu.edu](mailto:busethics@wfu.edu). Review of vitae will begin February 1, 2011.

## **BOOKS, JOURNALS & MULTIMEDIA**

### **“The Collaborative Enterprise” Book**

Tencati, A., & Zsolnai, L. (Eds.). 2010. *The Collaborative enterprise: Creating values for a sustainable world*. Oxford, UK, Bern, Switzerland: Peter Lang AG - International Academic Publishers.

The current pattern of global development is unsustainable especially because of the detrimental effects of a still prevailing competitive model. A change of paradigm is needed. Business should respect the ecological and social limits in which it operates and embed its activities in the natural and social systems. This volume promotes a collaborative attitude of doing business, based on a positive view of the self and others. It collects theoretical contributions, cases, examples, and initiatives, which clearly show that a collaborative enterprise is not only possible but also a feasible and desirable alternative to the current, self-defeating, managerial models. Enterprises seeking to build long-lasting, mutually beneficial relationships with all their constituencies, while producing values for their stakeholder networks, represent new hopes for a better future. The full table of contents of the book can be found [here](#).



### **Advocacy Organizations and Collective Action**

Edited by  
Aseem Prakash and Mary Kay Gugerty  
University of Washington, Seattle

Cambridge University Press, 2010  
Hardcover and Paperback

Advocacy organizations are viewed as actors motivated primarily by principled beliefs. This volume outlines a new agenda for the study of advocacy organizations, proposing a model of NGOs as collective actors that seek to fulfill normative concerns and instrumental incentives, face collective action problems, and compete as well as collaborate with other advocacy actors. The firm analogy is a useful way of studying advocacy actors because individuals via advocacy NGOs make choices which are analytically similar to those that shareholders make in the context of firms. The authors view advocacy NGOs as special types of firms that make strategic choices in policy markets which, along with creating public goods, support organizational survival, visibility, and growth. Advocacy NGOs' strategy can therefore be understood as a response to opportunities to supply distinct advocacy products to well defined constituencies as well as a response to normative or principled concerns.



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## Society for Business Ethics Annual Meeting

### Call For Submissions

August 11-14, 2011

Hotel Contessa, San Antonio, TX

Submission Deadline: March 1, 2011

This year the SBE Annual Meeting submission and review process will be migrating to an online system similar to that of *Business Ethics Quarterly*. SBE members familiar with the submission and review process at *BEQ* should find the new review process easy to navigate. Submit electronic copies of your paper, panel proposal, or workshop proposal [here](https://editorialexpress.com/sbe2011_ref) (https://editorialexpress.com/sbe2011\_ref). Only electronic submissions submitted at this website will be considered.

We accept three types of submissions: scholarly papers, panels proposals, and workshop proposals. If you have questions or suggestions regarding the program please contact the Program Chair, [Denis Arnold](#), Belk College, UNC Charlotte

1) Paper Submissions: Papers should be double-spaced and use 12-point Times New Roman (or similar) type, and should be no longer than 30 pages (double-spaced). The manuscript itself must be suitable for blind review (prepared without a title page or any author identifying information in the text or notes). Authors should prepare a separate title page listing full contact information for all authors. The manuscript body and title page should be submitted as two separate documents. The first page of the manuscript should include the title and an abstract (abstracts must not exceed 150 words). Cover pages must also include the three-letter code based on the categories listed below.

2) Panel Submissions: These are thematically organized sessions intended to advance theoretical understanding, analyze the implications of recent business activity or public policy developments, or provide pedagogical guidance. Submissions should be in the range of three to six pages and should identify the chair and all proposed participants by name, address, phone number, and email address. Panel proposals should include a title, a clear statement indicating the rationale for the panel, the format to be used, and the contribution of each panelist.

3) Workshop Submissions: Workshops are interactive sessions where the attendees are participants and typically focus on scholarly development or pedagogy, although other types of submissions are welcome. Proposals should include a title and a clear statement indicating the rationale for the workshop, why your research and/or expertise qualify you to give this workshop, and how you would run the workshop. There should be no more than three workshop leaders.

Multiple submissions: Individuals submitting papers and panel or workshop proposals will be limited to one paper submission and inclusion on one panel or workshop submission. This will not prevent any presenter from also serving as a session moderator appointed by the Program Committee.

To facilitate matching submissions with reviewers, submissions should also include a three-letter code according to the following (list at least one number from Theoretical Perspectives, Application Contexts, and Methodologies (e.g., T-6; A-4; M-1)). Submissions will be considered that do not "fit" any of these categories.

#### **Theoretical Perspectives**

T-1 Accounting Theory  
T-2 Comparative ethics/ Pluralism  
T-3 Consequentialism  
T-4 CSR/corporate citizenship theory  
T-5 Critical theory  
T-6 Deontological ethics  
T-7 Economics (micro or macro)  
T-8 Feminism/Care ethics  
T-9 Finance Theory  
T-10 Legal studies  
T-11 Marketing Theory  
T-12 Organizational behavior/psychology  
T-13 Organizational theory/sociology  
T-14 Pedagogy  
T-15 Political theory  
T-16 Religion/Theology  
T-17 Social contract theory  
T-18 Stakeholder theory  
T-19 Strategic management  
T-20 Virtue ethics  
T-21 Other

#### **Application Contexts**

A-1 Accounting  
A-2 Business & human rights  
A-3 Competitive practices  
A-4 Corruption/Bribery  
A-5 Corporate communications/Transparency/Media relations  
A-6 Corporate governance  
A-7 Corporate reporting/accountability programs  
A-8 Corporate social responsibility  
A-9 Corporate/Industry self-regulation  
A-10 Distributive/Procedural justice  
A-11 Employment & labor issues  
A-12 Entrepreneurship  
A-13 Ethical decision making & behavior  
A-14 Environmental Sustainability  
A-15 Finance  
A-16 International bus./ TNCs/Globalization  
A-17 Industry specific issues  
A-18 Information Technology/Internet  
A-19 Legal/Regulatory issues  
A-20 Marketing/Advertising  
A-21 Organizational culture

A-22 Organizational ethics programs/initiatives  
A-23 Small & medium sized enterprises.  
A-24 Social/Ethical investing  
A-25 Spirituality/Religion in workplace  
A-26 Teaching/Curriculum  
A-27 Stakeholder Relations  
A-28 Other

#### **Methodologies**

M-1 Analytical/Conceptual/  
Theoretical  
M-2 Case study (single case or comparative cases)  
M-3 Historical  
M-4 Qualitative (e.g., interview, participant-  
observer, ethnographic)  
M-5 Quantitative data (experimental)  
M-6 Quantitative data (field)  
M-7 Quantitative data (measure development)  
M-8 Other

# **CALL FOR PAPERS AND CONFERENCES**

## **AACSB Bridge to Business Program Virginia Tech**

The Pamplin College of Business at Virginia Tech is offering an AACSB-sponsored Post-Doctoral Bridge to Business Program this summer. The program was initiated by AACSB to transition non-business PhDs to tenure track academic careers in business school departments that are increasingly facing shortages of Academically Qualified (AQ) faculty. Having successfully completed the program, the graduating candidate will be deemed academically qualified by AACSB International for 5 years--just as graduates of accredited PhD programs in business. (After this 5-year period you need to meet your institution's AQ standards with respect to publishing to maintain that status.) Program tracks are offered in Management, Marketing and Finance in this 8-week residential program. The program will be offered in Blacksburg from approximately late May to late July, 2011.

Further details are available [here](#) or interested parties may contact [Richard E. Wokutch](#). We will also have an information booth in exhibition center at the Allied Social Science Association meetings in Denver in early January. If anyone is attending please feel free to drop by.



