4th INTERNATIONAL CONFERENCE ON CORPORATE SOCIAL RESPONSIBILITY

September 22 – 24, 2010
Humboldt-Universität zu Berlin, Germany

www.csr-hu-berlin.org

CSR-Challenges Around the Globe

THE MODERN CLASSIC
200 YEARS OF THE HUMBOLDT-UNIVERSITÄT
## Program Structure: 1st Day

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<tr>
<th>Time</th>
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</table>
| 3.00 – 3.30 pm | Opening Plenary Session  
Joachim Schwalbach (Humboldt-Universität zu Berlin)                          | Audimax Humboldt-Universität (HU) |
| 3.30 – 5.00 pm | 1st Plenary Session: Panel Discussion  
"Impact of Multi-Stakeholder Coalitions"  
Chair: Peter Eigen (Chairman, Extractive Industries Transparency Initiative Berlin, Germany and Member of the Board of Trustees, HUMBOLDT-VIADRINA School of Governance, Germany) | Humboldt-Universität (HU)        |
| 5.00 – 5.30 pm | Break                                                                                       |                                  |
| 5.30 – 7.00 pm | 2nd Plenary Session: Executive Panel  
"Between Shareholder Pressure and Societal Demands: Dilemmas of Responsible Leadership"  
Chair: Ulrich Steger (IMD Lausanne, Switzerland) |                                  |
| 7.00 – 9.00 pm | Welcome reception (Senatsaal, Humboldt-Universität zu Berlin)                               |                                  |

## Program Structure: 2nd Day

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| 8.30 – 10.00 am | 3rd Plenary Session  
Speakers:  
Geoffrey Heal (Columbia University Business School, USA)  
"When Principles Pay. Corporate Social Responsibility and the Bottom Line"  
Robert A. Phillips (University of Richmond, Member of Executive Board, Society of Business Ethics, USA)  
"Ethics and Network Organizations" | Humboldt-Universität (HU)        |
| 10.00 – 10.30 am | Break                                                                                       |                                  |
| 10.30 – 12.00 am | 4th Plenary Session:  
"NGOs and Corporations: Collaboration and Conflict"  
Chair: Michael Yaziji (Director of IMD's Forum for Corporate Sustainability Management, Switzerland) | Mensa Humboldt-Universität (HU)  |
| 12.00 – 1.30 pm | Lunch and Transfer to the Paul-Löbe-Haus                                                      | Paul-Löbe-Haus (PLH)            |
| 1.30 – 3.00 pm | 8 Breakout Sessions                                                                            |                                  |
| 3.00 – 3.30 pm | Break                                                                                       |                                  |
| 3.30 – 5.00 pm | 8 Breakout Sessions                                                                            |                                  |
| 5.00 – 5.30 pm | 7 Breakout Sessions                                                                            |                                  |
| 8.00 – open end | Dinner Reception (Atrium Deutsche Bank)                                                       |                                  |

## Program Structure: 3rd Day

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<tr>
<th>Time</th>
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| 8.30 – 10.00 am | 5th Plenary Session  
"Social Business and Social Entrepreneurship"  
Chair: Dieter Heuskel (Chairman, Boston Consulting Group, Germany) | Humboldt-Universität (HU)        |
| 10.00 – 10.30 am | Break                                                                                       |                                  |
| 10.30 – 12.00 am | 6th Plenary Session:  
"CSR and Responsible Leadership in Education"  
Chair: Jonathan Doh (Villanova University School of Business, USA) | Mensa Humboldt-Universität (HU)  |
| 12.00 – 1.30 pm | Lunch and Transfer to the Paul-Löbe-Haus                                                      | Paul-Löbe-Haus (PLH)            |
| 1.30 – 3.00 pm | 6 Breakout Sessions                                                                            |                                  |
| 3.00 – 3.30 pm | Break                                                                                       |                                  |
| 3.30 – 5.00 pm | 6 Breakout Sessions                                                                            |                                  |
| 5.00 – 5.30 pm | Farewell Drinks                                                                              |                                  |
Welcome!

The 4th International Conference on Corporate Social Responsibility organized by the Institute of Management at Humboldt-Universität zu Berlin has established itself as the world’s premier international forum for exploring the global themes of CSR in all its manifold dimensions.

Inaugurated in 2004 as “a platform for multi-stakeholder dialogue”, the Humboldt-Conference series has attained a remarkable degree of international relevance in a short period of time. Its stature is reflected not only in the sustained rise in delegate numbers, but also – most importantly – in the scope and caliber of its participants. Leading academics, executives, policy makers, activists and educators from around the globe now place the semi-annual CSR-Conference on their agenda.

Those dealing with CSR in research, business, politics, and the private or public sector are facing completely new challenges brought on by globalization. This has been most recently and brutally re-emphasized by the scale and impact of the global financial crisis. What has become obvious to even the most cynical skeptic is that the complex nature of even local social, economic and political challenges, let alone those obviously global, means they can no longer be addressed by individual local actors acting alone. To be effective, relevant and meaningful, research institutions, companies, policymakers, and civic organizations need to cooperate, and it is in forums like this that such cooperation is incubated.

To highlight this need for cooperation and debate at the global level and to look at the implications for CSR in a post global financial crisis world, the thematic emphasis of this year’s conference is “CSR-Challenges around the Globe”. In some ways this year’s meeting is a natural progression from earlier conferences. The first conference in 2004 addressed the foundations of CSR. The second conference two years later examined CSR’s significance in relation to globalization. Finally, in 2008 we concentrated on the overarching theme of global governance. This year’s conference is more forward looking and a prescriptive examination of what challenges are next.

