



Summary Writing

CSR: Corporate Social Responsibility

Summary

The text discusses the popularity of CSR and its historical evolution from the 1950s. It highlights the key values associated with effective CSR policies and examines the key challenges of implementing it. Finally, the author points out that there are still a number of areas that need to be addressed regarding transparency and better legislation.

References

Carroll, A.B. (2008) *A History of Corporate Social Responsibility: concepts and practices*, in Crane, A. et al (eds), *The Oxford Handbook of Corporate Social Responsibility*, Oxford University Press, pp. 19-46

Gov.uk. (2014). Corporate Responsibility: Good for business & society. *Department for Business Innovation & Skills*. Available at: <https://www.gov.uk/government/uploads> [Accessed 17 February 2017]

Hamidu, A. Haron, H. & Amran, A. (2015). CSR: A Review of Definitions, Core Characteristics and Theoretical Perspectives. *Journal of Social Sciences*. 6 (4) 83-95

Matten, D., & Moon, J. (2004) Implicit and Explicit CSR: A conceptual framework for understanding CSR in Europe. *ICCSR Research Paper Series* (29-2004), University of Nottingham

Park, J., Lee, H., & Kim, C. (2014). Corporate social responsibilities, consumer trust and corporate reputation: South Korean consumers' perspectives. *Journal of Business Research*, 67, 295-302.

Wang et al., (2016). Corporate Social Responsibility: an overview and new research directions. *Academy of Management Journal*. 59, (2) 534-544.

Weber, M. (2008). The Business Case for Corporate Social Responsibility: a company level measurement approach for CSR. *European Management Journal*, 26, 247-61.

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Student

Two types of lesson

Lesson#1: [Easy] ***** [B2/C1]

1. Try to predict the content of text / write down key terms / ideas
2. Read text – check words and meanings with a dictionary
3. Use the outline to identify key points and support
4. Write the summary – only one paragraph (200-250 words)
5. Check key points & model answer (must achieve 4 key points and 4 support points)
6. Answer Critical thinking questions & check answers

Lesson #2: [Hard] ***** [C1]

1. Read text – no dictionary
2. Use the outline to identify key points and support / or take notes from text
4. Write the summary – only one paragraph (200-250 words)
5. Check key points & model answer (must achieve 4 key points and 4 support points)
6. Answer Critical thinking questions & check answers

Teacher

Two types of lesson

Lesson#1: [easy] ***** [B2/C1]

1. Give out text a week /day before the test – students read, check vocabulary and meaning.
2. Test day – give out a new copy of text and summary question
3. Set 1 hour to read text and write the summary
4. The summary – only one paragraph (200-250 words)
5. Feedback¹: take in and mark (must achieve 4 key points and 4 support points)- [use correction code*]
6. Feedback²: give out key points & model answer
7. Answer Critical thinking questions – then group discussion (30 minutes)
8. Extra activity*

Correction code*: www.academic-englishuk/error-correction

Lesson #2: [hard] ***** [C1]

1. Set 1 hour to read text and write the summary
2. The summary – only one paragraph (200-250 words)
3. Feedback¹: take in and mark (must achieve 4 key points and 4 support points)- [use correction code*]
4. Feedback²: give out key points & model answer
5. Answer Critical thinking questions – then group discussion (30 minutes)
6. Extra activity*

Reading Tests [extra activity*]

Link: www.academic-englishuk/reading-tests

Students do the reading test first and then write a summary (1 hour 30 minutes)

Corporate Social Responsibility

C. Wilson (2017)

1) Corporate Social Responsibility (CSR) has undergone profound transformation from an ideology of uncertainty into an indispensable component of business practice. Hamidu et al, (2015) acknowledge that it has become a mandatory tool in strategizing, complying with regulations and maintaining standards, building corporate reputation and obtaining customer loyalty which 'all culminates in increasing profitability and overall attainment of organisational objectives' (p.83). In fact, over 9,270 companies from 166 countries are signatories to the voluntary UN Global Compact which fulfils a companies' obligation to establish issues on human rights, labour standards, the environment and anti-corruption initiatives (Wang, 2016). Overall, CSR is an integrated strategic approach in responsibility to achieve shared value for the stakeholder and societal obligations.

2) CSR's progression, since its introduction in 1950's, has been quite remarkable. In the beginning it was characterized as 'philanthropic' in seeking to promote the welfare of others. This focused on mainly religious and humane philosophies, community development and poverty alleviation (Carrol, 2008). In the 1970's, CSR became a symbol of commitment. It became more 'regulated' focusing on changing perspectives in stakeholder to manager relationships, encouraging a conscious awareness of corporate reputation and placing emphasis on legal and ethical issues (ibid). The 1990's instigated what is now commonly seen as 'instrumental / strategic' CSR. A prominence on environmental protection, sustainability and transparency with a clear guide on internationalization of CSR standards (ibid). In sum, Matten & Moon (2002) summarise this as a cluster concept of business ethics, corporate philanthropy, corporate citizenship, sustainability and environmental responsibility, all embedded in social, political, economic and institutional contexts.

3) Research by Weber (2008) highlights that the implementation of CSR has become a pre-eminent feature in building and maintaining corporate reputation, which has become regarded as an essential strategic resource factoring into a company's competitive advantage. Park, Lee, & Kim, (2014) claim that the key benefits behind being socially responsible include: improved financial performance, contribution to market value, a more general positive impact on societal stakeholders, a conscious connection with consumers, and improved product quality. The authors also note that internal reasons such as increased employee commitment and reduced employee turnover are important benefits. In addition, Carrol (2008) asserts that CSR activities generate resilience to negative company information and consumers' awareness, and this cultivates appreciation to the attitudes and attributions about why companies are engaging in CSR initiatives.

4) The effectiveness of CSR efforts is often difficult to observe. Companies often fail through short-run CSR investment policies. They may lack commitment and support at senior management level, and fail to take into consideration the issues that are salient to stakeholder groups in various markets. Long-term investment is the key but a lack of transparency and goal clarity often make it difficult to understand and manage the risks and boundaries of corporate social activities (Wang, 2016). How managers prioritize and balance aspects of CSR is often a challenge facing many corporations. Moreover, the

complexity in organizing and managing CSR is exacerbated for multinational corporations with global logistic chains and off-shore manufacturing industries. The values of CSR in one country are not necessarily in accordance to another country's governmental and environmental policies (Hamidu et al, 2015). A final challenge is the concept of 'shop dressing' or 'greenwashing'. This is companies who are promoting the perception of applying CSR principles through marketing and advertising, but in reality are not implementing the business practice and thereby misleading consumers. An example of it would be a company promoting recycled packaging but its factories are polluting local water courses.

5) Over the past sixty years, the issue for companies has become how to conduct CSR in a strategically and effectively planned manner that meets stakeholder's expectations, maximises profit and offers a clear and demonstrable narrative of its impact on the company and for the community (Wang et al. 2016). CSR is a constantly evolving integrated and disciplined field of business activity, which has moved on from the latest management fad into a significant professional body of policy and practice. Although CSR is formed on voluntary basis, there are a number of key areas that need to be addressed. The recognition of diversity is a necessity for a universal approach. This includes better collaborative and supportive mechanisms from source to supply chain to seller advancing the sustainability agenda (Gov.uk, 2014). In addition, Governments could play a greater role by changing existing legislation to the Companies Act and Social Services Act through the inclusion of enforcing ethical standards, the adoption of effective and transparent supply chain management practice and legal action against greenwashing / misleading marketing campaigns. Overall, sustainability, transparency and ethical standards are key drivers in responsible business practice and the values of the society.

References

Carroll, A.B. (2008) *A History of Corporate Social Responsibility: concepts and practices*, in Crane, A. et al (eds), *The Oxford Handbook of Corporate Social Responsibility*, Oxford University Press, pp. 19-46

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Summary note-taking – take notes on the key points of the article

1) main idea:
Support:
2) main idea:
Support:
3) main idea:
Support:
4) main idea:
Support:
5) main idea:
Support:

Summary note-taking – take notes on the key points of the article

1) CSR popularity
<ul style="list-style-type: none"> • (CSR) uncertainty of business practice. • Tool = strategizing /regulations /standards /reputation/ customer loyalty /profitability organisational objectives (Hamidu et al, 2015 p.83). • UN Global Compact = human rights, labour standards, the environment and anti-corruption initiatives (Wang, 2016). • CSR =integrated strategic approach in responsibility to achieve shared value for stakeholder and societal obligations.
2) CSR historical evolution
<ul style="list-style-type: none"> • 1950s 'philanthropic' = welfare of others / religious and humane philosophies/ community development and poverty alleviation (Carrol, 2008). • 1970's, 'regulated' = changing perspectives in stakeholder to manager relationships, / conscious awareness of corporate reputation / legal and ethical issues • 1990's 'instrumental / strategic' = environmental protection, sustainability and transparency / internationalization of CSR standards (ibid). • all embedded in social, political, economic and institutional contexts.
3) The value of CSR
<ul style="list-style-type: none"> • Weber (2008) corporate reputation, = competitive advantage. • key benefits = financial performance / market value / societal stakeholders / connection with consumers / improved product quality. • Internal = employee commitment & turnover. Park, Lee, & Kim, (2014) • In addition, Carrol (2008) generate resilience to negative company information / consumers' awareness / cultivate appreciation
4) Challenges
<ul style="list-style-type: none"> • Difficult to observe. • Fail in short-run investment / lack commitment / senior management support / the issues stakeholder groups / prioritize and balance (long term invest. is key) • Complexity in "organizing and managing" multinational corporations with global logistic chains and off-shore manufacturing industries. • Int. Values = governmental and environmental policies (Hamidu et al, 2015). • 'greenwashing' = perception through marketing = misleading consumers..
5) Future advancements
<ul style="list-style-type: none"> • CSR = evolving = disciplined field of business activity • Recognition of diversity / better collaborative & supportive mechanisms - source to supply chain to seller = sustainability agenda (Gov.uk, 2014). • Governments = existing legislation 'Companies Act and Social Services Act' = ethical standards, transparent supply chain management & legal action against greenwashing / misleading marketing campaigns. • Overall, sustainability, transparency ethical standards are key drivers in responsible business practice and the values of the society.