## **UN Millennium Development, The Global Compact, and the Common Good University of Notre Dame March 20-22, 2011**

Globalization is a fact of life, worldwide interdependence is a reality. Subsequently, there is an astounding gap in wealth and income throughout the world. While some poor countries have become prosperous, in many nations poverty and inequalities have deepened, especially in Africa. Today there are more than one billion hungry people, up 25 percent in the last five years. Every day 17,000 children die of hunger. Too many people are jobless. Over 25 million people in sub-Saharan Africa have HIV. What is the moral response to these painful disparities?

The term "common good" conveys the idea that we ought to try to shape a world where all are able to share in the wealth and other benefits that come from economic development. Thus, for example, Pope Benedict XVI, in the 2009 encyclical Caritas in Veritate acknowledges the fact that free global trade has created massive amounts of wealth but laments the fact that so many people have no possibility of sharing in that wealth and exist in dire poverty. Other major religions and the United Nation have a similar message.

While individuals and governments can do much to encourage the common good, increasingly businesses play a role. One

new initiative on the part of businesses to promote and enhance the common good is the United Nations Global Compact. Founded in 2000 by then Secretary-General of the U.N., Kofi Annan, the Global Compact is intended to increase and diffuse the benefits of global economic development through voluntary corporate policies and programs. By promoting human rights and labor rights, enhancing care for the environment and encouraging anticorruption measures, the 10 principles of the Global Compact are designed to shape more peaceful and just societies. Initially comprised of several dozen companies, the Compact as of 2010 had over 6,000 businesses and 1,400 NGOs in 135 countries. One objective is to emphasize the moral purpose of business, with member companies setting a high moral tone throughout the world.

To advance this vision of business and the common good, the Notre Dame Center for Ethics and Religious Values in Business at the Mendoza College of Business, in partnership with the United National Global Compact, and the United Nations Principles for Responsible Management Education will convene a major conference at Notre Dame, March 20-22, 2011, titled "The UN Millennium Development Goals, The Global Compact, and The Common Good." The conference will bring together leading businesses to outline their projects, especially those advancing the MDGs (Millennium Development Goals) designed to help alleviate dire poverty. Academics, government officials, and NGO leaders will focus on some of the practical as well as the conceptual issues involved.

Detailed information regarding attendance, agenda, and scheduled speakers can be found [here](#).



## **2nd Annual Conference on University Ethics Teaching Brigham Young University sponsored by the Wheatley Institution and the Society for Business Ethics May 23-25 Marriott School of Management Provo, Utah.**

The conference invites university-level educators to share best practices in ethics teaching and present research on ethics teaching and pedagogy issues. The conference is divided into two sections:

- 1) Master Class in Business Ethics: Several Master Instructors have been invited to deliver a favorite session from their ethics courses, simulating a classroom experience. Conference attendees will participate in these sessions in a student role, and are invited to learn from and adopt material from these sessions into their own teaching. Among the master teachers this year are Linda Trevino from Penn State, Len Brooks from the Uni-

*(Continued on page 9)*



versity of Toronto, and Jeff Thompson from BYU. Announcements of other master teachers will be made after the first of the year.

2) Paper Sessions: Participants will present research papers focusing on ethics pedagogy in the university setting, or on other topics closely related to ethics education. Scholars interested in participating in a Paper Session at the conference should submit a 2-3 page abstract of their paper for consideration. Submitted abstracts should describe a working paper targeted for publication in an academic journal or scholarly book. Both empirical and theoretical papers are welcome. Although far from exhaustive, the following list of topic areas provides a reference for the type of foci that will be considered:

- The objectives of ethics education
- Integrating ethics across the curriculum
- Promoting the development of moral reasoning among students
- Comparative analyses of teaching methods in ethics courses
- The impact of ethics education on professional decisions and behaviour
- Timing and sequencing of ethics training in the university experience
- Factors affecting student receptivity to ethics education

Please submit abstracts by February 14, 2010 by email attachment to [Jeff Thompson](mailto:jeff_thompson@byu.edu) at [jeff\\_thompson@byu.edu](mailto:jeff_thompson@byu.edu). For questions about the Master Class in Business Ethics, contact [Brad Agle](mailto:bradagle@byu.edu) at [bradagle@byu.edu](mailto:bradagle@byu.edu) or at 801-362-8194. For questions about Paper Sessions, contact Jeff Thompson at 801-850-2306.

Conference registration will be available in late January. We hope to see you in Provo in May.



**CALL FOR PAPERS**  
**“Sustaining Sustainability in Organizations”**  
**Special Issue in the Journal of Business Ethics**

**Guest Editors**  
**Timo Busch, ETH Zurich**  
**Deborah E. de Lange, Suffolk University**  
**Javier Delgado-Ceballos, University of Granada**  
**Alfred Marcus, University of Minnesota**  
**Jonatan Pinkse, University of Amsterdam Business School**

With this call for papers, we intend to invite research that advances a discussion that relates to how sustainability is developed and maintained (sustained) in organizations with a particular emphasis on international organizations, whether they are multinational corporations (MNCs), non-governmental organizations (NGOs), or international governmental organizations (IGOs). We consider sustainability to be an approach to

business that considers economic, environmental and social issues in balanced, holistic and long term ways that benefit current and future generations of concerned stakeholders. The invited research may contribute on multiple levels: individual, organization, industry, field or community, and international or global levels, to develop research about how to sustain sustainability in organizations from management and ethical perspectives, particularly using theoretical lenses of strategy and organization theory. The impact of ethical, sustainable thinking and the associated deep rooted changes have enhanced business and society. Now, managers and others need to ensure the sense of urgency is sustained so that they do not lose ground and rather, ensure that ethical, sustainable progress continues. We will consider both theoretical and empirical papers and suggest particular subtopic areas below. This issue will publish high quality and progressive scholarship that builds theory. Furthermore, the research included will develop the area of sustainability so that it moves toward a more mature stage. Submissions may focus on, but must not be limited to, one of the following domains:

Sustaining Sustainability in Organizations Subtopic Areas and Questions:

- 1) Types of Organizations: MNCs, NGOs, and IGOs
  - How do concerned stakeholders maintain their ethical influence on MNCs so that MNCs continuously improve in regards to sustainability and ethics
  - How do MNCs define and enact CSR? After this has happened, how do firms maintain the focus on it over time so that they do not lapse into old bad habits?
  - How do stakeholders, in comparison to MNCs, expect sustainability practices to evolve; what outcomes do they expect? Will ethical, sustainable practices prevail with stakeholders’ support?
  - How do the stakeholders and MNCs resolve differences and tensions these days and how has it changed?
  - What are the future plans of MNCs in terms of their sustainable transformation?
  - How fast do they plan to change and which stakeholders are they choosing to satisfy? Which ones will be left unsatisfied and what will be the consequences? Is this possible imbalance acceptable from an ethical standpoint?
  - How does the presence of MNCs affect the progress of sustainability in developed nations?
  - How do MNCs transfer sustainability innovation from one subsidiary to others? What is the role of the headquarters?
  - What are IGOs and NGOs doing to continue to promote and maintain sustainable practices and ethics in organizations globally?
  - What are IGOs’ and NGO’s capabilities compared to MNCs’, in respect of promoting sustainability globally?
  - What motivates IGOs and NGOs to promote sustainability

*(Continued on page 10)*

and how impactful are the actions? Which ones find long term success in their sustainability initiatives and why?

