

Globalization, Corporate Social Responsibility, and Ethical Considerations

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Abstract

Globalization refers to a multidimensional set of social processes that create, multiply, stretch, and intensify worldwide social interdependencies and exchanges while at the same time fostering in people a growing awareness of deepening connections between the local and the distant. Corporate social responsibility (CSR) focuses on the concept that business has a duty to serve society in general as well as the financial/economic interest of stockholders. There is no argument that there are many financial/economic advantages to the corporation when engaging in global activities (globalization). The purpose of this paper is to introduce and describe an approach for incorporating CSR into the global strategic planning and decision-making process using a conceptual philosophical/ethical framework. The scope of this paper is limited to a number of anecdotal scenarios (case studies) that are used to illustrate the downside of globalization from a philosophical/ethical perspective. The structure or model that will be used for philosophical/ethical reasoning and analysis in this paper will present several key questions to be asked of alternative actions being developed during the strategic planning process.

Keywords: Corporate Social Responsibility (CSR), Ethics, Globalization, Strategic Management

1. Introduction

This paper reports on research and specifically focuses on ethics and the downside aspects of globalization. Globalization includes many different and complicated issues. There are biological, cultural, ecological, economic, environmental, ethical, political, and technological aspects to consider in globalization just to name a few of the many complicating factors.

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Many would argue that globalization benefits all countries that participate in world markets (Thompson, 2007). On the other hand, others would argue that globalization erases national boundaries and hurts workers and the environment (Moyers, 2007; Davis, Lyons & Batson, 2007; Mann, 2011). This paper takes the latter position that there are philosophical downsides, and presents documented anecdotal and quantitative evidence of some of the negative impacts resulting from globalization. This paper presents a discussion of some of the effects of globalization compared with some of the ethical aspects of globalization. A framework is developed for the reader to draw his/her own personal conclusion regarding the philosophical pros and cons of globalization based on this discussion.

1.1 Purpose

The purpose of this paper is to introduce and describe an approach for incorporating corporate social responsibility (CSR) into the global strategic planning and the decision-making process using a conceptual philosophical/ethical framework.

1.2 Scope

This paper is limited to a discussion of a selected number of the effects and a number of the ethical aspects associated with the implementation of globalization. Within this limited scope the reader is left to reach his/her own conclusions about the merit of the implementation of globalization, and how this should impact the global strategic planning and the decision-making process.

1.3 A Working Definition of Globalization

Steger (2003) in the first chapter of his book, *Globalization*, offered the following working definition of globalization: "Globalization refers to a multidimensional set of social processes that create, multiply, stretch, and intensify worldwide social interdependencies and exchanges while at the same time fostering in people a growing awareness of deepening connections between the local and the distant." This generic working definition of globalization will be used through the remainder of this paper.

1.3.1 Economics

If we were to limit our discussion of globalization to only the economic issues it would seem that the issue has a great upside and very little downside. The following economic pluses and minuses of globalization were summarized in a popular business publication ("The Pros and Cons," 2000) as listed below:

Some economic pluses of globalization are:

- a. Productivity grows more quickly when countries produce goods and services in which they have a comparative advantage (economies of scale). Living standards can go up faster in this situation.
- b. Global competition and cheap imports keep a lid on prices, so inflation is less likely to derail economic growth.
- c. An open economy spurs innovation with fresh ideas imported from abroad.
- d. Jobs exported to other countries often pay more than home-country jobs.
- e. Unfettered capital flows give the country access to foreign investment and assists in keeping interest rates low.

Some economic minuses of globalization are:

- a. In this country (the U.S.A.) millions have lost jobs due to imports or production shifts to foreign locations. Most seeking new replacement jobs find that they pay less than outsourced jobs.
- b. Millions of others fear losing their jobs, especially at those companies operating under competitive pressure.
- c. Workers face pay-cut demands from employers using the threat of international outsourcing of their work.
- d. Service and white-collar jobs are also increasingly vulnerable to operations moving offshore.
- e. Home-country employees can lose their comparative advantage when companies build advanced factories in low-wage countries, making the foreign factories as productive as those at home.

An analysis of the facts from a purely economic viewpoint many find that the pluses outweigh the minuses of globalization. Before we accept the economic conclusion however we should review at some of the other approaches to evaluating globalization.

1.4 Corporate Social Responsibility (CSR)

The social responsibility of business normally includes the economic, legal, ethical, and discretionary (philanthropic) expectations that society holds for an organization. This paper focuses solely on the ethical expectations that society holds for an organization to the exclusion of economic, legal, and discretionary expectations.

1.5 Framework for Philosophical and Ethical Evaluation

Bowen (2005) suggests that leadership training must incorporate training in ethics and moral decision-making. An elementary framework to examine dilemmas and situations from different ethical perspectives was proposed by Ruggiero (1997). Ruggiero describes three of these perspectives. One perspective is to know to whom we are *obligated*, not just locally, but globally. Another perspective is to identify and anticipate the *consequences* of each choice. And finally Ruggiero says that we must understand what *values* are involved in our beliefs and actions. Watkins (2005) presented a list of five questions that could be used when trying to resolve a moral/ethical issue. The structure or model that will be used for philosophical and ethical reasoning and analysis in this paper will ask five questions of each proposed action similar to the questions developed by Watkins but revised for this paper:

1. Will the proposed course of action advance the common good? (the common good approach to ethical decision making).
2. Will the proposed course of action treat everyone the same, and not show favoritism or discrimination? (the fairness or justice approach to ethical decision making).
3. Will the proposed course of action respect the rights of the affected parties? (the rights approach to ethical decision making).
4. Will the proposed course of action lead to the best overall consequences of each of the possible choices? (the utilitarian approach to ethical decision making).
5. Will the proposed course of action develop moral virtues? (the virtue approach to ethical decision making).

Using the framework listed above this paper will identify seeming contradictions to the popular economic idea that globalization is good for everyone. This will be accomplished by applying the questions above to several different case study scenarios of actual globalization implementation. A failure to provide a positive answer to any of the case study scenario situations will be considered a failure in the philosophical ethical implementation.

2. The Andean Textile Industry

This section discusses the impact of globalization and the resultant changes that have taken place within the Andean textile industry. Textiles made of cotton grown at low elevations on the coast and in the Amazon, or of fiber from the coats of the great camelid herds (llamas, alpacas, vicunas, and guanacos) in the Andean highlands, can be traced back at least 5,000 years, to a time long before the advent of the Inca Empire (c. ad 1250-1532), which also prized finely woven pieces. Andean cultures had no written language before the arrival of the Spaniards in 1532, but cloth functioned as a leading mode of visual communication . . . through their forms, materials, and motifs, textiles expressed gender, age, marital status, social rank and ethnic identity (Meisch, 2013).

2.1 Pre-Globalization in the Andean Textile Industry

This section describes the pre-globalization process and the product of the Andean textile industry. The process includes initially the collection of the fiber followed by the creation of the textile itself in many patterns and colors including blues, natural brown, natural tan, and red-pigmented cotton yarn. Some researchers considered cotton to be the initial fiber for the Andean textile tradition; the domestication of camelids (llamas and alpacas) or the use of the hair of wild guanacos and vicunas was to later become the source of fiber (Meisch, 2013). A high level of intensive family labor was required to convert the raw materials into a fiber suitable for creating the final product. Cotton, wool, and hair fibers all require initial processing to remove debris and align the fibers. The entire family would be involved in this stage. Family members would pick and remove twigs, burrs, and dirt from alpaca hair or sheep's wool, then pull the fibers more or less parallel into a thin sheet that is joined with other sheets and tied on a stick or spindle that will be used for spinning the fibers into yarn.

Warping is the next stage in which the foundation fibers for the textile are setup on a frame that will provide the tension on the fibers for the weaving to be successful. In the northern Andes, males are the warpers and weavers, while in the southern Andes females are the warpers and weavers, but there are many exceptions. The oldest known Andean textiles included patterns of diamonds, solid colors, and stylized condor heads in profile. A later piece included a front view of a spread-winged condor with a snake in its stomach. More recent patterns depict birds, crabs, double headed snakes, felines and humans (Meisch, 2013).

There are many products developed from the textiles developed by the indigenous people of Peru in the process described above. Pre-globalization Andean textiles are woven to size or made from two or more pieces joined side by side (Meisch, 2013). Just to name a few: products produced include blankets, ponchos, hats, scarves, belts, bags, carry cloths, and waistcoats (Philips, 2013). The intensive labor required in the process described above brought about an impact on the lives and cultures of the people and families involved that has been previously noted. The cultural impacts will be discussed in a later section, but the following section will describe the post-globalization impact on the Andean textile industry.

