THE SOCIETY FOR BUSINESS ETHICS NEWSLETTER

Spring, 2011 — *Volume XXI, Number 4*

Report from the Executive Director
Jeff Frooman
University of New Brunswick

We have a winner in our annual election! Joe DesJardins has been chosen by the membership to serve on the Board of Directors of the Society for Business Ethics. Joe is currently the Provost and Academic Dean at the College of St. Benedict and St. John's University in Minnesota. He is also a professor in the Department of Philosophy there. In fact, many of you may know him best as the author of the business ethics or environmental ethics text you use in your classroom. Others of you may know him best from the years of service he has provided to SBE: He served as our treasurer from 2008-2009, as our executive director from 2004-2008, and as our newsletter editor from 1999-2004. Thus he brings to our board a wealth of knowledge, connections, and experience. He'll officially join the Board after this year's membership meeting in San Antonio.

I'd like to thank our other candidates in the election--Laura Spence and Dawn Elm. In both steps of the election, the initial round and the runoff, it was a closely contested race. Both candidates brought with them their outstanding qualifications and their passion for ethics. Are organization is so much the stronger for having members like them among us, and for their willingness to put themselves before the membership in an the election. Our thanks to both of you, Dawn and Laura!

And now for the upcoming Annual Meeting . . . . This year it's to be in San Antonio, Texas, just blocks from the historic Alamo. For this meeting we'll be returning to a schedule much similar to the one we've used in the past. The main part of the meeting will run from Saturday morning, August 13th, to Sunday evening, August 14th. There will also be an international reception on Thursday night, August 11th, plus an opening panel session on Friday evening, April 12th, followed immediately by another reception. The keynote address and reception will take in their usual Saturday evening time slot.

We'll be meeting in the Contessa Hotel situated on San Antonio's famous Riverwalk.

We'll also be just two blocks from the San Antonio convention center, the heart of the Academy of Management's meeting. The Contessa, however, is not one of the Academy's main hotels (though one is directly next door to the Contessa), nor is it one of their overflow hotels. So

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we'll be an island of calm in the sea of the Academy's chaos--perhaps an ideal place to be for both those wanting to participate in the Academy and those wishing to avoid it! Finally, the Contessa is on the smaller side (for a downtown hotel), so I think we'll find it to be quite an agreeable space for our meeting.

The Contessa is reserving a block of rooms for us. Contact them through SBE's website (click on the "Annual Meeting" button and then the clickable phrase "Hotel Registration"). I think we've negotiated a wonderful rate ($139/night) for such an elegant hotel in such a convenient location! Finally, you can always find information about our annual meeting and our meeting hotel on our website. From our homepage simply click on the "Annual Meeting" button.

I'm looking forward to seeing you all in San Antonio!

SBE on Linkedin

As a small experiment in social networking, a "group" has been established for SBE on Linkedin, the business-oriented social networking site (www.linkedin.com). Supplementing the SBE litserv and Newsletter, it is designed as another possible means of generating conversation, asking questions, or making announcements. At this time the group is fully moderated and open to SBE members only; however, this could change in the future, as warranted.

If you are currently a Linkedin member, simply search Linkedin's groups for Society for Business Ethics. Then click to Join Group. If you are not a member of Linkedin at this time, and have interest in joining, you can do so by going to the url above and selecting Join Today. Alternatively, you can e-mail Bob Krug, SBE Treasurer, (rkrug@sjcny.edu), and an invitation will be generated for you.

CIC REPORT

The SBE's Committee on International Collaboration (CIC) seeks to promote collaboration among SBE colleagues throughout the world by sharing information on a regular basis through the SBE Newsletter, annual conferences, the listserv and other means. This installment features brief updates from several of our colleagues from diverse global regions offering brief updates and their perspectives on what lies ahead for our discipline. If you would like your center or institute to be featured, please contact co-chairs, Laura Hartman at Lhartman@depaul.edu or Daryl Koehn at koeh4561@stthomas.edu.

Philippa Foster Back, the Director of the Institute of Business Ethics in the United Kingdom writes:

"In recent years, pressure from regulators has resulted in the growth of large compliance departments within many companies. It is easy to measure the number of compliance officers, or the number of employees who have taken an online ethics training course, but are these measures really indicative of whether or not an organisation is ethical? At the recent European Business Ethics Forum – an annual conference for those responsible for ethics within their company – it was clear that a 'sea of change' is beginning. Business ethics issues were being talked about in terms of culture and behaviour – 'hearts and minds' – rather than compliance and non-compliance. Over the next decade, it will become increasingly important for companies to establish practical ways of implementing this change in order to encourage an ethical culture and empower employees, from Board members to trainees, to 'do the right thing'."

The IBE shares that, toward its mission of encouraging high standards of business behaviour based on ethical values, it has recently produced two publications:

Religious Practices in the Workplace
By Simon Webley

In a new IBE Occasional Paper, Simon Webley, IBE Research Director, calls for organisations to be sensitive to employees' beliefs and make provision for them. "Employees do not leave their religious beliefs at the entrance to their place of work: it is integral to their lives. A positive approach to these matters not only deters adverse publicity and exposure to legal cases, it also enhance harmonious relations at work - a condition necessary for enhancing productivity." This IBE Occasional Paper explores situations where religious beliefs and practices impact the day-to-day operations of organisations and reviews the ethical issues which can arise. It describes how religious sensibilities are being accommodated by employers and includes a short guide to good practice.

Click here to view a press release or here to download a free copy of the report.

IBE Good Practice Guide 3: Ethics Ambassadors
By Ruth N Steinholtz & Judith Irwin

Establishing an effective ethics programme that is consistent across a business, particularly a global one, is a challenging process. Local knowledge and input is critical. Ethics ambassadors are a cost effective and powerful tool for addressing this challenge. This new Good Practice Guide from the Institute of Business Ethics draws on the experience of UK and international companies in using ethics ambassadors: employees selected to formally assist in embedding ethical values into corporate culture and promoting ethical behaviour. It sets out the case for using ethics ambassadors and the significant role they play in promoting an ethical culture.

This publication will provide practical assistance to companies on:

- selection and recruitment
- the training and support of ethics ambassadors
- ways to create and motivate a network of ethics ambassadors
- evaluating their efficacy.

For more information see the full press release or go to the IBE's publications page

Please check the IBE website for updates on forthcoming IBE reports www.ibe.org.uk

The Canadian Centre for Ethics and Corporate Policy, a not-for-profit created in 1988 with a mission to champion the application of ethical values in the decision-making process of business and other organizations, wants to announce a new award for graduate students registered in a Masters or Doctoral Program at a Canadian post-secondary academic institution that was established in 2010.