Summary

Task: Write a 250-word summary on the key elements of Corporate Social Responsibility.

Word count: _____

Corporate Social Responsibility: Model Summary

Task: Write a 250-word summary on the key elements of CSR.

According to Wilson (2017), Corporate Social Responsibility (CSR) has developed into a reputable strategy and business practice. This has been evidenced through a substantial number of countries sanctioning the UN Global Compact initiative on key CSR commitments of human, environment and corruption standards in companies. Contemporary CSR principles encompass philanthropic ideology with social awareness of ethics, environment and transparency. This is all embedded in future sustainability and meeting perspectives of stakeholders and profitability. There are key benefits of implementing CSR into businesses which are improving corporate reputation and advantage (Weber cited in Wilson 2017) and providing a better connection with consumers. It is claimed that it increases employee commitments and reduces staff turnover. Nevertheless, the financial benefits are difficult to observe especially in short-run investment plans and many companies lack serious commitment. In addition, there are a number of issues implementing CSR across global networks and supply chains due to different perceptions of CSR internationally. Wilson (2017) highlights a worrying trend known as 'greenwashing', whereby companies are promoting CSR but in reality are not meeting the standards set and deceiving consumers. Overall, CSR is an important instrument for achieving sustainable and transparent business practice; however, it needs improvements in legislation for international CSR standards, better support mechanisms to help companies develop their CSR strategies and acknowledgement of company diversity in implementing CSR.

[235 words]

Critical thinking Questions

1) What's the stance of the author? Does he think that the CSR is good for the future business practice? Highlight where?

[2 points]

2) Is this a credible article? Yes /no – why?

[2 points]

3) Highlight **four** key parts of information in the text you would use for an essay on 'CSR is a positive strategy for business practice'.

[4 points]

4) Highlight two areas in the text that you question, disagree with or lack evidence

[2 points]

Critical thinking Questions

i) What's the stance of the author? Does he think that the CSR is good for the future business practice? Highlight where?

Yes, an indispensable component of business practice (paragraph 1)
Sustainability, transparency and ethical standards are key drivers in responsible business practice and the values of the society. (paragraph 5) [2 points]

ii) Is this a credible article? Yes /no – why?

Yes, good source choice.
But who is the author? Not published or supported by a journal publication. Probably a good idea to use the key sources [2 points]

iii) Highlight **four** key parts of information in the text you would use for an essay on 'CSR is a positive strategy for business practice'.

P1) an indispensable component of business practice
P1) In fact, over 9,270 companies from 166 countries are signatories to the voluntary UN Global Compact
P2) Matten & Moon (2002) summarises this as a cluster concept of business ethics, corporate philanthropy, corporate citizenship, sustainability, and environmental responsibility, all embedded in social, political, economic and institutional contexts.
P3) All of paragraph 3
P5) Over the past sixty years, ... that meets stakeholder's expectations, maximises profit and offers a clear and demonstrable narrative of its impact on the company and for the community.
P5) Overall, sustainability, transparency and ethical standards are key drivers in responsible business practice and the values of the society. [4 points]

iv) Highlight two areas in the text that you question, disagree with or lack evidence

P1) over 9,270 companies from 166 countries [not many companies??]
P1) to achieve shared value for stakeholder and societal obligations. [does it?]
P3) ...factoring into a company's competitive advantage [no data to support this?]
P3) improved financial performance [no data]
Overall, paragraph 3 = no data or stats = no evidence
P4) short-run CSR investment policies [why do companies do this?]
P4) the issues that are salient to stakeholder groups in various markets. [what are these?]
P4) multinational corporations with global logistic chains and off-shore manufacturing industries [what are international CSR policies?]
P4) No source for these terms 'shop dressing / greenwashing'? [who created these terms?]
P4) 'Shop dressing' [what's an example of this?]
P4) 'Greenwashing' [no data/ evidence – how bad is it?]
P5) CSR is formed on voluntary basis [is this a problem? – should it be law?]
P5) The recognition of diversity is a necessity for a universal approach [how can this be done?]
P5) includes better collaborative and supportive mechanisms [how?]
P5) Governments could play a greater role [but will they?]
P5) legal action against greenwashing / misleading marketing campaigns [difficult to prove?]
P5) responsible business practice and the values of the society [is it working?]

[any 2 of these – obviously subjective: any credible student answer too]

[2 points]