

## Call for Papers

**The Journal *Corporate Social Responsibility and Environmental Management* invites contributions for a special issue on “Managing Corporate Social and Environmental Responsibility – From Strategies to Implementation”, which addresses a variety of issues.**

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Matthias Fifka<sup>1\*</sup> and Nicola Berg<sup>2</sup>

<sup>1</sup>Cologne Business School

<sup>2</sup>University of Hamburg

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### Background

**T**HE MANAGERIAL DIMENSION OF CORPORATE SOCIAL AND ENVIRONMENTAL RESPONSIBILITY (CSER) IS BECOMING increasingly important to practitioners and scholars alike. The question on how to strategically implement CSER on an overall company level and in different managerial areas is turning out to be a crucial success factor, not only with regard to toughening international competition, but also to address the social and environmental challenges of the 21<sup>st</sup> century.

Though still being far from a satisfactory or sufficient state, the environmental dimension of CSER has received a fair degree of attention in recent years, as reflected by management standards and systems such as the ISO 14000. The development of social management systems, however, is still in its infancy, mainly because of the enormous complexity of assessing the social impact of business operations.

An additional challenge for the managerial implementation of CSER lies in the question on who is responsible for the implementation process. Can CSER be successfully implemented as a traditional top-down approach or do new ways have to be found which integrate employees on lower levels to a much higher degree? Challenges also arise with regard to the implementation across different functional areas, as it seems likely that different functions within a company will require different emphasis. So while the environmental dimension will be more relevant for sourcing or production, the social dimension will be of greater importance for human resources or financing. Thus, it has to be asked to what degree CSER management has to take the different characteristics of functional areas into account.

Similarly, the focus of CSER will vary across industries and countries. Concerning industries, can mining or paper companies apply the same approaches to CSER management as banks or insurers do? Are suitable universal management techniques to be found or are industry specific approaches inevitable for the successful implementation of CSER? The issue of the variation of CSER across countries or cultures is closely related. While research has shown that the perspective on what constitutes good CSER differs from region to region, the implications for management have hardly been addressed. What do these variations mean for the CSER efforts of multinational companies? Is it possible to take a global approach to CSER or is extensive local adaption necessary for successful implementation? Or is even a transnational model of CSER management the solution?

Finally, the instrumentalization of CSER as a management tool can be questioned as such. While it may be considered to provide the business case for CSER, it can also be argued that under this approach CSER is only treated as a means to an end, namely the profitability of the company.

Drawing on these preliminary thoughts, we seek theoretical and empirical papers which may address but need not be limited to the following issues:

- CSER – strategy, planning, and implementation
  - CSER as a strategic instrument (Is CSER seen as a strategic instrument? How is it strategically implemented?)
  - CSER: Short-term operation or long-term strategy (What is the decision making horizon for CSER? Are short-term or long-term approaches dominant?)
  - The planning and implementation of CSER (Who is responsible for CSER planning and implementation? What approaches are used to implement CSER?)
  - CSER controlling (is the implementation and success of CSER being monitored? how is that done and who is responsible? is CSER modified according to the insights gained from the controlling process?)
- CSER in different management areas, e.g.,
  - CSER and marketing
  - CSER and HRM
  - CSER and accounting
  - CSER and supply management
- CSER and management in different countries – the international management dimension
  - How can CSER be managed in different cultural environments?
  - To what degree is CSER universally applicable? Is strong local adaptation necessary?
  - Is there a transnational approach on CSER?
  - Global Standardization vs. local adaptation of CSER in multinational corporations

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## **COVERAGE/AUDIENCE**

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At present, management is confronted with multiple challenges, options, risks, and chances when implementing CSER. Often they are confronted with diverging interests of different stakeholder groups, and need to justify individual measures and steps before different audiences. This call for papers invites studies that offer insights for managers and academics on how successful implementation of CSER can be achieved. For practitioners, this special issue aims at providing ideas, insights and applicable knowledge. For academics in turn, the issue should be of interest because it will contain theoretical approaches, contributions to further theory development, and empirical studies on corporate practices.

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## **SCHEDULE**

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Contributors with ideas for papers are welcome to communicate with the editors before submission by e-mail. The following schedule will be applied:

Submission of papers: August 31, 2012

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## **CONTRIBUTIONS**

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Full papers are invited to be considered for publication in the journal special issue. Paper submissions should be between 3,000 and 6,000 words for theoretical papers and empirical studies and should follow the editorial guidelines

for “Corporate Social Responsibility and Environmental Management”, which can be obtained from the website “Notes for Contributors” ([http://onlinelibrary.wiley.com/journal/10.1002/\(ISSN\)1535-3966/homepage/ForAuthors.html](http://onlinelibrary.wiley.com/journal/10.1002/(ISSN)1535-3966/homepage/ForAuthors.html)). Submitted papers should make clear their relevance to business, management practice, and academic significance. We also welcome joint papers by academics and practitioners.

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## GUEST EDITORS AND CONTACT INFORMATION

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*Prof. Dr. Matthias Fifka*

Dr. Juergen Meyer Endowed Chair for International Business Ethics and Sustainability  
Cologne Business School  
Tel. +49-221 93 18 09 835  
[m.fifka@cbs-edu.de](mailto:m.fifka@cbs-edu.de)

*Prof. Dr. Nicola Berg*

Chair of Strategic Management  
University Hamburg  
Tel. +49-40-42838-2298  
[nicola.berg@uni-hamburg.de](mailto:nicola.berg@uni-hamburg.de)