The purpose of the Centre's $5,000 award is to fund research leading to the submission of a report on a topic related to applied business ethics. The Terms of Reference for the Award, including the application and selection process, are posted on the Centre's web site at www.ethicscentre.ca. The first recipient of the Award was Gail Henderson, a doctoral student at the Faculty of Law, University of Toronto. Her project entitled A fiduciary duty for future generations? will consider whether boards of directors of Canadian companies have a fiduciary duty to future generations to consider the environmental impacts of their company's operations. The final report will eventually be posted on the Centre's web site.

BOOKS, JOURNALS & MULTIMEDIA

Moral Courage in Organizations:
Doing the Right Thing at Work

Edited by Debra R. Comer (Hofstra University) and Gina Vega (Salem State University)

Armonk, NY: M.E. Sharpe, 2011
The topic of moral courage is typically missing from business ethics instruction and management training. But moral courage is what we need when workplace pressures threaten to compromise our values and principles. Moral Courage in Organizations: Doing the Right Thing at Work highlights the effects of organizational factors on ethical behavior; illustrates exemplary moral courage and lapses of moral courage; explores the skills and information that support those who act with moral courage; and considers how to change organizations to promote moral courage, as well as how to exercise moral courage to change organizations. By giving readers who want to do the right thing guidelines for going about it, Moral Courage in Organizations: Doing the Right Thing at Work is a potent tool for fostering ethical organizational behavior.

The full table of contents can be found here.

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NGOs and Social Responsibility
Developments in Corporate Governance and Responsibility, Volume 1
Editors: Güler Aras and David Crowther
ISBN: 9780857242952
Price: £62.95/€89.95/$114.95
Published: September 2010

Each annual volume in this series presents a different theme related to the broad field of Corporate Social Responsibility, and publishes in association with the International Conferences on Corporate Social Responsibility run by The Social Responsibility Research Network.

It is increasingly being accepted that there is a benefit to both parties when a relationship is established between an NGO and a company. Consequently a considerable number of strategic alliances have been established. It must be accepted that such alliances are not necessarily mutually beneficial but little research has been undertaken to determine the factors which facilitate or mitigate against such mutual benefit. Indeed it is only recently that such relationship shave started to be examined at all. The contributions in this volume seek to redress this by researching various aspects of such relationships in order to arrive at some conclusions regarding the potential benefits and pitfalls of such relationships. The various contributors speak from different perspectives and different locations around the world and have different experiences and interpretations to offer. The results therefore present a diverse but balanced picture of the potential of any relationship between NGOs, companies and corporate social responsibility.

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Reframing Corporate Social Responsibility Lessons from the Global Financial Crisis
Critical Studies on Corporate Responsibility, Governance and Sustainability, Volume 1
Volume Editors: William Sun, Jim Stewart, David Pollard
ISBN: 9780857244550
Price: £72.95/€105.95/$134.95
Published: December 2010

Most people have believed that corporate social responsibility (CSR) played a significant role in the 2008 global financial crisis. However, little research has been done to reflect on the underlying issues of CSR in connection to the financial crisis. This collection brings together leading scholarly thinking to understand why CSR failed to prevent the global financial crisis, how corporate social irresponsibility (CSI) contributed to the financial crisis, and how we may reframe CSR or improve CSR frameworks to help prevent or mitigate any future financial and economic crises.

We are pleased to offer SBE newsletter readers an introductory discount of 30% off list price on both these volumes.
To claim your discount please go to:
http://books.emeraldinsight.com/offer
And enter the discount code: "BESERIES"

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Socrates Comes To Wall Street: A (Post-meltdown) Dialogue on Business, Ethics and Leadership by Thomas I. White, Conrad N. Hilton Professor in Business Ethics and Director, Center for Ethics and Business, Loyola Marymount University. (E-book, self-published, 2011)

Socrates Comes To Wall Street is a short book (c. 28,000 words) appropriate for a variety of courses. The book lets the reader eavesdrop on a conversation about current ethical challenges in business between a beleaguered financial services CEO and a mysterious visitor who wears Armani suits, carries a pocket watch worth $11 million, controls 30% of the company's stock and has been given the nickname "Socrates" by his friends.

Intent on helping the CEO avoid future mistakes, "Socrates" uses a clever wager to draw the executive into a discussion about the fundamental "job" of business and what it means to do business "ethically." As the dialogue unfolds, both the CEO and the reader are forced to question the validity of fundamen-

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ANNOUCEMENTS

NETWORK FOR BUSINESS SUSTAINABILITY
Professor Tima Bansal, Director
Ivey School of Business, University of Western Ontario

If you're looking for your next research topic, it is suggested that you check out the newest report from the Network for Business Sustainability: Canadian Business Sustainability Priorities for 2011. These priorities are selected consensually each year by a diverse group of organizations leading in sustainability.

The Network commissions the systematic review of the academic research for at least two of the priorities every year. For an example see the systematic review on Embedding Sustainability in Corporate Culture, completed by Stephanie Bertels of Simon Fraser University, which was a 2010 priority.

The Network has commissioned two topics for systematic review based on the 2011 report. Joseph Arvai, Piers Steel, and Victoria Campbell of the University of Calgary are investigating how individuals make sustainability-related decisions. And Graeme Auld, Alexandra Mallett, and Robert Slater of Carleton University are investigating which outcome-based government policies best address sustainability issues.

The Network anticipates the results of these reports will be released towards the end of 2011.

The purpose of the Network is to bridge the communities of research and practice. By doing so, the Network hopes to encourage practice-based research and research-based practice. Over 1000 managers and 600 researchers are involved in the Network, so if you haven't already joined, the Network for Business Sustainability hopes you do so.

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Boudewijn de Bruin appointed Professor of Financial Ethics, University of Groningen, The Netherlands

On 1 January 2011, Boudewijn de Bruin was appointed professor of Financial Ethics at the Faculty of Economics and Business of the University of Groningen, The Netherlands. This is a new chair at the Faculty, answering a wide social need for future economists and business people to be schooled in ethics.

The economic crisis has demonstrated the need for financial ethics in the curriculum. Economics and business students will address ethical questions concerning bonuses, government support for banks, and the so-called "bankers' oath," a recent initiative of Dutch banks.

In his research, De Bruin makes use of methodologies from such diverse disciplines as philosophical ethics, game theory and mathematical logic. Recent publications include Explaining Games: The Epistemic Programme in Game Theory (Springer's Synthese Library), and "The Liberal Value of Privacy," Law and Philosophy.

De Bruin (Almelo, 1974) studied composition at the conservatory in Enschede for a year, then mathematics and philosophy at Amsterdam, Berkeley and Harvard. He obtained his PhD from the Institute for Logic, Language and Computation (Amsterdam) on a thesis about game theory and epistemic logic. De Bruin joined the University of Groningen in 2005.