- Are developing nations acting in a sustainable and ethical manner and can they? If they are, how are they doing so and maintaining their progress?
- What are IGOs and NGOs doing to support or hinder sustainable development in either developing or developed nations? What are the differences in their approaches in these different environments?
- Are IGOs and NGOs providing continuing support through incentives to environmental entrepreneurs for their sustainable technological developments and is it working? Are these incentives and projects nationally strategic to the countries in which the entrepreneurs reside such that there is beneficial economic development? Does the support include emphasis on ethical decision making and management practices?
- How do IGOs and NGOs coordinate and collaborate with each other, with governments and with firms to influence sustainable practices?

## 2) Types of Activities: Environmental Innovation and Combating Climate Change

- How do firms harness creative destruction when pursuing environmental sustainability efforts? What happens after the big changes? Does sustainability innovation become incremental?
- What talents and special expertise are required for environmental innovation? Is ethical character and behavior part of the talent profile? How has the labor pool changed to support this special type of sustainable innovation e.g., full life cycle designs and use or development of special reusable or recyclable materials.
- Is there a global model of firm sustainability innovation that has been sustained? If there is, does/do the model(s) include subscription to a set of ethical values, what are they, and how is the ethical culture sustained?
- How does green technology evolution and revolution affect the current and future competitive landscape? Will competitive behavior amongst firms also become more ethical because the technological shift is one towards sustainability?
- Which firms will survive the changes and will we experience an increase in competition or more oligopoly due to the large investments required to develop green technology and commercialize it?
- Who will be the winners and losers as we adopt green technologies and retire the old ones? What are the ethical questions to consider under these circumstances?
- How will consumers benefit from green technology? Will life become cheaper and will our standard of living improve overall? How will the benefits of green technology be distributed?
- How do consumers need to change so as to support the

green technology revolution? Will they change and if so, how fast? Will demand increase for goods and services produced in currently perceived ethical, sustainable ways and will the related standards be maintained and improved? How will ethical, sustainable standards be set so as to satisfy consumer tastes and expectations?

- How have firms responded to climate change and maintained their sustainable performance? What processes of learning and change have they undergone in order to find the right balance between seeking profitability and fighting climate change?
- What kinds of organizational changes have helped firms to adapt to the environmental changes that the world is experiencing?
- Are firms changing adequately to help slow climate change and if not, what more needs to be achieved?
- What aspects of supply chains are most impactful on climate change and how should firms discover and adopt best practices in their global supply chains? Should these best practices include ethics and how will they be explicitly incorporated into them?

## Timeline, Process & Standards

To be considered for the special issue, “Sustaining Sustainability in Organizations”, full papers must be submitted by May 1, 2011. All submissions will go through a double-blind peer review process. Therefore, all author-identifying information should be removed from the paper except for a cover page sent separately. We advise all non-native speakers to have their papers checked by a native speaker. The formatting of the paper has to follow the guidelines of the Journal of Business Ethics. Publication of the Special Issue is envisioned for late 2012.

Papers completed at the Academy of Management professional development workshop, “Passion for Sustainability: A Continuance of Scholarship”, will be considered for the Special Issue. Additionally, an open call for papers through many academic channels including the ONE, OMT, SIM, TIM and BPS Divisions of Academy of Management and through the GRONEN community will be used to seek out papers to complete the issue. Therefore, consideration of papers for the Special Issue is not bound to conference participation.

Full papers should be submitted to [Deborah E. de Lange](mailto:Deborah.E.deLange@suffolk.edu) at [ddelange@suffolk.edu](mailto:ddelange@suffolk.edu). Please send the paper as a Word or pdf document without identifying information and a separate cover page having identifying information in the same email to Debbie. Thank you.

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**37th Conference on Value Inquiry at Creighton University:  
“LIBERTY, EQUALITY, and BUSINESS”  
April 14-16, 2011  
Omaha, Nebraska**

DEADLINE FOR PAPERS AND ABSTRACTS EXTENDED  
TO FEBRUARY 1st!

We currently have a wide spectrum of very good submissions from a variety of universities and colleges from coast to coast and internationally as well.

Keynote Speakers: Patricia Werhane (DePaul University)  
Ronald Duska (American College)

Call for Papers: The 37th Conference on Value Inquiry “Liberty, Equality, and Business” will be held at Creighton University in Omaha, Nebraska 14-16 April 2011. Broad participation is sought. Papers and proposals for papers that address moral considerations such as liberty and equality and their interplay in business and society are particularly welcome. Early Submission is strongly encouraged and advised. Papers should be between 20-25 minutes reading time.

Papers may be practically or theoretically oriented. Topics may be disciplinary and range over issues within a single field of value inquiry such as normative ethics, applied ethics, aesthetics, political theory, or economics. Topics may be interdisciplinary and range over issues between two or more fields of value inquiry. Topics may even be meta-disciplinary and range over purely conceptual issues important for fuller understanding of values in business and society at large.

Recent events in the financial sector have shown us again that shared values of trust, integrity, and fairness are essential for the well-being of society. Philosophers have always pointed this out: the virtue ethicist seeks excellence and a healthy society, the Thomist seeks the common good, the Hobbesian a social contract which will bring peace and stability, the Kantian pursues a just kingdom of Ends, the Utilitarian seeks the greatest good for the most, the Rawlsian seeks a society of justice and fairness. Right values are the foundation for a society which functions well. This year we especially encourage submissions which broadly pursue this theme from either a theoretical or applied perspective.

Papers should be between 20-25 minutes reading time. Abstracts/Proposals of 150 words are due February 1 for early acceptance— after that time papers and proposals will be considered on an ad hoc basis. 2011. Notice of acceptance will be provided to early submissions by 2/1. Full papers due in March.

To submit a paper, an abstract, or a proposal, or for additional information contact:

[Dr. Andy Gustafson](#), College of Business Administration (BA

423), 2500 California Plaza, Creighton University, Omaha, NE 68178

e-mail: [andrewgustafson@creighton.edu](mailto:andrewgustafson@creighton.edu) ph:402-669-9846

Tentative Schedule:

Thursday 4/14 Speaker at 7pm Reception at 8:30pm (open bar)  
Friday 4/15 Concurrent sessions all day Dinner + Keynote at 6:30pm, Reception to follow  
Saturday 4/16 Concurrent sessions 8am-12pm – Lunch Keynote - Afternoon tour of Old Market and Riverfront

Accommodations should be arranged for the downtown area, which is quite near Creighton University, and quite near the airport. There are a variety of hotels downtown to choose from, to fit any budget.

We have special rates with the Homewood Suites at 1314 Cuming St 402.917.9960, and Holiday Inn at 1420 Cuming St (402.341.0124) and these are close to downtown and Creighton and across the street from the new college world series stadium (there will be a shuttle to Creighton) (click on hotel name to go to site)

Omaha has an interesting “Old Market” downtown with plenty of accommodations, restaurants and nightlife. It is the home of the College World Series, the Quest Center, and the Henry Doorly Zoo. Check out some of the things to do at:

[The Old Market](#)

[Omaha Convention & Visitors Bureau](#)

[Ameritrade Park](#) (home of college world series)

[Omaha Henry Doorly Zoo](#) (one of the coolest zoos in the USA)

Thanks for support of Creighton University and the College of Business Administration for this conference.



**CALL FOR PAPERS  
Asian Journal of Business Ethics**

The Asian Journal of Business Ethics will publish its first issue in January 2012 and is now extending an invitation to prospective authors to submit original articles for consideration. The Journal emerged from the Editors and Publishers of the Journal of Business Ethics, the most frequently cited scholarly journal in the world devoted to business ethics.