In addition, the conference is looking to the future by putting more emphasis on the development of future scholarship in the field. For the first time, we held a doctoral workshop preceding the conference reflecting the immense interest and research efforts on CSR-Issues by students and young scientist globally. The interest in this is seen in that we received 79 applications from aspiring doctoral candidates and could accept only 8 to present their work to the consortium faculty.

Relying on global exchange and discourse across multiple stakeholders, the CSR-Conference seeks to identify trends in social responsibility, sustainability, and the relation of corporations to global civil society and suggests options for responsible action in an increasingly complex world.

So let’s seize the opportunity to interact and make this conference a truly stimulating event.

Joachim Schwalbach  
Professor of International Management  
Institute of Management  
School of Business and Economics  
Humboldt-Universität zu Berlin
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<td>3.00 – 3.30 pm</td>
<td>Opening Plenary Session</td>
<td>Audimax</td>
<td>Joachim Schwalbach (Humboldt-Universität zu Berlin)</td>
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<tr>
<td>3.30 – 5.00 pm</td>
<td>1st Plenary Session: Panel Discussion</td>
<td>Audimax</td>
<td>“Impact of Multi-Stakeholder Coalitions”</td>
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<td>Going beyond the traditional scope of CSR, multi-stakeholder coalitions are increasingly evolving to address the pressing global issues of our time. While many such coalitions have success stories to share, challenges are often less prominently examined. What are some of the leading examples of successful multi-stakeholder coalitions? What are typical challenges faced in such coalitions, and how could they be overcome? How could cross-coalition learning benefit the sustainability of evolving multi-stakeholder coalitions?</td>
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<td>Chair: Peter Eigen (Chairman, Extractive Industries Transparency Initiative Berlin, Germany and Member of the Board of Trustees, HUMBOLDT-VIADRINA School of Governance, Germany)</td>
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<td>Panelists:</td>
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<td>Sanjeev Khagram (Wyss Visiting Scholar, Harvard Business School Social Enterprise Program, and Director Lindenberg Center, University of Washington, USA)</td>
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<td>Moelletsi Mbeki (Chairman Endemol South Africa, Deputy Chief South African Institute of International Affairs (SAIIA), South Africa)</td>
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<td>Chrik Poortman (Transparency International Global Programmes Director, Chairman Construction Sector Transparency Initiative, United Kingdom)</td>
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<td>Heidemarie Wieczorek-Zeul (Member of Parliament, former Federal Minister, Germany)</td>
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<td>5.00 – 5.30 pm</td>
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<td>“Between Shareholder Pressure and Societal Demands: Dilemmas of Responsible Leadership”</td>
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<td>In today’s “goldfish-Bowl” transparency, corporations are exposed to very different stakeholder expectations – especially the demands of financial markets and those of political decision makers or opinion leaders are hard to reconcile. The session therefore discusses options for corporations to manage these complex dilemmas successfully in an integrated strategy of responsible leadership.</td>
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<td>Chair: Ulrich Steger (IMD Lausanne, Switzerland)</td>
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<td>Panelists:</td>
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<td>Rüdiger Grube (CEO, Deutsche Bahn AG)</td>
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<td>Peter Lacy (Managing Director, Accenture, Sustainability Services, Europe, Africa and Latin America)</td>
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<td>Gerd Leipold (Former Executive Director, Greenpeace International)</td>
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<td>Luis Neves (Director Corporate Responsibility, Deutsche Telekom AG)</td>
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<td>Gerhard Prütorius (Director CSR and Sustainability, Volkswagen AG)</td>
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<td>7.00 – 9.00 pm</td>
<td>Welcome Reception (Senatssaal, Humboldt-Universität zu Berlin)</td>
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### Thursday, September 23, 2010

#### 08.30 – 10.00 am 3rd Plenary Session
**Audimax Humboldt-Universität**

**Speakers:**
- **Geoffrey Heal**  
  (Columbia University Business School, USA)  
  “When Principles Pay. Corporate Social Responsibility and the Bottom Line”
- **Robert A. Phillips**  
  (University of Richmond, Member of Executive Board, Society for Business Ethics, USA)  
  “Ethics and Network Organizations”

#### 10.00 – 10.30 am Break

#### 10.30 – 12.00 am 4th Plenary Session
**Audimax Humboldt-Universität**

**Chair:** **Michael Yaziji**  
(IMD, Director of IMD’s Forum for Corporate Sustainability Management, Switzerland)

**Panelists:**
- **Hans van Bochove**  
  (Director of Public Affairs, Communications and CSR, Starbucks Coffee EMEA, The Netherlands)
- **Jonathan Doh**  
  (Villanova University School of Business, USA)
- **Barbara Dubach**  
  (SVP of Sustainable Development, Holcim, Switzerland)
- **Burkhard Gnärig**  
  (Executive Director, Berlin Civil Society Center, Germany)