2.2 Post-Globalization in the Andean Textile Industry

The impact of globalization on the Andean textile industry is described in this section. Traditional, handcrafted clothing and fabrics containing cultural metaphors and symbols are diminishing as mechanized forms of production take over the textile industry in Peru. The ease and convenience of modern technologies, such as sewing machines and machinery, has alleviated the burden of spending time, effort, and money in producing the traditional textiles. While not addressed in detail in this section of the paper, the social relationships involved in the process of weaving and textile production, are coming to a halt as craftsmen, weavers, and shop merchants adopt the use of modern technologies, such as sewing machines, synthetic fibers, and fabric dyes (Pienknagura, 2012).

The textile industry is now “clearly a global enterprise” production has shifted to countries with a comparative advantage in labor-intensive manufacturing, and products are shipped all over the world for consumption. (U.S. Congress OTA Report, 1987). Andean producers have faced stiff competition from the East Asian countries producing synthetic and blended textiles at very low prices.

The nature of global textile production and consumption patterns threatens domestic workers in industrial nations. As a result developed nations have succeeded in limiting market access to countries with a comparative advantage in production by employing quotas, tariffs, and other barriers to trade. Developing countries have also taken steps to protect their domestic market from other developing and developed countries: “developing nations want the growing textile and apparel markets within their countries for themselves” (U.S. Congress OTA Report, 1987). The creation of international trade agreements to reduce textile trade barriers in developing and developed countries has provided some relief. The U.S. Congress passed the Andean Trade Preference Act of 1991 (ATPA), This Act provided for duty-free treatment of some 6,000 products from the Andean region. However apparel entering duty-free must be made of U.S. fabric dyed and finished in the United States. Andean apparel made from regional fabric can only compose 3% of U.S. imports and certain textiles would be ineligible for duty-free treatment all together (Tomkin, 2002). As globalization spreads throughout the world textile industry we can see major changes in the technology impacting the Andean textile industry.

In addition we can also observe the fact that even with legislation such as the ATPA interest group politics will continue to dominate policy making also impacting the Andean textile industry.

2.3 Ethical Considerations

The hypothesis presented in this paper prescribes that ethical consideration should be incorporated into the global planning and decision-making process. Incorporating ethical considerations will reflect the corporate social responsibility of the decision makers. Prior to the globalization of the Andean textile industry, organizations should have considered ethical questions such as: Will the proposed courses of action lead to the best overall consequences for each of the possible choices in globalizing this textile industry?

3. Culture in the Peruvian Andes

This section documents the impact of globalization on the on the cultural environment in the Peruvian Andes.

The connection between people and textiles is long and intimate, and there are few traditional and historical societies in which cloth did not play a significant role in symbolizing social and political status; in transmitting holiness, purity, and pollution; in embodying memory, history, and identity; and in transforming, protecting, and healing the human body. (O'Connor, 2010)

3.1 Background

The description of the pre and post-globalization clothing and textiles in this section is drawn from the observations made by Michelle Pienknagura while studying at a field school in Carhuaz, Peru during the summer of 2008 and later documented by her in a paper describing the changes observed in textile production and fashion (2012). "Analyzing textile production and fashion in an anthropological perspective has provided insight into the importance of clothing in the visible display of one's social, political and economic status as well as expression of cultural metaphors, symbols, history, and identity" (Pienknagura, 2012, p. 2). Pienknagura's research focused on answering the following questions: Is the traditional female clothing in the Peruvian Andes disappearing? How does this affect the identity of the women?

If clothing is a sign of social status, identity, and wealth what will be the consequences for future generations? What are the economic, social, and/or cultural concerns associated with traditional clothing and why are individuals in rural and urban areas adopting Western dress? (2012).

3.2 Pre-Globalization Peruvian Culture

Prior to the emergence of globalization many Peruvian women would wear the indigenous dress, braided hair, sombreros, and vibrantly colored cloths as a part of daily life as well as to carry on with ancestral tradition (Zorn, 2004). Individuals familiar with the symbolic designs and styles of dress may be able to distinguish which village a person originates from and/or ancestral history. The colors, designs, motifs, and fibers in one's dress can also indicate one's socioeconomic, political, and marital status, and serve "as a guide and reminder for certain agricultural and religious activities" (Prochaska, 1988). Andean people's reverence toward "Pachamama", or "mother earth", is also displayed in weavings through depictions of floral and faunal symbols in cloth (Urton, 1997). Peruvian textiles are viewed as an art form that communicates ritual patterns, traditions, and social structures of the past (Heckman, 2003).