Because the cultures, traditions and experiences of people in Asia are in many ways significantly different from those in the West, ways of doing business, expectations, assumptions and consequences of such things are often different. This new journal, organized and run mainly by Asians, aimed at drawing more Asians into the global conversation about ethical issues concerning business, will be a catalyst for increased activity in this scholarly field and a more rapid expansion of the network of researchers and research.

*(Continued on page 12)*

The Journal welcomes submission of original articles from a wide variety of methodological and disciplinary perspectives concerning ethical issues related to business in Asia, including East, Southeast and South-central Asia. The term 'business' is understood in a wide sense to include all systems involved in the exchange of goods and services, while 'ethics' is understood as applying to all human action aimed at securing a good life. Issues concerning corporate responsibility are within the scope of ethics broadly construed. Systems of production, consumption, marketing, advertising, social and economic accounting, labour relations, public relations and organizational behaviour will be analyzed from a moral or ethical point of view. The style and level of dialogue involve all who are interested in business ethics – the business community, universities, government agencies, non-government organizations and consumer groups.

Further information about the Asian Journal of Business Ethics, including submission procedures and manuscript style may be found on the [Journal website](#). Questions about any aspect of it may be addressed to the Editor in Chief, [Alex C. Michalos](#), at [michalos@brandonu.ca](mailto:michalos@brandonu.ca).



**Journal of Business Ethics Education Volume 8: 2011  
Call for Papers**

The JBEE editors are seeking contributions for Volume 8: 2011. They are particularly interested in innovative case studies with an international perspective, and popular lectures and teaching strategies which deal with business ethics, corporate social responsibility and sustainability issues within the key management subject areas at upper undergraduate and post-graduate levels. They also encourage submissions of the latest education research, curriculum development and opinion pieces on business ethics instruction. Submissions for the current Volume will be accepted until September 30th 2011. Please note that submissions can now be made online. Submission guidelines can be viewed [here](#)

JBEE Subscription Discount for BEQ subscribers and SBE members

Institutional online access to the JBEE is available at a discounted rate for all Business Ethics Quarterly subscribers via the [Philosophy Documentation Center website](#).

Additionally, personal online access to the JBEE is available at a discounted rate to all SBE members. To recommend the JBEE to your library, please use the form available [here](#).

For all enquiries relating to this information and the JBEE, contact the Publishing Editor:

[Peter Neilson](#)

Publishing Editor JBEE

[NeilsonJournals Publishing](#)

[pneilson@neilsonjournals.com](mailto:pneilson@neilsonjournals.com)



**CALL FOR PAPERS  
Multinational Companies, Global Value Chains and  
Social Regulation  
International CRIMT Conference  
June 6th to 8th 2011,  
HEC Montreal, Montreal, Canada  
Deadline : January 12th, 2011**

As part of its Major Collaborative Research Initiatives project, the Interuniversity research centre on globalization and work (CRIMT) will host an international conference on multinational companies, their global value chains and emerging forms of labour regulation. This conference will take place from June 6th to 8th 2011 in Montréal, Canada.

The spread of multinational companies (MNCs) through their global value chains is at the forefront of the current phase of globalization. The analysis of their development is critical for an understanding of the dynamics of labour and employment regulation. Far from evolving outside society, MNCs structure national business systems and influence public policy. Research points to how these firms control their subsidiaries and manage employment, how and why they adjust in varied ways to different societal environments, and the importance of institutional and other variations between home and host countries.

The analysis of global value chains (or global production networks) shifts the focus to the reconfiguration of the sequence of activities within and across national boundaries and across networks. The increased possibilities for firms to delocalize or relocate production activities across countries and regions in search of the optimal location often clashes with the logic and dynamics of labour relations and public policy orientations, challenging national capacities to regulate work and employment relations in MNCs. This raises questions about the motives behind the restructuring of corporate activities and functions and the impact on working conditions in different locations along the value chain.

The ways in which MNCs and their value chains cut across national and international employment regimes highlight the basic problem of institutional territoriality. In response, there is a process of institutional restructuring and hybridization where old and new collective actors and other stakeholders seek to regulate firms both within and beyond national borders. In these contested processes, actors attempt to mobilize both national and extra territorial sources of labour regulation through a variety of mechanisms of social regulation. We are especially interested in assessing how different forms of social regulation intertwine and their relative effectiveness in enhancing worker protection and voice at level of the firm and beyond.

*(Continued on page 13)*

This Call for papers invites original contributions on the following themes.

1) MNCs and National Business Systems. How do MNCs control their subsidiaries and manage employment? How and why do they adjust in varied ways to different societal environments? What is the importance of institutional, actor, organizational and public policy variations between home and host countries? How do actors strategize and shape MNC employment practices and policies?

Key themes include: home and host country influences; dominance effects; the impact of embeddedness on MNC practices; the micro-politics of control within MNCs; whether MNCs transfer global practices or adapt to local contexts; corporate governance; the importance of HR and employment in the context of changing forms of ownership and control.

2) Global Value Chains (GVCs)/Global Production Networks. How does the reconfiguration of GVCs affect the management of work and employment?

What are the consequences across GVCs for local actors (workers, trade unions, managers, NGOs, or public policy actors)? How do public policy initiatives at different levels (supranational, national, sectoral, regional) affect GVCs? In turn, how does the reconfiguration of GVCs impact on public policies at different levels and what are the consequences for work and employment?

Key themes include: patterns of value chain reconfigurations including relationships between firms and sites in high and low-cost destinations; links between MNCs and their GVCs, including transfer of practices between MNCs and small- and medium-sized firms; actor and public policy strategies for the regulation of work and employment within GVCs in developed and emerging economies; firm restructuring within GVCs and their labour and social impacts.

3) Emerging Architecture of Social Regulation. Can old and new mechanisms of social regulation promote decent and sustainable work within MNCs and along GVCs? How are collective actors and stakeholders seeking to regulate MNCs and GVCs both within and beyond national borders? Are new actors and institutions for social regulation emerging at different levels and, if so, how do they interact with each other and existing forms of regulation? What are the social alternatives and policy options with regard to the social regulation of work and employment within MNCs and GVCs?

Key themes include: the melding of national and extraterritorial source of labour and employment regulation; corporate social responsibility initiatives and corporate codes of conduct; international framework agreements and other regulatory mechanisms; the links and the interplay between different kinds of regulation; the implications of this emerging architecture for actor strategies and public policy.

Comparative papers and workshops addressing the relationships between these themes are especially welcome.

### Submitting Proposals

Scholars are invited to submit an original paper proposal in English or French. The papers can be theoretical, analytical, empirical or policy-oriented. We also encourage proposals for workshops of linked papers (four papers or three papers and a discussant).

All proposals will be subject to a competitive review by the Scientific Committee. We will do our utmost to provide a timely response to your proposals after their submission in order that you can secure financing to attend the conference. All participants must cover their registration fees (300 Canadian dollars), travel and other expenses.

The deadline for submission of proposals is **January 12th, 2011**. Individual paper proposals should be a maximum of 2 pages and should outline the nature of the study, the methodological approach, and the main lines of analysis to be developed. Workshop proposals should be 3-5 pages in length and include details on the contribution as a whole, on each contribution (see details on papers proposals above) and on the institutional affiliations of the participants.

All proposals should be sent by electronic mail to: [Nicolas Robby](mailto:nicolas.robby@umontreal.ca), CRIMT Scientific Coordinator at the following address: [nicolas.robby@umontreal.ca](mailto:nicolas.robby@umontreal.ca). For further updates on the conference organization, check [here](#).