#### 12.00 – 01.30 pm Lunch *(HU-Mensa)* and Transfer to the Paul-Löbe-Haus

#### 01.30 – 03.00 pm D11 Panel Session, room E200
**Paul-Löbe-Haus (PLH)**

**Chair:** **Joachim Schwalbach**  
(Humboldt-Universität zu Berlin, Germany)

**Panelists:**
- **Jin Dai** (Tsinghua University, V.R. China), **Bin Yang** (Tsinghua University, V.R. China), **Fan Wu** (Otto-von-Guericke University Magdeburg, Germany)  
  “Getting Organizational Corruption Controls Effective: Evidence From Chinese Companies”
- **Jörg Flath** (Compliance Officer, Industry Sector, Siemens AG, Germany)  
  “Compliance Training Concepts“
- **David Balaban Lewis** (Middlesex University, United Kingdom)  
  “The Role of Whistleblowing/Confidential Reporting Procedures in Promoting CSR: Some Practical Implications for Managers”
- **Markus Sterr** (Deutscher Entwicklungsdienst DED, Germany), **Jürgen-Matthias Seeler** (Deutscher Entwicklungsdienst DED, Germany)  
  “Business Action Against Corruption in Malawi”
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<th>Time</th>
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<td>01.30 – 03.00 pm</td>
<td>D12 Panel Session, room E400</td>
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<td>Paul-Löbe-Haus (PLH)</td>
<td>“CSR Measurement and Reporting – You Cannot Manage What You Do Not Measure?”</td>
<td>Grahame Dowling (University of Technology, Sydney, Australia)</td>
<td>José Luis Fernández Sánchez (University of Cantabria, Spain), Ladislao Luna Sotorrio (University of Cantabria, Spain), Elisa Baraibar Diez (University of Cantabria, Spain)</td>
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<td>“Transparency as a Determinant of the Effectiveness With Which Corporate Social Responsibility Contributes to Social Performance”</td>
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<td>Angelika Sawczyn (Friedrich-Alexander-Universität Erlangen-Nürnberg, Germany), Thomas M. Fischer (Friedrich-Alexander-Universität Erlangen-Nürnberg, Germany)</td>
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<td>“The Impact of Corporate Social Performance and Corporate Financial Performance: An Empirical Study of German Listed Firms”</td>
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<td>Arnoldo Jose Rodriguez (INCAE Business School/ Webster University, USA)</td>
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<td>01.30 – 03.00 pm</td>
<td>D13 Panel Session, room E600</td>
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<td>Paul-Löbe-Haus (PLH)</td>
<td>“Research on Social Entrepreneurship and CSR: Different Subjects, Transferable Findings?”</td>
<td>Jana Gebauer (IÖW, Germany)</td>
<td>Markus Beckmann (Leuphana University Lüneburg, Germany), Anica Zeyen (Leuphana University Lüneburg, Germany)</td>
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<td>“Empirical Evidence of ‘Typologies of Social Enterprises’ – A Quantitative Analysis”</td>
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<td>Christiana Weber (University Siegen, Germany)</td>
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<td>01.30 – 03.00 pm</td>
<td>D14 Panel Session, room E300</td>
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<td>Paul-Löbe-Haus (PLH)</td>
<td>“CSR Approaches in Development Policy” (organized by Federal Ministry for Economic Cooperation and Development (BMZ))</td>
<td>Tatjana Chahoud (German Development Institute, Germany)</td>
<td>Ollivier Bodin (DG Development, European Commission)</td>
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<td>How can development cooperation best support the uptake of high-quality CSR in developing countries and emerging economies? What kinds of mechanisms foster win-win situations between public and private partners? What challenges does the changing donor landscape bring for effective collaboration on these issues? Experts in the realm of development policy and CSR will discuss good practice and share lessons learnt.</td>
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<td>Susanne Dorasil (Head of Division Economic Policy; Financial Sector; German Federal Ministry for Economic Cooperation and Development, BMZ)</td>
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<td>David Keller (Programme Manager Public Private Development Partnerships; Swiss Agency for Development and Cooperation, SDC)</td>
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<td>Marie Wibe (Head of Section B2B &amp; Innovative Partnerships for Development; Business Cooperation and technical assistance; DANIDA / Ministry of Foreign Affairs of Denmark)</td>
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| 01.30 – 03.00 pm | D15          | 4.300      | Paul-Löbe-Haus (PLH)   | **D15 Panel Session, room 4.300**                                    | Van V. Miller (Central Michigan University, USA) | **New Forms of (Corporate) Governance – Do We Need a Multi-Stakeholder Approach of Governance?** and **CSR Measurement and Reporting – You Cannot Manage What You Do Not Measure?**  
**How to Measure CSR? The Global Compact and the Global Reporting Initiative – an Exploration of Country and Industry Differences in Membership**  
**Cross-National Variation in CSR Activities: A Political-Institutional Explanation**  
**Corporate Citizenship and Corporate Governance: Compensating for the Democratic Deficit of Corporate Political Activity**  
**How to Measure CSR? The Global Compact and the Global Reporting Initiative – an Exploration of Country and Industry Differences in Membership**  
**Cross-National Variation in CSR Activities: A Political-Institutional Explanation**  
**Corporate Citizenship and Corporate Governance: Compensating for the Democratic Deficit of Corporate Political Activity** |
|              |              |            |          | **Chair:** Van V. Miller (Central Michigan University, USA)            | **Panelists:** Petra Bouvain (University of Canberra, Australia), Stephen Chen (University of Canberra, Australia)  
Holger Meyer (The University of Georgia, USA)  
Anselm Schneider (University of Zurich, Switzerland), Dorothee Baumann (University of Zurich, Switzerland), Andreas Scherer (University of Zurich, Switzerland)  
**Panelists:** Petra Bouvain (University of Canberra, Australia), Stephen Chen (University of Canberra, Australia)  
Holger Meyer (The University of Georgia, USA)  
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Holger Meyer (The University of Georgia, USA)  
Anselm Schneider (University of Zurich, Switzerland), Dorothee Baumann (University of Zurich, Switzerland), Andreas Scherer (University of Zurich, Switzerland)  |
| 01.30 – 03.00 pm | D16          | 4.400      | Paul-Löbe-Haus (PLH)   | **D16 Panel Session, room 4.400**                                    | Robert A. Phillips (University of Richmond, Member of Executive Board, Society for Business Ethics, USA) | **Responsible Leadership and Management Education – What Kind of Curricula Do We Need?**  
**Responsible Leadership: Pinpointing Gaps and Deficiencies in Existing Management Curricula and Charting a New Way Forward**  
**How Could Universities Learn From the "Ethics Teaching Ethics Experience" of the Military Academies?**  
**A Pragmatic Approach to Teaching Business Ethics Cases**  
**Responsible Leadership: Pinpointing Gaps and Deficiencies in Existing Management Curricula and Charting a New Way Forward**  
**How Could Universities Learn From the "Ethics Teaching Ethics Experience" of the Military Academies?**  
**A Pragmatic Approach to Teaching Business Ethics Cases** |
|              |              |            |          | **Chair:** Robert A. Phillips (University of Richmond, Member of Executive Board, Society for Business Ethics, USA) | **Panelists:** Frederick Ahen (Turku School of Economics, Finland)  
Geoffroy Murat (EHESS/ Nicomak, France)  
Alan Evan Singer (Appalachian State University, USA)  
**Panelists:** Frederick Ahen (Turku School of Economics, Finland)  
Geoffroy Murat (EHESS/ Nicomak, France)  
Alan Evan Singer (Appalachian State University, USA)  |
| 01.30 – 03.00 pm | D17          | E700       | Paul-Löbe-Haus (PLH)   | **D17 Panel Session, room E700**                                     | Tobias Bielenstein (Branding-Institute CMR AG, Switzerland) | **CSR and the Consumer – How to Make CSR Tangible for Consumers?**  
**The Greenwashing Machine: Is CSR More Than Communication?**  
**CSR-Communication Promoting Consumer's Social Responsibility**  
**CSR Communication: An Investigation of Austrian Consumers' View of CSR Communication in the Food Trade**  
**Excuse Me, I Have a Question! – Are Salesclerks Able to Provide Proper Information About the Sustainability of Listed Products and Are Their Answers Compatible to the Communicated CSR Claims?**  
**The Greenwashing Machine: Is CSR More Than Communication?**  
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|              |              |            |          | **Chair:** Tobias Bielenstein (Branding-Institute CMR AG, Switzerland) | **Panelists:** Remi Bazilier (University of Orleans, France), Julien Vauday (University of Paris 13, France)  
Vera Fricke (Technische Universität Berlin, Germany), Ulf Schrader (Technische Universität Berlin, Germany)  
Sabine Kleinsasser (Vienna University of Economics and Business, Austria)  
Anne-Kristin Mordhorst (Schlange&Co., Germany), Joachim Schlange (Schlange&Co., Germany)  
**Panelists:** Remi Bazilier (University of Orleans, France), Julien Vauday (University of Paris 13, France)  
Vera Fricke (Technische Universität Berlin, Germany), Ulf Schrader (Technische Universität Berlin, Germany)  
Sabine Kleinsasser (Vienna University of Economics and Business, Austria)  
Anne-Kristin Mordhorst (Schlange&Co., Germany), Joachim Schlange (Schlange&Co., Germany)  |