Web
E-mail: b.p.de.bruin@rug.nl

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VIDEO QUALIFICATION FOR INTERCOLLEGIATE BUSINESS ETHICS CASE COMPETITION (IBECC)

Because so many schools lacked the travel funds to participate in the regional qualifying competitions for the Intercollegiate Business Ethics Case Competition (IBECC) to be held in September at the Ethics and Compliance Officer Association's annual business ethics conference in Bellevue, WA, an alternative path has been established for qualifying. Teams are invited to submit video presentations that follow the same format as a live presentation (contemporary business ethics issue; team of 3-5 students; presentation of 20-30 minutes). Presentations will be evaluated by a panel of judges, who will then issue invitations. For more information, click here and/or contact Kirsten Nordblom (knordblom@lmu.edu; 310.338.2321). IBECC is jointly sponsored by the Center for Ethics and Business at Loyola Marymount University, the Opus College of Business at the University of St. Thomas and the ECOA.

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tal assumptions about the nature of business and the responsibilities of business leaders-assumptions that had a significant role in causing the recent economic meltdown.

Author's note: I've decided to self-publish this as an electronic book as an experiment in responding to student concerns about the escalating costs of textbooks. Accordingly, this book will be available for approximately $5 through a variety of outlets: Kindle, Nook, etc.

For a list of all outlets and for more information about the book, see www.ethicsandbusiness.org. Instructors are welcome to a complimentary copy for evaluation. If interested, please contact Thomas White at twhite@ethicsandbusiness.org.

CALL FOR PAPERS AND CONFERENCES

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 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

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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 at 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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Call for Papers – Special Issue of Business & Society
THE ROLE OF GOVERNMENTS IN THE BUSINESS AND SOCIETY DEBATE

Guest Editors
Nikolay A. Dentchev
HUBrussel
+32.(0)477.91.71.21
nikolay.dentchev@gmail.com

Elvira Haezendonck
Vrije Universiteit Brussel (VUB)
+32.(0)2.629.21.31
elvira.haezendonck@vub.ac.be

Many examples can illustrate the involvement of governments in social and environmental issues that companies are dealing with. We can easily recall that President Obama went to observe in person the disastrous impact from the BP incident in the Gulf of Mexico in 2010. We also saw that in response to the recent financial crisis, government officials elaborated on the Basel III capital requirements and on new monitoring rules for financial institutions. And when it comes to global warming, numerous international conferences and treaties have been devoted to address this issue. In fact, all these examples of governmental involvement in the business and society debate are related to issues with a significant impact on society or humanity as a whole, where government officials act in their role of market regulators.

In addition to their regulating role, public organizations should be exemplary to society and proactively embrace the principles of corporate social responsibility (CSR). In this context, we could observe that the public port authorities (e.g. Port of Antwerp, Port of Rotterdam) readily engage in sustainability programs, addressing issues such as renewable energy, air quality

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management, water management, waste management, and stakeholder dialogue. Operating in a very competitive setting, ports consider sustainability as a source of competitive advantage. On the other hand, public organizations operating in less competitive environments (e.g. government administration) may not be exemplary in addressing issues related to gender, diversity, and telework adoption and promotion. In fact, the above examples show us that at different levels, the roles and commitments of government organizations may strongly vary with respect to CSR.

With this special issue, we would like to encourage a broader spectrum of insights into the role of governments in the business and society debate. Here governments are not only seen as regulators or facilitators, but also as actors and organizations that should embrace the principles of social responsibility in their codes of conduct, as role models and as one of the key stakeholders that can contribute to solve both social and environmental challenges. Moreover, public organizations have the opportunity to embed the principles of CSR in the diversity of Public-Private-Collaborations they have with private organizations.

In the first place, business and society scholars would correctly question if government officials are supposed to act as regulators in corporate social responsibility and performance. A strict interpretation of the literature would immediately point at the principle of voluntarism, according to which CSR refers to discretionary business activities that reach beyond the legal prescription of law. Such a principle would automatically exclude the active involvement of governments from many topics of the business and society debate. However, this exclusion is not what empirics show us. In Europe, for example, a great part of the business and society debate is stimulated by public governance. Moreover, a full exclusion of governments from CSR discourse might be even undesirable from a moral standpoint. We refer here to the empirical evidence of window dressing and green washing, when businesses engage in corporate social responsibility, and we question whether governments cannot regulate for this type of misconduct. And what is the role of government in situations where managers refuse to take responsibility, even if their companies obviously caused or show a high risk of causing a social or environmental disaster. Overall, the discussion on the extent to which governments should (or should not) be involved as market regulators in the business and society debate would strengthen the theoretical fundamentals of our research field.

In addition, a holistic approach is arguably preferable to address social and environmental issues, due to the high level of complexity associated with them. In such an approach, each market player and market influencer acts according to the higher principles of morality and in the best interest for society and the natural environment. Consumers, producers, service providers, scientists, in fact all human beings can contribute to the solution of the social and environmental problems of our societies. Most effective solutions are expected when each market player makes the best effort in search of collaborative solutions to these issues. But such an orchestrated, holistic approach to social and environmental issues is not self explanatory. Due to the complexity of some issues in our societies, many people are not able to see the causal link between their conduct and the issue itself. And even when the causality is quite clear, phenomena such as the free riding problem and the "Not in My Back Yard" (NIMBY) syndrome make the holistic approach challenging. The challenges become even bigger, once a holistic action is required internationally, for which a painful example is the very slow progressing in the global warming discussion. In this context, the inquiry on the role of governments in the holistic approach to social and environmental issues will contribute to the effectiveness of these issues' solution.

Here, public governance should be considered also as an instrument for the organization of social activity. To that end, all sorts of public organizations and institutions are established such as parliament, government, justice, police, defense, municipality, education, health care, and transport, to mention only a few. Regardless of their function and some differences in these functions over different countries, public organizations have an exemplary role in our societies. And depending on their specific role, public organizations and institutions are well positioned to develop one or more of the moral norms that our societies like to cherish. As such, they should be the first to adopt the principles of social responsibility in their code of conduct. Unfortunately, the numerous examples of corruption or abuse of official power suggest that public organizations might not be any different from business organizations when it comes to involvement in window dressing or green washing. Moreover, governmental action (e.g. protectionism) might be even counterproductive to the solution of social and environmental issues. Therefore, it would be interesting to have a better understanding on the similarities or differences concerning the challenges to adopt the principles of social responsibility in public organizations as opposed to private firms.

This special issue is devoted to research on the role of governments in a holistic approach to the solution of social and environmental problems. We encourage research that elaborates on, but is not limited to, the following questions:

- Does the principle of voluntarism per definition exclude public policy regulation to any aspect of corporate social performance?
- If not, to what extent is CSR regulation desirable?
- What are the positive or negative effects of public regulation of corporate social responsibility and performance?
- In addition to regulation, what other roles can governments/institutions play in the business and society debate?
- How can different governmental organizations – at the local, national or international level – contribute to the business and society debate?
- How can government action contribute to the holistic solu-

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tion of social and environmental problems?

- What instruments may public organizations use to involve different stakeholders in holistic approach to solving social and environmental issues?
- How can countries with different levels of development or with different sovereign interests co-operate to face the challenges of our planet?
- How do public organizations contribute to setting the moral norms of society?
- What is the exemplary role of public organizations in social responsibility?
- How similar (different) are the challenges to adopt the principles of social responsibility in public organizations as opposed to private firms?
- Does the core function of public organizations limit the issues of social responsibility it may want to address, and the way it can address it?
- What are the opportunities and the challenges of introducing the principles of social responsibility in public-private collaborations?

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. Papers submitted for publication in this special issue are subject to the double-blind review process of Business & Society.

Submission Instructions

Authors are requested to submit a full paper to the corresponding guest editor, Nikolay Dentchev (nikolay.dentchev@gmail.com) before **15 November 2011**.

Submitted papers should follow the Business & Society guidelines for authors (cf. http://bas.sagepub.com).

Submission should include an abstract of 100-150 words, followed by 3 to 5 keywords. The manuscript should not contain any indication of authorship and should be submitted separately from the title page with full author information for contact. Business & Society uses the citation and reference system of the American Psychological Association (APA) and any paper published in Business & Society can be taken as an example.

Timeline and deadlines

We would like to stimulate the debate on the role of government in the business and society discourse during the following events, although participation is not a condition for authors to submit a contribution:

- **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@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@gmail.com before **25 July 2011.**

Target dates (subject to change):

- **15 November 2011** : full paper submission to the special issue.
- **1 April 2012** : authors are invited to revise and resubmit
- **1 June 2012** : submission of revised papers
- **15 October 2012** : Delivery of contributions together with the introductory paper by the guest editors.
- **2013** : publication of the special issue

For further details, please contact the corresponding guest editor:

Nikolay A. Dentchev
HUBrussel
nikolay.dentchev@gmail.com

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Call for Papers
Special Issue of the Journal of Management Education
Crisis Management Education

Although there is a growing literature on crisis management, little has been published to teach our students about crises (for a notable exception, see Cirka & Corrigall, 2010). Crisis Management scholars typically define crisis as a low-probability high-consequence event. But the term may also be used more inclusively to refer to any unstable situation that poses grave dangers or challenges, regardless of the likelihood of its occurrence. Whereas the first conceptualization of crisis emphasizes preparedness, the latter highlights responsiveness. Accordingly, we need to educate our students both to prepare for and to respond to natural and human-made catastrophes, including those that affect a single organization and its stakeholders (e.g., a CEO's sudden death or a tainted product) and those that affect entire industries and/or geographical regions (e.g., a flood or an eco-destroying oil spill).

Students can learn to prepare for crises by becoming aware of and imaginative about the types of critical events to which organizations and their stakeholders are susceptible; acknowledging that much of what receives the misnomer of unforeseeable is, instead, merely unforeseen; and adopting a mindset that enables them to think the unthinkable—and then take reasonable steps to try to prevent its occurrence or, at least, to contain its impact. Our students need to cultivate the competencies that

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will allow them to anticipate and get ready for worst-case scenarios; to understand risk and take it seriously, rather than to underestimate and dismiss it; and to weigh the needs and interests of all stakeholders who would be affected by the repercussions of a crisis.

But because crises are not always predictable or preventable, students must also know how to respond to them when they do occur. Indeed, whereas one type of response could engender consequences that compound calamity, another course of action could confine the damage and a third alternative could even turn a crisis into an opportunity to improve pre-crisis conditions. Students need to be able to implement contingency plans and to communicate with, mobilize, and protect stakeholders during and after a major disruption. We must teach them that crisis situations tend to compromise people's abilities, even as we equip them to perform under extreme pressure.

This Special Issue will explore the ways in which we, as management educators, can enhance our students' proficiency in thinking about and dealing with crises. Possible research questions include, but are not limited to, the following:

- How can more expansive definitions of crisis and crisis management—ones that emphasize both preparation for and response to demanding circumstances—affect what and how we teach our students about crisis management?
- How can we translate the scholarship on crisis and disaster management into meaningful knowledge, skills, and abilities for our students?
- What lessons can we take from researchers and practitioners in emergency management, public health and administration, health psychology, exercise physiology, and other disciplines to inform our students to prepare for and respond to crises?
- What are the merits of a standalone course in crisis management? What would such a course look like?
- How can we incorporate the topic of crisis management into our discussions of and courses in planning and strategy, risk framing and decision making, organizational communication, management systems and information technology, operations management, human resources, organizational design, organizational culture and change, business ethics and social responsibility, and/or managerial skills? For example, what do students need to know about establishing back-up communication networks and operations?
- How can we help students to understand the effect of an organization's culture on the organization's response to a crisis, as well as the effect of a crisis on organizational culture?
- How can we teach students to balance the interests of various stakeholders groups when preparing for and responding to a crisis?
- What specific facets of emotional intelligence, adaptability, and resilience will our students need to anticipate, respond to, and learn from crises—and how can we help them develop and strengthen these qualities?
- How can we help our students to avoid the kind of "this-could-never-happen-to-me" thinking that precludes preparation for crises and, instead, encourage them to become more mindful of the kinds of crises to which organizations are vulnerable?
- What types of pedagogical approaches and techniques are most likely to engage executives? MBAs? traditional undergraduates?
- What experiential activities can improve students' ability to envision, get ready for, and respond to various types of crisis situations?
- How should we teach crisis management to Millennial students—who have grown up with 9/11 and other terrorist attacks; school massacres; epidemics and pandemics; life-obliterating hurricanes, tsunamis, and earthquakes; and the financial meltdown?
- How can we educators learn from the crisis management literature to respond to crises in our classrooms? How can we gain the support of our faculty colleagues and educational administrators to institute campus-wide policies and procedures that help to safeguard students, staff, and faculty?

The deadline for submission of papers is **October 1, 2011**. Submissions should be original, not published in any other source, and no more than 25 pages long, including references, figures, tables, appendices, etc. Information on manuscript formatting and submission can be found here. Submit Word or RTF files here. Under submission type, select Special Issue: Crisis.