The authors should submit a first draft of the full version of their paper by **May 1st, 2011**, which will be made available at the time of the conference on a special conference Website for participants. Some papers will be selected for submission as special issues of leading refereed journals.

The organizing committee of the Interuniversity Research Centre on Globalization and Work (CRIMT) and key research stakeholders look forward to interesting and rich debates. We hope that this conference will bring together academics and practitioners, from all perspectives and from many countries, in order to better our understanding of the challenges of a changing world of work and employment. This conference will provide an exciting forum for this exchange.

The program includes some of the leading international experts on multinationals, global value chains and social regulation. The state-of-the-art plenary sessions include : Mark Anner (Penn State), Jennifer Bair (University of Colorado), Fang Lee Cooke (Royal Melbourne Institute of Technology-RMIT), Isabelle Daugareilh (Bordeau IV), Renée-Claude Drouin (Montreal), Anthony Ferner (DeMontfort University), Patrice Jalette (Montreal), Glenn Morgan (Cardiff Business School) and others to be confirmed.

*(Continued on page 14)*

In the wide range of workshops featuring recent international research and key debates, confirmed speakers include: Phil Almond (DeMontfort), Jacques Bélanger (Laval), Graciela Bensusan (UAM), Jorge Carrillo (El Colegio di Mexico), Paul Edwards (Warwick), Tony Edwards (Kings College London), Peter Fairbrother (RMIT), Judy Fudge (Victoria), Patrick Gun-nigle (Limerick), John Holmes (Queen's), Jonathan Lavelle (Limerick), Christian Lévesque (HEC Montreal), Paul Margin-son (Warwick), Anthony McDonnell (Newcastle), Marie-Ange Moreau (European University Institute), Marta Novick (Ministerio de Trabajo, Empleo y Seguridad Social, Argen-tina), Tod Rutherford (Syracuse), Olga Tregaskis (De Mont-fort), and many others.

For the Organizing Committee:

Renée-Claude Drouin (Université de Montréal)  
Francine Jacques (CRIMT)  
Patrice Jalette (Université de Montréal)  
Christian Lévesque (HEC Montréal)  
Gregor Murray (Université de Montréal)  
Nicolas Roby (CRIMT)



**Call for Papers**  
**36th Annual Macromarketing Conference**  
**The New World:**  
**Macromarketing Yesterday and Today**  
**College of William and Mary**  
**Mason School of Business**  
**Williamsburg, Virginia, USA**  
**June 5-8, 2011**  
**Submission Deadline: January 17, 2011**

Please plan to attend the Macromarketing Conference in 2011. Macromarketers raise a variety of interesting and important issues for the marketing discipline. Macromarketing is concerned with improving human well-being through a better understanding of the impacts, both positive and negative, of mar-keting systems.

Submissions may take the form of complete papers, extended abstracts, and proposals for panels or special sessions.

Papers and extended abstracts should be submitted directly to one of the track chairs identified below. You should receive an acknowledgement within 10 days; if not, please re-contact the chair/co-chair.

Not sure about the right track? Send to program chair, [Bill Redmond](#): [bill.redmond@indstate.edu](mailto:bill.redmond@indstate.edu). Proposals for panels or special sessions should be similarly directed.

Please use Journal of Macromarketing citation style and refer-ence format. For more details, please visit the [publisher's site](#)

or the [editor's site](#). Not sure what constitutes macromarketing research? See the 'What Is Macromarketing?' link [here](#).

Track Chairs:

Art, Culture, and Markets  
[Alan Bradshaw](#), Royal Holloway, University of London, UK  
[Alan.bradshaw@rhul.ac.uk](mailto:Alan.bradshaw@rhul.ac.uk)

Competition and Markets  
[Alexander Reppel](#), Royal Holloway, University of London, UK  
[Alexander.reppel@rhul.ac.uk](mailto:Alexander.reppel@rhul.ac.uk)

Environment, Nature, and Sustainability  
[Pierre McDonagh](#), Dublin City University, Ireland  
[pierre.mcdonagh@dcu.ie](mailto:pierre.mcdonagh@dcu.ie)  
[Andrea Prothero](#), University College Dublin  
[andrea.prothero@ucd.ie](mailto:andrea.prothero@ucd.ie)

Ethics, Equity, and Justice  
[Eugene Laczniak](#), Marquette University, USA  
[eugene.laczniak@marquette.edu](mailto:eugene.laczniak@marquette.edu)

Food Marketing Systems  
[Julie Stanton](#), Pennsylvania State University  
[jvs11@psu.edu](mailto:jvs11@psu.edu)

Globalization  
[Ahmet Ekici](#), Bilkent University, Turkey  
[ekici@bilkent.edu.tr](mailto:ekici@bilkent.edu.tr)

Macromarketing Education  
[David Hunt](#), University of Wyoming, USA  
[dhunt@uwyo.edu](mailto:dhunt@uwyo.edu)

[Scott Radford](#), University of Calgary, Canada  
[scott.radford@haskayne.ucalgary.ca](mailto:scott.radford@haskayne.ucalgary.ca)

Marketing and Development  
[Michaele Haase](#), Freie Universitat Berlin, Germany  
[Michaela.haase@fu-berlin.de](mailto:Michaela.haase@fu-berlin.de)

Marketing and Public Policy  
[William Wilkie](#), University of Notre Dame, USA  
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[Elizabeth Moore](#), University of Notre Dame  
[elizabeth.moore.96@nd.edu](mailto:elizabeth.moore.96@nd.edu)

Marketing History  
[Terry Witkowski](#), California State University, L.B.  
[witko@csulb.edu](mailto:witko@csulb.edu)

[Ann-Marie Kennedy](#), Auckland University of Tech  
[ann-marie.kennedy@aut.ac.nz](mailto:ann-marie.kennedy@aut.ac.nz)

Materialism and Consumption  
[William Kilbourne](#), Clemson University, USA  
[kilbour@clemson.edu](mailto:kilbour@clemson.edu)

*(Continued on page 15)*

[Kristin Scott](#), Minnesota State University, USA  
Kristin.scott@mnsu.edu

Constrained Consumption--Poverty, Dislocation  
[Stacey Baker](#), University of Wyoming, USA  
smbaker@uwyo.edu

Quality of Life  
[Joseph Sirgy](#), Virginia Tech, USA  
sirgy@vt.edu

[Alexandra Ganglmair-Wooliscroft](#), Univ. of Otago, NZ  
aganglmair@business.otago.ac.nz

Religion and Markets  
[Delia Perez Lozano](#), Tecnologico de Monterrey, Mexico  
delia.perez@itesm.mx

Sports/Events and Society  
[Bettina Cornwell](#), University of Michigan, USA  
tbettina@umich.edu

Systems and Networks  
[Ben Wooliscroft](#), University of Otago, New Zealand  
bwooliscroft@business.otago.ac.nz

Under-researched Stakeholders  
(Families, Citizen Groups, Neighborhoods, etc.)  
[Jim Gentry](#), University of Nebraska-Lincoln, USA  
jwgentry@unlnotes.unl.edu

[Aubrey R. Fowler III](#), Valdosta State Univ., USA  
arfowler@valdosta.edu

The conference hotel is the Hospitality House, which is the same as our previous visit to Williamsburg. Please address questions concerning conference arrangements to co-chairs:

[Don Rahtz](#), College of William and Mary  
don.rahtz@mason.wm.edu

[Anusorn Singhapakdi](#), Old Dominion University  
asinghap@odu.edu



**Social Responsibility Research Conference**  
**July 14-15, 2011**  
**Social responsibility: Perception and Reality**

The Center for Leadership and Social Responsibility at the Milgard School of Business, University of Washington Tacoma is pleased to announce its second annual research conference on social responsibility. This year's conference will be held July 14-15, 2011 in Tacoma, Washington, USA.

The theme for the conference is "Social Responsibility: Perception and Reality." Customers, investors, and employees are

among the key stakeholders that companies seek to influence through their activities and communications around social responsibility. CSR information is disseminated in a variety of ways through a range of channels, sometimes resulting in widely differing interpretations of the company's activities. Whether or not they engage in activities labeled as socially responsible, businesses are being evaluated on their transparency, their reputations, and their impact. These areas of scrutiny suggest numerous possible topics related to the conference theme:

Transparency

- Formats and mechanisms for reporting social responsibility
- Institutionalization of expectations and requirements for social responsibility
- Markets responses to information about social responsibility
- Social responsibility in privately or closely held firms
- Governance impacts on information quality and availability
- Global regulatory requirements and enforcement

Reputation

- Consumer trust and skepticism around social responsibility claims
- Cognitive and affective influences on interpreting socially responsibility activities
- Impact on purchase and investment decisions
- Role of reputation in acquiring human and financial capital
- Communication strategies for social responsibility
- Globalization and the role of social and environmental responsibility in emerging markets

Impact

- Measuring and valuing the costs and benefits of social and environmental action
- Social responsibility as a competitive strategy
- Public-private partnerships and NGO relationships
- Value chain approaches to social responsibility
- Building a socially responsible corporate culture
- Employee and customer involvement and engagement

The broad conference theme underscores the importance of understanding social responsibility from a wide variety of perspectives. Researchers from a variety of scholarly backgrounds and disciplines are welcome to participate in the conference.

Call for Papers

Scholars from multiple disciplines are invited to submit research papers or proposals to the conference. Both theoretical and empirical research is welcomed. Submissions are invited for two types of sessions:

*(Continued on page 16)*

Research Paper Presentations: This format supports formal presentation of a fully developed manuscript based on original theoretical or empirical research. Research papers should be approximately 30 pages in length. Research paper presentations will be grouped into sessions of 3-4 paper presentations followed by a guided audience discussion.

Research Briefs: This format supports abbreviated presentation of research that is in development. Research briefs should be submitted in the form of a 2000 word (approximately 8-page) abstract that frames the inquiry and outlines the theory or methods used to investigate it. Research briefs will be presented orally in a roundtable format and accompanied by small group discussion.

#### Submission Guidelines

Follow the length guidelines above for each submission type. Please use standard 1 inch (2.5 cm) margins and 11 or 12 point font.

- Please number all pages of the manuscript beginning with the title page.
- Include all authors' names, affiliations and contact information on the title page (page 1).
- On the second page of the manuscript include an abstract of no more than 250 words. Provide a list of up to five keywords that describe the main themes and topics of your paper.
- Papers should be submitted in MS Word format to the [Center](mailto:Center@uw.edu) at [clsr@uw.edu](mailto:clsr@uw.edu) by **February 1, 2011**.

#### Information for Contributors

- Papers submitted should not have been accepted for publication in a journal or at another conference.
- All papers submitted will be double-blind reviewed by at least two reviewers.
- For each paper submitted, the author(s) agree to provide blind peer reviews for two papers submitted to the conference.
- By submitting a paper, the author(s) certify their intent for at least one author to attend the conference and present the paper if it is accepted.
- Authors will be notified of their paper's status by **April 1, 2011**
- Authors of accepted research papers and briefs will be invited to submit updated manuscripts by **July 1, 2011**.
- Abstracts of all papers accepted and presented at the conference will be publicly posted on the conference website. Full text will be restricted to conference participants only.
- Further details regarding the conference and the call for papers are provided online [here](#).



### CALL FOR PAPERS “THE ROLE OF GOVERNMENTS IN THE BUSINESS AND SOCIETY DEBATE” Special Issue of *Business and Society*

This special issue welcomes papers with theoretical and/or empirical contribution to the better understanding how governments, institutions or public organizations specifically can contribute to the advancement of the business and society debate. We welcome scholarly inquiries based on a broad variety of disciplines, e.g. political theory, law, sociology, organization theory, management science, environmental studies, ethics, corporate social performance (CSP), and stakeholder management, etc.

To stimulate the discussion, we kindly invite participations in: 23-26 June 2011: Workshop at the annual IABS conference in Bath, UK. Abstracts (ca. 4 pages) for workshop participation should be submitted to [Nikolay Dentchev](mailto:Nikolay.Dentchev@gmail.com) at [nikolay.dentchev@gmail.com](mailto:nikolay.dentchev@gmail.com) before **25 February 2011**.

14 September 2011: Seminar organized by the guest editors in Brussels, Belgium. Drafted papers should be submitted to [Nikolay Dentchev](mailto:Nikolay.Dentchev@gmail.com) at [nikolay.dentchev@gmail.com](mailto:nikolay.dentchev@gmail.com) before **25 July 2011**.

Following these events, the deadline for full paper submission to the special issue is **15 November 2011** to be submitted to [Nikolay Dentchev](mailto:Nikolay.Dentchev@gmail.com) at [nikolay.dentchev@gmail.com](mailto:nikolay.dentchev@gmail.com)



### Call for Papers “Positive Organizational Ethics” Special Issue: *Journal of Business Ethics*

We invite you to submit a manuscript for a *Special Issue* of the *Journal of Business Ethics* on *Positive Organizational Ethics* (POE). This issue targets JOBE's view that ethics encompasses “all human action aimed at securing a good life.” Toward this end, more research must be directed toward the best of human functioning, especially within the context of today's ethically challenged business environment and protracted economic downturn.

#### Overview

For the past decade, we have seen a more explicit focus on the ‘positive’ aspects of organizational behavior, research that seeks to advance well-being, corporate responsibility, ethics, and virtuous action in workplace settings (cf. Cameron, Dutton, & Quinn, 2003). In some respects, this movement is a response to the deficit-based approaches that have traditionally dominated organizational scholarship. Researchers have focused a majority of their inquiries on understanding dysfunctional decisions and behaviors in business—including the myriad of unethical actions that transpire in organizations. A marked shift to the positive reframed the way many viewed and studied organizations, which, in turn, created knowledge about human thriving. By focusing on strengths rather than deficits, scholars are



finding new ways to encourage effective moral decision-making and action (cf. Sekerka, Bagozzi, & Charnigo, 2008).

Strictly speaking, both inquiry approaches—that is, unpacking failure and examining the building blocks of success—can help people engage in more productive and meaningful lives at work. But as tough times continue to beset our global business environment, we are beginning to see the pendulum swing back again, with explicit efforts to describe, explain, predict, and control the “dark side” of management (Neider & Schriesheim, 2010). Instead of returning to the paradigm of ethics as a problem to be solved and abandoning the emerging focus on Positive Organizational Ethics, we would argue for a hybrid approach. Namely, how can scholars use a richer understanding of weakness to inform a more durable form of ethical strength?

To advance this area of scholarship, Positive Organizational Ethics needs an integrated framework, one that advances ethical ideals, but does so realistically. In describing the potential contributions of studying the ‘positive,’ Linley and his colleagues (2006) underscored the need to understand how to weave ethical disorder and dysfunction with ethical achievement, aspirations, and excellence. We welcome submissions that pose questions that encourage business ethics scholars to clarify how organizations can build ethical strength, both in good times and in bad.