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<td>D18 Panel Session, room E800</td>
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<td>Paul-Löbe-Haus (PLH)</td>
<td>“Do Partnerships Between Companies, NGOs and/or Governmental Organizations Live Up to Their Promise?” Collaborative Governance has been the buzzword of late, implying that three-sector collaboration is the answer to solving society’s most pressing problems. But how much of collaborative governance have we actually seen so far? And has it been impactful? Does cross-sector collaboration survive the ‘reality check’ where it comes to fulfilling the high hopes implied?</td>
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<td>Chair: Veronica Scheubel (Scheubel Development, Germany)</td>
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<td>Panelists: Johannes Axster (Streetfootballworld, Germany), Kristina Schüler (Sony Deutschland GmbH, Germany)</td>
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<td>“The Role of Multi Sector Partnerships in Fostering Corporate Social Responsibility – Challenges and Success Factors”</td>
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<td>Anna Herrhausen (Head, Corporate Volunteering, Allianz4Good, Allianz SE, Germany)</td>
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<td>Simone Klein (Catholic University Eichstätt-Ingolstadt, Germany), Thomas Marschall (Marschall Wernecke &amp; Andere Credibility GmbH, Germany), Rüdiger Strempel (Medienfabrik Gütersloh GmbH, Germany)</td>
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<td>“Partnerships Between Companies and NGOs – A Look Behind the Myth”</td>
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<td>Susanne Meier (Vice President, CSR Strategy and Policy, Deutsche Post DHL, Germany)</td>
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<td>“Humanitarian Partnership – Finding the Strategic Fit”</td>
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<td>Isabelle de Muys-Boucher (United Nations – Office for the Coordination of Humanitarian Affairs, OCHA Geneva, Switzerland)</td>
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<td><strong>03.30 – 05.00 pm</strong></td>
<td>D31 Panel Session, room E200</td>
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<td>Paul-Löbe-Haus (PLH)</td>
<td>“Social Entrepreneurship: A New Development Paradigm” (organized by adelphi research) Can social entrepreneurs offer solutions to societal problems, especially on the scale faced by many developing countries? How do market-based, bottom-up approaches of social entrepreneurs challenge traditional public development cooperation?</td>
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<td>Chair: Minu Hemmati (Consultant, Multistakeholder – Processes, Germany)</td>
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<td>Panelists: Rainer Agster (Senior Project Manager, Adelphi Research gGmbH, Germany)</td>
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<td>Markus Beckmann (Chair Social Entrepreneurship, Leuphana University Lüneburg, Germany)</td>
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<td>James Kyles (Senior Advisor to the KOLCAFÉ Initiative Tanzania)</td>
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<td>Helen Marquard (Executive Director, SEED Initiative, United Kingdom)</td>
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<td><strong>03.30 – 05.00 pm</strong></td>
<td>D32 Panel Session, room E300</td>
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<td>Paul-Löbe-Haus (PLH)</td>
<td>“Partnerships on Par – A New Level of Cooperation Between NGOs and Corporations?” (focus coffee) Not long ago the relationship between NGOs and companies were characterized by hostility and mistrust. Nowadays, partnerships between both sides seem to be daily occurrence. But do such liaisons really live up to their promise? Do both sides take advantage in equal measure? The panel will discuss barriers and success factors of partnerships. And it will try to answer the question of whether this new level of cooperation will really add value for society.</td>
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<td>Chair: Anja Schwerk (Humboldt-Universität zu Berlin, Germany)</td>
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<td>Panelists: Hans van Bochove (Director of Public Affairs, Communications and CSR, Starbucks Coffee EMEA, The Netherlands)</td>
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<td>Nicola Oppermann (Manager Corporate &amp; Government Affairs, Kraft Foods Germany)</td>
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<td>Mohammad Rafiq (Rainforest Alliance)</td>
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<td>Tuulia Syvänen (Chief Operating Officer, Fairtrade Labelling Organization)</td>
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03.30 – 05.00 pm