Those who are interested in submitting a manuscript and/or serving as a reviewer are invited to contact the Guest Editor:

Debra R. Comer
Guest Editor, Special JME Issue on crisis management education Zarb School of Business Hofstra University Hempstead, NY 11549-1340 USA debra.r.comer@hofstra.edu

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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.

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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; Giacalorie, 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)?

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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 at 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 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.

Leslie E. Sekerka, Ph.D.
Associate Professor of Organizational Behavior and Psychology
Director, Ethics in Action Research and Education Center
Menlo College
(831) 648-1965 lesekerk@ gmail.com
http://www.sekerkaethicsinaction.com

Debra R. Comer, Ph.D.
Professor of Management, Entrepreneurship, and General Business
Frank G. Zarb School of Busiriess Hofstra University
(516) 463-5363
debra.r.comer@hofstra.edu

Lindsey N. Godwin, Ph.D.
Assistant Professor of Management
Department of Management and Marketing
College of Business and Public Affairs
Morehead State University
(606) 783-2770 l.
godwin@moreheadstate.edu

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Call for papers
5th Annual Conference on the
Political Economy of International Organizations
January 26-28, 2012, Villanova University,
Philadelphia, PA, USA

Submissions are invited for the fifth annual conference on the political economy of international organizations, to be held at Villanova University, Philadelphia, USA, on January 26-28, 2012. The conference brings together economists and political scientists to address political-economy issues related to international organizations such as the World Trade Organization, the United Nations, the International Monetary Fund, the World Bank, and the European Union, and also other international organizations that have received less attention in the academic literature.

Distinguished Guest Speaker for 2012
Jagdish N. Bhagwati,
Professor of Economics and Law,
Columbia University

Submission of Papers

Both empirical and theoretical papers will be considered. Please submit full papers to conference@peio.me. The deadline for submission is **30 September, 2011**. Decisions will be made by 31 October, 2011. This year's special issue of the Review of International Organizations will be focusing on Informal Gov-

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ernance in International Organizations, edited by Randall Stone. Please indicate in your submission to the conference whether you are interested in also submitting to the special issue. (Note that the RIO is now accepted for inclusion in the SSCI.)

Conference Format, Attendance, Registration, and Accommodation

The number of participants will be limited to about 50, which allows for in-depth discussion of each paper. Authors of accepted papers are expected to attend the entire conference. There is no registration or conference fee. Travel and accommodation are at the expense of participants. The organizers will assist you in finding suitable/affordable accommodation.

Conference Venue:
Villanova University, Philadelphia, PA, USA

Conference Website: http://www.peio.me/

Program committee

Bernauer, Thomas (ETH Zurich, CIS)
Broz, Lawrence (University of California, San Diego)
Dreher, Axel (University of Heidelberg)
Hug, Simon (University of Geneva)
Kilby, Christopher (Villanova University)
Knack, Stephen (World Bank)
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Stone, Randall (University of Rochester)
Sturm, Jan-Egbert (ETH Zurich, KOF)
Tierney, Michael J. (College of William and Mary)
Vreeland, James (Georgetown University)
Werker, Eric (Harvard Business School)

We look forward to your submissions.

Axel Dreher (University of Heidelberg)
Christopher Kilby (Villanova University)
Katharina Michaelowa (University of Zurich, CIS)

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Ethics and HRM: Theoretical and conceptual analyses
Special issue of Journal of Business Ethics
Full paper submission June 30, 2011 published in 2012/13

The very notion of human resource management – that humans should be managed as resources – is ethically fraught. The management of humans as a form of 'resource' risks the humanness, dignity, rights and liberty of those managed. Also at risk are the virtue, autonomy and moral well being of those managing, called as they are to instrumentally direct people's very humanity. Nevertheless such issues remain vastly underexplored in the research literature despite the growth of human resource management as a management practice and a scholarly field.

Human resource management can be studied at the micro, meso, and/or the macro level. To date, however, studies investigating human resource management from an ethical perspective have tended to focus on the micro level concentrating on issues of risk and compliance, fairness and equity, and employee rights. Less open to ethical scrutiny has been how the growing power imbalance between employees and organizations, and the diminution of influence by labor organizations, means that human resource management exercises increasing control over workers' lives. With the subsequent dominant role of 'strategic' thinking in both scholarly and practitioner discussions of human resource management, such that performance is privileged over persons, the existing concentration on this micro level seems difficult to justify.

We seek papers that provide ethical interrogations of the theory and practice of HRM with specific attention to developing a theoretical base on which HRM might be both critiqued and revisioned. Contributions can come from a variety of philosophical, political, ethical, critical, sociological, and other theoretical perspectives. Papers may include, but are not limited, to the following:

- the implicit ethics in the language and rhetoric of "Human Resource Management";
- ethics and HRM in its global, historic and politico-economic context;
- the ethical implications of the shifts in institutional power to the firm and the increasing political role of HR both inside and outside the firm;
- the use and relevance of different ethical philosophies and theories to the development or critique of HRM;
- ethics and subjectivity as it relates to the objectification of humans as resources to be used strategically;
- the commodification of the worker inherent in buying and selling of labor;
- the loss and/or appropriation of "the Other" in the utility of humans as resources;
- ethical critiques of the corporate appropriation of people through HRM practices such as employee engagement and employee empowerment;
- the contribution of the field of industrial relations (IR) to the ethics of people at work;
- the ethics of international HRM is a post-colonial world;
- the use and abuse of new technologies in employment relationship;
- ethical implications of humans being constructed as global

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resources;

- loss of our physical and sensory bodies through our creation as objects of HRM;
- ethics and the gendered construction of people at work through HRM;
- the role of watch dog institutions such as trade unions, NGOs, auditors, in their capacity to protect vulnerable workers;
- the contribution of relational ethics, such as care ethics and feminist ethics, to the (re)consideration of human “resources” as human “relations”;
- the future for ethics and HRM if financial markets continue to reward companies for inflicting human suffering;
- the perpetuation and normalization of HR discourse and ideology through our own teaching, research and practice.

Journal of Business Ethics special issue to be published in 2012/3. To be considered for a special issue on Ethics and HRM you must submit a full paper by **June 30, 2011** prepared in accordance with the guidelines of the journal.

Guest editors for this special issue:

Michelle Greenwood,
Faculty of Business and Economics, Monash University,
michelle.greenwood@monash.edu

Jan Schapper,
Graduate School of Management, La Trobe University
j.schapper@latrobe.edu.au

and

Gavin Jack,
Graduate School of Management,
La Trobe University,
g.jack@latrobe.edu.au

All enquiries and submissions should be forwarded to Michelle Greenwood, Faculty of Business and Economics, Monash University, Australia, michelle.greenwood@monash.edu

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CALL FOR PAPERS

A Call for Papers for the Eight Annual ICCSR Symposium on Corporate Social Responsibility in China to be held at the University of Nottingham, Ningbo Campus, China on 11th & 12th July 2011.

We invite both theoretical and practice-oriented papers to explore various perspectives on the emergence of CSR in China. We especially invite papers that develop fresh theoretical perspectives, aim to apply recently developed conceptual frameworks or present empirical evidence in areas that are relatively underexplored in China.

Examples include:

- CSR and Regulation;
- The role of civil society in shaping CSR in China;
- The relationship between philanthropy, corporate social responsibility and firm performance in China;
- The relation between CSR, human resources management and organizational commitment in Chinese firms;
- The emergence of socially responsible investment in China;
- Social entrepreneurship, microfinance and CSR in China;
- Corporate responses to climate change in Chinese firms
- Sustainability, CSR reporting and CSR standards in China
- CSR practices in Chinese supplier firms
- The nature of stakeholder engagement in CSR of firms in China and of Chinese firms expanding abroad
- Comparative perspectives looking at CSR and sustainability strategies in different business groups or in different Asian countries and beyond.

In addition we invite papers for two specific tracks that will be organized in the conference:

- CSR from the Perspective of ASEAN States
- Environmental Management Accounting and Integrated Reporting

Authors interested in submitting a paper for presentation at the symposium should submit an abstract of 500 words to Peter.Hofman@nottingham.edu.cn by Friday, 8th April 2011.

The ICCSR will also be preparing a special issue for a journal on Corporate Social Responsibility in China, to be edited by Prof. Jeremy Moon, Dr. Peter Hofman and other(s). Papers presented at the symposium would be considered along with those responding to the journal’s own call for papers. A more extensive outline is now available to download here

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RESEARCH CONFERENCE SOCIAL RESPONSIBILITY: PERCEPTION AND REALITY JULY 14-15, 2011

This multidisciplinary, international conference aims to connect scholars interested in exploring the frontiers of research examining the economic, social and environmental aspects of business. Customers, investors, and employees are among the key stakeholders that companies seek to influence through their

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activities and communications around social responsibility. Information on social impact 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.

Highlights
The Conference offers a blend of paper sessions, research briefs, and opportunities to connect with scholars from around the world. Our opening panel session features business leaders who will engage with participants to explore the intersection of academic research and CSR practice. Panelists include:

- Elizabeth J. Warman, Director of Global Corporate Citizenship - NW Region, Boeing
- Dan Bross, Senior Director of Corporate Citizenship, Microsoft
- Sara Kendall, Vice President of Corporate Affairs & Sustainability, Weyerhaeuser

Schedule
The two day conference will start mid-day on Thursday, July 14 and conclude at 5:00 p.m. on Friday, July 15. The program includes a gala dinner on Thursday evening.

Doctoral Student Scholarships
The Center will provide financial support covering registration fees and accommodations (double occupancy) for up to ten Ph.D. students who are focusing their research/dissertation on topics that align with the conference theme. Applications and letters of interest will be accepted April 1 to June 1, 2011.

Registration
The registration fee is $150 and includes conference materials, Thursday's gala dinner, Friday breakfast and lunch, as well as web access to full text of all papers presented. The fee does not include lodging or transportation. A lodging rate of $149 per night is available July 13, 14 and 15 at Courtyard Marriott Tacoma, located one block from campus. More Information and Online Registration at: tacoma.uw.edu/clsr/conference-2011

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SME and Sustainability:
CALL FOR PROPOSALS:
ABSTRACTS / PAPERS / PRESENTATIONS

The Network for Business Sustainability is organizing next October 20-22, in Montreal, Canada, the international conference "SMEs: Moving toward Sustainable Development".

This conference is unique in that we are encouraging contributions from both the managerial and academic sectors. Due to their number and connectedness within communities, SMEs play a critical role in fostering societal sustainability. Recognizing the pressing needs of SMEs for rigorous sustainability knowledge, this event aims to foster the production and dissemination of knowledge as well as its integration into practice.

Call for Proposals:
We are accepting both empirical and theoretical proposals on a broad range of topics and disciplines related to sustainability and SMEs. Submissions are welcome from both the academic community and the business community, recognizing that it is often at the cusp of these two communities that the most innovative insights are gleaned. Preferences will be given to proposals that are both rigorous and accessible.

We accept presentations (without papers), presentations (with papers), roundtables proposals and doctoral presentations. The deadline is April 1st for the abstracts (of both papers and presentations). Full papers' deadline is **June 24th, 2011**.

Publications:

Accepted papers will be published in the Conference proceedings.

By submitting a proposal, the authors agree that if the proposal is accepted, at least one of the authors will present the research at the conference. In submitting a manuscript, the authors also certify that it is free of copyright and has not been previously published. Submissions can be submitted in French or English. For more information, visit our website or download the Call for proposal here

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Call for Papers
Journal of Global Responsibility special issue
Exploring the meaning of responsibility
Submission Deadline 8th July 2011

For further details on this call, please click on the hyperlinked title above.

Journal of Global Responsibility publishes scholarly articles that build the kind of understanding that will lead organizations towards the adoption of a longer term focus and a more inclusive set of responsibilities. These organizations better sustain themselves and society. The journal wants to help organizations rethink themselves and to encourage them to evaluate their own progress in terms of the progress of the communities in which they operate and thus lead the entrepreneurial and creative capacity of capitalism to become a force for building common good. Global responsibility has a systems view and cares about the effects of action, so it builds both the legitimacy and stability of the system. Leaders can be supported by catalytic and innovative thinking from all the sub disciplines of management (finance and accounting, strategy and marketing, operations and human and organizational studies) as well as the more fundamental academic disciplines including philosophy, sociology, politics, history and psychology.

POSITIONS

The Graduation Pledge Alliance
Executive Director

The Graduation Pledge of Social and Environmental Responsibility states: "I pledge to explore and take into account the social and environmental consequences of any job I consider and will try to improve these aspects of any organizations for which I work."

Neil Wollman; Ph. D.; Senior Fellow, Bentley Alliance for Ethics and Social Responsibility; Bentley University; Waltham, MA, 02452; NWollman@Bentley.edu; 260-568-0116;

The Graduation Pledge Alliance is seeking an Executive Director starting in the summer of 2011. This is a part-time position lasting one year with the possibility of extension; there will be a $10,000 yearly stipend contingent upon funding for the position from GPA's host institution. The GPA is a project of Bentley University's Alliance for Ethics and Social Responsibility.
Bentley University is located 8 miles west of Boston, but the Executive Director can work remotely; thus applicants from outside of Massachusetts are also encouraged to apply.

