Proceedings of the 25th Annual Conference of the International Association for Business and Society (IABS)

THEME: Reclaiming the Societal Dimension

Sydney, Australia
June 19-22, 2014

Conference Chair and Proceedings Co-Editor Colin Higgins

Proceedings Co-Editor Jamie R. Hendry
Proceedings Associate Editor Craig V. VanSandt
COPYRIGHT
INTERNATIONAL ASSOCIATION FOR
BUSINESS AND SOCIETY
2014

The papers presented here comprise the Proceedings of the Twenty-Fifth Annual Conference of the International Association for Business and Society (IABS), held in Sydney, Australia on June 19-22, 2014. They reflect the authors’ opinions. Their inclusion in this publication does not necessarily constitute and endorsement by the co-editors or IABS.

While these papers may be reprinted for use in the classroom without permission, proper credit must be given to the individual authors and to IABS. Reproduction of these papers for any other purpose requires the consent of the individual authors.

# TABLE OF CONTENTS

About These Proceedings ........................................................................ iv

Income Inequality in Business and Society Research ................................ 1
Andrew Crane, Bryan W. Husted, Hari Bapuji, Robbin Derry

Evolution, Shamans, and Adaptation: What Is/Could Be the Role of
Academics in System Change? A Workshop ........................................... 8
Malcolm McIntosh, Sandra Waddock, R. Edward Freeman, Chellie Spiller, Edwina Pio

The Homogeneity of Society: The Role of Franchising ........................... 14
Janet E. Palmer, Anthony R. Grace

SYMPOSIUM – Victor and Cullen’s Ethical Work Climate Construct
Revisited: Emerging Themes and Research Questions ............................ 20
James Weber, Anke Arnaud

Corporate Governance: The Roles and Importance of Board Committees on
Legal Compliance and Ethics ................................................................. 33
John Holcomb, Stephen Schlieman

Corporate Social Responsibility Boosts Value Creation at the Base of the
Pyramid .................................................................................................. 44
Thomas André

Local Communities’ Perceptions of Hotel Activities in Corporate Social
Responsibility ......................................................................................... 57
Patcharaporn Bunlueng, Ken Butcher, Liz Fredline

Corporate Philanthropy Research: On the Value of the Recipient Actor,
Time and Narrative Analysis ................................................................ 65
Tyron Love

Ethical Foresight in Business: Interpreting Societal Cues for Better Ethical
Management ......................................................................................... 71
Linda M. Sama, R. Mitch Casselman

CSR for HR: Embedding CSR in Workplace Practices ............................ 82
Harshakumari Sarvaya, Gabriel Eweje

Understanding Managers' Engagement with Corporate Social Responsibility
(CSR) in the Thai Hotel Sector ................................................................ 91
Daraneekorn Supanti, Ken Butcher, Liz Fredline

Corporate Social Responsibility: Defining the Societal Dimension ........ 97
Duane Windsor

Creating A Global Community: Facilitating Discourse Among Engaged
Stakeholders .......................................................................................... 109
Lisa DeAngelis
Allocation or Regulation: Reasserting Society's Control over Corporations through Tenure .......................................................... 117  
Geoff Edwards, David Marlow

Shaking Stakeholders to Leverage a Firm's Unique Capacity in Issue Networks ........................................................................ 129  
Melissa Edwards, Adam J. Sulkowski

Bettering Corporate Social Responsibility through Empowerment and Effective Engagement Practices: An Australian Mining Perspective .......................................................... 140  
Michael O. Erdiaw-Kwasie, Khorsheed Alam, Md Shahiduzzaman

Investigating the Place of Stakeholder Relationship Management in an Institutional Sustainability Orientation .................................................................................................................. 151  
Robert Mitchell, Ben Wooliscroft, James Higham

Consumer Reactions to Corporate Social Responsibility (CSR) in Thailand: The Moderating Effect of Competitive Positioning .......................................................... 160  
Preeda Srinaruewan, Colin Higgins, Wayne Binney

Voices of the Neglected Society: Do They Need to Be Entertained or Ignored? ................................................................ 167  
Wan Noraini Wan Mansor, Steven L. Grover, Paula O’Kane

Disclosure and Organisational Learning in the Context of Environmental Performance ........................................................................ 179  
Frederik Dahlmann, Stephen Brammer

From Large to Small Environmental Reputation Asymmetry and Strategic Alliance Performance: A Theoretical Investigation .................................................. 189  
Anne Norheim-Hansen

Can Organisations Pave the Way for Sustainability in Communities? ...................................................................................... 201  
Mary Bonich, Louise Metcalf