**D33 Panel Session, room 4.300**

**Paul-Löbe-Haus (PLH)**

“Corporate Responsibility and Social Media” (organized by CCCD)

Characteristics of the internet, particularly of the so called web 2.0, - characteristics such as transparency, participation, open dialogue, etc. – go well in line with principles of corporate responsibility: responsiveness to stakeholders, cross-sector and cross-industry collaboration, transparency, or accountability can be expected to be enhanced by the new medial opportunities.

What can and what does web 2.0 contribute to the CR-agenda? Does it actually change corporate responsibility practice? Do companies and their stakeholders use the new opportunities?

**Chair:** Susanne Lang (Executive Director, CCCD, Germany)

**Panelists:**
- Peter Kusterer (IBM Germany, Director Corporate Citizenship and Corporate Affairs)
- Martin Smith (Founder and CEO, JustMeans, United Kingdom)
- Juergen Spanger (Head of Social Media, CCCD, Germany)

03.30 – 05.00 pm

**D34 Panel Session, room E400**

**Paul-Löbe-Haus (PLH)**

“ISO 26000 – Useful New CSR Guidance or Illegitimate Governance Approach”

The development of ISO 26000 has lead to a considerable public controversy about the added value of the future standard and the legitimacy of ISO as initiator of the process. Among the central issues of concern are the applicability and usefulness of the future standard, especially with regard to small and medium companies, the possibility of certification, and the legitimacy of such private self regulation initiatives in general. The multi stakeholder panel will address these questions from different perspectives and discuss ways forward with the audience.

**Chair:** Sarah Jastram (Humboldt-Universität zu Berlin, Germany)

**Panelists:**
- Ornella Cilona (Italian General Confederation of Labour (CGIL), Italy)
- Reiner Hager (German Institute for Standardization (DIN), Germany)
- Franziska Humbert (Oxfam, Germany)
- Annette Kleinfeld (Dr. Kleinfeld Corporate Excellence Consultancy, Germany)
- Oliver Schollmeyer (Federation of German Industries (BDI), Germany)
- Peter Sieber (German Consumer Organization for Product Testing (Stiftung Warentest), Germany)
- Michael Wimmer (Federal Ministry of Labour and Social Affairs (BMAS), Germany)

03.30 – 05.00 pm

**D35 Panel Session, room E800**

**Paul-Löbe-Haus (PLH)**

“CSR and Transnational Corporations From the ‘South’: Opportunities for Collaboration” (organized by Federal Ministry for Economic Cooperation and Development (BMZ))

What does the emergence of transnational corporations from Brazil, India, Russia or China imply for development partnerships (“PPP”) and Corporate Social Responsibility-related programs in international cooperation? Arguably, „Southern“ transnational corporations (STNCs) – as opposed to industrialized country TNCs from North America, Europe and Japan – represent neglected players in the global CSR discussion. However, do their CSR policies and practices differ from those of „Northern“ TNCs – and how? Ultimately, are STNCs willing to assume roles of responsible global governance actors?

**Chair:** Adolf Kloke-Lesch (Head of Strategy Center New Partnerships for Global Development, GTZ, Germany)

**Panelists:**
- Teresa Fogelberg (Deputy Chief Executive, Global Reporting Initiative, The Netherlands)
- Zakhiya Rehman (Group Sustainability Manager, MTN Group Ltd, South Africa)
- Charlotte Wolff (Corporate Responsibility Manager, ArcelorMittal, United Kingdom)
- N.N. (Huawei technologies co., Ltd., China)
### 03.30 – 05.00 pm  D36 Panel Session, room 4.400

**Paul-Löbe-Haus (PLH)**

“The Cultural Foundations of CSR – How to Manage the Difference?” (focus SME)

**Chair:** Geert Demuijnck (EDHEC Business School, France), Hubert Ngodjom (University Catholique d’Afrique Centrale, Yaounde, Cameroon)

**Panelists:**
- Geert Demuijnck (EDHEC Business School, France), Hubert Ngodjom (University Catholique d’Afrique Centrale, Yaounde, Cameroon)
- Sebastian Koos (Mannheim University, Germany)
- Sebastian Koos (Mannheim University, Germany)
- “Welfare Capitalism, Globalization or Social Capital? Explaining Corporate Social Responsibility in SMEs Across 17 Western European Countries”
- Natascha Weisert (UNIDO, Austria), Manuela Boesenhofer (UNIDO, Austria)
- “Values and Informal CSR in Formal African SMEs”
- “Scaling Up CSR: How to Reach Small Business? Conclusions of a CSR Perception Survey for SMEs in Central, South and Eastern Europe”

### 03.30 – 05.00 pm  D37 Panel Session, room E700

**Paul-Löbe-Haus (PLH)**

“The Global Recession and CSR – Boon or Bane for the CSR Movement?”