This *Special Issue* of *JOBE* is directed to those pursuing positive subjective experiences, positive attributes of individuals and groups, and positive practices that contribute to the best of human behavior in organizations, but with an explicit focus on the capacity to cultivate and sustain ethical performance from both positive and negative vantage points. Although some work has been done to advance the concept of Positive Organizational Ethics (cf. Caza, Barker, & Cameron, 2004; Giacalone, Paul, & Jurkiewicz, 2005; and Verbos et al., 2007), there has been little to explain how ethical strength can endure or emerge as a result of human failings.

#### POE Topic Areas & Questions:

This issue will publish high quality empirical and theoretical works that target the desire, ability, and willingness to engage in moral decisions and actions in organizational settings with resiliency and fortitude during difficult periods, including those involving personal and/or organizational failure. This *Special Issue* will call upon cross-disciplinary work that illuminates how a strength-based approach can advance ethical behavior in workplace settings through strategies, practices, and goals, along with explication of the assumptions that help to shape a more durable form of ethical performance. Possible topic areas and questions of interests include, but are not limited to, the following:

- How do we define Positive Organizational Ethics so that it effectively incorporates building ethical strength from strength, along with building ethical strength from weakness?
- What practices and processes contribute to organizational

transparency and integrity during difficult times (e.g., limited resources, decline, and downsizing)?

- How can leaders in the private, not-for-profit, and government sectors enable Positive Organizational Ethics during periods of economic instability?
- How can leaders in transition and emerging economies promote Positive Organizational Ethics?
- How can organizational members foster and achieve ethical strength in their performance, particularly in ways that confer both short- and long-term benefits for the firm?
- How do character strengths and virtues, such as optimism, hope, gratitude, resilience, creativity, imagination, patience, self-regulation, and wisdom support moral decisions and action during trying times?
- How do unethical actions become a catalyst for developing ethical strength? How can an organization's tarnished reputation inspire an ethical overhaul? How does moral courage play a role in helping to sustain ethical performance in response to a moral lapse?
- How can we structure learning experiences, both in business schools and in corporate training programs, to lay the foundation for students' and trainees' future ethical strength in decision making and performance?
- What is the intersection between Positive Organizational Ethics and organizational strategies relating to corporate social responsibility, sustainability, and financial performance?
- How can stakeholder relationships affect an organization's commitment to Positive Organizational Ethics and, conversely, how can Positive Organizational Ethics affect stakeholders (e.g., customer loyalty, employee retention, and stockholder support)?

We welcome submissions that also raise additional research questions related to POE. Empirical studies are especially encouraged. All papers must include recommendations and next steps for those interested in expanding research about positive ethics in organizational settings.

#### Format and Submission Guidelines

To be considered for this special issue, full papers must be submitted by **December 1, 2011**. Manuscripts should be submitted to [Leslie E. Sekerka](mailto:lesekerk@gmail.com) at [lesekerk@gmail.com](mailto:lesekerk@gmail.com).

Please send the paper in an MS Word or PDF document, with a cover page (including the title and abstract), followed by the body of the paper, references, and any tables and/or appendices (all in one document). The title and abstract (150 words) should be followed by the complete manuscript, without any author-identifying information. Papers should be no more than 9,000 words (including references). All submissions must be in APA format (Times Roman Font, 12 point, double spaced). Please include a separate file with the cover sheet, which states the title of your work and the name(s) of the author(s) with their

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complete contact information (including affiliation, title, email, telephone, fax, and postal address).

Please direct any questions to the special issue Guest Editors noted below. We thank you for your shared interest in working to create new knowledge in the area of Positive Organizational Ethics.

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**International Conference on  
“Leadership and Management in a Changing World:  
Lessons from Ancient East and West Philosophy”  
Call for Papers  
Athens, Greece, 12-14 June 2011**

Objective

It is widely acknowledged that many lessons from ancient philosophy are important in today’s management. Consistency, self-knowledge, fairness, self-discipline, thrift, responsibility for our actions and their effects on others, and ability to lead by example are values and principles dominant both to ancient Greek and Chinese philosophy, while they also constitute core characteristics that organizations and business leaders should manifest today. In the aftermath of the global financial crisis, these ideas have acquired even greater importance, as significant changes are taking place in the global economy, in the organization of enterprises, in the behaviour of managers, as well as in management education.

Focusing on central management areas, this conference will present developments and innovative approaches to management and leadership inspired by or in any other way enlightened by philosophical considerations both from the Eastern and Western schools of thought. It aims to bring to the surface key ideas of ancient philosophy and history, and identify how these relate to modern management and leadership in a cross-cultural perspective. Managers, policy makers, and educators will significantly benefit from participating in this unique

venue that aims at debating how substantial improvements in management practice can be achieved. The conference is jointly organized by two leading Universities in Greece and China, the Athens University of Economics and Business, and the University of International Business and Economics in Beijing.

Key themes

The themes of the conference include but are not restricted to:

- Economic Development and Global Change
- Leadership
- Business Strategy
- Organizational Change & Development
- Regulation & Public Administration
- Role of Government in Business & Management
- Innovation & Entrepreneurship
- Business Ethics, Values and Corporate Social Responsibility
- Theory & Development of Ancient Philosophy
- Decision Making
- Human Resource Development
- Knowledge Management, Learning & Cognition
- Conflict Management, Politics & Negotiation
- Management History
- Management Education and Development
- The Role of the CEO & Top Management Teams
- Social Networking and Management
- Balanced Scorecard
- Communication
- International & Cross-Cultural Management

Submissions

The conference solicits Research and Opinion Papers, in English. Authors are invited to submit an Extended Abstract (1.000-2.000 words) of their paper for peer review by January 31, 2011. Authors of accepted papers are expected to register to the conference and submit the final, camera-ready version of their full paper by **May 2, 2011** for inclusion in the Conference Proceedings. The Conference Proceedings will be published on CD-ROM with an ISBN number.

Selected full papers from the conference will be considered for publication in special issues of one or more major management journals. Such papers will be subject to a peer review process led by the respective journals. Authors interested in participating in this publication opportunity should indicate so upon submission of the camera ready version of their papers. Further details on the submission process and further publication opportunities are available at the conference website.

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## Important Dates

**January 31, 2011** Submission of Extended Abstracts to classics@aueb.gr

**February 28, 2011** Notification of acceptance

**May 2, 2011** Camera-ready version of full papers and Conference Registration\*

**June 12-14, 2011** Leadership Classics 2011, Athens University of Economics & Business, Greece

\* At least one author of each paper will need to register for the conference by May 2 for the paper to be included in the proceedings.

## Venue and Conference Fee

The conference will take place in a central Athens location enabling easy access to the city's world famous sights and attractions. It will start with registration and welcome dinner on June 12. The conference sessions will take place on June 13-14. There will be an official reception ceremony on the evening of June 13, right under the Acropolis of Athens, in the magnificent ancient site of Athens Agora, where philosophical debate thrived and the economy of Ancient Athens was run.

The conference registration fee is € 220. The reduced early bird registration fee is €170 until **May 2, 2011**. The fee includes conference proceedings, conference welcome dinner and reception ceremony, coffee breaks and lunches on the conference days.

## FOR MORE INFORMATION:

Conference Chairs:

Professor [Gregory Prastacos](#)

Athens University of Economics and Business

E-mail: gpp@aueb.gr

Professor [Fuming Wang](#)

University of International Business and Economics

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Program Committee Chair:

Associate Professor [Eric Soderquist](#),

Athens University of Economics and Business,

E-mail: classics@aueb.gr

## CORPORATE SOCIAL RESPONSIBILITY IN INTERNATIONAL SETTINGS: A CRITICAL REALIST PERSPECTIVE

**Ramon Paz-Vega**

**2010. 340 pages.**

**Saarbrücken, Germany: VDM Verlag Dr. Müller**

**ISBN: 9783639255157**

Ramon Paz-Vega (Ph.D., Instituto Tecnológico de Monterrey, Mexico) is a professor of Management and Business Ethics at the Universidad de Monterrey, in Mexico. His research focuses on the social responsibility of foreign subsidiaries of multinational firms. He is also a fruit grower, exporter, and consultant.

The social responsibility of multinational companies (MNCs) operating in developing countries is a controversial issue. MNCs are often finger-pointed as agents that reap extraordinary profits at the expense of local communities or individual nation states. Even if they pretend to offer cooperative behavior and mutual gains, international managers often find difficulties in understanding and assessing factors such as belief systems, normative frameworks, institutional environments, and social expectations of societies and cultures different from their own. Unfortunately, mainstream literature on Corporate Social Responsibility (CSR) is of little help; it often is inadequate, insufficient, or inapplicable in many international contexts because it ignores those factors. Based on critical realism, this book proposes a systemic approach for addressing the nature, causes, dynamics, and consequences of the corporate social dimension in international settings. The author includes a case study to show how such an approach can be used by scholars and international managers to understand and explain CSR in the specific conditions of particular foreign subsidiaries.

### NETWORKING PLATFORM

Springer is considering the idea of launching an interactive professional networking platform for academics in the field of Business Ethics, and is investigating the possibilities in creating such a platform. In order to assess the level of interest in such a platform and to get some idea of the features users would find useful, we have compiled a questionnaire that can be filled in online [here](#). The answers to this questionnaire will assist Springer in determining the need for and the requirements of such a networking platform - thank you very much for your help.

Springer is also actively recruiting new book projects. If you have a proposal and wish to discuss it with [Neil Olivier](#), publishing editor Philosophy of Law & Ethics at Springer, please contact him (neil.olivier@springer.com). The existing book series on business ethics in the Springer portfolio include '[The International Society of Business, Economics, and Ethics](#)' Book Series (ISBEE), '[Issues in Business Ethics](#)' (IBET) - read it online! - and '[Studies in Economic Ethics and Philosophy](#)' (SEEP).



OPUS COLLEGE OF BUSINESS

**Reflections on the Third Shanghai International Conference of Business Ethics 2010  
Prepared by Christopher Michaelson, Katherina Glac, and Daryl Koehn**

**Background**

The University of St. Thomas' Opus College of Business was a co-sponsor of the conference, "Capital, Credit, and Responsibility in Crisis: What Concepts, Systems, and Ethics are Needed for Future Wealth Creation?" hosted by the Shanghai Academy of Social Sciences. Other co-sponsors included the Shanghai Association of Ethics, the Shanghai Association of Economics, and the Euro-China Centre for Leadership and Responsibility at CEIBS. The conference was attended by approximately 75 scholars and practitioners from Asia, Africa, Europe, and North America on October 29-30, 2010. In gratitude for the opportunity to attend, UST attendees prepared this document to collect key reflections and perspectives for sharing with colleagues and students. With some oversimplification to facilitate comparison of host nation perspectives and so-called Western perspectives, the document notes contrasts, confluences, and tensions in China's economic development.



**Contrasts**

1. Chinese perspectives explore *what kind of capitalism* China needs, whereas Western perspectives tend to focus on the *role of business ethics and corporate social responsibility* in fixing the capitalist paradigm that has been inherited. Some confluence begins to be achieved when we both explore the ethics of capitalism itself and the meaning of wealth creation.
2. Chinese perspectives tend to define wealth in terms of *social harmony*, whereas Western perspectives tend to identify wealth with *private property ownership*. A meeting point is a conception of wealth consisting of both public and private wealth.
3. Chinese perspectives tend to have an (irrational?) *faith in the power of the state to regulate* business conduct, whereas Western

[\(Continued on page 21\)](#)

perspectives traditionally have reflected *irrational faith in the free market to self-regulate*, accompanied by an *emerging skepticism about the ability of reactive regulation* to keep up with capitalist innovation.

4. Chinese normative perspectives seek a role for market actors as the *masters of capital*, whereas Western market actors descriptively have been too prone to be *slaves of the market*.
5. Chinese concerns often center on harm corporations cause to *employees and the environment*, while many Western participants raised questions about the extent to which *stockholders' interests* had been overlooked or harmed.

### Confluences

1. Chinese and Western perspectives acknowledge that capitalist practice has moved ahead of the ability of "soft power" to regulate it. In China, catching up has primarily to do with the *need for institutions to evolve to oversee a new form of economic system*. The West requires *leadership in the form of professionalism* to go beyond still more new regulations that appear merely to stimulate new efforts to avoid these same rules.
2. Both perspectives recognize human social existence as the object of economic relations. However, *Chinese scholars tend more often to point to Marx's Das Kapital* as the ideological basis for the social purpose of economic activity, whereas *Western scholars tend more often to point to Smith's Theory of Moral Sentiments* as the ideological basis for a form of capitalism more sympathetic than that which appears to characterize The Wealth of Nations.
3. Both Chinese and Western scholars are reaching for some alternative and more ethical understandings of key ideas. For example, *does wealth creation reduce to making money or doesn't the making of money sometimes result in actual wealth destruction* (as was the case in the recent US financial debacle)? Should we have an *ethic of private property* or an *ethic of provision* more in line with values prevalent in ancient times and during the Middle Ages? What do we really *mean by a term like "credit"* given that credit used to be linked to financing real commodities and now seems to have taken on a life of its own as traders and speculators use credit to make bets completely unconnected with any underlying commodities or manufacturing processes? Chinese speakers often referenced the writings of Marx as predicting this development and frequently used the term "virtual capital" to describe these innovations. Are there any other *canonical texts drawn from around the world* that could serve as the basis for rethinking these issues?
4. Both perspectives also reiterated the *usefulness of the CSR concept to corporate and societal flourishing*. Examples of Western and Chinese companies were discussed which showed that CSR does not distract from corporate activity (as some traditional criticism of CSR suggested) but rather provides avenues for innovation and growth.

### Tensions in China's Economic Development

1. Is the Confucian cultural value of *social harmony a constraining force on capitalist self-interest*, or is capitalist economic growth a new and better means to promote social harmony?
2. How *much privatization of property ownership* is optimal to balance social and individual wealth? Should land be privatized in rural China? Or should only other assets be privatized?
3. What is the appropriate relative priority of *egalitarianism* amid growing gaps in economic wealth?
4. How should the temptation to *reward short-term sales growth* be balanced with the need to *invest in long-term* research and development?
5. In the context of rapid economic growth and supra-normal reward opportunities, what punishments should be administered in order to make *risk commensurate with reward*? Can risk-taking by Chinese entrepreneurs be successfully reined in by the Chinese government?
6. When China's economic growth slows, rendering growth opportunities more competitive and less ubiquitous, will this upset current attitudes that there can be general *harmony between growth and social welfare*? Should China even be pursuing growth, or should it be looking to development?
7. Should ideas about CSR be adopted based on Western models? While some speakers seem to indicate that Western ideas are fairly easy to implement, others see particular *challenges in the Chinese environment that might demand a rethinking of key drivers and structures seen in Western CSR approaches*.
8. *How should externalities from growth be handled and fairly distributed*? Concern has been raised that urban and industrial centers that are the origins of growth might create that growth at the expense of rural areas. While the government seems to aim at maintaining the social harmony and equality among all citizens, this goal might be difficult to attain as growth increases income and power inequality.