Evolutionary systems theory of corporate sustainable strategy ................................................................................................................. 213  
Frederik Dahlmann

What Falls Under the Corporate Sustainability Umbrella? Definitions and Measures ........................................................................ 226  
Javier Delgado-Ceballos, Ivan Montiel, Raquel Antolin-Lopez

Sustainability Management: A new career path? ................................................................................................................................. 238  
Burcin Hatipoglu

Patterns in Professional Roles: Sustainability Narratives ......................................................................................................................... 249  
Susan E. Mate

Shortcut to Success: How Ponzi Entrepreneurs Establish & Grow Ventures Quickly ........................................................................ 260  
Melissa S. Baucus

Balancing Social and Commercial Objectives within Business Organisations: What Can We Learn from Social Enterprise? ..................................................................................... 268  
Sophie Clark, Megan Woods, David Adams
<table>
<thead>
<tr>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exploration of an Emerging Sustainable Business Model: The B Corp Model</td>
<td>280</td>
</tr>
<tr>
<td>Wendy Stubbs</td>
<td></td>
</tr>
<tr>
<td>The Environment and Textbooks: Are They Enabling Sustainable Outcomes?</td>
<td>292</td>
</tr>
<tr>
<td>Nick Barter</td>
<td></td>
</tr>
<tr>
<td>The Role of Business Education in Building Business Leadership for 21st Century Responsiveness and Environmental Stewardship: Should Business Education Be Re-Developed?</td>
<td>305</td>
</tr>
<tr>
<td>Helene de Burgh-Woodman, Amitav Saha</td>
<td></td>
</tr>
<tr>
<td>Globalizing the Business &amp; Society Curriculum: Integrating Ethics, Law and Public Policy</td>
<td>311</td>
</tr>
<tr>
<td>Lucien Dhooge, Bruce Klaw, Anne Barraquiot, John Holcomb</td>
<td></td>
</tr>
<tr>
<td>Working Together Is in the Best Interests of Society: Teaching Restorative Justice Skills to Business Students</td>
<td>323</td>
</tr>
<tr>
<td>Deborah L. Kidder</td>
<td></td>
</tr>
<tr>
<td>Academic Dishonesty Meets Fraud Theory: A Marriage of Convenience</td>
<td>331</td>
</tr>
<tr>
<td>Patsy G. Lewellyn, Linda C. Rodriguez</td>
<td></td>
</tr>
<tr>
<td>Open Mike II: A Forum for Ideas, Concerns, Questions about Teaching</td>
<td>339</td>
</tr>
<tr>
<td>James Weber, Robbin Derry</td>
<td></td>
</tr>
<tr>
<td>Conference Chair Remarks</td>
<td>343</td>
</tr>
<tr>
<td>2014 Conference Program</td>
<td>345</td>
</tr>
<tr>
<td>2014 IABS Conference Reviewers</td>
<td>350</td>
</tr>
<tr>
<td>2014 IABS Conference Attendees</td>
<td>352</td>
</tr>
<tr>
<td>IABS Leadership</td>
<td>357</td>
</tr>
<tr>
<td>IABS Past Presidents, Conference Chairs, and Proceedings Editors</td>
<td>358</td>
</tr>
</tbody>
</table>
ABOUT THESE PROCEEDINGS

The IABS 2014 Proceedings contains 35 papers and other materials that were presented at the Twenty-Fifth Annual Conference of the International Association for Business and Society, held in Sydney, Australia, June 19-22, 2014.

In order to assist you in using and advancing the research included in this Proceedings, published pieces are organized the following categories:

- Business Ethics and Ethical Leadership (including property rights, social justice, and values)
- Corporate Social Responsibility and Performance (including corporate citizenship, corporate philanthropy, and social responsiveness)
- Environmental Management and Regulation (including environmental quality, pollution control, environmental stewardship)
- Sustainability and Sustainable Development
- Social Entrepreneurship and Social Enterprise (including social investing)
- Governance Issues (including international governance regimes, legal standards, and comparative governance)
- Stakeholder Issues and Theory (including perceptions of reputation)
- Teaching and Learning

The category appears at the top of the first page of each published piece. Similarly, articles focused on the conference theme Reclaiming the Societal Dimension are indicated as such on the first page of each article.

Information on Conference participants and on the IABS leadership is located in the final pages of the document; in this way, we assure that published manuscripts contained herein will appear first on database listings. Databases facilitate searching by keywords, author names, dates of publication, and so forth.

Below is an example of how to cite papers from this Proceedings when you reference them in your research. Of course the specific format may vary, but this is the information IABS would like to see included: