

**Corporate Social Responsibility
in all Sectors of the Economy
Towards Responsible Macrobbehaviour**

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Student's Declaration:

I, Paolo D'Anselmi, declare that this thesis is my original work and it has never been submitted to any academic institution for any academic award. Where excerpts are other scholars' efforts, due acknowledgments and citations have been credited to them. Additionally, all the publications submitted in this thesis are mostly my research studies. I was the lead author of the publications made in collaboration with other individuals and did the majority of the work in all cases.

Signed:



.....

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Abbreviations

AoM	Academy of Management
CFP	Corporate Financial Performance
CNR	Consiglio Nazionale delle Ricerche
CSI	Corporate Social Investment
CSP	Corporate Social Performance
CSR	Corporate Social Responsibility
EC	European Commission
FERPI	Federazione Italiana Relatori Pubblici
GFC	Global Financial Crisis of 2007–2008
GDP	Gross Domestic Product
GRI	Global Reporting Initiative
HCID	Harvard Center for International Development
IIRC	International Integrated Reporting Council
IMF	International Monetary Fund
ISI	Institute for Scientific Information
KPI	Key Performance Indicator
LDCs	Less Developed Countries
MNC	Multi-National Company
MNE	Multi-National Enterprise
MOCR	Mean Observed Citation Rate
MPG	Max Planck Gesellschaft
MSME	Micro-, Small and Medium Enterprise
NGO	Non-Governmental Organisation
NIE	New Institutional Economics
NPM	New Public Management
NWS	Neo-Weberian State
OCK	Original Contribution to Knowledge
OECD	Organisation for Economic Co-operation and Development
PRME	Principles of Responsible Management Education initiative of the UNGC
RQ	Research Question
SME	Small and Medium Enterprise
SOE	State-Owned Enterprise
SOP	Standard Operating Procedure
SRI	Socially Responsible Investment
UN	United Nations
UNCAC	United Nations Convention against Corruption
UNGC	United Nations Global Compact
USDIME	Unknown Stakeholder, Disclosure, Implementation, and Micro-Ethics
WCED	United Nations World Commission on Environment and Development
WEF	World Economic Forum
WGI	Worldwide Governance Indicators, World Bank

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Abstract

‘Corporate Social Responsibility in all Sectors of the Economy’ wants to show that CSR should be practiced in all the sectors of the economy and not only in large corporations. The ‘all’ in the title is intended to say that CSR should be extended to public administration whose social responsibility in practice is beyond questioning in most countries of the world. The scope of this study is to make a theoretical point more than producing a comprehensive conspectus of CSR. Acknowledgement of nuances and country variations in the current performance of public administration reinforces the need for CSR to be extended to such sector.

The novel idea of CSR is called here ‘Reformulated CSR’: all organisations should provide an explicit account for their value added to society. CSR is the business duty for all organisations to account for their core business’ impact on society. The theoretical underpinning of such definition is identified in the microeconomic concept of market failure and in the sociology of organisations idea of ‘organisational failure’, implying that organisations pursue their own missions with bounded rationality. CSR then is the duty of all organisations to account for their potential conditions of market and organisational failure.

Public administration in particular is defined as including the bureaucracy, in the current understanding of it, ranging from the ministries or departments of the central government to state or regional and local government. Public administration also includes the judicial and the services provided by the public sector with their own personnel, such as health care and schools. State owned enterprise (SOE) is of course included in the organisations that should account for their impact, albeit it is not considered public administration.

The subtitle ‘Towards Responsible Macrobbehaviour’ refers to Schelling’s theory of human interaction and it points to Reformulated CSR as responsible ‘macrobbehaviour’.

Keywords: competition, corporate social responsibility, economic development, entrepreneurship, implementation, intangibles, macrobehaviour, market failure, monopoly, organisational behaviour, organisational failure, public administration, unknown stakeholders.

Chapter 1

Introduction

Corporate Social Responsibility (CSR) is an attempt by social science and mankind to upgrade the scope and the quality of their organised action. Such an upgrade consists of an amplification from restricted economic purposes to include collective responsibility for more phenomena of human interaction within humans themselves and with the environment. Therefore, it is a proposal of this study that not only the corporations will contribute to the improvement of life on this planet Earth, but that all other organisations will do so too, in particular public administration. CSR is of interest to every human being, or it should and could be, since it involves the simplest and the most complex activities: from the farmers trying to get some output from the land, to the customers of corporations, to the citizens of every nation. CSR has been a preoccupation of scholars right after World War II and it has flourished since the beginning of this century, making considerable progress.

At first CSR was only a preoccupation of businesspeople, worried about the legitimacy of corporations, and concerned about the responsibility of business (Bowen, 1953; Levitt, 1958; Friedman, 1962, 1970). Since the 1980s, CSR has been popularized and it has entered the public sphere and public discourse. From the public perspective, the 'Brundtland Report' (1987) was a milestone. This report was published by the United Nations World Commission on Environment and Development (WCED) and was titled *Our Common Future*. It came to be generally known after the name of the president of the

Commission: the Honourable Norwegian Gro Harlem Brundtland . The document focused mostly on environmental issues. However, further initiatives by the United Nations followed it and broadened the scope of action in terms of CSR. Since the beginning of this twenty first century, CSR has been fostered by the United Nations Global Compact (UNGC) (2000) and by the European Commission (2011). The United Nations, however, launched parallel initiatives concerning the social responsibility of organisations, not only through the Global Compact, but also through the UNCAC: the UN Convention Against Corruption. The UNCAC is concerned with the social responsibility of public administration, which they call anti-corruption, whereas the Global Compact relates to the social responsibility of multinational corporations. The UN has sponsored conferences that led to the 2015 Millennium Goals and to the 2030 Sustainable Development Goals (UN, 2015). Concomitantly with its public emergence, CSR was theorized and developed into a specific scholarly field of social science (Freeman, 1984; Carroll, 1991).

Notwithstanding its rather deep roots, CSR is a very debated field. The state of the art of CSR may be briefly summarized as follows. In 2005 the end of CSR appeared to be close (*The Economist*, 2005), but that view did not last for long. By 2008, even the sceptical *Economist* was sure the relevant issue about CSR was no longer a ‘theological’ question about its existence and relevance; at that point in time it was only a practical question: how to do CSR? (*The Economist*, 2008). After the important effects of the 2007–2008 global financial crisis (GFC) and the 2020 pandemic, CSR is alive and thriving. CSR has entered the mainstream thinking of business, the media, and (unawares) the public.

1.1 Definitions

Before we go further, let us specify some definitions that are going to be used throughout this thesis. What I mean by ‘organisation’ is a generic term that I use to include all forms of human organised action. Therefore, organisations include the for-profit sector, such as banks and corporations, and the non-profit sector, comprising the public non-profit organisations, public administration, and the private non-profit organisations, the third sector or non-governmental organisations (NGOs). Public administration in particular is defined as including the bureaucracy, in the current understanding of it, ranging from the ministries or departments of the central government to state or regional and local government. Public administration also includes the judicial and the services provided by the public sector with their own personnel, such as health care and schools. State owned enterprise (SOE) is of course included in the organisations that should account for their impact, albeit it is not considered public administration. In this framework, political institutions fall within the public administration category. Such a consolidation is reasonable because the subject of the discussion here is public management as distinct from public policy. This distinction will be dealt with presently. Speaking to the representativeness of this study, it is worth noticing that public administrations globally tend to share a fundamental organisational arrangement: monopoly. Monopoly is a key reason for market failure. Finally, the third sector is the sector of the non-profit economy which is subject to competition vis-à-vis public administration which is the sector of the non-profit economy which is in most cases not subject to competition.

Let us now summarize the above partition of the economy in the following Table 1.1.

Table 1.1 Partition of the economy

		Position vis-à-vis competition: competitive divide	
		Subject to competition	Non-subject to competition
Orientation to profit: profit divide	Non-profit	Third sector / NGOs	Public administration
	For profit	Private business	State owned enterprise and monopolies

In this partition the various forms of organisations are stylized as organisations subject or non-subject to competition, for profit or non-profit. This provides a rather comprehensive view of ‘work’. Work is intended as a common denominator to the activities carried out under various conditions of organisation. Still with reference to the above Table 1.1, let us notice that this study sees the competitive divide (subject/ non-subject to competition) as socially and economically more relevant than the profit divide (profit/ non-profit orientation of organisations). In fact, the boundary between profit and non-profit is conceptually and quantitatively blurred because many small companies – encompassing the largest share of the employed population - are formally for profit companies, but they only yield salaries for the worker-owners, just like non-profit organisations; they do not yield profits to non-working owners. It is to be noted that emphasis on competition is not limited to competition in the private sector. In publication 1, I make the distinction between ‘vertical’ and ‘horizontal’ competition. Vertical competition takes place within industries and sectors. Horizontal competition takes place across sectors, throughout the economy.

Since I will write a lot about public administration, it is important to point out that when analyzing public administration, I am coming at it from the angle of public management rather than the angle of public policy. These are two distinct areas and it is important to try and explain the differences between them. Issues of public management are somewhat more pervasive and similar across the world, whereas issues of policy are more arguable and are difficult to perceive as general across different countries. Public management and public policy may overlap, but it is important here to outline why and where they are distinct. When we speak in general of government action, we tend to speak of policy. Examples of policy questions are: Should immigration be allowed? Should students pay for their higher education? The general public discourse focuses on policy. It also speaks of management, though we are unaware of that: when we complain about queues at the Post Office, we are mentioning one instance of management. When we complain about 'the bureaucracy', we are complaining about management. We do not reveal this phenomenon because we tend to believe government ineffectiveness is cultural or natural, like rain and snow. Policy is the key subject of politics and decision-making. Management is about the implementation of policies. Examples are: Once we have decided that a specific group of citizens has the right to vote, how do we actually allow that group to realize such a right? What is in the way of such a right becoming alive (Holmes and Sunstein, 2000)? How is it possible to have a more accountable electric power industry? Policy is about formulating law and regulation, management is about day by day work in the organisations that are supposed to implement what the law and the regulations say. Policy is macro, management is micro. Policy is more about legislatures; management is more about the executive branch and the judicial branch. There is certainly an overlap, but the distinction is there.

Management is in general less arbitrary than policy. It is easier to argue about policy, whereas ineffective management is easier to pinpoint. It is important to make explicit the difference between the two areas because public management appears to be a much neglected domain. Management is squeezed between law and politics. It is the very nature of management that allows us to compare instances in the most varied substantive areas and that makes us capable of comparative analysis across countries so that we can appreciate country variations. In particular, public administration performance variations across the globe are captured by the World Governance Indicators which are researched by the World Bank (2016).

In the course of this thesis, I will also talk a lot about ‘market failure’. Market failure is a specific microeconomic notion whereby the free market does not work, for lack of competition (a monopoly), because of externalities, or because of asymmetric information. The word ‘failure’ in ‘market failure’ may lead to think non-specialists that some sort of bankruptcy is implied. None of that, maybe ‘imperfection’ would have been a more apt expression. Nonetheless, I am going to abide by the word failure and indeed extend its use to organisational failure. Organisational failure is the imperfect pursuit of their mission on the part of organisations. Organisations are affected by ‘bounded rationality’ and do not inherently pursue their stated mission, they pursue a mix of objectives among which are their stated mission and their own survival. These concepts will be dealt with at greater length in Chapter 2, Literature Review.

One more definition is needed regarding the variety of disciplines encompassed in this thesis under the heading of CSR. Under this term, I include issues of sustainability, ethics and governance, as well as government–business relations. The field of CSR is very much populated with acronyms alluding to nuances of the concept of CSR. Let us specify here that I assume the term CSR to include all other shades that can be identified in this field. For instance, I will not make a specific distinction between corporate social responsibility (CSR) and corporate social investment (CSI), and will consider them basically as synonyms (Ndhlovu, 2011).

1.2 Reformulated CSR in Context

I call my theory of CSR ‘Reformulated CSR’. A succinct and explicit description of my theory is presented here and contextualised in a more strictly scoped review of the literature. This is needed because my publications are spread over a period of six years and are the resultant of fifteen years of study and they include a book. Therefore they contain several different theories and concepts. Especially in my main contribution, which is a book, there is an overambitious scope to deal with ‘everything’ as it is typical of any first work by an author. Let me then reproduce here in a nutshell the core concepts that are going to be expanded in the rest of this document.

Let me first introduce here the key theories of CSR this thesis refers to, my own definition of CSR and how my definition fits within the key theories I take into account. I have been influenced by Edward Freeman’s (1984) stakeholder approach to strategic management.

Archie Carroll's (1991) pyramid of course, albeit quite basic a model, is so influential in the field that it cannot be avoided as a signpost of the moral duty for organisations to behave ethically. Finally, John Elkington's (1997) triple bottom line concept of CSR has had a lot of influence over my work. In fact my work emphasizes the importance of the economic bottom line beyond the strictures of financial statements. I have summarized this consideration by saying that 'there is more to the economic bottom line than is captured in financial statements'.

My own definition of Reformulated CSR is that all organisations ought to inherently account for their value added to society (Moore and Leonard, 2012) because organisations tend to be more powerful than the individuals they deal with and organisations tend to not abide per se to their stated mission because of market failure and because of organisational failure. It is then a duty of all organisation to explicitly account for the impact of their work and demonstrate that they are not abusing individuals and other organisations.

Let me try now to position my idea of CSR vis-à-vis the key literature standpoints. We can say Carroll exposes CSR as a moral duty while Freeman and Elkington expose CSR as a business opportunity. I think my position is one of business duty: it is not an optional for organisations to account for the impact of their work on society, it is a duty. Such contextualisation is summarized in the following Table 1.2.

Table 1.2 Reformulated CSR in Context

		Cogence	
		Duty	Opportunity
Interest	Moral	Carroll	UN Global Compact
	Business / Organisational	Moore and Leonard Reformulated CSR	Freeman Elkington

In my publications I talk a lot about competition and I have to explain why competition does not appear in my definition of CSR. In fact, competition comes into play in the implementation of CSR. Competition, I contend, explains – at least in part - why certain organisations tend to be more responsible than others. That is so because competition gives power back to the individual. Thanks to competition organisations are compelled into behaving responsibly or are censored by consumers and citizens. Competition is a possible antidote to market failure and organisational failure. Market failure in fact includes monopoly which is the opposite of competition.

CSR was developed – in theory and practice - for large corporations, my emphasis is it should be practiced by all organisations, especially the practice of CSR should include public administration.

After dealing with definitions and the contextualisation of Reformulated CSR, as a requirement for PhD by Prior Output, this summary report covers what I have researched about CSR in order to make it more inclusive to all people and more effective in its

outcome. This is a contribution to the theory of CSR mostly from the qualitative perspective.

This study is representative of the global situation because it is based on theoretical grounds of corporate and organisational behaviour. Case histories within my publications are drawn from international corporations, NGO's, and from generic instances of public administration and state owned enterprise. The expected findings of my prior output will matter, because they could show, once again, that CSR should not be merely an exercise in window dressing, as many managers think (Friedman, 1970). CSR is a duty for organisations, whatever the legal position of CSR within individual countries. India, Indonesia, and Mauritius have written CSR into their laws, but others may never do so. Indeed one may argue that making CSR into law would stifle CSR into the compliance departments of organisations. Furthermore, the possible extension of CSR to public administration represents a major development in CSR impact because public administrations 'process' roughly 50 percent of GDP globally and involve an estimated 15 percent of the global working population: half a billion employees. The policy implications may affect LDCs in particular because organisational design is key to economic effectiveness and social justice in conditions where political debate and citizen individual social responsibility is lacking. Leveraging the attacker's advantage in organisational design, then, LDCs could profit from a more effective path to economic development. On CSR in developing countries, Idowu, Vertigans, and Schiopoiu Burlea (2017) provide an insightful overview in light of the global financial crisis of 2007–2008, albeit confined to the domain of corporations.

When we take a look at the 193 economies of the world, following our methodology of cross-section analysis, within the present time horizon, we may appreciate the nuances and country variations of the force of citizen pressure (civicness) and the quality of the political debate, when it is focused on actual outputs and outcomes rather than on issues of *politique politicienne*. However, not many of the nearly eight billion people on Earth enjoy much governmental effectiveness. To get a hunch of the proportions: World Bank statistics – nonetheless based on perception - rate China at 67 percent quality of government (World Bank, 2016). My calculation indicates that only 17 percent of humanity is enjoying a quality of government above that of the Chinese government. One way to compare these figures to the performance of the corporations is to think about the proportions of the global exchange of goods and services which tells us that – for instance – Chinese goods are appreciated in the Global North as if they produced domestically. Perhaps it is not by chance that only statistics based on perception are available about the performance of public administration. We may conclude that there are variations across countries, due to the level of welfare, the quality of the polity and organisational arrangements. There is a South-East to North-West pattern of increasing quality of government.

The potential theoretical contribution would change the underpinnings of CSR and drive it into the core business of corporations and public administrations. The findings will lead to a more integrated view of public administration; they would not do away with ethical requirements, though such requirements are to be integrated within organisational

arrangements that take into account the ‘administrative’, non-ideal-type, behaviour of public administration.

Let us conclude this section by restating the definition of Reformulated CSR:

Reformulated CSR is the duty for all organisations to account for their value added to society explicitly accounting for the impact of their work and showing that they are not abusing individuals and other organisations due to market failure and organisational failure.

1.3 Publications

The scope of this thesis is to present my publications and to highlight:

- their ‘research questions’ (RQs);
- their ‘original contribution to knowledge’ (OCK);
- and to demonstrate that ‘the prior output forms a coherent whole’ of writings about CSR.

Table 1.3 introduces the authorship and the title of each publication as well as its RQs and OCK.

Table 1.3 The submission's main research questions and original contribution

1	Author	D'Anselmi, P. (2011)
	Title	Values and Stakeholders in an Era of Social Responsibility
	RQs	What should CSR look like in order to command respect by business managers? What is the prevalence of CSR across the sectors of the economy?
	OCK	The book answers the research question by identifying cogent reasons why CSR should be practiced, based on self-interest and on neo-classical micro-economics.
2	Author	Di Bitetto, M., Gilardoni, G. and D'Anselmi P. (2013a)
	Title	SMEs as the Unknown Stakeholder of European Social Dialogue
	RQ	What are the ideas and the incentives that may lead micro-, small and medium enterprises (MSMEs) to social action asking for the social responsibility and formal representation vis-à-vis other social actors?
	OCK	The first finding of the chapter is to identify two dimensions of representative action: administration of the existent conditions vs. identification of long-term goals and action. This is summarized in the slogan 'representation beyond administration'. The chapter also identifies one specific possible negotiation point for MSMEs' representatives to go beyond administration. Such a goal would be to ensure that non-competitive sectors are making a contribution to society, through their efficiency and effectiveness, i.e. accountability.

3	Author	Di Bitetto, M., Pettineo, S. and D'Anselmi, P. (2015a)
	Title	Dear Brands of the World: CSR and the Social Media
	RQ	The objective of this paper is to explore whether stakeholders could engage global corporations through global media to monitor (non-global) governments' effectiveness.
	OCK	A possible triangle of governance is identified involving the following actors: (1) the citizens as stakeholders of governmental action, and as consumers of the large corporations' products and services, (2) the large and international corporations (the brands) as suppliers of both the consumers and public administrations in the world, and (3) the public administrations of governments of the world. Action around the triangle should go as follows: the citizens hold the corporations accountable for the inefficiency of their customers, the governments. The idea is to extend the responsibility of corporations to the effectiveness of their customers, the governments.
4	Author	Chymis, A., Di Bitetto, M., D'Anselmi, P. and Skouloudis, A. (2016)
	Title	The Importance of Responsible Public Management in Addressing the Challenge of Poverty
	RQs	What are the managerial conditions for addressing the challenge of poverty? What is the specific responsibility of the public sector towards the alleviation of poverty?
	OCK	The paper establishes the managerial reasons why public administration has a responsibility to address the challenge of poverty: (1) the public sector may absorb required resources; (2) management education could help develop demand from business to government for public administration accountability.