“CSR-Measurement and Reporting – You Cannot Manage What You Do Not Measure?”

The financial crisis has again eroded public trust in the overall functioning of the market. Especially, the banking industry was blamed to have failed in recognizing the signals of the crisis early enough. But what consequences does the financial crisis have for the CSR movement and what is the relevance of CSR for the financial community? Do banks have an inadequate business model? And is responsible investment an illusion? The panel will elaborate on these and other questions.

**Chair:** Peter Jumpertz (Theron Management Advisors, Germany)

**Panelists:**
- Christian Herzig (Nottingham University Business School, United Kingdom), Jeremy Moon (Nottingham University Business School, United Kingdom)
- Katrin Meyer (Universität Hamburg, Germany), Alexander Bassen (Universität Hamburg, Germany)
- Josep A. Tribo (University Carlos III, Spain), Moshe Kim (University of Haifa, Israel), Jordi Surroca (University Carlos III, Spain)
- “The Financial Sector and the Recession: Discourses on Corporate Social Responsibilities”
- “The Effect of Social Capital on Financial Capital”

### 03.30 – 05.00 pm  D38 Panel Session, room E600

**Paul-Löbe-Haus (PLH)**

“New Forms of (Corporate) Governance – Do We Need A Multi-Stakeholder Approach of Governance?”

**Chair:** Christian Kirchner (Humboldt-Universität zu Berlin, Germany)

**Panelists:**
- Ruth V. Aguilera (College of Business, Center for Professional Responsibility in Business and Society University of Illinois at Urbana-Champaign, USA), Cynthia Williams (College of Law, University of Illinois at Urbana-Champaign, USA)
- Frank Jan de Graaf (HAN University of Applied Sciences, The Netherlands)
- Sigurt Vitols (Social Science Research Center Berlin, Germany)
- “Is Managerial Entrenchment Always Bad? A CSR Approach”
- “CSR, Corporate Governance and the Nature of the Firm – The Dialogue Between Principles of CSR and Regulation”
- “A Corporate Governance Alternative to Shareholder Value? Worker Participation and the Sustainable Company”