The Graduation Pledge of Social and Environmental Responsibility states, "I pledge to explore and take into account the social and environmental consequences of any job I consider and will try to improve these aspects of any organization for which I work." Since the founding of the GPA in 1987, over 250,000 students have taken the Pledge in various ways. The schools involved include liberal arts colleges (e.g., Bates and Grinnell); state universities (such as Colorado and Florida); private research universities (including Stanford and George Washington University); and schools outside the U.S. (e.g., Taiwan and Canada). The Pledge has also been at professional and high schools.

Responsibilities include:

- Working with the GPA Executive Committee (EC) President to advance and refine the GPA's strategic plan
- Managing staff and hiring as necessary to advance the mission and capabilities of the GPA, in consultation with the EC
- Directing and coordinating communication and outreach to Pledge campus chapters and to the media via the GPA website, email, and voice
- Building relationships with potential partner organizations, in collaboration with the EC
- Communicating with and incorporating feedback from the GPA Advisory Board
- Attending relevant conferences and other events where the GPA could be promoted
- Seeking out opportunities to promote the Pledge at new schools
- Directing the pursuit of funding, in consultation with the EC

Strongly recommended skills include:

- Familiarity with Microsoft Office
- Strong written and spoken communication skills
- Management experience
- Experience with business process development

If interested, please submit a resume and cover letter along with a writing sample to Tim Rairdon at trairdon@bentley.edu.

The Graduation Pledge is part of the Bentley Alliance for Ethics and Social Responsibility, based at Bentley University in Waltham, Massachusetts

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Graduation Pledge Alliance
Executive Committee (EC) President

The Graduation Pledge Alliance is seeking a board-level Executive Committee (EC) President starting in the summer of 2011. This position is on a volunteer basis without monetary compensation. The GPA is a project of Bentley University's Alliance for Ethics and Social Responsibility, and the Executive Committee performs the function of a nonprofit Board of Directors. Bentley University is located 8 miles west of Boston, but the EC President can participate remotely; thus individuals from outside of Massachusetts are eligible.

The Graduation Pledge of Social and Environmental Responsibility states, "I pledge to explore and take into account the social and environmental consequences of any job I consider and will try to improve these aspects of any organization for which I work." Since the founding of the GPA in 1987, over 250,000 students have taken the Pledge in various ways. The schools involved include liberal arts colleges (e.g., Bates and Grinnell); state universities (such as Colorado and Florida); private research universities (including Stanford and George Washington University);

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and schools outside the U.S. (e.g., Taiwan and Canada). The Pledge has also been at professional and high schools.

The responsibilities of the EC President include:

- Advancing and refining the GPA's strategic plan and GPA policies in collaboration with the GPA Executive Director
- Planning and leading EC conference calls and meetings
- Working with the Executive Director and other EC members in decision-making concerning GPA's human resources, fundraising activities, and relationship-building with potential partner organizations

Strongly recommended skills include:

- Familiarity with Microsoft Office
- Strong written and spoken communication skills
- Management experience
- Experience with business process development; familiarity with lean principles and terminology (as found in lean enterprise development and lean manufacturing) highly sought

If interested, please submit a resume and cover letter to Christopher Sequeira at chris@graduationpledge.org.

The Graduation Pledge is part of the Bentley Alliance for Ethics and Social Responsibility, based at Bentley University in Waltham, Massachusetts

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Assistant Professor or Visiting Assistant in Management

The Milgard School of Business at the University of Washington Tacoma invites applications for faculty positions in management beginning September 16, 2011 (Autumn Quarter) based on qualifications and interest. Candidates who apply will be considered for a full-time tenure-track Assistant Professor position or for a full-time Visiting position at the assistant, associate or full professor levels with a one-year appointment (with the possibility of renewal for a second year).

We seek candidates demonstrating strong potential for excellence in scholarship and teaching at the undergraduate and MBA levels. An earned doctorate in management or a related discipline is required. The ideal candidate(s) would have an active research program in either the macro or micro area of the field and be able to teach in two or more of the following areas: principles of management, international management, strategy, or social responsibility and ethics. The position offers the opportunity to contribute to the ongoing development of a growing business school and campus.

UW Tacoma is a four-year university offering undergraduate and graduate degrees in the heart of Tacoma's downtown museum district. UW Tacoma offers a small-campus environment while providing complete access to the computing and information resources of the University of Washington, one of the world's leading research universities. The fast-growing campus anchors a thriving neighborhood, offering state-of-the-art technology in its restored historic buildings.

The Milgard School of Business, named in recognition of a $15 million gift from the Milgard family, enjoys strong relationships with businesses and the South Puget Sound community. The School's new Center for Corporate Leadership and Social Responsibility offers opportunities for teaching, research and community outreach related to its mission. The AACSB-accredited Milgard School currently has more than 450 students in its undergraduate and MBA programs. The MBA degree provides emphases in change management and finance, while the baccalaureate degree offers concentrations in accounting, finance, general business, international business, management, and marketing. Additional information about the Milgard School of Business can be found at here.

To apply, please send a letter describing your interest in a visiting or tenure track position as well as your curriculum vitae, three letters of recommendation, a sample publication or working paper, and evidence of teaching effectiveness. For questions, contact Dr. Vanessa Chio at chio@uw.edu or (253) 692-5885. All materials should be submitted electronically to msbhires@uw.edu and be addressed to:

Milgard School of Business Management Faculty Search
University of Washington Tacoma
Campus Box 358420
1900 Commerce Street
Tacoma, WA 98402-3100

Screening of applications will begin immediately and continue until the position is filled.

The University of Washington is an affirmative action, equal opportunity employer. The University is building a culturally diverse faculty and staff and strongly encourages applications from women, minorities, individuals with disabilities and covered veterans. UW Tacoma faculty engage in teaching, research and service.

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ASSISTANT/ASSOCIATE PROFESSOR

Aquinas College, a Catholic liberal arts institution in the Dominican tradition, invites applicants for a full-time, tenure-track position in Sustainable Business at the assistant or associate professor level, to begin August 2011. Qualifications include a graduate degree (Ph.D. preferred but not required) either in business or management with a focus on organizations and the natural environment. Applicants should also exhibit a broad knowledge of sustainability and an interest in college-level teaching. Visit www.aquinas.edu for details on the undergraduate and graduate programs which will be the teaching areas for this position.

A cover letter explaining how this position would be an excellent fit for both the applicant and Aquinas College, statement of teaching philosophy, curriculum vitae, graduate transcripts (unofficial are acceptable), and three letters of reference should be sent to sbsearch@aquinas.edu. Non-digital materials may be sent to Sustainable Business Search Committee, Aquinas College, 1607 Robinson Road SE, Grand Rapids, MI 49506-1799.

Formal review of applications are on-going until the position is filled.

Grand Rapids, located in West Michigan, is a vibrant, diverse city in a region with a wide range of cultural and recreational opportunities. Aquinas College is a well-respected institution in this family-friendly and education-oriented region. EOE. Visit www.aquinas.edu for more information about the College.

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UNIVERSITY OF ALBERTA SCHOOL OF BUSINESS TENURE TRACK POSITION IN STRATEGIC MANAGEMENT AND ORGANIZATION

THE UNIVERSITY OF ALBERTA School of Business invites applications for a tenure-track position in the field of SUSTAINABILITY And SOCIAL ENTREPRENEURSHIP (rank open, appointment is contingent on continued receipt of funding). Rank will depend upon qualifications and experience. Appointments at a more senior level (Associate of Full Professor) may be considered depending on qualifications and experience. For an associate/full professor appointment, we require a high quality publication record in top tier journals accompanied by excellence in teaching. Success in obtaining research grants and scholarly activities will also be considered. For an appointment at the assistant professor level, applicants must have or be close to completion of their PhD in an appropriate field with demonstrated research and teaching potential; appointment in the latter case will be contingent upon the completion of the PhD by an agreed-upon date. Equivalencies may be considered. Responsibilities include teaching at the undergraduate and graduate levels, conducting and publishing research in top tier journals, supervising graduate students, and service to the School's academic activities. The School of Business has an energetic PhD program and the successful candidate will be expected to play an active role in its continuing success and development. Proficiency in English is required.

The position will support research in the University of Alberta's Canadian Center of Corporate Sustainability and Social Entrepreneurship, which seeks to better understand how organizations interact with and respond to both internal and external stakeholder demands across a wide range of issues and all aspects of operations. In particular we seek candidates who have a demonstrated commitment and strong potential for outstanding scholarship and excellence in teaching in the areas of:

- Corporate Social Responsibility
- Sustainability
- Business Ethics
- Stakeholder Theory
- Corporate Citizenship
- Social Entrepreneurship
- Corporate Social Performance
- Not for Profit Management

We welcome scholars who use quantitative, qualitative and mixed methods. Founded in 1908 the University of Alberta is one of Canada's foremost research-intensive institutions of higher learning. The university's main campus in Edmonton is home to nearly 37,000 full and part-time students enrolled in over 60 different undergraduate and graduate-Ievel degree programs. Many U of A professors have earned worldwide acclaim for pioneering research.

The University of Alberta School of Business is one of the world's leading institutions of business education and research. The Financial Times of London ranks the Alberta School of Business 37th globally and fourth in Canada for overall research. In addition, the Alberta MBA ranked top 100 globally and top five in Canada. The Alberta PhD is ranked 60th globally and fourth in Canada. Ours was the first business school in Canada to gain AACSB accreditation (in 1968), with over 2,000 students in our various undergraduate programs, and 460 students in our MBA and PhD programs. We take pride in our effective and high quality teaching, reflected by the four winners in our faculty of the prestigious 3M Award for University Teaching - more than any other Canadian business school. The 75 full-time

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faculty members include many internationally recognized researchers. To learn more about the School of Business Department of Strategic and Management Organization, please visit our website

Salary will be commensurate with qualifications and is competitive with other business schools. Appointments are normally effective July 1, 2011 although January 1, 2012 would be considered.

Applications should include curriculum vitae, samples of research, any available teaching ratings, and names of three referees who have been asked to send confidential letters of assessment. Send to Dr. Yoni Reshef Chair, Department of Strategic Management and Organization, University of Alberta; e-mail: smorg@ualberta.ca. Applications will be accepted until the position is filled.

All qualified candidates are encouraged to apply; however, Canadians and permanent residents will be given priority.

The University of Alberta hires on the basis of merit. We are committed to the principle of equity in employment. We welcome diversity and encourage applications from all qualified women and men, including persons with disabilities, members of visible minorities, and Aboriginal persons.

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Tenure track position
Centre for Business Organizations and Society
School of Management, University of Bath, UK

We are seeking to appoint a Lecturer/Assistant Professor, Senior Lecturer/Associate Professor or Full Professor in the broad area of Business and Society. This is a tenure track position. We would welcome applications from outstanding researchers in any area of Business and Society and from any disciplinary background.

For appointment at a senior level, applicants will have a proven track record in research and teaching and will demonstrate an ability to provide intellectual leadership and to engage with the wider business and public sector communities.

Applicants for a lecturing appointment will be expected to demonstrate clear evidence of outstanding research potential.

The School of Management was ranked 5th equal with Oxford and LSE in Research Assessment Exercise 2008. The School is also a leading centre for research into the relationship between business and society ranking 4th in Europe and 15th in the world for business and society research in the Aspen Institute 'Beyond Grey Pinstripes' ranking. Research in the area of Business and Society is embedded across the School with CBOS the Centre for Business, Organizations and Society providing a particular focus.

CBOS was established in 2004 in order to provide a forum for research in the area of Business and Society. It is concerned with the relationship between corporations and the societies in which they operate, the ethical position of modern corporations in different societal contexts and the study of corporate social responsibility as a strategic phenomenon. The Centre is directed by Professor Andrew Millington and currently has 10 members drawn from a range of functional backgrounds which encompass sociology, organizational behavior, international business, marketing, economics and finance and accounting. An active research culture is supported by 12 FT PhD students and a seminar series which brings first-class scholars and leading practitioners from around the world to stimulate and support research and teaching. Full details of on research projects, publications and membership can be found at www.bath.ac.uk/cbos

Teaching in Business and Society
As a matter of policy Business and Society modules are embedded throughout the undergraduate programme. The normal staff teaching load is three modules per academic year. Business and Society is taught as a compulsory module in the first and second semesters of the first year of the BA in Business Studies and Undergraduate students are then able to choose from a portfolio of Business and Society options in later years of the programme. At the Masters level we offer an MSc in Management with Corporate Social Responsibility and contribute to the Bath MBA. Staff are encouraged to offer specialist advanced units which relate to research interests in the final year of the undergraduate programme and in our graduate courses.

Informal enquiries may be made the Director of the Centre for Business, Organizations and Society Professor Andrew Millington, email A.I.Millington@bath.ac.uk

For further details visit our website.

Business and Professional Ethics Journal, now edited at DePaul University's Institute for Business and Professional Ethics, is available online to SBE members at a reduced rate of $40. This includes all issues from volume 1 to the present. Many SBE members have published in BPEJ over the years, and it also published papers from several SBE meetings (1986-1989. More info about the journal is available at http://secure.pdcnet.org/bpej.