5	Author	D’Anselmi, P. , Chymis, A. and Di Bitetto, M. (2017a)
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Title	Choice, Freedom and Responsibility in Public Administration
RQs	Is CSR pertinent to public management? Or is public management to be regarded as per se socially responsible with no proof of such responsibility needed?
OCK	This paper reformulates the basic argument for individual responsibility within organisations; it makes clear and establishes the logical argument of the title: if one has a choice among different courses of action, then one is enjoying freedom. Freedom brings responsibility for one’s own actions. This needn’t be extreme: it is sufficient within the small range of everyday office and workplace activities.

6	Author	Chymis, A., D’Anselmi, P. and Triantopoulos, C. (2017a)
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Title	The Need for a Responsible Public Administration
RQs	Why is CSR currently restricted to the business sector? And why should CSR include public administration?
OCK	This paper produces the benefit of introducing into the global arena of CSR the issue of social responsibility of public administration, which is not a conventional staple of the global social responsibility discourse.

Summarizing my research questions, I observe a common thread, making them a coherent whole: I started by searching for a solid foundation of CSR, beyond well-meaning management and shareholders. Soon, within my first publication (**D'Anselmi, P. 2011**), I moved to investigate CSR beyond large corporations, looking at the rest of the economy, which is still the largest part of CSR. Then I moved on to investigate how CSR could be brought into other sectors, besides large corporations (Di Bitetto, M., Gilardoni, G. and **D'Anselmi P., 2013**; Di Bitetto, M., Pettineo, S. and **D'Anselmi, P. 2015**). Finally, I dwelt a lot on the possible advent of CSR into public administration, thus completing the dissemination of CSR to the whole economy and to the whole domain of work as a paid human activity (Chymis, A., Di Bitetto, M., **D'Anselmi, P.** and Skouloudis, A., **2016**; **D'Anselmi, P.**, Chymis, A. and Di Bitetto, M., **2017**; Chymis, A., **D'Anselmi, P.** and Triantopoulos, C., **2017**).

By way of a preview, this summary report is composed of four more chapters. Chapter 2 is a literature review. The chapter examines how the CSR literature is focused on companies of the business sector and within that sector this literature emphasizes the altruistic stewardship of the environment. On the other hand, my sensitivity tends to underline that CSR should be in the core business of all organisations, not only in the business sector, and it should be based on self-interest. I also present the literature on the role of competition and market failure in CSR. Following this I discuss the literature on organisational behaviour, leading to the observation of organisational failure. Both phenomena then, market failure and organisational failure, are brought to bear on the need for CSR, both in

the private sector and in public administration. This literature is then put in context including the literature on stakeholder and other CSR theories.

Chapter 3, Summary of Approaches and Perspectives, is a reflection on the philosophy of my work and concerns the approach to theory development I used, the strategy I used, and the time horizon. I identify the research philosophy I have explicitly and implicitly adopted: critical realism, with a focus on ontology. I used a mix of research strategies, most notable of which is the use of case studies in ‘capsule form’.

Chapter 4, Overview of the Research Agenda and Summary of the Submitted Papers, summarizes the six publications that are submitted here for evaluation. The subtitle, The Unsatisfactory Nature of Mainstream CSR, intimates the initial approach and motivation for this work on CSR. ‘Mainstream CSR’ is a syncretistic phrase to include current CSR as revealed by corporate CSR reports, scholarly conference papers and textbooks (Rasche et al. 2017). There are seven sections to Chapter 4, the first six each dealing with one of the publications. For each publication, evidence of publication is provided through the citation of it as published work in the public domain. For each publication a statement is also made providing a clear indication of my key contribution to each of them.

Chapter 5 summarizes this whole work and shows the limitations and potential weaknesses of it, while at the same time proposing some indications for future studies to overcome those weaknesses.

Chapter 2

Literature review

I started writing accounts of Corporate Social Responsibility (CSR) reports apparently without a plan and without a previous search of the literature. That was my impression at the time, back in 2003. However, I did have a relevant background. I am bringing to bear on this account of my output the literature from much of my studies and from my working career. The chapter then looks at the literature highlighting CSR's focus on business and on the environment vis-à-vis a possible inquiry into CSR based in the core business of the organisation and based on self-interest. I also discuss the literature concerning the role of market failure and competition in CSR. Following I examine the literature on organisational behaviour, leading to the clarification of the idea of organisational failure and of its definition. Both phenomena then, market failure and organisational failure, are brought to bear with a validation of Reformulated CSR, positioning such concept within the literature on stakeholder and CSR theories in general.

2.1 Focus on business

When in 2003 I started writing my commentaries about corporate accounts of social responsibility (CSR reports), a first critical response had been stimulated on my part by the apparent concern of public administration telling corporations what to do in order to be socially responsible.

Let us consider a key example: the United Nations' Global Compact and its ten principles (United Nations Global Compact, 2000):

Human Rights

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and

Principle 2: make sure that they are not complicit in human rights abuses.

Labour

Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

Principle 4: the elimination of all forms of forced and compulsory labour;

Principle 5: the effective abolition of child labour; and

Principle 6: the elimination of discrimination in respect of employment and occupation.

Environment

Principle 7: Businesses should support a precautionary approach to environmental challenges;

Principle 8: undertake initiatives to promote greater environmental responsibility; and

Principle 9: encourage the development and diffusion of environmentally friendly technologies.

Anti-Corruption

Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

There is no question that the ten principles of the UN Global Compact make a lot of sense; however, taking a broader view of it, they can be seen as an expression of global public administration telling corporations what they should be doing. Following the leadership of the United Nations, regional and national governments started shaping policies for corporations to implement CSR. An example was provided by the Italian Minister for Labour and Welfare providing guidelines and examples of good practice for companies to perform CSR (Italian Ministero del lavoro e delle politiche sociali, 2004). By the same token, the regional government of the Toscana Region in Italy provided their Regional

Guidelines for the sustainability report of Tuscan SMEs (socio-environmental accountability) (Toscana, undated).

United Nations' attention and one national and regional government example came decades after the cultural and policy leadership of the USA. Public concern about the behaviour of corporations rather than public administration, in fact, should not come as a surprise, as corporations in the USA have been the subject of public attention as a social actor since World War II (Bowen 1953; Levitt 1958). Such concern provided the backdrop for Milton Friedman's considerations on the social responsibility of business (Friedman, 1962, 1970). The 1970 Friedman article, albeit adversely, is probably the most cited piece in the CSR literature. However, Friedman has not been without his defenders (Orlitzky, 2015). It is key here to cite the 1970 Friedman article as it provides the basis for much of my development of the theory of CSR:

In a free-enterprise, private-property system, a corporate executive is an employee of the owners of the business. He has direct responsibility to his employers. That responsibility is to conduct business in accordance with their desire, which generally will be to make as much money as possible while *conforming to the basic rules of the society, both those embodied in law and those embodied in ethical custom*. (emphasis added)

Friedman (1970) cites Friedman (2002 [1962]):

But the doctrine of 'social responsibility' taken seriously would extend the scope of the political mechanism to every human activity. It does not differ in philosophy from the most explicitly collectivist doctrine. It differs only by professing to believe that collectivist ends can be attained without collectivist means. That is why, in my book *Capitalism and Freedom*, I have called it a 'fundamentally subversive doctrine' in a free society, and have said in such a society, 'there is one and only one social responsibility of business – to use its resources and engage in activities designed to increase its profits *so long as it stays within the rules of the game, which is to say, engages in open and free competition without deception or fraud*'. (emphasis added)

My theory of CSR is built, for a sizeable share, on Milton Friedman's qualifiers about the corporation adhering to the rules of society:

- conforming to the basic rules of society, both those embodied in law and those embodied in ethical custom;
- staying within the rules of the game, which is to say, engaging in open and free competition without deception or fraud.

The view about CSR and CSR reporting that is proposed in my work are, for a large share, about the corporation, and organisation, in general, abiding by those rules and showing that it does so. Immediately after the Milton Friedman 1970 article, John Paluszek wrote a book where the phrase 'Corporate Social Responsibility' appears in the title (Paluszek, 1973, 1978). Such public concern about corporations had been stirred by corporate questionable behaviour. This was mostly about corruption and it led, in the USA, to the Foreign Corrupt Practices Act of 1977 (United States Government, 1977). In Italy, we had been very much impressed and involved with the US based aircraft manufacturer Lockheed bribing Italian politicians in the mid-1970s, in order to obtain contracts for the supply of military aircraft. No wonder then that even today the theory of CSR is largely based on corporate crime. Not only corruption, but many other areas are now taken into account: the environment, employee rights and human rights, and financial crime. Cases of corporate crime or major disruption are cited very often: Enron and the cooking of accounting books (2001); Lehman Brothers and financial irresponsibility (2008); the Union Carbide industrial and environmental disaster (1984); Nike and child labour (Boggan, 2001); British Petroleum

and the Gulf of Mexico spill-over (2010). We can observe this consolidated point of view in CSR textbooks (Crane and Matten, 2010; Rasche et al., 2017).

In relation to public concern about corporate behaviour, I would like to make two further remarks. Generic attention on the corporate relationship to society did not originate after World War II; nor was it confined to the USA and not only in relation to negative impacts. We should take into account the movement of welfare capitalism and paternalistic capitalism (Papandreou, 1972). In fact CSR is concerned also with employee welfare, it can appear to be an echo of paternalistic capitalism. Second, attention to corporate crime stirred my attention towards corporate maladministration, or crime ‘below the threshold’ of judicial action.

One further element of interest concerned CSR focus on environmental issues. I have already mentioned *Limits to Growth* (Meadows and Meadows, 1972) and the enduring concern that book stirred, so CSR appeared to be a new name for environmentalism. Therefore I started developing some ideas about what else CSR could mean besides environmentalism, besides the curbing of crime, and besides respect for human rights. Concern for all of these crimes is summarized in the United Nations Global Compact (2000). Let me clarify *ad abundantiam* that my concern did not imply that environmentalism, the curbing of crime, and respect for human rights were not good causes and important subjects of research and action. My concern was a theoretical one about the nature of CSR: if CSR was an umbrella terminology for environmentalism, the curbing of crime and respect for human rights, then it could also be about the identification of new or

hidden phenomena that had never previously been identified or studied or matured by public attention and scientific research.

2.2 Market failure

Following these preliminary reflections, the reading of CSR reports revealed CSR was thought of as a series of special programs, as an add-on to corporate behaviour. Therefore I tackled a first line of research whereby CSR should be thought of and realized in the core business of the corporation. The second line of research was about the motivation for CSR (Idowu et al., 2018; Idowu and Sitnikov, 2019). CSR was founded on Carroll's pyramid concept of successive steps of behaviour: the legal, economic, ethical, and philanthropic (Carroll, 1991). The pyramid principle was further expressed in the three-domain approach (Schwartz and Carroll, 2003). I explored the possibility of substituting the ethics domain with a 'Friedman domain' (Friedman, 1970, 2002 [1962]). Therefore CSR was to be found at the intersection of law, management, and the Friedman conditions specified above, in which corporations should adhere to the rules of society:

- both those (rules) embodied in law and those embodied in ethical custom;
- open and free competition without deception or fraud.

The scope of my research was to found CSR on self-interest and on neoclassical microeconomics because I was very much aware and concerned about managers shunning CSR, thinking it was just lip service to good intentions and media attention. I was very wary of using the words 'ethics' and 'values' unspecified (Gentile, 2010). I explored the

possibility of founding CSR on ground common that was unquestioned by business managers.

Along these lines, albeit latecomers to CSR, Porter and Kramer (2006, 2011) have captured the imagination of specialists and managers around the world with their concept of shared value. Shared value has become hegemonic in the field of CSR, defining it for the mainstream. Shared value to some extent supersedes the idea of CSR as a series of special programs. Shared value brought CSR back into the core business of the for-profit organisational unit, the business firm, and into the self-interest, microeconomic paradigm. Shared value, in fact, is the positive externalities of corporate activities: some of the value is captured by the business firm and some other (positive) value is captured by the rest of the economy. However, shared value theory in one aspect appears still to regard CSR as 'doing' special CSR (shared value) programs. Shared value does not include the mending of negative organisational behaviour and activities. Porter and Kramer ideally 'offset' negative effects by introducing positive effects, though the negative effects are still there. However, there is a gap in the current literature where instances of lack of responsibility are not explained.

Other important business scholars have intervened in the debate about CSR, bringing their own special ideas to bear on it. Accordingly Kotler and Lee (2005) have reconciled CSR with their own marketing theory. John Ruggie, of the Harvard Kennedy School CSR Initiative, said the question about CSR was no longer a theological question about its existence, but the practical question of how to do it (Ruggie, 2008). Professor Robert

Eccles, in turn, elaborated the concept of integrated reporting (Eccles and Krzus 2010, 2014). I think my attempt to found CSR on the core business of the corporation and on the self-interest of the business executive appears to be in tune with the concept of integrated reporting. Economic responsibility in fact has certainly been treated in the literature (Elkington, 1997); however, I think my contribution to the field is in highlighting that there is more to the economic bottom line and to economic responsibility than is accounted for in financial statements: there is concern for the customer, fair remuneration of the factors of production, concern for monopoly, for market failure, and for organisational failure. There is more responsibility to organisational behaviour than is encompassed in the neoclassical model of the business firm and in public law. Public law holds a mostly implicit view of public administration as very efficient and effective. Let us clarify: the neoclassical micro-economic model and public law hold their respective views of the business firm and of public administration that assume the efficiency of their respective study organisations as a given fact. Neoclassical economics on one side and public law on the other side assume that the business firm and public administration are efficient and effective. Scholars of CSR hardly make a distinction between the normative view and the positive view.

Still working in the interstices of Milton Friedman's qualifiers for making profits ('engaging in open and free competition'), by looking at social responsibility across all industries and across all sectors of the economy, I developed a positive idea of competition vis-à-vis CSR: that competition is a driver of accountability and social responsibility. Important quantitative research along the same lines has been carried out by Chymis (2008) on the for-profit sector of the economy.

The concept of competition, seen in a positive light vis-à-vis social responsibility, led to the idea that CSR can be based on the awareness and the demonstration of the specific competitive context in which the corporation operates. Textbook market ‘failure’ is about the absence of open and free competition (Nicholson and Snyder, 2017).

Externalities are one element of the absence of such competition. For instance the positive externalities (and high financial risk) of scientific research are the theoretical basis for government funding of it (Bianco and **D’Anselmi, 1986**). Asymmetric information is another element of market failure: any organisation knows more about itself than its context can know, be it the consumers, the citizens, or the government itself. This is also a reason for CSR, then: the organisation (or the corporation) should try to bridge this gap. Monopoly is the final element of market failure: any organisation should be aware of the competitive context whereby it operates and it should show how it complies with open and free competition.

2.3 Organisational failure

A second element of ‘failure’ derives from the literature on organisational behaviour (Allison and Zelikow, 1999; Weber, 2014), which tells us that organisations not always clearly pursue the mission for which they were established. Therefore I dubbed this phenomenon ‘organisational failure’, parallel to market failure. Consequently, a theme that came very early in my writing was that CSR should be extended to public administration

because public administration is the subject of much of the literature on organisational failure (Allison and Zelikow, 1999; Pressman and Wildavsky, 1973; **D'Anselmi, 2011**). It is key to trace the underpinnings of the organisational arrangements of public administration through the Weberian theory of bureaucracy, including the rational-legal ideal type of authority or legal domination (Weber, 2014) and how that literature evolved in the last century. It may be helpful to remember that Weber's organisational thinking (Weber, 2014) found expression most notably in the scientific management of Taylor (1911), which gave rise to the 1914 Ford assembly-line factory. Conversely, Weber's ideal type of legal domination can be seen as white-collar Taylorism. However, before Weber, other classics of organisational behaviour 'provided a different view of organisations from the Max Weber rational and impartial model. The Max Weber model is the basis for the neoclassical model of the profit-maximizing firm and it is also the basis for constitutional and administrative law and public administration organisation' (Lapicciarella, 2015).

In fact, the notion in political science of self-serving behaviour on the part of organisations goes back at least to Michels (1911), who formulated the 'iron law of oligarchy', focusing his gaze on political parties, which, once established, would only (or primarily) entertain self-perpetuation. The thread of thinking on organisational behaviour went on with Mayo (1945, 2017) and Barnard and Andrews (1938, 1971), in the 1930s and 1940s, through to the Austrian economists, to Lindblom (1959), Simon (1967, 1997), Niskanen (1968), Allison and Zelikow (1999), and Williamson (1964, 2000). Throughout the twentieth century, organisational science and microeconomics have been studying and interpreting the rational organisation model. Although these thinkers come from very different approaches and

disciplines, they have a common denominator: we should not expect rational, impartial, or altruistic behaviour from organisations. Let us review these authors briefly.

Niskanen (1968, 1971) formulated the theory of the budget-maximizing bureaucrat. Niskanen, as do many authors in this field, views bureaucracy in an aseptic manner. Bureaucracy is a non-profit organisation in which the executive does not appropriate a portion of the difference between income and cost. Niskanen posits a maximizing behaviour for the non-profit manager, comparable to the profit-maximizing behaviour of the manager of a private firm. But non-profit managers do not maximize profits; rather, they maximize their organisation's budget. In subsequent revisions, this notion of the budget is amplified by identifying wider areas of behaviour that are not subsumed under the umbrella of profit maximization, making it sufficient to work on budget maximization. Niskanen develops a microeconomics of bureaucracy that is as powerful as the profit-maximizing model of the business firm. One of the insights resulting from the Niskanen model is that bureaucracies either over-deliver, when demand is weak, or under-deliver, when demand is strong: they never get it right. Bureaucracies' factors of production are over-compensated. Niskanen contends that bureaucracies are also present in the private sector, in the form of business firm departments that are not directly connected to production or market results. Niskanen proposes several remedies for the predicament of bureaucracies, all concerned with bringing competition, virtual or real, into the public sector. Virtual competition is understood as the benchmarking of performance, which should take place through the development of non-monetary measures of output and outcomes.

Leibenstein (1978) opposed the maximizing view of economic agents and formulated the theory of X-efficiency. He posits a non-maximizing behaviour in organisations, both public and private: not all human beings strive for maximization. Leibenstein applies his theory to economic development, insisting that, especially in developing countries, people do not spontaneously maximize an objective. There are cultural and historical reasons for this. The idea is that the maximization of any organisational end (profit, budget, influence), a notion still with a Weberian flavour, should be demonstrated and not be assumed *ex ante* as a universal parameter of organisational conduct.

Morgenstern (1972) criticizes the neoclassical idea of free competition: ‘In summa, the presentation of the economy as one in which there is ‘free competition’ of the kind discussed above, no cooperation, no antagonism - where all this is relegated to oligopoly as an anomalous situation - is like giving a theory of the solar system without gravitation’. Morgenstern highlights the prevalence of non-competitive organisations in the economy. He underlines the relative unimportance of the profit-maximizing business firm when the economy is mostly composed of non-competitive, non-profit, monopolistic organisations, both private and public. The implications of this on the present research are significant, focusing as it does on the monopolistic organisations typical of public administration and also revealing how assumptions about the business firm are hardly obtained in practice.

Lindblom (1959, 1979) described organisational behaviour as ‘muddling through’. His ‘Science of Muddling Through’ is applicable to all organisations, public and private, as is

his 'Still Muddling, Not Yet Through'. Lindblom finds that people do not optimize: in their decision-making and organisational life, people just try to improve the present situation, making incremental changes. Analogously, the New Institutional Economics (Williamson, 1964, 2000) talks about incremental changes and the time it takes for change to happen. This view comes very close to that of the Austrian School of Economics whose economic theory claims there is in fact no steady-state equilibrium, but only a move towards an ever-changing point of equilibrium.