Throughout the year men and women wear traditional “sombrosos”, or hats, in times of festival and during everyday life in the Andean highlands. Sombreros can vary in size, shape, and degree of embellishment, depending on which village or region an individual belongs to, and they serve as visual forms of social identity (Rasnake, 1988).

Traditional sombreros are also used as an indicator of one’s marital and socioeconomic status. A woman may tilt her hat to the side if she is single or wear it straight on if she is married. Along with marital status, the degree of intricacy, embroidery, and/or adornments can allow individuals to perceive a woman’s economic status. The more intricate the sombrero, the higher the cost is likely to be. Women displaying intricately embellished sombreros are thus perceived as wealthier individuals in society. (Pienknagura, 2012)

The perception of sombreros as ‘visual markers’ can also be applied to the pollera worn by Andean women. Indigenous women working in the fields wear traditional “polleras”, or loose-fitting skirts, that are particular to their specific village and/or region of Peru (Heckman, 2003). The pollera is not merely a skirt or form of fashion for Andean women, but a visible marker of identity and culture (Rasnake, 1988). As Pienknagura notes polleras can indicate one’s marital, social, and economic status and can be used to identify which region or village one is from (2012). Differences in intricacy of designs, color, layers, and particular styles of polleras are associated with certain regions. While a highly intricate, lavish pollera is characteristically worn by women in the city of Arequipa, a simple, unadorned pollera is associated with the style from Carhuaz. Depending on the village and individual, the intricacy, style, and patterns of the pollera will vary throughout the highlands and valleys in the Andes (Heckman, 2003).

3.3 Post-Globalization Peruvian Culture

“Globalization, introduction of textile technologies, and Western influence have had a profound effect on Peruvian fashion and social identity in rural regions” (Zorn, 2004). Today in the post-globalization period the beauty of Peruvian culture manifested in the polleras, embroidered sombreros, tapestries, and handspun fabrics is beginning to wither.

Walking along a street in the Andean village of Tiraca, one can immediately see the effects of Western influence and globalization on indigenous populations in Peru. A grandmother wearing the traditional pollera and sombrero may walk hand in hand with her young granddaughter outfitted in a pair of shorts and a t-shirt imprinted with the image of a popular American cartoon. Traditional dress among the youth seems to be disappearing as pressures to fit in with the global economy and Peruvian society and is leading individuals to abandon traditional dress in favor for Western-style clothing (Zorn, 2004).

It is obvious that “as seen through a shift in clothing preference and abandonment of traditional dress, Peruvian identity of individuals is shifting as indigenous populations are being affected by Western influence and globalization (Zorn, 2004).

As Pienknagura summarizes – if the shift in clothing preferences and abandonment of traditional weaving continues to occur, what will happen to the indigenous identity of the Andean people? Will the vibrantly colored fabrics and embroidered clothing typical of the indigenous individuals face away into the past? Will future generations cease to recognize the metaphors and cultural symbols of their ancestors (2012)? As inhabitants of the Andes face the harsh reality of globalization, expressions of identity and ancestral past, along with the significance and meaning of cloth as described by O’Connor (2010), will continue to dilute and gradually to disappear.

3.4 Ethical Considerations

As described in a previous section an organizations commitment to corporate social responsibility would suggest that the following ethical considerations be applied to any strategic planning decisions that would affect culture. Questions asked should include: (1) Will the proposed course of action advance the common good of the citizens affected? and , (2) Will the proposed course of action treat everyone the same, and not show favoritism or discrimination to the parties affected?

4. National Income Equality and Globalization

In this section of the paper we bring up the issue of national income equality and its impact on the well being of citizens of affected countries.

Several different country scenarios will be used for this discussion. A little more than two decades ago in late 1993, the North American Free Trade Agreement (NAFTA) was promoted as an accord that would be a boon to low-wage workers in developing nations. As wealthy nations such as the U.S. eliminated millions of jobs making apparel, electronics, and other goods, it was predicted by economists that low-skilled workers in Latin America (in particular Mexico) and Asia (in particular China) would benefit. It was predicted that NAFTA would create greater demand for their labor and result in better wages for these low-skilled workers. Some would say that globalization delivered as promised but with globalization came unexpected consequences. Economists once predicted that in developing nations low-skilled workers would benefit the most. Today, economists suggest that the biggest winners in globalization are those with the education and skills to take advantage of new opportunities leaving those with low-skills lagging far behind in many cases.

4.1 The GINI Coefficient

One of the measures of the changes in national income equality around the world is the GINI coefficient also called the GINI index. The GINI coefficient is a number between 0 and 1, where 0 corresponds with perfect equality (where everyone in the country has the same income) and 1 corresponds with perfect inequality (where one person has all the income in the country and everyone else in the country has zero income (CIA World Factbook, 2010, December 31).

By comparing the change in the GINI coefficient during the time interval that globalization has occurred in a country we will hypothesize that globalization has been at least a part of the cause. Observing the change in the value of the GINI coefficient for a given country we can evaluate whether globalization has had a positive impact (a GINI coefficient increasing in value over time) or a negative impact (a GINI coefficient decreasing in value over time).

4.2 Average Income

A second measure of the impact of globalization deals with the financial aspect of workers income. Even though we are at a disadvantage using only numbers as reported by the corresponding countries we will also use changes in average income as a measure of the impact that globalization has had on poverty.

4.3 Post-Globalization Income Changes Latin America

Reviewing the GINI coefficient trends in Latin America, many of these countries have seen a rise in income inequality (i.e. the gap between the haves and the have-nots) since liberalizing (globalizing) their economies. The GINI coefficient in which 0 equals perfect equality and 100 equals perfect inequality is used to measure change over time since globalization. Reviewing the GINI coefficient measures we can see that four countries Chile, Columbia, Mexico, and Uruguay have experienced an increase in the GINI Coefficient or moved further toward inequality between the haves and the have-nots during their transition into globalization (“Trade’s Downside,” 2007, May 30).

Using a second measure, if we look at average income to measure the effect that globalization has had on poverty we can see that in the years since economic liberalization two countries have experienced increases in poverty levels.

Mexico has experienced a 21% decrease in average income while at the same time Columbia has experienced a 24% decrease in average income. (“Trade’s Downside,” 2007, May 30).

In 2004, in Mexico, urban full-time workers in the top 10th percentile earned 4.7 times more than those in the bottom 10th, compared with 4.0 times as much in 1987 (Davis, Lyons, & Batson, 2007, May 24). Using another comparison of this income inequality, the World Bank estimates that the top 10% of Mexican urban full-time earners accounted for 39% of the country’s total spending in 2004, while the bottom 10% of earners accounted for less than 2%.

4.4 Post Globalization Income Changes China

Around the world in other developing countries globalization has created a vibrant middle class that has elevated the standards of living for hundreds of millions of people. That is particularly true in China, where the incomes of low-skilled workers have consistently risen. Even with the significant wage gains for the rank and file of China, income inequality is also growing because of the even greater gains being posted by the upper class. Between 1984 and 2004, China’s income inequality as measured by the GINI coefficient (zero is perfect equality and 100 is perfect inequality) increased from 29 to 47 according to World Bank researchers.

During the time period from 2000 to 2005, per-capita of the bottom 10% of urban households in China rose 26% while the per-capita of the top 10% increased some 133% (Davis, Lyons, & Batson, 2007, May 24).

4.5 Ethical Considerations

When making strategic plans and decisions that can affect national income equality and globalization the planners should ask questions such as: (1) Will the proposed course of action treat everyone the same, and not show favoritism or discrimination? and (2) Will the proposed course of action lead to the best overall consequences of each of the planned courses of action?

5. The Galapagos Tourism Industry

In this section of the paper we describe the downsides of globalization brought about by the expanding growth of the tourism industry in the Galapagos islands.

5.1 The Galapagos Islands (Santa Cruz, San Cristobal, & Isabella)

J. Edward Taylor (2001) has described the Galapagos Islands as a magnet for both tourists, mostly from abroad, and tourism workers, mostly from mainland Ecuador, seeking employment to support the island tourist economy. Census data indicates that the population of the Galapagos Islands increased at an annual rate of 5.9% between 1982 and 1990. During the 1990s the populations of the three main islands, Santa Cruz, San Cristobal, and Isabella, grew by almost 70%, 55%, and 34%, respectively. By the end of 1999 nearly 70% of the islands' adult inhabitants were migrants from other provinces of Ecuador. The strong links among tourism, economic growth, and migration have created pressures to restrict both tourist quotas and migration in an effort to preserve the islands' unique ecology.

Globalization through tourism (including ecotourism) has had and continues to have an adverse effect on the ecology of the Galapagos Islands. An article in an Ecuador newspaper reports that because of the devastation to the environment, the government has expelled more than 1000 impoverished indigenous Ecuadorians from the Galapagos in an effort to limit the population of the islands in an effort to preserve them for tourism ("Ecuador's campaign," 2011, May 21).

Easter Island, in the Pacific Ocean west of Chile, suffers from a similar situation in that the indigenous population of Rapa Nui people are being expelled/relocated from Easter Island for similar reasons.

5.2 Ethical Considerations

In hindsight we can observe that the strategic planners and decision makers should have considered questions such as: (1) Will the proposed course of action advance the common good; and (2) Will the proposed course of action respect the rights of the affected parties; when proposing these plans affecting the tourism industry.

6. Globalization and Professional Imbalance

Globalization has its own special downside when applied to globalization of higher education. The section below describes the negative impact that globalization can have on the education of skilled medical and teaching professionals.

6.1 Jamaica's loss of Skilled Professionals

Audrey Watkins (2005) has written extensively about the ethics of globalization in Jamaica. Watson has stated "globalization is characterized by the interpenetration of capital across national borders. The power of transnational corporations to control and profit from postcolonial nations often results in dire consequences for these nations." Watkins views the economic, social, and political effects of globalization through the lens of a Christian ethical framework. His first example of the dire consequences of globalization describes the 2004 demonstration by rural Jamaicans in protest of a bauxite company's pollution of the river the Jamaicans use for bathing and drinking water. In Watkins words "ecological degradation is an extra burden for people already struggling to survive. Recent reports of excellent earnings of the bauxite company in Jamaica stand in stark contrast to conditions of the local community (as a result of this river pollution)" (Watkins, 2005). Of perhaps even greater concern is the brain drain in Jamaica as described by Watkins? This concern is about the rate at which skilled professionals such as nurses and teachers are being recruited from Jamaica by the United States, Canada, and Great Britain. Wyss and White (2004) have stated, "the loss of trained hospital staff, nurses who are specialists such as pediatric, obstetric, or geriatric nurses has undermined Jamaica's international commitment to health."

Wyss claims, "Jamaica loses about 8% of its Registered Nurses and over 20% of its specialist nurses annually" to the U.S. or the U.K.

The U.S. with 97.2 nurses per 10,000 people recruits nurses from Jamaica, a country with only 11.3 nurses per 10,000 people (Wyss, 2004).

This same pattern of emigration from Jamaica exists in the education/teaching community and in the physician community. As teachers become qualified many have left the island of Jamaica for temporary and permanent employment in the U.S. and the U.K.

In the physician community a compelling statistic is that in 1974, there was one doctor in the Jamaican public service sector per 4,444 persons, but by 1995 this ratio had fallen to one per 6,043 (Wyss, 2004). This imbalance in professionals in Jamaica creates a domino like chain reaction in what Wyss calls "a deadly, desperate game of musical chairs, Jamaica has been recruiting teachers from Cuba and has contracted with several governments such as Nigeria, Ghana, and Guyana to provide doctors, nurses and pharmacists. These countries, however, need their own professionals (2004)."

6.2 Ethical Considerations

Jamaica' loss of skilled professionals illustrates a perfect example of unintended consequences when implementing strategic plans. The planners should have asked questions including: (1) Will the proposed course of action treat everyone the same and not show favoritism or discrimination; and (2) Will the proposed course of action lead to the best overall consequences for each of the proposed professional education programs? If these questions had been asked early in the globalization of professional education there may have been very different results.

7. Conclusion and Recommendations

As stated in the introduction, the purpose of this paper has been to introduce and describe an approach for incorporating corporate social responsibility into the global strategic planning and decision-making process.

The approach described in this paper is conceptual in nature, not a definitive checklist or sequence of steps to achieve the integration of corporate social responsibility, ethics, and strategic management. Globalization itself can be a fuzzy concept, as can corporate social responsibility as well as ethics. It is left to the reader to integrate the suggestions made in this paper into a format that fits the situation of the individual company in the corporate decision making process.

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