### 05.00 – 05.30 pm  Break
<table>
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<tr>
<th>Time</th>
<th>Session Details</th>
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<tr>
<td>05:30 – 07.00 pm</td>
<td><strong>D51 Panel Session, room E700</strong></td>
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<td></td>
<td><strong>Paul-Löbe-Haus (PLH)</strong></td>
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<td></td>
<td><strong>“Who Governs in Global Value Creation? – How to Achieve a More Sustainable Globalization by New Forms of Governance”</strong> (organized by: Institute for Technology and Work University of Kaiserslautern)</td>
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<td>Who can restrain globalized economic processes when traditional forms of national governance are per se limited in a global context and strong institutions of “global governance” do not really exist in the field of (non-)sustainable value creation? As a participatory design is emphasized, the panel discussion is not supposed to take place on stage, but rather in terms of an open “Fishbowl” design.</td>
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<td><strong>Chair:</strong> Jörg Longmuß (fx – Institut für zukunftsfähiges Wirtschaften e.V., Germany)</td>
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<td><strong>Panelists:</strong> Syed Sultan Uddin Ahmmed (Bangladesh Institute of Labour Studies, Bangladesh)</td>
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<td>Jörg Hartmann (Deutsche Gesellschaft für Technische Zusammenarbeit, GTZ, Germany)</td>
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<td>Cornelia Heydenreich (Germanwatch, Germany)</td>
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<td>Heiner Köhnen (transnationals information exchange (tie), Germany)</td>
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<td>Dimitar Matev (Balkan Institute for Labour and Social Policy, Bulgaria)</td>
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<td>Christian von Mitzlaff (LIFT Standards, Germany/Bangladesh)</td>
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<td>Heinz-Gerd Peters (Sustainable Development &amp; Environment, Deutsche Telekom AG, Germany)</td>
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<td>05:30 – 07.00 pm</td>
<td><strong>D52 Panel Session, room E800</strong></td>
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<td><strong>Paul-Löbe-Haus (PLH)</strong></td>
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<td><strong>“The Cultural Foundations of CSR – How to Manage The Difference?”</strong></td>
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<td>The Panel will focus on the behavior of firms relative to CSR in developing economies and, among others, will look at socially responsible business practices within select emerging markets in an effort to determine if a western notion of CSR is compatible with the current realities faced by these nations. It will also compare CSR communication among companies from different European contexts.</td>
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<td><strong>Chair:</strong> Eva Maria Höller-Cladders (Berlin, Germany)</td>
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<td><strong>Panelists:</strong> Ray Montagano (Ball State University, USA), Doug Naffziger (Ball State University, USA), Martin Boesch (University of Applied Science, Germany), Aysegul Karaeminogullari (University of Istanbul, Turkey)</td>
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<td><strong>“Cross Cultural Comparison of Firm Level CSR Practices: An Analysis of Company Publications”</strong></td>
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<td>Leighton Robert Wilks (University of Calgary, Canada), Julie I.A. Rowney (University of Calgary, Canada)</td>
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<td><strong>“Corporate Social Responsibility in Emerging Markets: An Analysis of the BRIC Countries”</strong></td>
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<td>Stelios Charalambos Zyglidopoulos (University of Cambridge, UK), Almudena Gonzalez del Valle Brena (IE University, Spain), Emanuele Invernizzi (Libera University di Lingue e Communication, Italy), Stefania Rometi (Libera University di Lingue e Communication, Italy)</td>
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<td><strong>“Corporate Social Responsibility Disclosure: Cross-National Differences or Global Tendencies?”</strong></td>
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| 05.30 – 07.00 pm | D53 Panel Session, room 4.400 | “Responsible Leadership and Management Education – What Kind of Curricula Do We Need?”
|              |            | Are business schools part of the problem? Do they teach irresponsible theories that lead to irresponsible leadership? This panel tries to tackle these questions and wants to give insights into the current situation and into possible changes in existing curricula of business schools. Curricula that enable today’s students to act as responsible leaders in their future business life. |
|              |            | Chair: Daniel Klink (Humboldt-Universität zu Berlin, Germany)            |
|              |            | Panelists: Karl-Heinz Gerholz (University of Paderborn, Germany)         |
|              |            | “Development of Ethical Competence in Higher Business Education – A Fresh Didactical Perspective” |
|              |            | Petra Lewe (Country Coordinator, SIFE Germany)                           |
|              |            | “Responsible Leadership Caused by Learning and Teaching Social Entrepreneurship” |
|              |            | Stefan Raich (Munich University of Applied Science, Germany), Gerd Mutz (Munich University of Applied Science, Germany) |
|              |            | “Education for Sustainable Development”                                  |
|              |            | Stefan Taing (University of Munich, Germany), Arnold Picot (University of Munich, Germany), Nico Grove (University of Munich, Germany) |
|              |            | “Sustainability and CSR in Business Administration Education – A Case Study at the Ludwig-Maximilians-Universität München” |
| 05.30 – 07.00 pm | D54 Panel Session, room E400 | “CSR and the Consumer – How to Make CSR Tangible for Consumers?”
|              |            | This panel aims to identify the key success factors for consumer communication of CSR-related topics. After an academic introduction, corporate case studies showing the variety of CSR-communication will be framed by notes from an expert of classic advertisement and consumer communication. The audience will be invited to share own approaches and discuss the difficulty communicating CSR to the consumer. |
|              |            | Chair: Christiane Stöhr (Scholz & Friends Reputation, Germany)           |
|              |            | Panelists: Marcus Bilgeri (Marketing Communications Strategy, Deutsche Telekom AG, Germany) |
|              |            | “Big Changes Start Small: Challenges and Chances of Consumer-Tailored CR Communication” |
|              |            | Christian Brunner (University of Gießen, Germany)                        |
|              |            | “Success Factors and Constraints Communicating CSR to the Consumer”      |
|              |            | Uwe Kleinert (Head of Corporate Responsibility & Sustainability, Coca-Cola GmbH, Germany) |
|              |            | “Live Positively! Communicating CSR Needs Content and Emotion!”         |
|              |            | Matthias Schmidt (Chief Creative Officer, Scholz & Friends Group, Germany) |
|              |            | “Image is Not Made by Image Campaigns.”                                 |
| 05.30 – 07.00 pm | D55 Panel Session, room E600 | “CSR in Asia – What Does CSR in Asia Mean? What is Needed for a Successful Implementation?”
<p>|              |            | This panel aims to identify the key success factors for consumer communication of CSR-related topics. After an academic introduction, corporate case studies showing the variety of CSR-communication will be framed by notes from an expert of classic advertisement and consumer communication. The audience will be invited to share own approaches and discuss the difficulty communicating CSR to the consumer. |
|              |            | Chair: Seema Arora (Principal Counsellor and Head von CII-CESD, India)   |
|              |            | Panelists: Seema Arora (Principal Counsellor and Head von CII-CESD, India) |
|              |            | “CSR in Asia – the Business Perspective”                                 |
|              |            | Abira Chatterjee (Visva Bharati University, India), Anirban Hom Choudhuri (Visva Bharati University, India) |
|              |            | “CSR in Asia: Recent Trends and What Needs to Be Done.”                  |
|              |            | Ramona Grieb (Goethe University Frankfurt, Germany)                      |
|              |            | “The Evolution of CSR in Japan – Processes and Actors”                   |
|              |            | Albert Schram (Maastricht University, The Netherlands), Yogesh Joshi (Sardar Patel University, India) |
|              |            | “Quality and Environmental Management in a Large Dairy Cooperative: The Case of AMUL Dairy” |</p>
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<th>Time</th>
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<tr>
<td>05.30 – 07.00 pm</td>
<td><strong>D56 Panel Session, room E300</strong></td>
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<tr>
<td><strong>Paul-Löbe-Haus (PLH)</strong></td>
<td>“How to Measure CSR Purposeful Both From an External and an Internal Perspective?” How to Measure CSR Purposeful both from an External and an Internal perspective? The purpose of the panel is twofold: On the one hand it will be discussed what kind of measures are really useful to assess the CSR performance of a company from an external perspective. On the other hand the panelists will give examples for measures, KPIs and incentive mechanisms which contribute to a successful integration of CSR in the companies’ strategy and structure.</td>
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<td><strong>Chairs:</strong></td>
<td>Daniel Smuda (Theron Management Advisors, Germany), Anja Schwerk (Humboldt-Universität zu Berlin, Germany)</td>
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<td><strong>Panelists:</strong></td>
<td>Christian Herzig (Nottingham University Business School, United Kingdom), Jean-Pascal Gond (Nottingham University Business School, United Kingdom), Suzana Grubnic (Nottingham University Business School, United Kingdom), Jeremy Moon (Nottingham University Business School, United Kingdom)</td>
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<tr>
<td><strong>The Role and Use of Management Control Systems for Integrating Sustainability Into Strategy</strong></td>
<td>Gregory Jackson (Free University Berlin, Germany), Na Ni (Hong Kong Polytechnic University, Hong Kong), Jijun Gao (University of Manitoba)</td>
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<td><strong>Corporate Social Responsibility and Corporate Social Irresponsibility: An Examination of U.S. Listed Manufacturing Firms</strong></td>
<td>Kathleen Kollewe (Free University Berlin, Germany), Ivonne Schuster (Argentina)</td>
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<td><strong>CR – Don’t Touch, It’s Slicky!</strong></td>
<td><strong>05.30 – 07.00 pm D57 Panel Session, room E200</strong></td>
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<td><strong>Paul-Löbe-Haus (PLH)</strong></td>
<td>“CSR and Business Ethics” If business ethics is focusing primarily on ethically desirable behavior of managers, shareholders and other stakeholders and leave out the institutional perspective it will not be able to contribute to the dimension of CSR. Business ethics thus should focus on the necessary institutional preconditions for CSR providing sanctions and incentives which allow ethically responsible behaviour of managers, shareholders and other stakeholders.</td>
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<td><strong>Chair:</strong></td>
<td>Christian Kirchner (Humboldt-Universität zu Berlin, Germany)</td>
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<td><strong>Panelists:</strong></td>
<td>Markus Beckmann (Leuphana University Lüneburg, Germany), Andreas Suchanek (HHL – Leipzig Graduate School of Management)</td>
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<td><strong>08.00 – open end</strong></td>
<td><strong>Dinner Reception at Atrium Deutsche Bank</strong></td>
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### 08.30 – 10.00 am  
**5th Plenary Session: Panel Discussion**