Simon (1967) formulated the notion of 'satisficing' behaviour. He developed a model that assumes 'bounded rationality' in individuals that operate within organisations. Non-maximization is inherent in this model as well. A level of behaviour is aimed at that is described as 'satisficing' – one that keeps the actors safe from reprimand and is regarded as sufficient by the higher echelons of the organisation or by the public.

Allison and Zelikow (1999) made explicit the difference between possible models of organisational behaviour and Weber's model. They developed two models of bureaucracies and the political process that are 'deviant' from the view of the Weberian ideal type as a behavioural hypothesis, which is unwarranted by Weber's actual thinking (2014). The so called Weberian model is applied to the profit-maximizing business firm as well as to public administration, assuming everyone in the organisation acts in unison with one purpose. No personal goal intervenes in the process or weakens the organisation's performance. The first alternative model that Allison and Zelikow (1999) propose is one in which organisational behaviour is driven by SOPs. Organisations' output at time t will be the same as their output at $t-1$. This is a way of saying that organisations will do today,

time t , what they did yesterday, time $t-1$; so the best way to predict what they will do tomorrow is to see what they are doing today. But such behaviour may be at odds with rational objectives. The second model of Allison and Zelikow (1999) examines the position of individuals in relation to one another. These include relationships of power between individuals, relationships of affiliation, and historical relationships among individuals, all of which may account for their behaviour just as much as their pursuit of a rational and common objective. Allison and Zelikow's (1999) models are relevant to my research because they demonstrate that organisations, indeed public organisations as well as private organisations, behave very differently from an ideal model: individuals within organisations pursue their own agendas, and these may include many variables that have no connection with the organisation's express mission. This is not to imply individuals' ill will, or even awareness of their conduct, and indeed they may be acting with the best intentions.

Pressman and Wildavsky (1973) emphasize the role of implementation. They highlight the unintended consequences of interaction among different organisations. Although their focus is inter-organisational behaviour, the model may be scaled down to apply to the behaviour of departments within one large organisation. Pressman and Wildavsky demonstrate that statements of intent amount to very little. What matters is the actual output and outcome of the whole process, which, they argue, will inevitably differ from the initial statement. This is their rationale for focusing on implementation. Implementation is highly relevant to public administration: in the literature as well as in public discourse, implementation is often put forward as constituting public administration's key role within wider government

– legislatures and politicians formulate policies and write laws; public administration is entrusted with their implementation. These authors show us that public administration's organisational behaviour may lead to unintended consequences. In the partition between policy and management in public administration, implementation belongs in the field of public management.

Grunig et al. (1995) emphasize how organisations are run by a 'dominant coalition'. These authors are responsible for elevating public relations to a sub-discipline within the management sciences, on a par with marketing and finance. They insist on the notion of a dominant coalition as an organisation's de facto governing body. This is an admission that organisations behave more like electoral districts than the rational pyramid depicted in organisational charts.

As with organisational science, a revision of the early models has taken place within the theory of the business firm as has already been said. This has been the task of the New Institutional Economics (NIE), from Coase (1937) to Williamson. Whereas Weber's rational ideal type was the basis for the neoclassical 'black box' model of the profit-maximizing business firm, NIE, with its transaction cost theory, followed by its principal-agent theory, explained that workers, managers, stockholders, and indeed everybody in an organisation each have their own agenda and objective function that they seek to maximize. Thus NIE cracks open the black box of the neoclassical firm.

This overview would not be complete without mentioning New Public Management (NPM)

which has been the basic staple of government reform since the early 1990s. NPM – and criticism of NPM – appear, however, to have been concerned more with the practical arrangements of public administration and the consequences of its practice than with the tracing back to the possible theoretical underpinnings of its innovation (Davies, 2013). In doing so, it appears to be missing the opportunity for identifying further and wider consequences. On the other hand, the school of the Neo-Weberian State seems to have taken a different turn, diverging from NPM, rather than building on it (Lynn, 2008; Pollitt and Bouckaert, 2011), and adhering closer to Weber's (2014) ideal type. Both schools, however, do not seem to have built on the literature reviewed above.

Although the limits of the received view of Weberian thinking do not seem to be widely appreciated in public administration, nonetheless some explicit intimations of such a realization can be found. For instance, the Building State Capability program of the Harvard Center for International Development acknowledged that 'to escape the trap of stagnant capability and increasing frustration, new conceptual models of state capability that go beyond the transplantation of the 19th century Weberian state are required' (Harvard Center for International Development, 2016).

This brief review of theories of organisational behaviour implies that public administration and business firms need to be explicitly responsible for their own activities. This phenomenon of organisational failure appears to make a theoretical basis for the extension of CSR to public administration.

2.4 Validating Reformulated CSR

The classical literature reviewed above provides evidence that organisations, public organisations in particular, do not usually perform the way they are supposed to, especially in legislative mandates. It appears that public organisations are not necessarily socially responsible; therefore, there is a need for CSR to include them too. This is of major importance when we take into account that institutions and institutional arrangements matter especially for economic development (Acemoglu and Robinson, 2012) and LDCs (Less Developed Countries). There are of course nuances and country variations, but such variations make us aware that there is room for improvement and speak for the representativeness of this study. The elements concerning organisational failure account also for the imperfection of capitalism (Schelling, 1978). We need to recognize that competition within and between organisations of an economy can be implemented in very different and effective ways. Such variety also delivers a different view of the world economies as all implementing capitalism homogeneously. As public administrations are not all equal likewise we need to speak of ‘capitalisms’ in the plural. Capitalism is an ideal type too that is neither complete nor realized. Within this view, ‘state capitalism’ sounds like an oxymoron, we should rather speak of state industrialization, where there is no market for capital and investment decision-making. Adjacent views to the above can be found in Bower et al. (2011) and Grayson and Nelson (2013).

My reading of CSR reports led also to an awareness of the stakeholder theory of strategic management (Freeman, 1984) that is seeking a license to operate from a variety of social

groups that are not dealt with in the neoclassical theory of the firm. My professional background had led me to also consider the development of stakeholder theory in the field of public relations (Muzi Falconi et al., 2014). According to Grunig et al. (1995), top managers often rely on communication managers and consultants to define their overall strategies. On the other hand, my notion of the unknown stakeholder is an echo of Agle et al.'s (1999) latent stakeholders and Olson's (1965) forgotten groups.

Having formed my own idea on how it would be possible to found CSR on market failure and organisational failure, I then checked the literature to validate my null hypothesis that the specific CSR literature did not take into account such phenomena: market failure and organisational failure. The literature on market failure and organisational failure does not seem to have found its way into CSR. Secchi (2007) shows that the CSR literature is concentrated on the business firm, excluding public administration. In his article 'Utilitarian, Managerial and Relational Theories of Corporate Social Responsibility', Secchi also provides a wide-ranging review over time, going back to Marshall and Pigou. Similarly to Kitzmueller and Shimschack (2012), Secchi does consider economic theory as a basis for CSR, whereas Jones et al. (2009) do not. Secchi defines a 'utilitarian' category as 'theories on social costs, functionalism'. By 'social costs' Secchi means the amending of a basic situation whereby 'business has always led to social problems of corporate-environments relationship'. My view of CSR does not fit into this category. Nor does my approach fall within relational theories, as I do not focus my analysis on stakeholder management. The idea of CSR that is proposed here is ultimately a managerial theory because it delves into the details of the organisation and inside the black box of

microeconomics business firm. Although the authors just cited do take into account several managerial aspects of CSR, including the possibility of the corporations behaving irresponsibly (Jones et al., 2009), it appears they do not consider market failure or organisational failure an opportunity for the field of CSR. Most of the theories reviewed assume the business firm to be a rational automaton and do not dissect the inner workings of the business firm. Competition is seen in a negative light throughout the literature on CSR, adhering to the oppositional view between business and society. The literature on organisational failure is never mentioned. There appears to be a gap in the theory of CSR and possibly my work could provide the missing brick.

One last element needs to be investigated: CSR in micro-, small and medium enterprises (MSMEs). The following considerations can be extended to the small NGOs of the third sector. CSR in small business and small NGOs is a field that needs a lot of further investigation. SMEs are very different from large corporations, not only from a quantitative point of view, but also from a qualitative point of view. Consequently, CSR in SMEs should probably take a different turn from CSR in large corporations and CSR in public administration. The relevant literature has indeed identified a number of specific actions that are taken or could be taken by SMEs. However, it appears that there is no effort towards the definition of specific acts of sustainability that can be taken by virtue of being a small enterprise. Several studies have focused on specific sectors of the private business economy: Manente et al. (2014) have worked on tourism and certification systems; while Bím (2016) has worked on Czech SMEs in the automotive sector, taking a sectoral as well as a country specific point of view. Still on country specific studies, Back (2019) has

investigated Brazilian SMEs vis-à-vis their financial performance. Most recently, Megyeri (2019) studied Hungarian SMEs regarding the fourth industrial revolution, and Puiu and Wiśniewski (2019) studied Romanian and Polish SMEs. Others have taken an environment-specific point of view: James (2015) has focused on the carbon footprint, while Wehrmeyer et al. (2020) have investigated environmental sustainability as an intrinsic factor of corporate behaviour vs. an *ex post* rationalization. Del Baldo (2018) has focused on integrated reporting. Berberich (2017) has worked on shared value in SMEs. Khan (2016) comes closer to forming a thesaurus of possible CSR actions that could be taken by an SME.

Summarizing the literature on MSMEs, we can say that:

- it recognizes the key role of SMEs in the economy;
- it is sectoral or country bound;
- it neglects the economic bottom line and it is focused on environmental and social issues;
- it does not take into account the specificities of micro-enterprise and it does not focus on the differences of SMEs from large corporations.

The four points above can be interpreted as guidelines for a possible further investigation on CSR in SMEs.

2.5 Conclusion

The excursus on the literature has provided a historical narrative on how Reformulated CSR has been conceived. It has provided a view of the literature antecedent CSR, then a statement of the practitioner and theoretical definitions of CSR. The relevance of market and organisational failure in world economies has also been investigated. Finally it has checked Reformulated CSR vis-à-vis the wider literature on CSR.

Chapter 3

Summary of approaches and perspectives

A reflection on methodology

There is more to research than meets the eye. What one reads as the output of the researcher has an underlying form (Pirsig, 2006), which in research takes the shape of research methodology. Methodology is about the hidden or explicit hypotheses one makes about reality and one's own research. This chapter is a reflection on the research methodology of my work so far. It asks questions about my understanding of the nature of reality (ontology), what we can know about reality (epistemology) and the impact of my person in my interaction with the external world (axiology). Methodology includes the approach to theory development I used (deductive or inductive), the strategy I used (qualitative or quantitative), the time horizon, and the way I collected data from reality and existing knowledge. Ultimately I will identify the research philosophy I adopted implicitly, rather than explicitly, a process that benefited from the fundamental text of Saunders et al. (2016). As a conclusion to this chapter, I will attempt a synthesis of my research philosophy. Let us then review the methodology adopted in each publication that is submitted here.

3.1 Paper 1: D'Anselmi, P. (2011), Values and Stakeholders in an Era of Social Responsibility

A mix of methodologies was used: an analytic inductive method, a critical approach, and an empirical method. Let us review these methods in turn. The analytic inductive method

consists in finding common traits within a population of comparable instances in order to establish a relationship of causality between facts that are present or not present within those instances. Such a method is also called ‘logical grouping’ (Minto, 2008) that is if ‘a’ is true in cases 1, 2, and 3, then ‘a’ is likely to be true in all the following cases 4, 5, and 6. This way the causal relationship that is observed in the first three instances is extended to all instances that are similar to 1,2, and 3. In modern terminology we can also call this method a ‘bottom up’ way of reasoning. Such a method is different from the deductive method, or ‘logical argument’, which proceeds ‘top down’ in the opposite way and which is best stated through the classical example: ‘All men are mortal, Socrates is a man, therefore Socrates is mortal’.

One limit of the inductive approach to theory development is that it may lead to finding conditions that are among the necessary causes of a specific result, but may not be sufficient for that result to materialize in reality. I have shown awareness of such a limit in this publication, when I wrote:

My theory of CSR is not necessarily good everywhere and forever. It is sufficient to me that it works here and now, and that it helps us improve communication and organisational awareness; that it helps develop the government sector and competition in monopolies; that it helps protect the consumer from abuse and bad service. On the positive side, it is sufficient to me that it helps companies gain awareness of themselves, and record and improve their performance. Along the lines of Bruno Bettelheim, the author of the famous book on child rearing, *A Good Enough Parent* (Bettelheim, 1987), we do not need a perfect CSR; we need a ‘good enough CSR’. (D’Anselmi, 2011, p. 43)

Such a ‘weak theory’ is nonetheless endowed with theoretical underpinning:

What I have developed so far is a ‘weak’ theory of CSR. I call this a weak theory since I am influenced by the philosophy of ‘weak thinking’ conceptualized by Professor Gianni Vattimo. ‘Building on his experiences as a politician, Vattimo asks

whether it is still possible to speak of moral imperatives, individual rights and political freedom. Acknowledging the force of Nietzsche's 'God is dead,' Vattimo argues for a philosophy of '*pensiero debole*' (weak thinking) that shows how moral values can exist without being guaranteed by an external authority. His secularizing interpretation stresses anti-metaphysical elements and puts philosophy into a relationship with postmodern culture' (Zabala, 2007). (D'Anselmi, 2011, p. 43)

The key approach of this publication proceeded by logical grouping from individual instances to generalizations. Individual instances were expressed in case studies. In fact, the complexity of responsible organisational behaviour was dealt with through case studies. I studied formal CSR reports from large corporations. One specific characteristic of the study of CSR is the availability of CSR reports which is embedded in the same theory and practice of CSR. For each CSR report and each company that I examined, I wrote a one-page critical piece. I showed what CSR is and what I'd like it to be. Such an approach implies a critical attitude and an ontology whereby nothing is the way it looks. My implicit epistemology was that words can be more or less adherent to reality, and I try not to be influenced by what others say about reality. This needn't imply there is an objective reality out there; nonetheless, an interpretivist approach perhaps allows us to decide that one description of reality is more authentic than another. We can still judge what appears to us more or less plausible (Gilmore and Pine, 2007). Assessment of authenticity was qualitative, based also on my experience as a management consultant.

One commentator defined my critical stories as case studies in 'capsule form' that is very short case studies. Speaking to the global representativeness of my study, these case studies were developed to a relatively large number (over 50) in order to obtain pseudo-statistical significance that is to be a number large enough to appear similar to a statistical sample of

instances of organisational behaviour vis-à-vis social responsibility. However, CSR reports were not available in several sectors of the economy, where Mainstream CSR is not widely practiced. Such sectors include public administration, the polity, the third sector or the private non-profit sector or NGOs, and monopolies, including State Owned Enterprises (SOEs). I therefore took information from other publications, the media, and informal sources (e.g. election campaign billboards) as reporting tools whose proponents were possibly not aware of their use as such. For instance, only in a few countries public administrations do publish actual performance reports, but in many others they do publish statistical reports and other data which can be interpreted as CSR reports. Contemporary evidence is now more abundant than it was at the time of this publication. For instance the Republic of Ireland's Department of Environment, Community and Local Government (DECLG) promotes the Excellence in Local Government Awards to those Local Governments the report on their CSR. The dissemination of CSR within government is taking place in the contemporary world, albeit the theory of CSR does not seem to have spelled out yet the inclusion of public administration in the perimeter of CSR.

My desk work consisted in reading word by word the CSR reports of major global corporations. I also studied reports from major global NGOs. About public administrations and monopolies, I studied generic organisations in the health care, road construction and maintenance and other sectors. I identified what did not sound authentic about them, and asking the questions: What would authentic reporting by this organisation imply? What kind of information would one expect to find in this CSR report, in order to make a cogent case for this kind of non-financial reporting? At present, the CSR language, according to

the Global Reporting Initiative (2016), for such questions would be formulated as: What are the material topics of this organisation? This procedure led me to write my case studies. All of this can be classified as research based on secondary data. I did not produce data of my own, directly from reality. The new information I produced was based on previous information about reality.

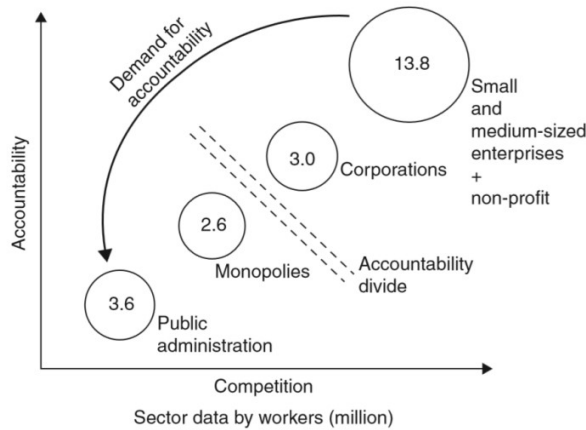
A successive element of the work implied a kind of reverse reasoning, asking the question: What kind of questions would deliver my anticipated answers? This led to the formulation of a 'process' framework, as opposed to the 'issue' framework, represented for instance by the Global Reporting Initiative standards. Case studies were also used to exemplify the values I was proposing in my process framework to analyze and develop CSR: Disclosure, Implementation, Micro-Ethics, and stewardship of the Unknown Stakeholder. I summarized with the acronym USDIME, mimicking the US dollar 10 cent coin which is called a 'dime'. A review and discussion of the microeconomics literature was also necessary to identify the basic model (market failure) driving my criticism of the individual CSR reports (Schelling, 1978). This is true as well of the literature on organisational behaviour (or organisational failure), also tapped to develop my critical accounts (Allison and Zelikow, 1999).

The limitations of this work derive from its being crafted from the reading of texts and the formulation of observations about specific cases and instances within each organisation. However, this kind of work provides first-hand sources for the reader to understand, replicate, and possibly falsify (Popper, 1963) the proposed point of view.

This publication also made use of empirical quantitative analysis. Quantitative analysis in fact led me to assert that each corporation's quantitative measures, provided in their annual reports and CSR reports, should be weighed against some benchmark to assess their actual impact. This is for instance what is done in financial reporting when the same data are provided for two or more consecutive years. This is done to enable the reader to assess the impact of the measure through, in this example, the presentation of a short time series. The same should be done in CSR reporting. For this same purpose, besides time series, I emphasized the role of denominators that is of the absolute figures about totals, when only variations of indicators over time are provided. This appears to be a positivist approach that is even in the context of interpretivist narration about organisational facts, there are elements that can be likened to natural science issues or are natural science *tout court*. An example of this is the reduction of carbon emissions. The denominator in this case would be volume of total emissions which is necessary to assess the impact of CSR action and evaluate its materiality.

I also used basic statistical data, another example of secondary information, to weigh the relevance of qualitative social phenomena, where I followed a sort of mixed method approach. This is what I did when mapping the employed population by each sector. Each sector was qualitatively defined according to its degree of subjection to competition. Then each sector's weight was assessed through basic quantitative data of the employed population in the same sector (D'Anselmi, P. (2011), Table 15.1, pp. 184–186; pp. 199–201 of the pdf). I then presented these data on a graph to show my findings that competition is one of the possible drivers of accountability (Figure 3.1).

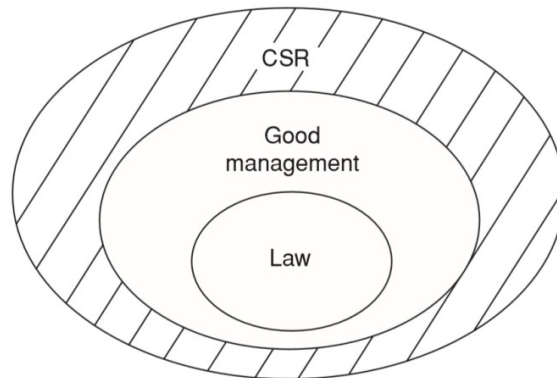
Figure 3.1 Competition drives accountability



Source: **D'Anselmi, P. (2011)**, Figure 16.1, p. 202; p. 218 of the pdf.

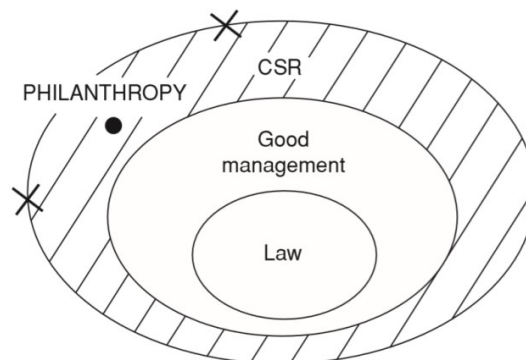
Figure 3.1 was plotted on a competition vs. accountability Cartesian plane. Graphs appear to be an engineering method whereby one at the same time checks logic and reality. I also produced Venn diagrams to illustrate my argument whereby CSR should not imply an additional set of actions beyond good management (e.g. philanthropy) (Figures 3.2 and 3.3), though CSR is a specific way of going about good management (Figure 3.4). CSR should be exercised in the core business of the organisation. It should not be an add-on to the business-as-usual reality of the organisation.

Figure 3.2 The onion rings of organisational behaviour



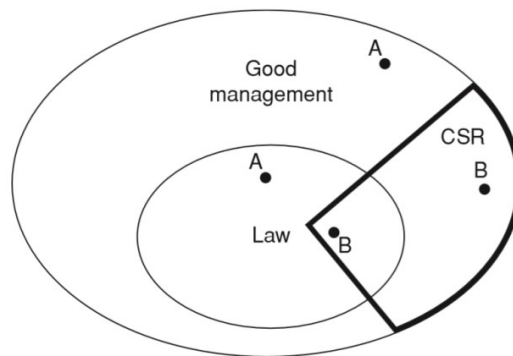
Source: D'Anselmi, P. (2011), p. 38.

Figure 3.3 Crossing out CSR outside the core business of the enterprise



Source: D'Anselmi, P. (2011), p. 41.

Figure 3.4 CSR is the knife, not the onion



Source: **D’Anselmi, P. (2011)**, p 42.

NB. Points ‘A’ represent ordinary acts of ordinary management, a sign of routine, bureaucratic and possibly irresponsible behaviour. Points ‘B’ represent behaviour coming from one or more of the following values: taking personal responsibility (Micro-Ethics), willingness of Disclosure, appreciation for Unknown Stakeholders’ interests and capability for Implementation (page 42 of the book, where an example is provided about British Petroleum and the Gulf of Mexico issue).

My engineering method is also reflected in my critical approach to CSR reports: an engineer approaches a physical apparatus to see how it works and if he can improve on it. Likewise, I have approached CSR to see how convincing its statements were and started working on how I could improve on them.

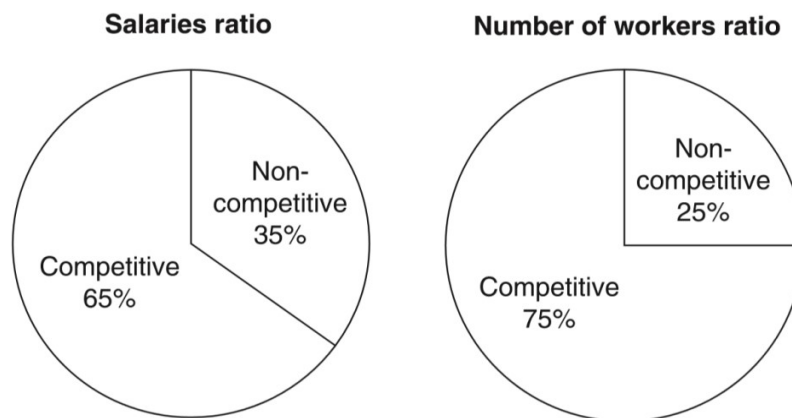
3.2 Paper 2: Di Bitetto, M., Gilardoni, G., and D'Anselmi P. (2013a), SMEs as the Unknown Stakeholder of European Social Dialogue

This publication also adopted *an inductive approach to theory development* applied to a series of case studies. These case studies were elaborate instances of the representation of SMEs from eight different European countries, including Bulgaria, France, Greece, Hungary, Italy, Poland, Slovakia, and Spain. The cases analyzed the issues whereby SMEs became a key stakeholder vis-à-vis other social stakeholders, such as the government, the wider citizenry, and other groups of economic actors. Such case studies were written ad hoc for the book in which my chapter was published. My chapter draws some general considerations from all the cases and it develops a generalization by an inductive method: SMEs are only being represented vis-à-vis other social stakeholders in a very low profile administrative way. They do not leverage the full potential of their actual social contribution, they are an 'unknown' stakeholder, unaware of themselves – in the first place - and neglected by more powerful groups. This paper represents an instance of an interpretivist research philosophy: through the case studies, I interpret the action of the SMEs' representatives and derive a notion of representation implicit in their action.

Some use of a quantitative method was also made in this publication. I could say I have applied a scientific positivist approach to macro-stylized facts about the national economy. For example my thesis that the stakeholder group of public administration employees behaves as a monopolist within society vis-à-vis other groups of employees was argued

through the empirical calculation of their salaries. I then showed that their salaries are higher than expected and higher than average within the economy (Figure 3.5).

Figure 3.5 Quantifying the over-compensation of work not subject to competition



Source: Di Bitetto, M., Gilardoni, G., and **D'Anselmi P. (2013a)**, **SMEs as the Unknown Stakeholder of European Social Dialogue**, page 122

Since neoclassical economics asserts that the factors of production in a monopolistic market reap extra compensation, the hypothesis that public administration employees behave as a monopolist vis-à-vis the rest of the economy cannot be rejected because they do reap extra compensation vis-à-vis the rest of the employed population.

I also tried action research with SMEs. Here I was trying to answer two research questions that I find are seldom formulated in the field of CSR: What could or should happen in order to bring about more accountability and social responsibility within society? What social

debate or conflict should or could take place in order for CSR to develop? My answer to these research questions was that SMEs are under-represented and yet they carry a lot of social value because they are subject to competition. They could leverage this situation vis-à-vis the larger public and increase their demand for the social responsibility of other social groups. My action research with SMEs then aimed to generate awareness in SMEs' representative bodies of their value being subject to competition. I did this through interviews and oral presentation of my views. Such action met with little success. My views were not cogent and competition is such a powerful mechanism and SMEs' representatives are so much entwined in it – I was not capable of drawing their attention to the broader picture of the diverse competitive conditions taking place across all the sectors of the economy.

3.3 Paper 3: Di Bitetto, M., Pettineo, S., and D'Anselmi, P. (2015a), Dear Brands of the World: CSR and the Social Media

My action research with SMEs was not encouraging. I then turned to large international corporations which are also subject to competition, certainly more than governments and public administrations. The research question asked in this publication then was the same as in the previous publication: Can large corporations develop their demand for the accountability of public administration? Large corporations have an interest of their own, different from SMEs, since they are capable of individual lobbying, for instance. They also have the knowledge, the power, and might be willing to embark on action aimed at enhancing social responsibility on the part of public administration. The question then was:

How to engage the large corporations on such a question? This publication then is the account of such an exploration.

In this paper I observed the phenomenon that is happening to curb and implement social responsibility within large international corporations through social media. I identified a triangular mechanism and I developed Table 3.1 (row 1) whereby I dissected the first phenomenon (i.e. social responsibility being forced upon large international corporations through social media) into several components.

Table 3.1 Social actors and type of control

Social Actors	Stake and Motives	Brands and Corporations	Type of Control
Activists	Outrage against violation of human rights and consumer rights	Nike, Novartis, Monsanto, Honda, Apple, Sony, etc.	DIRECT: global consumers sanction directly the brands/corporations that are violating human rights or producing inefficient products (e.g. boycotting) through the <i>koinè</i> of the brands and social media
Ethical investors	Outrage against vice and war	Producers of arms, tobacco, alcohol, gambling, etc.	INDIRECT: global investors sanction the producers of critical goods in order to indirectly sanction the users of those goods (e.g. governments: arms, alcoholics: alcohol)
Unknown stakeholder	Outrage against government ineffectiveness	Suppliers of governments: IBM, Alstom, Airbus, etc.	INDIRECT: irresponsible governments and public administrations make ineffective use of products and services provided by the branded corporations; taxpayers and present unknown stakeholders can exercise pressure on the branded corporations in order to make governments and public administrations accountable for their work

Source: Di Bitetto, M., Pettineo, S., and D’Anselmi, P. (2015a) **Dear Brands of the World: CSR and the Social Media**, p. 54.

I then tried to imagine how the same social media could be leveraged in order to extend social responsibility to public administrations, engaging large corporations. Step by step, I tried to identify other phenomena in which the same components are slightly altered. Then I found that such an altered model is already in place in reality and is viable: in Table 3.1 (row 2) we observe social responsibility being forced upon large international corporations by ethical investors through a mechanism of ‘triangulation’.

Finally I showed that the combination of these two models could generate the new desired model to call for the social responsibility of public administrations on the part of large international corporations activated by citizen-activists through social media as shown in Table 3.1 (row 3).

3.4 Paper 4: Chymis, A., Di Bitetto, M., D’Anselmi, P., and Skouloudis, A. (2016), The Importance of Responsible Public Management in Addressing the Challenge of Poverty

In this publication several reasons were put forth to show the relevance of responsible public management and responsible public administration in addressing the challenge of poverty. The basic argument concerns the effect that public administration has on economic development and therefore on the capability of people to generate wealth and therefore to alleviate poverty (p. 223). This appears to be a deductive approach to theory development. The same issue is also exemplified by a counter-argument: ‘in many European countries, the financial crisis was the product of poor financial performance of the public sector’ (p.

224). Once again, public administration is shown to have been responsible for poverty. The basic premise (public administration affects economic development) is shown through several citations from the literature. The implication of the premise (poor public administration increases poverty) is accordingly deduced. The thesis then is shown to be: the quality of public management is important in addressing the challenge of poverty. As a corollary of the above, business education should also include public management and schools of public administration should address the issue of responsible public administration, by underlining the difference between the normative view of public administration which is per se socially responsible and the positive view that such social responsibility needs to be proven in the field. This is part of my critical approach, in which a 'think negative' frame of mind is proposed to identify the relevant issues of an organisation: an organisation is socially 'irresponsible' until proven otherwise. This is a logical approach that seems to echo Popper's (1963) falsification criterion. The value of implementation, proposed in my writings, requires such proof of responsibility.

A second argument is also made: public administration consumes public resources, from the government budget and tax pressure, therefore it affects the level of the people's disposable income, and by extension it affects poverty (p. 225). The limitation of this second argument is that it is not specific about poverty. The same argument could be made about public schools, defence, and other public services.

The axiology of this paper concerns a sort of 'hyper-responsibility' of the individual and of organisations in general. This is typical of my writings and of my perspective: 'public

management inefficiencies could be labelled more strongly than inefficiencies, even unethical actions' (p. 226). I take a strong stance on omitted actions. Organisations, and the persons working in them, are responsible for what they could do and do not do.

To illustrate this idea, I developed a narrative example, the 'barber of Stalin paradox':

The responsibility that each individual shares in organisational behaviour need not necessarily be conscious and acknowledged. Often, the individual's awareness is confined by routine and self-serving excuses. This idea is conveyed by the metaphor of Stalin's barber, who doesn't think he has any responsibility in the dictator's crimes, while trimming his famous moustache, serving him devoutly and perhaps even considering that service a social privilege. (D'Anselmi, 2011, p. 80)

'Stalin's barber ultimately shares responsibility for the dictator's crimes' (D'Anselmi, 2011, p. 87). 'Every one of us is like Stalin's barber – not the Devil in person, but serving him with greasy devotion' (D'Anselmi, 2011, p. 39). This is a paradox because the result from the individual point of view is that the barber is as much responsible as Stalin himself because the barber is devoting one hundred percent of his own skills to serving Stalin, just like Stalin is putting in not more than his own one hundred percent in doing what he does. Society fights Stalin rather than the barber on merely pragmatic grounds: to stop the massacre we need to stop Stalin; but on ethical grounds, the barber and Stalin are equally responsible.

The time horizon in this paper is static as a cross-section comparison of behaviour is made across sectors of the economy; see the 'unionistic' behaviour (pp. 226–227) on the part of public employees. Accordingly, the paper takes a macro-view on poverty, looking at society as a whole and comparing the poor to the non-poor, and asking how the behaviour

of the non-poor affects the poor. By contrast, a ‘micro’-view, taken by other papers in the same book where the paper was published, expresses concerns about the status of the poor per se, what led the poor to be poor or stay poor, and how that status can be altered, without paying much attention to what happens around the poor. Such a micro-approach, it must be admitted, may lead to recommendations that are implementable in the short run, whereas my macro-approach is certainly for the long run if not for utopia. In this respect, my philosophy appears to be critical-radical. As said, the macro-view can also be thought of as a cross-sectional time horizon view of society vis-à-vis a historical, time series view on a specific sector.

In the section ‘Friedman and the Economics Perspective’ (pp. 227–228), the following point is made: ‘The long-lasting divide between Friedman and CSR has prompted a major part of the CSR literature to investigate the relationship between financial performance (Corporate Financial Performance – CFP) and corporate social performance (CSP).’ There is a two-tier positivist approach at work here. On the first level there is deductive reasoning: Friedman says CSR and CSP are against CFP, if I prove CFP is not negatively affected or even improved by CSR or CSP, then I prove Friedman wrong. On the second level, there is a strict positivist approach, using secondary data, when I prove CFP is not negatively affected or even improved by CSR or CSP through statistical methods.

The paper then goes on to state: ‘This indicates a stronger influence from the separation thesis (i.e. that financial performance and social performance are confrontational) rather than from Carroll’s integrative four-level pyramid (Carroll, 1991).’ A focus on such a

divide 'has missed the major point that Friedman wanted to convey: competition'. Such reasoning appears to be integrative: CSR is compatible with profits. I theorize from the available literature, and make theories talk to each other. The basic idea here is to look cross-sectionally at the bigger picture: while the confrontational approach looks within the private sector that is subject to competition, or assumes the private sector to be subject to competition, my perspective looks at the whole economy, across sectors, and it does not take for granted that even the private sector is subject to competition. Competition is a very delicate creature and the free market a sophisticated product and public good that is available only in very privileged countries (below I quote Schelling's (1978) conditions for a free market to materialize).

From an ideological perspective, I also rehabilitate the idea of the free market as a non-conservative notion: the free market is the market of the free, it is not the freedom for someone to cheat on someone else. And the poor, the weak, the ignorant, the ill are not free when economic transactions or social circumstances involve such categories. Moreover, individuals dealing with organisations (especially when these are monopolies) are not free because of asymmetry of information and asymmetry of power. There is room then for CSR to be exerted on the part of *all* organisations to verify the context they are operating in. It is key then for public administration – when it is operating under monopolistic organisational arrangements - to acknowledge when they are not operating under open and free competition, to acknowledge that market forces are not in their case determining the effective pricing of products and services and to devise ways of showing their efficiency

and effectiveness through benchmarking and international comparison in their social performance reporting.

I work in the interstices of Friedman's theory. I emphasize his qualifications to his much quoted statement ('the social responsibility of business is to increase its profits') and make a theory out of them. Let us read Friedman's full statement once again:

That responsibility is to conduct the business in accordance with their [the owners'] desire, which generally will be to make as much money as possible while conforming to the basic rules of the society, both those embodied in law and those embodied in ethical custom. (Friedman, 1970).

Again, in the same article Friedman quotes himself (from 1962):

[T]here is one and only one social responsibility of business – to use its resources and engage in activities designed to increase its profits so long as it stays within the rules of the game, which is to say, engages in open and free competition without deception or fraud.

I claim that organisations have a duty to show they verify the Friedman conditions. This duty stems from the ethical (universal, natural) principle of equality of human beings ('all men are created equal'): the right to be equal implies the duty to be equal for those who are more powerful than the individual that is organisations.

Organisations are more powerful than the individual because that is their very *raison d'être*, both from a normative (intentions) and from a positive or descriptive (outcomes) point of view, otherwise they would be defeated when in competition with individuals, who nonetheless keep operating and are free to operate in competition with organisations. We build organisations in order to achieve endeavours we would not be able to achieve as

separate individuals. Organisations then need to show they are not taking advantage of their strong position vis-à-vis society, the environment, and the individual: such an exercise consists in their awareness of their CSR. This is my founding principle for Reformulated CSR.

There is a deductive approach at work here: competition serves the common good by enforcing ethics (p. 228). ‘Competition ties economics to ethics and aligns self-interest with interest for others’ (p. 230). Then it is ethical that organisations show they are in competition or, conversely that they are aware of their non-competitive position that is of being monopolies. This is the implementation of their duty to be equal, or be aware of their non-equality (George Orwell would say they are ‘more equal than others’).

3.5 Paper 5: D’Anselmi, P., Chymis, A., and Di Bitetto, M. (2017a), Choice, Freedom, and Responsibility in Public Administration

This publication represents a third case whereby I used an inductive approach in my work, proceeding by logical grouping from individual instances to generalizations. These individual instances were expressed in six case studies. The case studies present instances of management from the US Library of Congress, the Italian Competition Authority, the World Bank, the German Max Planck Gesellschaft and the National Research Council of Italy, the New Zealand national crisis management, and the generic use of mindfulness in organisations. The six case studies show the degree of freedom that is enjoyed in public management vis-à-vis the mechanistic view that everything in public administration is

predetermined by public law (D'Anselmi, 2011). By a logical grouping inductive argument, I then make the statement that if such freedom is in all the instances that are presented, then the hypothesis that everything is mechanically determined can be rejected. At least in some instances there is freedom of action in public management. This is a limitation of my inductive methodology: there might be instances whereby there is no choice, no freedom, and no responsibility. This is an example of my 'weak' theory of CSR, going back to Vattimo's weak thinking (Zabala, 2007), as already pointed out above. It is enough that at least in some instances there is freedom of action in public management for us to conclude that there is a need for CSR to be extended to public management.

The logic above concerns the overall argument of the paper, across the six case studies. Coming now to the logic within each, the cases were individually analyzed step by step to show the chain of causality choice, freedom, and responsibility occurred in each instance: the managers involved in the cases had a choice among several courses of action, were free in their actions, and responsible for their actions. Such reasoning assumes that, for freedom to happen, one must have a choice of different courses of action. It also assumes that one is responsible for one's own actions only if one is free. Such assumptions appeared natural to me, but I think they were ingrained and originated from my cultural and religious Southern European background. This paper analyzed at a micro-analytical, psychological level what the next paper analyzes from a macro- and general deductive level.

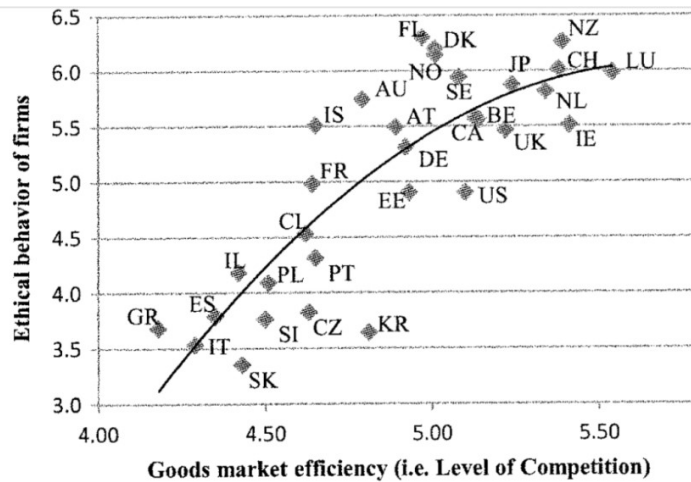
3.6 Paper 6: Chymis, A., D'Anselmi, P., and Triantopoulos, C. (2017a), The Need for a Responsible Public Administration

Let us look at this publication in detail and elicit aspects of the research philosophy underpinning it. At the end of the first paragraph of the paper (p. 156), I present my thesis: there is 'an opportunity for those contributing to the literature on CSR to broaden its concepts and include public organisations in their research agenda'. Earlier in the same initial paragraph, I argue that my thesis is not explicitly excluded by the existing literature and practice: 'CSR scholars have implicitly excluded the public sector from the investigations' (p. 155). I also show that my thesis is in fact compatible with the existing literature and practice: 'the greater discussion [about the global financial crisis (2007–2008)] does not focus only on the private sector' (p. 155). Likewise the general theme of the Academy of Management Meeting 2015, 'Opening Governance', did not necessarily refer only to private organisations (pp. 155, 156). Therefore, my thesis (to explicitly include public administration in the domain of CSR) is shown to be compatible with the current literature and practice, and possibly to be 'true'. My approach to theory development then appears to be a logical argument (a syllogism) that is deductive: my thesis is not explicitly denied, my thesis is compatible with previous literature, then my thesis cannot be rejected. This is a statistical way of reasoning called hypothesis testing. The null hypothesis was that CSR should be extended to public administration. The alternative hypothesis was that public administration was explicitly excluded from the field of application of CSR.

In the second paragraph of the paper (p. 156), another turn is taken. The thesis is ‘we need to address the issue of social responsibility at the public sector level’ (p. 156). The fact supporting the thesis is ‘the public sector is too major a pillar of socioeconomic activity to be left out of the scope of CSR’. The second fact supporting the thesis is: ‘the irresponsible behaviour [of public organisations] is partly to be blamed for the economic downturn [of the financial crisis of 2007–2008]’. The old theory, supporting the antithesis, is no longer valid: ‘The view of the benevolent bureaucrat cannot explain the irresponsible actions observed within public administration management’. Moreover, new theory supports my thesis: ‘Principal-agent theory explains how public administration managers and employees face dilemmas similar to those being faced by firm managers and employees.’ In other words, many facts support my thesis. This is a deductive approach to theory development: old theory does not explain reality, whereas new theory does explain reality and is a good predicting tool of organisational behaviour. Old theory supported the exclusion of public administration from CSR. New theory supports inclusion of public administration in CSR. Use of theory to support a thesis is a deductive approach to theory development. Concerning ‘the view of the benevolent bureaucrat’, the distinction is made elsewhere in my work between the normative and positive (descriptive): what is normative in public law has often been taken as positive (or descriptive of actual reality).

An empirical quantitative approach was also used in this paper. In fact it uses simple regression analysis to show the positive effect of a responsible public administration at a macro-economic level (Figure 3.6).

Figure 3.6 Relation between competition and the ethical behaviour of firms



Source: Chymis, A., D’Anselmi, P., and Triantopoulos, C. (2017a).

The paper also uses simple statistics to show the rent-seeking behaviour of monopolistic public administrations. It does so by showing some data on the salary advantage of public employees vs. private employees in different countries (Table 3.2, top panel, ‘Table 9.1’). Such comparative data are not easy to find and their quality might be suspicious. One might ask whether the same data have been collated for the same organisations across the three countries. I personally interacted with the authors of these data and checked about the exact content of it and I checked their homogeneity. The source is a non-profit organisation that specializes on public administration since 1989: Forum PA stands for Forum of Public Administration. The Oecd ‘Government at a Glance’ (2015a) publication does not provide comparative data on employee compensation. However the IMF in 2010 produced global

data that are in accord with the data presented here, thus also speaking about the global representativeness of this study. These data may indicate a possible ‘exploitation’ of the private (competitive) sector on the part of the public (monopolistic) sector. This argument is also a typical statistical one: empirical evidence shows that the hypothesis that public employees exploit private employees and enjoy a monopoly privileged position cannot be rejected. We are in a positivist paradigm here.

The bottom panel of Table 3.2 (‘Table 9.2’) alludes to a sort of regression analysis by comparison with the top panel: it shows that the UK, the country with the highest ranking in government perceived efficiency across all the five specific sub-sectors of public administration (last column of bottom panel), is also the country with the lowest ratio of public to private sector salaries (last column of the top panel of same table).

Table 3.2 Average compensation 2013 and public sector efficiency (euro/year)

Table 9.1 Average compensation (euro/year) 2013

Country	Public sector (A)	Private sector (B)	Ratio (A/B)
Italy	34,851	23,406	1.49
France	35,984	33,574	1.07
UK	34,093	38,047	0.90

Source: Forum PA 2013

Table 9.2 Public sector efficiency

Country	Trust (percent of respondents) ^a					Government efficiency ^b
	Government	Judicial	Police	Education	Health	
France	44 %	50 %	74 %	67 %	78 %	50
Italy	28 %	38 %	76 %	62 %	55 %	53
UK	47 %	62 %	76 %	78 %	92 %	19

Source: Chymis, A., D’Anselmi, P., and Triantopoulos, C. (2017a).

About the differences between the sectors in the bottom panel (Table 9.2), let us first notice that such differences are rather consistent across the three countries. For instance, the judicial is consistently rated above government (the core public administration) in each country, and the judicial below the police. Exceptions are the UK, where education is rated above the police and Italy where health care is rated below education. Such consistency validates my argument that the higher perceived efficiency of the UK public sector is general and it is not altered – for instance – by an extremely high valuation in one sector and lower valuations in other sectors. Moreover, valuation of all UK sectors is higher than all other valuations, with only one tie in the case of police in Italy. About the meaning of the consistent differences between the sectors in all countries, one may venture a hypothesis about the higher valuation the public has about services that are easily understood vis-à-vis the intricacies of politics (low valuation of government). However such consideration is not part of the argument that is developed here.

These considerations are not meant to further an implicit agenda to prove public is less efficient than private. The main point is more about lack of scrutiny - even from a theoretical point of view - than about proving the public as less efficient than the private sector. Contemporary evidence of such asymmetry is to be found in the scrutiny of global corporations on the part of the US Congress holding 2020 hearings of the global web giants, and questioning their possible abuse of monopoly power. On the other hand, the public administration counter-example would be the police procedures in implementing the ‘chokehold’ in their standard operating procedures that is only receiving attention after the

killing of a person by the Minneapolis police. Media news are unfortunately rich of more examples: the August 2020 Beirut explosion is one more case of the lack of scrutiny within public administration. It appears in fact that the judiciary had taken several years to make a decision about what to do with hazardous quantities of ammonium nitrate. Such decision never came. The point is then that scrutiny should also be extended globally to the monopolistic organisations of public administration. Last but not least, major emphasis is called by the coronavirus outbreak of 2019-2020 to the necessity to extend CSR to public administration. The health care system is part of public administration. This might be true not only for health care provided through public employees, but also for health care provided by contracted services, according to a New Public Management approach to public services. From an empirical point of view, the virus has generated an example of social accounting on the part of public administration that is rarely seen in non Anglo-Saxon countries. The daily updates about the virus are examples of social performance reporting that has the most advanced characteristics: it is continuous, integrated, multi-stakeholder, and multichannel. This is a vivid example of what would happen if the CSR movement were to include public administration. On the other hand, the coronavirus raised issues in other systems of public administration too, such as the social security system, the tax system, the public order system, and the public procurement system.

3.7 My research philosophy between critical realism and post-modernism

In the Saunders et al. (2016) test about research philosophy, I am classified between critical realism and post-modernism. My work in the CSR field has led me to think not only about

issues of corporate organisation and behaviour (the regulation paradigm), but also about issues of politics and power (Saunders et al., 2016, pp. 132, 135), which has made me a radical. I took this political and power oriented view when I thought of the lack of fair competition globally, whereas most thinkers in the area of corporate strategy and CSR (such as Michael Porter, 2006, 2011) have remained in the economic domain that is subject to competition. In the following I make an attempt at summarizing my views about the individual components of the research methodology.

My view about the nature of the world, my ontology, is that reality is *prima facie* chaotic and disordered. Nothing is the way it looks, CSR is a much debated area and in the Global North it has become is a ‘must do’. Therefore statements of intentions should not be taken at face value and CSR should only be revealed by action and by authentic reporting. How do I define authentic reporting from non-authentic reporting? I have identified authenticity through my USDIME framework.

Regarding social order and organised life, my emphasis is on the making of the pie (production) vis-à-vis an emphasis in the public discourse on the sharing of the pie (distribution). It seems to me that production and growth in the end deliver more equality than an outright emphasis on equality (distribution) that may disregard growth to begin with. Even the UN 2030 SDG Goal 1: “no poverty” requires economic growth and jobs: “economic growth must be inclusive to provide sustainable jobs and promote equality”. Growth can be exclusive and need to be mended, but no growth is worse than that. Goal 12, on the other hand, calls for ‘sustainable consumption and production patterns’.

I am very much influenced in this by my comparative experience of the UK and Italy. Italy has a comparable population to the UK: 60–62 million inhabitants. Labour rules are less restrictive in the UK than they are in Italy. This is evidence of the UK's emphasis on production vis-à-vis evidence of Italy's priority on distribution (sharing of the pie). Italy has an employed population of 23.39 million, whereas the UK has an employed population of 32.75 million. The UK employed population surpasses Italy's by over nine million: a striking difference (Tradingeconomics, 2019). These data show – in my perception – that a society (the UK) with comparative wider concern about the making of the pie in the end provides as well a better sharing of the pie – through an immensely larger employment rate of nearly 40 percent – vis-à-vis a society (Italy) with comparatively larger concern about distribution. Of course in Italy there might be a larger shadow economy or informal economy but that too is an element of inequality. My argument about the 'making of the pie' is not meant in neglect of poverty rather it is in the service of poverty. My discussion about the making of the pie and the provision of some empirical evidence about it, is meant to show how that our analysis must go beyond the policy defining production/distribution dichotomy and it must look at the actual long term consequences of policies and their social outcomes.

Chapter 4

Overview of the research agenda and summary of the submitted papers

The unsatisfactory nature of Mainstream CSR

This chapter summarizes each publication and highlights their original contribution to the advancement of the discipline, as specified in the university's regulations (London Metropolitan University, Academic Regulations, Section 5.2 Research Degree Regulations, paragraph 141). By the same token, this chapter also emphasizes my specific contribution to each item submitted. The review will also show the individual propositions deriving from each paper and it will reveal the common threads and the recurring themes, thus making up a 'coherent whole', still following the university's regulations. Such a consistence leads to a reformulation of CSR to include all organisations. The leitmotiv of my work is the search for Reformulated CSR that should be accepted by managers in the private sector vis-à-vis the current formulation of CSR, which I call 'Mainstream CSR' (Crane and Matten, 2010; Rasche et al., 2017). Mainstream CSR is often seen in a non-positive light as an instrument of management (Friedman, 1970; Niskanen, 2010). A key finding of mine is that competition is a driver of accountability and social responsibility. This is true not only across industries of the private sector (Chymis, 2008), but also across the sectors of the economy, from the public sector to the private for- and non-profit sector: the more the sector is subject to competition, the more socially accountable are the economic units that compose that sector. This is a finding in the strand of Piore and Sabel (1986) about the dual labour market. Furthermore, my research concentrated on how

demand for accountability and CSR, in the sectors not subject to competition, can be generated within the economy, examining the potential roles of Small and Medium Enterprise (SMEs) (Del Baldo, 2018) and large international corporations, which are subject to competition. Finally, my research output delved deeper into the nature of the social responsibility of public administration. This chapter thus shows my work is a consistent set of writings about CSR, culminating in a proposal for a Reformulated CSR for all organisations. This chapter contains eight sections. Each of the first six sections accounts for one of the submitted publications. The headers of these six sections carry the citation and the title of the publication:

- 4.1 Paper 1: **D’Anselmi, P. (2011)**
Values and Stakeholders in an Era of Social Responsibility
- 4.2 Paper 2: Di Bitetto, M., Gilardoni, G., and **D’Anselmi P. (2013a)**
SMEs as the Unknown Stakeholder of European Social Dialogue
- 4.3 Paper 3: Di Bitetto, M., Pettineo, S., and **D’Anselmi, P. (2015a)**
Dear Brands of the World: CSR and the Social Media
- 4.4 Paper 4: Chymis, A., Di Bitetto, M., **D’Anselmi, P.**, and Skouloudis, A. **(2016)**
The Importance of Responsible Public Management in Addressing the Challenge of Poverty
- 4.5 Paper 5: **D’Anselmi, P.**, Chymis, A., and Di Bitetto, M. **(2017a)**
Choice, Freedom, and Responsibility in Public Administration
- 4.6 Paper 6: Chymis, A., **D’Anselmi, P.**, and Triantopoulos, C. **(2017a)**
The Need for a Responsible Public Administration

Section 4.7 will be about my work on Reformulated CSR as a coherent whole. Section 4.8 will talk about ‘Responsible Macrobehaviour’.

4.1 Paper 1: D’Anselmi, P. (2011), Values and Stakeholders in an Era of Social Responsibility

This publication is a book. It was my first work and like any first work, I tried to pour into it ‘everything’ I had to say. Let me try to provide an overview of the book. My work has focused on two main lines. The first line is about authentic CSR and CSR reporting. I asked the question what is authentic CSR? I devised four values: disclosure, implementation, micro-ethics and stewardship of the unknown stakeholder. Disclosure is about reporting facts that are difficult for the organisation to disclose. Implementation is about the materiality and actuality of acts of responsibility. Micro-ethics is about taking responsibility for the organisation’s impact across the board, not only in ethical dilemmas. Stewardship of the unknown stakeholder is about the organisation asking itself who and what it is affecting beyond the obvious and known impacts. Still, about authentic CSR, analysis through these lines led me to ask how CSR can be exerted in the core business of the organisation rather than being a set of specific actions and programs that are adjacent to the main line of business of the organisation. CSR could be about accountability and transparency of market failure and of organisational failure. This way I came to reformulate CSR in a way that is complementary to the mainstream way of understanding CSR. Such reformulated CSR appears to be a duty of all organisations in society and the economy.

The second line of research is about the nature of organisations that are practicing CSR. This line of investigation led me to analyze the whole of work in society and the economy, looking at most forms of organisation and at work in general. I subdivided organisations along the lines of competition: who is subject to competition and who is not, public sector as well as private sector. I saw that there is a competitive divide in the economy and organisations not subject to competition are not practicing CSR. Along this same line I asked the question how can CSR be brought about in the organisations that are not involved in CSR today. The answer was that entrepreneurs and employees that are subject to competition have a stake in asking for the CSR of all organisations and workers that are not subject to competition.

This book originated in a professional environment. I started writing it in 2003 and published my work on the website of the Italian Association of Public Relators (Federazione Italiana Relatori Pubblici, FERPI). This came after my experience at the Consiglio Nazionale delle Ricerche (1998–2003) writing their annual report, which represented an attempt at capturing the social contribution of scientific research and at connecting that contribution to the financial resources provided by the state to that public organisation. In 2003, I became interested in CSR when I realized that my management consultancy background gave me an insider view on the functioning of corporations (Waterman, 1979; Peters and Waterman, 2006) and my public policy school background provided me with special sensitivity to ‘non-bottom line’ outcomes (Anthony and Herzlinger, 1975) and to implementation as opposed to good intentions (Pressman and Wildavsky, 1973). Such a public sector perspective allowed me a sensitivity to the actual

impact of organisations on society vis-à-vis their financial output, a sensitivity to intangibles, and to the substantive state of the world in a wider perimeter than the circumscribed perimeter of the corporation. I became dissatisfied with the practice of CSR reporting, which was also due to my Management Information Systems background that had developed during the consultancy practice (Minto, 2008). I saw a lack of authenticity and disclosure (Gilmore and Pine, 2007). Therefore, reading CSR reports and being in touch with how companies perceived their own CSR, gave me an opportunity to exercise critical thinking about it.

This book then criticizes sustainability and responsibility as it appears in the reports of corporations. Once again, the contents of the book are composed of two parts: (I) Developing a CSR Process Framework and (II) From CSR to Politics: The Competitive Divide. Part I starts with a chapter of case studies in the CSR of large international corporations, the ‘brands of the world’ (see also Di Bitetto, M., Pettineo, S., and **D’Anselmi, P., 2015**), for example Microsoft, McDonald’s, BAE Systems, Total, among the dozen cases in each economic sector that are examined in the book. These case studies were developed reading and criticizing the CSR reports of the corporations. Positive content hypotheses were also developed in each case, outlining possible authentic content. Two chapters follow in the book that investigate the nature of CSR, what it appears to be, based on the CSR reports of corporations, and what it could be. ‘CSR is not Philanthropy’ (Kotler and Lee, 2005) is the title of one of the sections. ‘CSR is not against crime’ is another typical statement introducing a discussion of what CSR could be about in order to claim its own specific domain among other disciplines. Different from textbook

motivations for CSR (Rasche et al., 2017), ‘CSR is not against crime’ means CSR should not be seen as a substitute for the judicial system: crime will always be with us and CSR is not an apt instrument to curb the incidence of crime. Deliberate crime will not be contained by CSR. However, what CSR can do is to create awareness about organisational impact and about organisational behaviour so that organisational under-performance can be effectively curbed. I call such under-performance crime ‘below the threshold’ of law. Furthermore, CSR can create a climate of transparency and social awareness that can prevent crime from becoming pandemic. Corruption can be an example of such a hope regarding CSR (Merloni, 2019).

Let me provide here detailed examples of this kind of work: what I appreciated and did not appreciate in CSR reports. On the appreciative side, I thought it was authentic that BAE Systems implemented a hotline to monitor the implementation of its code of ethics. This hotline was meant to support employees faced with ethical quandaries. I thought the hotline was an apt way to follow up with action statements of intentions, like a code of ethics. In their CSR report BAE Systems provided statistics about traffic on the hotline. BAE Systems also funded a non-profit research organisation to monitor their business and ask the question whether their foreign business was being cross-subsidized by their domestic business. This was a very transparent way to examine the status of domestic and international stakeholders of the corporation. Comparatively, I was critical of Fiat, the automotive concern, not accounting for the government subsidies it had enjoyed over time. On the other hand, I also liked McDonald’s sponsoring an evaluation of their economic impact on local communities. On the other hand, I was critical of one McDonald’s

restaurant marring a fashion designer shopping mall with their smell of French fries. I thought that was a case of negative externality that had not been accounted for in McDonald's CSR report. Still on the positive side, I thought it was very authentic that the BBC worried about the social impact of their TV programs, thus attempting to bring CSR into the core business of a corporation whose impact is very difficult to capture and intangible. On the negative side, I was critical of Microsoft ignoring the existence of Linux in their CSR report.

Based on the comments made in the short case studies, the identification of four 'values' that could drive CSR analysis and reporting followed: stewardship of the 'Unknown Stakeholder' (Agle et al., 1999; Olson, 1965), Disclosure (Gilmore and Pine, 2007), Implementation (Pressman and Wildavsky, 1973), and 'Micro-Ethics' (Carroll, 1991; Crane and Matten, 2010). These values compose a 'process' framework for CSR, dubbed USDIME. Each value is specified through a 'questionnaire tool box'. Part I is then concluded with a comparison of the proposed process framework with 'issue' frameworks represented by the Global Reporting Initiative (2016) and the Integrated Reporting standards (Eccles and Krzus, 2010). The process framework is also applied to specific cases of more corporations through the four value questionnaire tool boxes.

Part II of the book (From CSR to Politics: The Competitive Divide) generalizes the view of CSR and starts with an examination of the four other sectors of the economy beyond the corporations. While Part I had only looked at CSR in large international corporations, the four other sectors are monopolies and regulated industries, the non-profit sector or third

sector, public administration, and the polity. Each sector was analysed through about a dozen cases in order to gain significance and a global view. For instance the non-profit organisations of the third sector included the Jesuit Refugee Service and the American Cancer Society.

From these additional chapters, combined with Part I of the study, we understand the prevalence of the social responsibility of organisations within the whole economy and draw some conclusions and generalizations:

- the prevalence of CSR in each of the five sectors of the economy can be identified and the sectors can be ranked according to it;
- likewise the five sectors of the economy can be ranked according to their being subject or not subject to competition; competition is a proxy for the likelihood of an organisation to operate under market failure and organisational failure;
- CSR is better observed in sectors subject to competition, concluding that competition is a driver of CSR;
- within the economy, we observe a competitive divide, separating workers and entrepreneurs that are subject to competition from workers and entrepreneurs that are not subject to competition;
- SMEs are subject to severe competition and society can defend itself very easily from their potential irresponsibility, especially in the matter of customer relations. SMEs therefore they start from a vantage point vis-à-vis CSR; however, SMEs do not exploit such a position to their complete advantage – there lies an opportunity for social change;

- On the other hand, public administration (and the polity) globally tend to share monopolistic organisational status therefore the accountability of public administration needs to be proven too.

a. Research question

The whole book is motivated by one basic question: What should CSR look like in order to command respect by business managers?

b. Original contribution to the advancement of the discipline

The book answers the research question by identifying cogent reasons why CSR should be practiced, based on self-interest and on neoclassical microeconomics. The book also reveals the dimensions or the values we are – implicitly and explicitly - looking for when we write, read, and evaluate a CSR report. Finally the book looks at the prevalence of CSR within the economy, across all sectors, not only the large international corporations of Mainstream CSR. The following statements are a summary of the findings of the book. CSR should be motivated by market failure and organisational failure. CSR should be in the core business (Rake and Grayson, 2009), not a peripheral activity of the organisation. CSR is driven by competition. These are all motivations based on self-interest and on neoclassical microeconomics, therefore business managers may not shun CSR when it is based on these tools that are shared with current business theory and education. A process framework vis-à-vis current issue frameworks was developed to write and evaluate CSR reports. Public administrations are not per se socially responsible. Therefore accountability of public

administration needs to be proven too. SMEs tend to be socially responsible, although they do not take advantage of such a position vis-à-vis other economic actors.

c. My major contribution to this output

This book was entirely my own work. It was the product of eight years' work, which started in 2003 and which went through several stages of production: first as an articulated collection of individual weekly magazine and website articles (2003–2007), published as two monograph issues of a monthly review (2006 and 2007); then as my first book in 2008; finally published in 2011, after a three-year elaboration and evolution of the 2008 book. The elaboration was helped by several meetings of the 'Reportists Anonymous' group, held and organised by the *Vita [Life] Weekly Magazine* and the Vita Consulting unit, in Milan.

4.2 Paper 2: Di Bitetto, M., Gilardoni, G., and D'Anselmi P. (2013a), SMEs as the Unknown Stakeholder of European Social Dialogue

SMEs are a very important share of economies worldwide (Kozak, 2007; Schuler 2012), and many authors have tackled the field of CSR from the point of view of SMEs. As I have pointed out in Chapter 2, Literature review, several studies have focused on specific sectors of the private business economy. Others have taken a sectoral as well as a country specific point of view. Others still have taken an environment specific point of view or a reporting or a shared value point of view. Nonetheless, SMEs and the self-employed (or micro-enterprise) occupy a marginal role within social dialogue in Europe (Piore and Sabel, 1986). 'Social dialogue' is a general term to signify worker–principal relations and a

general term for representation of collective worker and entrepreneur interest vis-à-vis other social actors, like the polity, government, or public administration. Micro-, small and medium enterprises (MSMEs) are mostly not represented in social dialogue. This Paper is a book chapter and it examines several case studies of trade union representation of MSMEs throughout eight European countries that compose the first part of the book itself. The idea is to find instances whereby representation could provide concrete advantages for MSMEs, thereby providing an incentive for social cohesion and the building of social capital. The paper found that the representation of MSMEs is mostly concerned with ‘administration’ rather than representation of the long-term interest of MSMEs. By ‘administration’ I intended short-term parochial issues, basically lobbying in the category’s interest. For instance, virtually all trade union statements contained the idea that representation was fostering long-term growth and employment however such idea appeared to remain only a statement of good intentions and no specific mechanism for such a goal to be attained was identified. ‘The positive connection between representation and the overall goal of employment and growth is the missing link.’ There is a need for a ‘micro–macro’ link between individual economic units and their socioeconomic environment. Therefore, this publication set out to find a way to obtain ‘representation beyond administration’.

This publication is the pivotal chapter of the book, summarizing the argument of the book *SMEs as the Unknown Stakeholder: Entrepreneurship in the Political Arena* (Di Bitetto et al., 2013). This publication, and the book around it, were generated by the appeal to the representatives of SMEs to make accountability happen in government organisations and monopolies that was formulated in the conclusions of my preceding publication: the book

Values and Stakeholders (D'Anselmi, 2011). The appeal itself stemmed from the finding that SMEs are an under-represented ('unknown') stakeholder in the social and economic arena (for the concept of the unknown stakeholder, see also Agle et al., 1999; Olson, 1965). There lies a potential for social and collective action towards social responsibility. SMEs tend to be socially responsible because they are subject to competition (a concept developed in the book D'Anselmi, 2011). Therefore, they could stir less responsible organisations (less subject to competition) towards social responsibility, thus transforming their notional demand for social responsibility into effective demand.

The publication proposes to establish a motivational link between the micro-level of the individual business firm and the macro-level of its own economic environment through Michael Porter's diamond framework (Porter, 1990). 'Porter's diamond framework in fact includes all economic units – private businesses as well as public organisations – and everyone is required to generate their added value.' 'Our micro–macro theory is that growth can be achieved through the accountability of work [i.e. CSR] in all sectors of the economy – public, private, monopolistic and subject to competition.' The qualifying negotiation point for MSMEs' representatives would be to make sure that non-competitive sectors are making a contribution. 'This new kind of dialogue and confrontation is the new and additional side of representation.' The key contribution this paper makes to the advancement of the discipline is an 'application of the political perspective and the collective action perspective to the Porter framework of the diamond of competitive context'.

a. Research question

What are the circumstances and the incentives that lead MSMEs to social action and more effective formal representation vis-à-vis other social actors?

b. Original contribution to the advancement of the discipline

The first finding of the chapter is to identify two dimensions of representative action: administration of the existent conditions vs. identification of long-term goals and action. This is summarized in the slogan ‘representation beyond administration’. The chapter also identified one specific possible negotiation point for MSMEs’ representatives to go beyond administration. Such a point would be that MSMEs could bring to the negotiation table the stake that non-competitive sectors should make an explicit and documented contribution to society, through their efficiency and effectiveness that is accountability. MSMEs are subject to competition, therefore, according to my theory and results from **D’Anselmi (2011)**, MSMEs are more socially responsible than the sectors non-subject to competition. MSMEs could play this point about their virtuous behaviour in society as a negotiating point to obtain, or at least to ask for, more accountability on the part of the economic sectors that are less subject to competition. From a theoretical perspective, the paper utilizes Porter’s diamond framework (Porter and Kramer, 2006) in a political perspective.

c. My major contribution to this output

This chapter was entirely my own work. From a process point of view, joint authorship of this chapter originates in the professional environment whereby the chapter was developed;

this was not an academic environment. The criteria I followed to determine authorship were inclusiveness and team-building. The two co-authors were professional leaders: Massimiliano Di Bitetto was director general of the Italian National Research Council (CNR, an institution similar to the French CNRS, and the German Max Planck Society, and the British Research Councils). Gianmarco Gilardoni was a trade union leader, an elected official of Felsa-Cisl, a trade union representing SME entrepreneurs. They both provided institutional support for the European project that gave birth to the final deliverable product, leading finally to publication with Palgrave. This criterion for authorship – inclusiveness of team members – has been followed by myself so far, except where differently and explicitly outlined.

From a substantive point of view, one can recognize from the title a leitmotiv of my work: the concept of the unknown stakeholder. The research question is also typical of my work. The book originates from the European project called ‘Euroirse’ (www.euroirse-project.eu). I led the whole process, from application to the EU, through writing of the deliverable product of the project, to the writing of the book, and publication with Palgrave. This was developed by myself as a member of the consultancy Alfa Scarl and by Associazione ISES, as a team specializing in the administration of European research projects.

4.3 Paper 3: Di Bitetto, M., Pettineo, S., and D'Anselmi, P. (2015a), Dear Brands of the World: CSR and the Social Media

After working on SMEs, in the previous paper, this paper works on large corporations, thus completing the specific examination of economic sectors subject to competition. This work picks up again the research question about the identification of possible mechanisms for social action and development of demand for social responsibility from the non-competitive sectors of the economy (i.e. government or public administration). The paper tries to find a way to involve large and international corporations (the 'brands' of the world) as the third corner of a social action triangle whose first and second corners are constituted by the citizens and by public administration. Specifically, this paper identified a possible mechanism for social action towards accountability of public administration by leveraging the exposure of large corporations to social media.

Large corporations in fact are exposed to social media because their brand names are a novel *koinè*, a global common language that unites the users of the Internet (American Bar Association, 2012; Devinney et al. 2006; Sunstein, 2017). For example, if a consumer finds a problem with an Apple computer in Kuala Lumpur, their counterpart in Buenos Aires knows exactly what they are talking about, they feel they also have a stake in the same issue, and can amplify the message of the first user. On the other hand, if the same citizen of Kuala Lumpur complains on the Internet about mass transit in Kuala Lumpur, their Buenos Aires counterpart ignores the message and thinks that they have no interest in the issue, notwithstanding that they may also be experiencing problems with mass transit in

Buenos Aires. The Buenos Aires neglect for the Kuala Lumpur problem is however short-sighted because citizen awareness and demand for public services are all alike and could reinforce each other, just as in the case of the Apple computer, albeit in a less direct form. This is possible if large corporations – the brands of the world – are understood as suppliers of public administration and their power and responsibility vis-à-vis public administrations is leveraged through the Internet and the global language of their brand names.

a. Research question

The objective of this paper is to explore whether stakeholders could engage the global corporations through global social media to monitor (non-global) governments' effectiveness. Put another way: the paper asks if it might be possible, and how it might be done, to extend the use of social media to monitor governments, as effectively as the use of social media has proven to be in monitoring corporations (*Guardian*, 2013). In a broader sense: is it possible, and how so, to elicit demand from the citizens to ask for the social responsibility of the monopolistic public sector and stir social action?

b. Original contribution to the advancement of the discipline

A possible triangle of governance is identified involving the following actors:

- the citizens as stakeholders of governmental action, and as consumers of the large corporations' products and services;
- the large and international corporations (the brands) as suppliers of both the consumers and public administrations around the world;
- the public administrations of governments around the world.

Action around the triangle should go as follows: the citizens hold the corporations accountable for the inefficiency of their customers, the governments. The idea is to extend the responsibility of the corporations to the effectiveness of their customers, the governments.

The possible ‘covenant’ between citizens and the corporations consists of the citizens and consumers asking something of the corporations (or better: threatening to punish the corporations for their customers’ – the governments’ - ineffectiveness) and in exchange offering a ‘truce’ in corporate reputation – the consumers by taking such action recognize that corporations are more effective and accountable than governments.

The mechanism by which brands can be engaged is not wholly new: it is in fact similar to what is already done through ethical investment (**D’Anselmi, 2011, p. 83**) when investors do not buy stocks, say, in arms manufacturers because governments oppress their citizens and other peoples with those arms. Also in this case, investors (stakeholders) ‘punish’ the corporations for the use their customers (the governments) make of their products. The paper therefore shows that such a mechanism is already practiced and therefore less capricious than it may appear at first sight. The original contribution of the paper consists in identifying the underlying form of the ethical investor scheme of action and of applying it to a novel issue: the ineffectiveness of government and the frustration of citizens with government performance in the provision of services and in delivering the basic functions of government itself.

c. My major contribution to this output

This chapter was entirely my own work:

- (1) I came up with the target scheme of leveraging the koine of large corporations' brands and social media to influence the behaviour of governments on the part of citizens-activists;
- (2) I also came up with the identification of the 'precedent' of ethical investment, or Corporate Social Investment (Ndhlovu, 2011), as a triangular scheme, like the target scheme that joins investors, corporations, and those who are damaged by corporations;
- (3) Both schemes above are an extension of the basic stakeholder–corporation relationship, which is direct and can be schematized through a simple segment and its two extremes, instead of a triangle and its three vertices.

4.4 Paper 4: Chymis, A., Di Bitetto, M., D'Anselmi, P., and Skouloudis, A. (2016), The Importance of Responsible Public Management in Addressing the Challenge of Poverty

Halfway through the presentation of my prior output, let us take stock and place this paper within the context of the six publications that are submitted here. The book *Values and Stakeholders* (D'Anselmi, 2011) provided an overview of the issues around CSR. The following two publications (Di Bitetto, M., Gilardoni, G., and D'Anselmi P., 2013 and Di Bitetto, M., Pettineo, S., and D'Anselmi, P., 2015) were focused on two sets of social actors in the private sector of the economy: MSMEs and large corporations. This paper

(Chymis, A., Di Bitetto, M., **D’Anselmi, P.**, and Skouloudis, A., **2016**) starts furthering directly the examination of CSR in the third and fundamental set of organisations, whose CSR is key to the whole of society: public administration. The following two papers (**D’Anselmi, P.**, Chymis, A., and Di Bitetto, M., **2017** and Chymis, A., **D’Anselmi, P.**, and Triantopoulos, C., **2017**) will also elaborate on the same theme: the social responsibility of public administration.

The paper analyzed in the present section focuses on one specific ‘vertical’ issue of governmental action: the alleviation of poverty. This paper was developed for a book sponsored by the Principles of Responsible Management – PRME – initiative of the United Nations Global Compact – UNGC (Gudic et al., 2016). The book asked the research question: What can management as a science and private managers as persons do to alleviate the challenge of poverty? This paper answered by bringing center stage public management, public policy, and public administration, an unconventional answer to a question that was primarily intended for private business managers. CSR, in fact, has mostly focused on private organisations (United Nations Global Compact, 2000). However, in order to address the challenge of poverty effectively in both developing and developed countries, the paper argues that there is a need to start talking about the social responsibilities of the public organisations (public state-owned business as well as public administration in general) which absorb a significant amount of GDP in modern economies (from 20 percent in Indonesia to 55 percent in Norway; OECD, 2015b). Public organisations are inherently monopolistic (Weber, 2014) and they have relatively low incentives (Williamson, 2000) for economic responsibility. If we are to alleviate poverty it

is imperative that we address the issue of responsible public management, especially focused on the economic level of responsibility vs. ethics and the law, according to the well known CSR framework of the Carroll's pyramid (Carroll, 1991). We need to try to infuse competition among public organisations using the tool of international comparisons. Responsible public management requires a high accountability and transparency level in order to make sure that taxpayers (most importantly poorer ones) fund properly operating public administrations whose main concern is about equal distribution of resources. The point here is to take into account the very resources that are consumed by the organisations that are meant to amend unequal distribution. I use the metaphor of the two sides of the coin by drawing attention to the third – and most important - dimension of the coin: its thickness. Poverty is not seen – in my writing – as a solely distributive issue, rather it is seen as a productive issue as well, when the far reaching consequences of growth are examined and taken into account. This is dual to my view of public administration as a productive issue. My provision of data about the salary between public administration and the private sector is mostly meant to illustrate the monopolistic nature of public administration. This is not to say there aren't distributive issues in poverty, however my emphasis on the 'making of the pie' (i.e. production) leads me to investigate the possible inclusive effects of production.

It has to be noted that poorest workers, both in the Global South and in the Global North, are in the informal economy. In the Global South, majority of working populations are in the informal economy and do not pay taxes. The minority who do pay taxes tend to be more secure, with better paid jobs and less likely to be in poverty. In Europe, poorest workers are

often also paying taxes. Staying within the domain of those who pay taxes, both in the Global South and the Global North, IMF data from 2010 shows that especially in the Global South there are significant salary differences between taxpayers subject to competition and taxpayers non-subject to competition, in favour of the latter.

By focusing on private business, Mainstream CSR has focused its attention on responsibilities beyond the purely economic domain, such as social or environmental responsibilities. This is unsurprising, given that private firms in a competitive market need to be economically responsible (i.e. viable) by default, otherwise they go out of business (Friedman, 1970). However, this is not the case with public organisations. An inefficient public administration, an inefficient judicial system, an inefficient state-owned firm, or an inefficient public school is unlikely to go out of business because it is publicly funded (Leibenstein, 1978). The major point and argument in this chapter, therefore, is that responsible management education should not neglect the issue of economic responsibility in public organisations. The question of how to generate more economic responsibility in the public organisations that manage taxpayers' money is especially important in less developed countries, since those taxpayers are closer to poverty. Therefore, these issues need to be included also in mainstream business management education, and students need to be made aware of the crucial role of public administration managers and employees.

Education could help private sector managers demand accountability and transparency from their country's public organisations (see papers 2 and 3 above). Management educators have a unique opportunity and responsibility to educate business students and make them

realize that they can make a difference in alleviating poverty in both developed and developing countries (World Bank, 2016). Such a difference could be made by infusing economic responsibility into public management and by doing research on ways to further increase competition and transparency among public organisations.

a. Research questions

What are the managerial conditions for addressing the challenges of poverty? What is the responsibility of the public sector in dealing with the challenges of poverty?

b. Original contribution to the advancement of the discipline

The paper establishes the reasons why public administration has a responsibility in addressing the challenge of poverty: (1) the public sector may absorb otherwise needed resources; (2) management education could help develop demand from business to government for public administration accountability – a key argument is that responsible management education should not neglect the issue of economic responsibility in public organisations: business does not operate in a vacuum and it should confront public administration (Porter's diamond, again; Porter, 2006). The paper fields an unconventional claim in the area of management: the responsibility of public administration should be proven. Once again, public administration is not per se socially responsible, it follows its own objectives and it is only partially focused on serving the people (Weber, 2014). Simon (1967) and Niskanen (1968) are only two examples of the literature reviewed in Chapter 2. The paper also brings forth the economic bottom line to the centre of CSR, which is also somewhat unconventional. The paper however fails to point out a third point of view:

public administration might be crucial in the operations of alleviating poverty and delivering services to the poor.

c. My major contribution to this output

This publication was mostly my work. When we received the call for papers for the edited book, I proposed that we focused on the role of public administration vis-à-vis poverty relief. On the other hand, Chymis and Triantopoulos developed the argument about public administration consuming otherwise needed resources. The actual writing took place in turns; however, Chymis's writing 'voice' is quite distinguishable in this paper. Athanasios emphasizes the responsibility of public administration and of politicians around public policy, whereas I tend to emphasize the responsibility of all public administration (not only its higher echelons) regarding management and operations rather than policy.

4.5 Paper 5: D'Anselmi, P., Chymis, A., and Di Bitetto, M. (2017a), Choice, Freedom, and Responsibility in Public Administration

This paper summarizes a book that the same authors conceived and developed: *Public Management as Corporate Social Responsibility: The Economic Bottom Line of Government* (Di Bitetto et al., 2015b). The main idea of the book is that public managers and public employees can choose different courses of action in discharging their tasks of public management and of public administration; such choice implies they enjoy freedom

in their decisions as well, and such freedom implies they should be held responsible for their actions. Responsibility brings the need for the CSR (or simply SR) reporting of the core activities of public administration, just as it does for private business. The paper presents the six case studies of the book as empirical evidence in an attempt to bridge the gap between the Mainstream CSR literature and the intrinsic characteristics and attributes of organisational structures that make up governments and public administration in order to obtain an all-encompassing articulation of CSR that pertains to all organisations. Such is Reformulated CSR, beyond the special programs for social and environmental concerns – a new CSR that identifies the social responsibilities in the core activities of all organisations and that worries about the accountability of such responsibilities and their impact. The paper frames then the problem of accountability in public administration and it identifies the issue of CSR in public management. It illuminates a different CSR perspective and sets forth a question rather overlooked in the management and social responsibility literature: Is CSR pertinent to public management? (Ennals, 2014). The selection of case studies of excellent public management that is discussed here, through the presentation of diverse perspectives of public management, reveals that social responsibility should be an essential component of public administration tenets. The following is a description of the case studies the book uses in order to build its argument. For each case, some features of public management are pointed out that provide evidence for the thesis: in public management – as in private management – there is discretionary behaviour and creativity, or evidence of choice. Choice implies freedom. Freedom implies individual responsibility.

The first case study, 'Evolution of a Digital Library: Testing the Limits of Universal Collecting at the Library of Congress', by Eichacker (2015), from the Library of Congress, is about digital curation at the Library of Congress in Washington, D.C. This case shows that the implementation of the law mandate is filtered by the skills, the knowledge, the office politics, and the work effort of those who are tasked with the endeavour at hand. In the text we find expressions like 'trial and error' and 'improve productivity and efficiency'; we even find the editing of a 'cookbook' as a 'provisionary moral code', since nothing else is available. We noticed that the language and the experience of public management is the same as in private management: it maps uncertainty and arbitrariness as well as professionalism on behalf of those who work in the public sector. No legislator would dare to write of 'trial and error' in their legislation, but that's what it takes to implement legislative mandates at their best.

La Noce (2015), from the Italian Competition Authority, in the second case study, presents his experience in 'Designing a Management Information System for Competition Law Agencies'. This text explicitly speaks of the absence of a market to establish the effective value of the institution's services, which significantly complicates the use of terms such as 'efficiency' and 'effectiveness'. The use of these terms is also complicated, but it is not made irrelevant. On the contrary, the absence of a market mechanism even broadens the field of uncertainty and freedom of choice. The market in fact is an institution that provides information based on supply and demand. The absence of such a mechanism does not convey any information regarding demand and supply of the good or service a public manager decides to provide, hence his uncertainty and freedom of choice.

Leitmann (2015), from the World Bank, reviews ‘Partnership Systems to Manage Post-disaster Recovery’ in several specific instances around the world. This case speaks of public–private relationships and it shows there is really no clear-cut border, no division of labour, between the public and private sector, as happened in the financial crisis. The financial crisis of 2007 blurred the boundaries between the public and private sector, many private sector institutions having been in need of rescue from the public sector.

‘Measuring the Performance of Research Organisations’ is the fourth case study where Di Bitetto (2015) deals with the measure of performance at the German Max Planck Gesellschaft vis-à-vis the National Research Council in Italy. The case shows that methods for evaluating scientific work – across European research organisations – can be very different: either very quantitative or very qualitative. The difference in performance of the diverse organisations must be then in the execution, or implementation, of policies that is in the last leg of performance, the all-too-human act of doing things that are remote from law and regulation, from organisational structure, and from governance schemes. This is freedom at its best.

In the fifth case study, Chymis and Skouloudis (2015b) present a successful example of a country’s economic crisis management in their text ‘Far Away, So Close? Examining the Growth Potential of Greece through the Lens of New Zealand’s Paradigm’, which is about managing economic crises. This is the only case concerning macro-policy, though we may

notice how much execution, implementation, and heuristic choice by each player are important in this case as well.

The last case, ‘Mindfulness at Work’, by Ghetti (2015) of Mosaic Consulting, Milan, is different from all the other cases, as it does not narrate an instance of public management, but it presents a very general instance of all organisations, indeed of all people: the case deals with people working according to their own awareness. This case is presented here because it does not make any specification of the organisational environment it talks about. Mindfulness is for all, private and public workers. People who work in public organisations are in no way different from people working in private organisations. Often we hear it said that people who work in the public sector should behave more ethically and be more responsible than people who work in the private sector. The need for mindfulness, however, both in the private and in the public sector shows that there is no – and there should not be – an inherent difference. This case shows the choice of individual awareness as an important element of freedom indeed.

a. Research questions

Is CSR relevant to public management and public administration? What is the domain whereby social responsibility needs to be shown within public administration: policy or management, or both? What is the argument that could show in practice the responsibility of individual managers and individual employees within public organisations? Conversely, this paper questions the argument for non-responsibility on the part of individual managers

and employees, 'I was only taking orders', based on an instrumental and popular view of Max Weber's ideal type of legal domination (Weber, 2014).

b. Original contribution to the advancement of the discipline

This paper reformulates the basic argument about individual responsibility within organisations. It makes it clear and it establishes the logical argument of the title: if an individual employee or manager has a choice among different courses of action, then they are enjoying freedom. Freedom brings responsibility for one's own actions. This needn't be extreme: it is sufficient within the small range of everyday office and workplace activities.

This paper also clarifies the distinction between policy and management within public administration. The paper shows that public management – more than public policy – should be accounted for, according to the social responsibility of public organisations. Public management in fact appears to be marginal in public discourse about the bureaucratic phenomenon. On second reading, one realizes the policy vs. management distinction should be de-emphasized vis-à-vis the issue of accountability: certainly the big issues that are at the centre of public discourse escape the need for accountability of everyday performance of public employees; however, one cannot deny there is a large gray area (between policy and management) and there is reciprocal influence between everyday performance (management) and public and political discussion about public policy.

c. My major contribution to this output

This chapter was entirely my own work. I had identified the authors of the individual case studies. To some extent I also suggested the kind of contribution they might provide. Then I identified the basic concept and logical grouping argument of the book, which is reviewed and summarized in the article. The whole process took more than three years: from 2012 to 2015.

4.6 Paper 6: Chymis, A., D’Anselmi, P., and Triantopoulos, C. (2017a), The Need for a Responsible Public Administration

This paper tackles the basic questions of social responsibility under the historical, economic, and social circumstances of the global financial crisis of 2007–2008 (GFC) and, rhetorically, it asks who is socially responsible for that circumstance, alluding to public administration and government in general. The paper emphasizes the role of public administration in formulating policy. In the specific circumstances of the financial crisis, it emphasizes the role (and the responsibility) of the central banks. In this respect the paper is germane – and different at the same time – from the previous paper, in section 4.5 above, which made the distinction between public management and public policy, and emphasized the role of public management *vis-à-vis* public policy.

The paper also develops several arguments for CSR to be extended to public administration. CSR scholars have implicitly excluded the public sector from the investigations despite the great discussion about the responsibility of public organisations

following the financial crisis. Similarly to paper 4, this paper argues that public administration is too important to be left out of the scope of CSR. Such a gap represents also an opportunity for the literature regarding social responsibility to take the lead in the discussion about the responsibility of public administration. Most economics scholars and international organisations, in fact, talk about the effectiveness and efficiency of public administration, inherently referring to its social responsibility; however, nobody says this explicitly and this is where social responsibility scholars can make a contribution. Responsibility is not often considered in economics. Many international organisations strive to increase public sector efficiency and effectiveness, but seldom have they used the term 'responsibility'. However, it appears that the term responsibility is implicit throughout the literature on economics. When the International Monetary Fund (2016), the OECD (2015a), or the World Bank (2016) Worldwide Governance Indicators publish reports advising public administration to increase their level of transparency, accountability, and integrity, the overlap with CSR keywords and concepts are obvious. This paper's thesis is that the literature addressing social responsibility has an opportunity to expand its field of research and include public sector organisations. The paper also provides evidence about the positive role of competition vis-à-vis ethical behaviour of firms, showing a positive correlation between goods market efficiency (i.e. level of competition) and the ethical behaviour of firms, using data for 31 high income countries from the World Economic Forum (2015). Competition appears a key driver of social performance. Accordingly the paper explores some of the ways to infuse competition within public administration.

a. Research question

This paper is critical about the current restriction of CSR to the business sector and it asks the question: Should CSR include public administration?

b. Original contribution to the advancement of the discipline

This paper produces the benefit of introducing into the global arena of CSR the issue of the social responsibility of public administration, which is not a conventional staple of the global social responsibility discourse.

c. My major contribution to this output

This paper was mostly my own work and shows my intellectual debt to Niskanen (1968), Allison and Zelikow (1999), Simon (1967), and the schools of organisational behaviour. I am very much aware of social responsibility across sectors and throughout the whole economy, including SMEs and public administration. This is about my sensitivity to the relevance of phenomena within the entire perimeter of the economy. All the authors of this paper, however, share a common view about competition as a driver of social responsibility.

The *excursus* of this chapter 4 over my six publications finishes here. In the next section I briefly recapitulate my work as a coherent whole.

4.7 Reformulated CSR as a coherent whole

Following is a synthesis of my body of work as a coherent whole. My first publication was a book that encompassed all the sectors of the economy: the large corporations, monopolies, the polity, public administration and the non-profit private sector. My subsequent five publications focused on specific sectors of the economy. My second output was specific to SMEs. The third output focused on large corporations. Then my publications four, five and six focused on specific aspects of public administration. Thus my six outputs form a coherent whole, dealing with same subject, asking different question about that same subject.

Let us conclude now noticing that Reformulated CSR is still within the mainstream thinking of social science. Reformulated CSR does not leverage specific critical views of society and of the economy. If Mainstream CSR is not about Socialism (Idowu, 2012), likewise Reformulated CSR is neither conservative nor libertarian. Reformulated CSR does speak a lot about and it is critical of public administration; however, it does not imply a minimal state view, à la Nozick (1974). As Mainstream CSR is not about nationalizing enterprises, Reformulated CSR is not about privatising public administration.

In practice there are two basic ways to infuse some degree of competition within public administration without privatisation: curbing monopoly at the individual level and at an organisational unit level. Curbing monopoly at the individual level could be done through

rotation of personnel. Rotation in turn can be done at three different levels: between the public administration and the private sector, between different organisations and within the same organisation. For sake of clarity, let us specify the first case: rotation between the public administration and the private sector. This implies that employees would hold a post in the public administration for a set number of years, say five or ten, and then would leave their post to others that have until then worked in the private sector. This may seem abstruse, but there are examples of such practice in the public administration. For instance this is done at the research organisation of the Max Planck Gesellschaft in Germany where most researchers are hired for ‘five plus one’ years. On the other hand, curbing monopoly at an organisational unit level could be performed by repealing form of mandatory assignment of citizens to public administration units on the basis, for instance, of residential location. This may happen in the health care sector, in schools, in the tax revenue collection. Some form of ‘exit’ could be devised to ‘sanction’ less performing units, for instance reassigning personnel to other units and establishing new units with new personnel.

More in abstract, the organisational arrangement of competition is multiplicity of organisations, duplication, and exit of less performing units. It should be clear at this point that privatisation is only one way of obtaining multiplicity of comparable organisations, providing the same good or service. ‘Virtual’ competition is also a practical – and perhaps easier - way to curb market and organisational failure. Social performance reporting on the part of public administrations can be seen as an element of virtual competition. It needs to be noted that such social performance reporting should include benchmarking of

organisations both at domestic and international level, where the uniqueness of domestic organisations prevents comparison.

Public administration are not the same all over the world. Reality is more nuanced, there are variations within and across countries. Some public administrations are more responsible than others. Social performance reports on the part of public administration are the result of developed polities, where citizens have relatively more control over politicians and the public administration. I see a South East – North West pattern of increasing responsibility and accountability. There are also diverse perimeters of public administration: health care and education – for instance - are not everywhere within public administration. We need and we can differentiate. The existence of better public administrations shows that better public administration is possible not only in different polities and cultures but also with different organisational arrangements. At this time (cross-section time horizon of my methodology) most public administrations share monopolistic organisational arrangements. At the same time we need to show and assert the principle: public administration has to be included within the organisations of the CSR movement. The current reality of Mainstream CSR is that public administration is not included. At present CSR is for business only. This is so because CSR is seen in practice as an ad hoc activity, over and above the core business of organisations. The extension of CSR to all organisations, and public administration in particular, is the result of founding CSR on market failure and on organisational failure, thus delivering Reformulated CSR.

Reformulated CSR vis-à-vis Mainstream CSR is based on a broader interdisciplinary spectrum of sources and concepts, as we have seen in Chapter 2, Literature review. The broader sections of thinking that Reformulated CSR brings to the field of responsibility are to be located in the interstices of capitalism. Reformulated CSR, like Mainstream CSR, tries to indicate a path for the evolution of capitalism or more simply a path for the fair and correct implementation of the capitalist theory of neoclassical economics (Bower et al., 2011; Idowu, 2012; Visser, 2014). Reformulated CSR also points out the imperfections of the mechanistic ideal (Allison and Zelikow, 1999; Weber, 2014) that is the organisational basis for both the neoclassical theory of the firm and the modern organisation of public administration through public law. On the other hand, Reformulated CSR embraces a complete economic and social view, including all the sectors and especially that large part of the economy and society which is not subject to competition that is public administration.

4.8 Towards Responsible Macrobehaviour

I would like, further, to indicate at this point that the broader view of the economy and of society proposed by Reformulated CSR may be seen as a subset of Schelling's (1978) 'Macrobehaviour'. Schelling's field is 'the relation between the behaviour characteristics of the *individuals* who comprise some social aggregate, and the characteristics of the *aggregate*' (Schelling, 1978, p. 13). No doubt organisational behaviour is a subset of such a field. The key objective of this thesis is a reformulation of CSR as the instrument to account for the impact of all organisations on society. CSR then can be conceived as a tool

to expand the domain of accountability beyond strictly economic transactions. CSR covers a larger part of the social interaction which is, according to Schelling (1978), the wider domain that contains economics as a special case.

In Schelling's (1978) theory, individuals following their 'micromotives' generate 'macrobehaviour', where 'macrobehaviour' is the aggregate outcome of individual behaviour. We can then say that organisational behaviour is part of 'macrobehaviour' and, being part of 'macrobehaviour', organisational behaviour impinges on society and the environment in general, on other organisations, and on individuals, beyond their strictly economic and financial operations. We can say then that Reformulated CSR can be conceived as responsible organisational behaviour and we can leverage Schelling's (1978) theory to obtain Reformulated CSR as Responsible Macrobehaviour.

Coming to the idea from a different angle, the objective is to define Reformulated CSR by joining social responsibility theory with Schelling's (1978) theory of human interaction, as in his *Micromotives and Macrobehavior*. This idea stems from the observation that Schelling's theory maps 'all' social interaction. Social responsibility theory does something that is exactly in the same vein that is mapping responsibility beyond strictly economic boundaries. The two theories then have an area of overlap, albeit on two different **domains**: Schelling (1978) works on the plane of detection and observation of reality of human interaction; social responsibility theory works on the plane of responsibility about that same reality and human interaction. Joining the two theories then may have powerful consequences for social responsibility theory because it would be powered by the very

strong engine of Schelling's (1978) 'macrobehaviour' in its scanning of reality for detection of phenomena whose responsibility needs to be, or can be, attributed to someone because they do have consequences on others. We would obtain CSR then as a general theory of responsibility of which economic responsibility is a special case.

It is interesting at this point to examine the interplay between the concepts of micro-ethics and macro-behaviour: How is micro-ethics linked to Macrobehaviour? How can organisations encourage micro-ethics? The concept of micro-ethics draws our attention to the responsibility of each individual for the whole organisation she is a part of. This idea is not as much tied to organisational culture or employment role; employment role – for instance - sees the individual in her position within the organisation. Micro-ethics, sees the individual – who lives within the organisation – vis-à-vis the rest of society. For instance, this implies looking at the individual's salary – or any other characteristic of a person's employed status – vis-à-vis salaries in the rest of the economy. In psychology words, micro-ethics looks at the micro-scissions of the individual's consciousness and behavioural inconsistencies. In the literature, employees are seen as addressees of CSR policies enacted by management. There is nothing wrong of course about employee welfare programs, but I try to capture all employees as actors of responsibility, everyone within her own sphere of possibilities. There are cross-country nuances and variations in this as well, as the idea of employees free to choose is more actual in the Global North. In LDCs such freedom is probably actual only is fractions of the employed population. Such fractions however have double digit representation, when we think that public employees are about 15 percent of the employed and employees of the formal economy are about double that figure. Such

quantitative considerations are based on figures about India. Micro-ethics can indeed be encouraged. Organisations may indeed pursue such an encouragement through awareness, as seen in section 4.5, publication 'Choice, Freedom and Responsibility in Public Administration'.

Coming back to the objective of joining social responsibility theory with Schelling's (1978) theory of human interaction. By way of example of the possible powerful consequences of this kind of operation, let us notice that Schelling's (1978) theory provides to social responsibility theory a list of checks CSR should carry out for detecting unconscious responsibilities and accounting for the actual conditions of a free market to take place. Reformulated CSR would imply a micro-check, organisation by organisation, of all the conditions inherent in a free market, ascertaining their existence and reporting about them.

Let me quote Schelling (1978: 28–29):

Still, the traditional subject of economics has been voluntary exchanges, exchanges that do not have major implications for all the people who do not participate in the transaction and who have no opportunity to veto it. If anybody affected is part of the transaction; if the transaction is voluntary and anybody who legitimately objects can veto it; if the transaction is easy to recognize and people know their own interest, so that interested parties can protect their interest by participating or blocking the transaction; if people do not make themselves vulnerable to theft and extortion and the like when they manifest an interest in the transaction; if the people who bring their vegetables to market will be protected against theft; and, if the law will prevent people from improperly creating demand for their products by poisoning other people's chickens, then there is a lot to be said for treating 'free-market exchange' as a good thing. At least it is a good thing if we think it a good thing for people to have more of what they like when they can have it at nobody else's expense.

Sounds a bit like Rudyard Kipling's poem 'If'. Schelling (1978) very nicely describes the interstices of capitalism that we tend to take for granted and in reality are not at all. These

are the conditions that make the difference between developed countries and less developed countries:

There are a lot of requirements for making the free market work well, or even work at all. In addition to physical protection and contract enforcement, there has to be a lot of shopping around so that people know what trades are available, or enough information so that without shopping around people know what to expect when they buy or sell. Behind a typical free market is centuries of patient development of property rights and other legal arrangements, and an extraordinary standardization of goods and services and the terminology for describing them. Think of all the things you can actually purchase by telephone [there was no Internet in 1978].

Economists are aware of a multitude of reasons why markets may not work to everybody's satisfaction. I have mentioned some. People lack the knowledge to shop around for medical care. It is hard to tell a good second hand auto from a bad one, or a fraudulent repair job from an honest one. It is hard to sell a secret without giving it away. Some markets are easily monopolized, and economists don't expect monopolized markets to work well. (Schelling, 1978, pp. 29)

Paraphrasing the title of the famous motion picture *Schindler's List*, we could call Tom Schelling's (1978) requirements for a free market *Schelling's List*. Such a list provides a very operational source for Reformulated CSR practice and reporting by all organisations.

In these last two sections I have shown that the concepts deriving from my submitted writings make a coherent whole and give birth to a coherent idea of CSR which I have called Reformulated CSR. Such an idea is consistent with previous authoritative theory of social interaction formulated by Nobel laureate Schelling (1978): Reformulated CSR can then be understood as Responsible Macrobbehaviour.

Chapter 5

Conclusion and future studies

5.1 My contribution to research

The basic point of this work has been to formulate an alternative theory of CSR based on market failure and organisational failure. I have called this theory Reformulated CSR. The implication – and the specific quality – of such Reformulated CSR is a possibility – and the need - for extending CSR to all organisations, not only applying it to the private corporations. The most significant implication is an extension of CSR to public administration. Such is the meaning of the title of this work: CSR in all Sectors of the Economy. The investigation that has led me to Reformulated CSR has revolved around three major research questions:

1. How can we establish a theory of CSR on self-interest, neoclassical economics, and standard business practice?
2. To which organisations should such CSR be relevant?
3. And finally, which social divides can bring about awareness and demand for social responsibility in all organisations to which such CSR is relevant?

I have answered these questions in turn.

1. The overall result is to establish a theory of Reformulated CSR that should be exerted (from a normative point of view) in the core business. The factors driving the need for all organisations to account for their social responsibility are:

- microeconomic market failure: externalities, asymmetry of information, and monopoly; conversely, competition is a driver of social responsibility (from a descriptive point of view); intangibles should also be included;
- organisational behaviour in its neo-Weberian curvature of bounded rationality, called organisational failure: organisations can be said to still behave rationally, but ‘whose’ rationality is it? Organisations are ‘rational’, but in favour of whom? This study obtains an awareness of the asymmetry of power in favour of the organisation vis-à-vis the individual as a consumer, a customer, a taxpayer, or a citizen (failure of collective action).

These factors appear to provide an autonomous standing of CSR, separate from law, environmentalism, paternalistic and welfare capitalism, and philanthropy.

2. Being concerned with the core business, Reformulated CSR becomes an obligation (not necessarily a law) for all organisations, not only for the large and international business firms, because every organisation has a core business or mission. Reformulated CSR then is for public administration as well as the private business firm. As I have specified in the introduction, political institutions are here included in public administration, because Reformulated CSR is about public management rather than about public policy.

3. Open and free competition plays a major role as a driver of Reformulated CSR. Those who work in organisations subject to competition would have a potential interest in joining forces and asking for the social responsibility of those who work in organisations that are not subject to competition. This is a descriptive observation of reality. However, this does

not correspond to an awareness of such forces being actually at work. It is therefore a hope of this report that those who work in organisations subject to competition (SMEs, large corporations and the NGOs of the third sector) will someday gain awareness of their socially responsible status, join forces, and ask for the social responsibility of those who work in organisations that are not subject to competition.

The nature of CSR is like any other social science: while it investigates the economy and society, it provides guidance and it continuously redefines itself. Likewise, my prior output investigated specific instances of CSR and at the same time it defined what CSR could be to improve the quality of the economy and society, not only as a means against crime and major environmental disruption. This study appears to obtain a CSR required by its wider possibilities of application, for all organisations, for all workers; a CSR that is below the threshold of crime and disaster, and therefore relevant to the everyday life of organisations and of every person involved in them. Reformulated CSR does not presume that greed, corruption, and negligence are overcome by an act of good will on the part of individuals within organisations; nonetheless it contains all the elements for such egoistic behaviour to be tamed by transparency, disclosure, open debate, and most of all competition. Paraphrasing Adam Smith (1776), Reformulated CSR does not expect social improvement to be brought about by the benevolence of businesses, but from their regard to their own interest tamed by the observance of open and free competition, and compliance with law and custom.

Finally, this summary report of my previous research has developed a concept that summarizes the result of expanding and grounding the domain of CSR. Leveraging the Schelling (1978) idea that social interaction is the wider domain that contains economics as a special case, Reformulated CSR is moving towards Responsible Macrobehaviour.

A collateral result of this thesis is an enhanced awareness of a series of themes running through the diverse outputs. Such themes are:

- awareness of the triangle of governance affecting the social responsibility of organisations in each country. The triangle of governance is constituted by organisational design, political debate and the citizens' individual social responsibility in one country. Reformulated CSR tries to affect mostly one element of that triangle: organisational design and behaviour;
- the concept of the unknown stakeholder, as the non-active or ignored stakeholders, e.g. Mancur Olson's 'forgotten groups' (Olson, 1965; Agle et al., 1999); unknown stakeholders can be specific neglected publics: LDCs whose long-term needs are neglected; future generations, consumers, and citizens who are subjected to micro-vexations that do not warrant individual or collective action. Unknown stakeholders can also be other – non-human - entities, like the social interest neglected by the funding activities of aid organisations, or simply reasonability, authenticity, and transparency;
- the relevance of competition as a basic mechanism driving accountability throughout the economy and society;

- sensitivity to the relevance of phenomena within the entire perimeter of the economy, leading to an awareness of social responsibility across sectors, throughout the whole economy, including SMEs and public administration; we always need to reason with a complete view of the economy as if we were in an original position, viewing the economy from outside;
- sensitivity to a quantitative approach to each individual action within an organisation, leading to an appreciation of ‘denominators’ of Key Performance Indicators, i.e. the relevance and materiality of phenomena measured by KPIs;
- sensitivity to the everyday life of the organisation and of every person involved in the organisation, finding a place for the individual in the picture of CSR;
- an understanding of the room for a lot of action and improvement in the interstices between the theory and the practice of capitalism: market failure, organisational failure, and intangibles allowing for the design of a whole world of actions and reporting about them that is needed and has found no home so far in theory.

My contribution to research is best captured in the words of Herman Dutch Leonard of the Harvard Business School, who endorsed my first output, **D’Anselmi (2011)**, as follows:

Paolo D’Anselmi provides an entirely novel look at the basic ideas of Corporate Social Responsibility – an area that is desperately in need of new perspective. Broadening the concept, he takes the view that all organisations should be accountable for their social responsibility – and then inquires about how this new social accountability can best be constructed for different kinds of organisations. Introducing the concept of ‘competition’ – both within and across industries and sectors – he argues thoughtfully and provocatively that the best way forward is to use the knife of competition to hone the social performance of all organisations. This book provides the most searching and refreshing reformulation of how to think about CSR to appear in decades.

5.2 Policy recommendations

The policy implication of Reformulated CSR is that the public and social purpose of forming any organisation is ultimately to create social value. Therefore all organisations should have a good explanation of their value to society. These include organisations of public administration. Reformulated CSR applies to public management more than to public policy, which is subject to political debate, media attention, and public discourse. Such a recommendation has major implications for Less Developed Countries (LDCs) where public organisations - or institutions - form a larger part of the formal economy and where economic development hinges to a greater extent upon the solidity of public institutions. This study is relevant to the half a billion public employees worldwide. The socially responsible behaviour of public administration should not be taken for granted, but it should be an explicit part of any policy formulation. The good functioning of public administration (good public management) should be an objective of public policy rather than an exogenous input to it.

Let us provide here a view of what would happen if Reformulated CSR were adopted by corporations and public administration. I have already hinted that we can observe in the UK some of the features of a Reformulated CSR in action. Such a circumstance is due to political pressure and civicness (Putnam, 1993), which are two factors of the triangle of governance, leading to economic efficiency and social fairness within society. In the UK we also observe social performance reporting on the part of public administrations, a specific public management practice which is can be thought of as an implementation of

Reformulated CSR. The first UK example is customer rating rankings in bank branches. This is customer care in action: transparency and fair competition. There are examples of such customer care also in regulated monopolies: in train stations we read ‘How are we doing?’ reports. These manifestations of social responsibility on the part of corporations and of regulated monopolies may be taken for granted by the British citizen and may appear obvious or routine outputs of compliance. However observation of public administration worldwide says these small ‘acts of social responsibility’ are rare in the global landscape. The examples above are imagined to be the tip of the Reformulated CSR reporting iceberg; we can imagine a reality where such forms of reporting are institutionalized and the existing bodies of government monitor fair competition and social welfare. Reformulated CSR would encompass the above reporting and transparency, and it would extend them to core public administration. Imagine the same kind of managerial assessment in health care units, police precincts and the courts. This text also provided preliminary ways to infuse competition within public administration without privatisation.

In many countries still, state monopolies and state-owned enterprises are created under the concept of ‘national champion’ to prevent domestic industry falling ‘prey’ to multinational corporations. That is fine. However, we need to be reminded that bureaucracy and corruption flourish in monopolistic situations (Klitgaard, 1988). Autarkic defence of domestic industry does not appear to be a good strategy, indefinitely postponing the day when the country will feel mature enough to deal with the Schelling (1978) requirements of a modern economy. International aid could be devoted to the development of such instruments rather than helping build public administrations that will not deliver

transparency and are thought to be per se socially responsible. The basic idea from Reformulated CSR is not to expect organisational behaviour from public administration to be different from a private company. The non-existence of an explicit proprietor does imply that the organisation will not pursue private interests. There is the need for a holding company approach by the central government vis-à-vis the rest of the public administration, as was done in New Zealand (Schwartz, 1994; Chymis and Skouloudis, 2015b).

5.3 Future research

Two items compose the list of possible future research projects stemming from this study. First, the role of organisational behaviour in CSR theory and, second, the social responsibility of Micro, Small and Medium-Enterprises (MSMEs). About organisational behaviour and CSR, I have brought to bear here the neo-Weberian literature which modifies the mechanistic view of the business firm and the public administration. The implications of such modification should be investigated in the domain of public law. Public law in fact is the dominant discipline that not only regulates the functioning of public administration, but it also regulates government-business relations and the economy. Public law has developed autonomously from public management, public policy, political science, sociology of organisations, and economics. An integration of the disciplines is needed.

On the second issue, there is a need to investigate further the social responsibility of SMEs per se, as a strategic tool for their economic success and as a tool for their political action. Future research should keep tackling the issue of what CSR could mean for Micro-, Small

and Medium Enterprises (MSMEs), since one of the dimensions of the unsatisfactory nature of Mainstream CSR is its focus on large, international companies, which include a minority share of the employed population. Differences between MSMEs and large corporations include a key role of the entrepreneur and issues of day-by-day survival (tax evasion, cost of labour). The achievement here will be the development of a strategic map of CSR in MSMEs, possibly along the analytic framework of the value chain.

Concluding, I have tried to develop Reformulated CSR building on existing theory both in economics and in organisational behaviour: market failure and organisational failure. I envision CSR that is not contingent on specific social or physical circumstances, such as climate change or human crime. I envision CSR that would be with us even if nature was not in jeopardy and the world would not be affected by all the ills we see around us. Reformulated CSR is responsible 'macrobehaviour'.

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Appendix I

Paolo D'Anselmi, Curriculum Vitae

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<https://www.youtube.com/user/ValuesStakeholders/featured>

Date of birth: 6 July 1952

Work experience

2018 to present: Lecturer, Global Strategic Management, University of Craiova, Romania.

2018 to present: Management consultant and head of research on CSR in SMEs and non-profit organisations at Innova Economia srl, Rome, Italy.

2012 to present: Lecturer, CSR and Strategic Management, University of Rome Tor Vergata, Italy.

2000–2018: Founder and partner, management consultancy, mostly for the Italian National Research Council (CNR). Company: Alfa scarl– evaluation & implementation.

1989–2018: Entrepreneur and publisher – founded and funded a publishing house; produced 11 yearly editions of a handbook on Italian and European public administration, D'Anselmi Editore srl.

1984–1989: Management consultant, advisor to businesses and institutions, McKinsey & Company.

1981–1984: Technologist, employee of the Italian National Research Council (CNR), assistant to the director of the Transportation Research Project.

1976–1978: Control systems analyst, Leonardo, Italian defence group, IT Services.

Education

2019: PhD by Prior Output candidate, London Metropolitan University, Guildhall School of Business and Law.

1979–1981: Master's in Public Policy, Harvard University, Kennedy School of Government, now Harvard Kennedy School HKS.

1970–1976: Master's level degree (laurea) in electrical engineering, Università di Roma La Sapienza.

Publications

ISI journals

Bianco, L. and D'Anselmi, P. (1986) Strengthening the Management of Public Research Policy in Italy. *Research Policy*, 15(3), 149–156.

D'Anselmi, P. (2018) Current Issues in Corporate Social Responsibility: An International Consideration. *Amfiteatru Economic*, 20(49), 820–826. (Book review)

Journal articles

D'Anselmi, P. (1982) (Distributive Impact of a Lifeline Electric Power Rate) Modesta proposta per la tariffa sociale. Impatto distributivo, processo di formazione ed efficienza allocativa della tariffa sociale dell'energia elettrica per uso domestico in Italia tra il 1975 e il 1980. *Energia*, 2, 48–72. Retrieved from <http://www.rivistaenergia.it/1982/06/2-1982/> (June 2019).

D'Anselmi, P. (forthcoming 2019) Can We Afford to Separate Politics from Administration? Designing Powers in the Service of Implementation. *Italian Law Journal*, 2.

Authored books

D'Anselmi, P. (2011) *Values and Stakeholders in an Era of Social Responsibility: Cut-Throat Competition?* 1st edition. London: Palgrave Macmillan.

D'Anselmi, P., Chymis, A. and Di Bitetto, M. (2017) *Unknown Values and Stakeholders: The Pro-Business Outcome and the Role of Competition*, 2nd edition. London: Palgrave Macmillan.

Edited books

D'Anselmi Editore srl (1990–2000) *Blueguide to the Italian Public Administration* (Guidazzurra), eleven editions 1990–2000 in Italian language.

D'Anselmi Editore srl (1996–1999) *Europe in Italy* (L'Europa in Italia), four editions in Italian language.

Di Bitetto, M., Gilardoni, G.M., and D'Anselmi, P. (eds.) (2013) *SMEs as the Unknown Stakeholder. Entrepreneurship in the Political Arena*. London: Palgrave Macmillan.

Di Bitetto, M., Chymis, A., and D'Anselmi, P. (eds.) (2015) *Public Management as Corporate Social Responsibility. The Economic Bottom Line of Government*. Heidelberg: Springer.

Book chapters

D'Anselmi, P., Chymis, A. and Di Bitetto, M. (2017a) Choice, Freedom and Responsibility in Public Administration: The Need for CSR Reporting of Core Activities. In Capaldi, N., Idowu, S. and Schmidpeter, R. (eds.), *Dimensional Corporate Governance: An Inclusive Approach*. Heidelberg: Springer, pp. 175–187.

Chymis, A., D'Anselmi, P., and Triantopoulos, C. (2017a) The Need for a Responsible Public Administration. In Theofilou, A., Grigore, G. and Stancu, A. (eds.), *Corporate Social Responsibility in the Post Financial Crisis Era: CSR Conceptualizations and International Practices in Times of Uncertainty*. London: Palgrave-Springer, pp.155–173.

Chymis, A., D'Anselmi, P., and Triantopoulos, C. (2017b) Integrating Social Responsibility into Public Institutions, Organisations and Administration. In Gudić, M., Keong Tan, T. and Flynn, P.M. (eds.), *Beyond the Bottom Line: Integrating the UN Global Compact into Management Practices*. United Nations Global Compact – Principles of Responsible Management Education PRME. New York: Greenleaf Publishing, pp. 167–179.

Chymis,A., Di Bitetto, M.. and D’Anselmi, P. (2015) Corporate Social Performance Needs More Competition Not Less: An Idea for a Paradigm Shift in CSP. In Stachowicz-Stanusch, A. (ed.) *Corporate Social Performance: Paradoxes, Pitfalls and Pathways to the Better World*. Charlotte: Information Age Publishing, pp. 37–56.

Chymis, A., Di Bitetto, M., **D’Anselmi, P.** and Skouloudis, A. (2016) The Importance of Responsible Public Management in Addressing the Challenge of Poverty. In Gudić, M., Parkes, C. and Rosenbloom, A. (eds.) *Responsible Management Education and the Challenge of Poverty: A Teaching Perspective*. London: Greenleaf Publishing/UN PRME, pp. 222–235.

Di Bitetto, M., Gilardoni, G., and **D’Anselmi, P.** (2013a) SMEs as the Unknown Stakeholder of European Social Dialogue. In Di Bitetto, M., Gilardoni, G., and D’Anselmi, P.(eds.) *SMEs as the Unknown Stakeholder: Entrepreneurship in the Political Arena*.London: Palgrave Macmillan, pp. 109–129.

D’Anselmi, P. and Di Bitetto, M. (2012) Unknown Stakeholder and four more entries in the *Encyclopedia of Corporate Social Responsibility*, (ECSR), Heidelberg: Springer, pp.2638–2643, Vol.4.

Symposia

Academy of Management annual meeting, ‘Opening Public Administration Governance to Corporate Social Responsibility: Ethics of the Economic Bottom Line’, Symposium, presenters: Aras, G., Chymis, A., D’Anselmi, P., Kazeroony, H., Klain, P.G. and Rodgers, W., July 31–August 4, 2015, Vancouver, Canada.

United Nations Global Compact, DACH - Central European chapter of the PRME Initiative (Principles of Responsible Management Education), ‘Extending Corporate Social Responsibility to Public Administration’, October 30, 2014, Chur, Switzerland.

University of Lahti, International Conference on Corporate Social Responsibility, SRRNetwork, David Crowther, *Values and Stakeholders in an Era of Social Responsibility*, book discussion, with Jacob Dahl Rendtorff and Alice Costa, May 2012, Lahti, Finland.

Conference papers

West University, Faculty of Economics and Business Administration, TIMTED research conference, plenary session, ‘Institution Building for Sustainable Growth: Basic Hypotheses about Public Administration’, June 2019, Timisoara, Romania.

University of Craiova, Faculty of Economics and Administration, annual research conference, keynote, 'Trends and Movements in the European Union Nowadays: Brexit, Sovranism, and Discontent', October 2018, Craiova, Romania.

Norwegian Business School, Seventh International Conference on Social Responsibility, Ethics and Sustainable Business, 'Value and Values in CSR', October, 2018, Oslo, Norway.

American Society for Public Administration – ASPA, annual national conference, 'Do We Need to Separate Politics from Administration? Designing Powers in the Service of Implementation', March 2018, Denver, Colorado, USA.

School of Computing, Communication and Business - HTW, Sixth International Conference on Social Responsibility, Ethics and Sustainable Business, 'Max Weber and CSR', keynote, October 2017, Berlin, Germany.

Università Bocconi, Fifth International Conference on Social Responsibility, Ethics and Sustainable Business, 'Values and Stakeholders in an Era of Social Responsibility', keynote, October 2016, Milan, Italy.

Universidade Fluminense, annual conference of the Social Responsibility Research Network – SRRN, 'SMEs as the Unknown Stakeholder', August 2013, Rio de Janeiro, Brazil.

The Bucharest University of Economic Studies, First International Conference on Social Responsibility, Ethics and Sustainable Business, 'CSR in the Core Business', keynote, October 2012, Bucharest, Romania.

Yildiz Technical University, Istanbul, 'Values and Stakeholders in an Era of Social Responsibility', special talk, February 2012.

Book review

Wang Hong (2018) *Research on Corporate Environmental Responsibility in China*. Sharjah: Bentham eBooks imprint. Retrieved from <https://ebooks.benthamscience.com/book/9781681086477/>; <https://benthamebooksbulletin.wordpress.com/2018/11/09/book-review-research-on-corporate-environmental-responsibility-in-china-2/>

Appendix II

Autobiographical background

I have been studying and practicing public policy and management for over forty years, since my master's thesis (1975–76) in engineering when I developed a model of the Italian economy. After working as a systems engineer (1976–1978), I studied public policy in the USA (1978–1981), then practiced in public administration (at the Italian National Research Council – CNR), in management consultancy (McKinsey, 1984–1989) and in 1989 I founded my start-up as a publisher of guidebooks on public administration. I became interested in CSR when I realized that my management consultancy background gave me an insider view on the functioning of corporations and that my public policy school background provided me with a special sensitivity to 'non-bottom line' outcomes and to implementation vis-à-vis appearance. Such a public sector perspective enabled me to appreciate the actual impact of organisations on society regarding their financial output and to appreciate intangibles and the substantive state of the world with a wider perimeter than that circumscribed by the corporation. I also developed a dissatisfaction with CSR reporting, due also to my Management Information Systems background developed in the consultancy practice – I saw a lack of authenticity and disclosure. Therefore, reading CSR reports and being in touch with how companies perceived their own CSR, gave me an opportunity to exercise critical thinking about it. This motivation also explains the professional rather than the academic environment in which my interest grew and it provides an apt background to the explanation I have given about the formal authorship of my previous work. My present study then is the culmination of my intellectual and professional career. My ambition is to see public administration joining the Global Reporting Initiative that is to stir a convergence of accountability between the private and the public sector (Merloni, 2019). I hope that a publication will result from this work.