



**Corporate Governance**  
*An International Review*

**CALL FOR PAPERS**

Special Issue on:  
**Corporate Social Responsibility,  
Institutional Structures,  
& Corporate Governance**

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### **What is the Special Issue about?**

Corporate Social Responsibility (CSR) encompasses many facets of corporate behavior – from issues such as regulatory and legal compliance and corruption, to concerns about stakeholder engagement, environmental sustainability, social entrepreneurship, and product development. At its most basic, CSR is represented in the firm’s choices of how it will operate within the social, political, legal and ethical standards of the environments in which it finds itself as well as choices about where it will and will not operate. As such, a firm’s CSR strategy is unlikely to be independent (or even separable) from its basic value propositions to its customers, workers, suppliers, shareholders or other key stakeholders; groups which are themselves embedded within their own societies.

To date, the vast majority of corporate governance research puts heavy emphasis on the external regulation and internal control of the firm by legal means, and assumes that the monitoring function is itself controlled by the board of directors, and senior managers, who are themselves subject to legal and regulatory sanction. When this work overlaps with research on CSR it generally assumes that firms face unambiguous social objectives that can be integrated with existing management and governance practices. However, McWilliams and Siegel (2001) argue that true CSR must go beyond “business case” and entail “actions that appear to further some social good, beyond the interests of the firm and that which is required by law” (p. 117).

This implies that one cannot understand the CSR strategy and policies of organizations without understanding the nature of the institutional environments in which they choose (or are forced) to operate. Equally, CSR strategies and policies represent critical aspects of the choices that the firm makes about how it wants to be governed. This includes who the firm believes has legitimate claims on residual rents, as well as which stakeholders deserve to have a legally recognized voice in corporate decisions.

Ultimately, CSR is about how the firm chooses to regulate its own behavior through governance systems that influence the decisions of its board of directors, managers and employees. As such, it is potentially a novel but important

corporate governance mechanism that is understudied.

### **What should your paper cover?**

This special issue focuses on three broad issues. Papers submitted to the special issue should show how they relate to one or more of the following general themes:

- What is the relationship between global and local institutional structures and CSR strategy and policy choices of firms, both local and multinational? How does a firm's CSR strategy relate to the national governance environment in which the firm is embedded? How, and to what extent, does a firm's own governance structure serve as a mediator or moderator of the influence of the environment on CSR strategy?
- What is the relationship between a firm's CSR strategy and its internal and external governance structures? Is there a link between the CSR strategy and policy choices made by firms and their governance structure? Is the governance structure itself likely to be influenced by CSR strategy and policy choices? What are the specific processes by which governance and CSR are linked? Do "governance bundles" include CSR strategies or behavior?
- As the global business environment evolves are there more efficient and/or more equitable corporate governance models that involve or promote CSR? Does CSR work better in some governance environments than others?

Due to the interdisciplinary nature of corporate governance research, we welcome papers of a theoretical or empirical nature and from a range of disciplines. Research that involves substantive international comparisons, and speaks to both local and multinational corporations, are particularly welcome due to CGIR's global mission.

### **Submission Process:**

Authors should submit their full article by **April 15<sup>th</sup> 2012**.

Articles must be **10,000** words or less in length and follow the *CGIR* editorial guidelines which you can view at [www.cgir.org](http://www.cgir.org).

**June 15<sup>th</sup> 2012:** Invitations to Special Issue Section of the 5<sup>th</sup> International CSR conference.

**December 15<sup>th</sup> 2012:** Final Manuscript Decisions expected.

The review and evaluation process for the special issue will be integrated into the **5<sup>th</sup> International CSR conference to be held 4-6 October 2012 in Berlin Germany**. A selection of papers that make it through the beginning stage(s) of the review process will be invited to participate in a special component of the conference, where the author(s) will have the opportunity to interact with other researchers and the special issue editors. Following the conference, the special issue guest editors will make decisions as to the final disposition of the manuscripts. Authors attending the conference will have the conference fees waived.

### **Contact:**

Authors interested in the special issue can contact the Guest Editors with any queries at [CGIR.CSR.Special.Issue@gmail.com](mailto:CGIR.CSR.Special.Issue@gmail.com).