**Audimax Humboldt-Universität**  
**“Social Business and Social Entrepreneurship”**

The panel members, coming from a wide spectrum of backgrounds, will focus on 2 themes:
1. The role of corporations in the field of Social Business. Are they acknowledging a broader responsibility or just playing a new trick?
2. The needs of Social Entrepreneurs and Social Business to make partnerships with corporations work.

**Chair:** Dieter Heuskel (Chairman, Boston Consulting Group, Germany)  
**Panelists:**  
- Stephan Breidenbach (Co-Founder and Dean, HUMBOLDT-VAADINA School of Governance, Germany)  
- Andreas Knaut (Director Corporate Communications, Health and Sustainability Danone GmbH, Germany)  
- Bernd Kundrun (Chair of the Board, gut.org gemeinnützige Aktiengesellschaft (amongst others betterplace.org), Germany)  
- Zoran Pulić (Direktor Mozaik, Bosnia and Herzegovina)

### 10.00 – 10.30 am
**Break**

### 10.30 – 12.00 am  
**6th Plenary Session: Panel Discussion**

**Audimax Humboldt-Universität**  
**“CSR and Responsible Leadership in Education”**

In this session, we will explore recent trends and best practices in responsible leadership in management education, different approaches among leading institutions, and examples in which private and public organizations have partnered with universities to develop cutting edge programs. The session will be highly interactive, allowing ample time for questions and discussions among the expert panelists and audience participants.

**Chair:** Jonathan Doh (Villanova University School of Business, USA)  
**Panelists:**  
- Mary Gentile (Senior Advisor to the Aspen Institute’s Business & Society Program, Babson College and author, Giving Voice to Values, Yale, USA)  
- Johanna Mair (IESE Business School and Stanford University, Academic Editor of Stanford Social Innovation Review)  
- Gesine Schwan (President HUMBOLDT-VAADINA School of Governance, Germany)  
- Duane Windsor (Jones School of Management, Rice University and Editor, Business & Society, USA)  
- Michael Yaziji (IMD, Director of IMD’s Forum for Corporate Sustainability Management and co-author of “NGOs and Corporations: Collaboration and Conflict”, USA)

### 12.00 – 01.30 pm
**Lunch (HU-Mensa) and Transfer to the Paul-Löbe-Haus**
### F11 Panel Session, room E800

**Paul-Löbe-Haus**

**“The Role of Private Businesses in Global Governance: Do SMEs Differ From Large MNCs?”**

We deal with the new role of private actors in global governance, in particular focusing on differences between large multinational corporations (MNCs) as opposed to small- and medium-sized enterprises (SMEs). We discuss how the United Nations Global Compact (UNGC), the largest corporate citizenship (CC) initiative in the world, can support big corporations and SMEs to become involved in political activities on a global level, and aim to provide evidence for the theoretical claim that corporations are no longer merely economic but also political actors.

**Chair:** Andreas Scherer (University of Zurich, Switzerland)

**Panelists:**
- Dorothee Baumann (University of Zurich, Switzerland)
- Patrick Haack (University of Zurich, Switzerland)
- Lothar Rieth (Technische Universität Darmstadt, Germany)
- Laura Spence (Centre for Research into Sustainability, School Of Management, Royal Holloway, University of London, UK)
- Christopher Wickert (Faculty of Business and Economics, University of Lausanne, Switzerland)

### F12 Panel Session, room E400

**Paul-Löbe-Haus**

**“How to Design the Sustainability/CSR Management Process Successfully?”**

The design of sustainability has to include long-term as well as short-term effects. How can one manage CSR processes successfully if operational as well as strategic issues have to be addressed simultaneously? The presentations illustrate CSR management processes in different industries confronted by very different business challenges.

**Chair:** Joachim Schwalbach (Humboldt-Universität zu Berlin, Germany)

**Panelists:**
- Javier Catena, Rita Almeida Dias (Chamartin Group, Madrid, Spain)
- Michael J. Inacker (Senior Vice President, Head of Corporate Communications, Public Affairs & CSR, Metro AG, Germany)
- “The Implementation of the Sustainability Policy in the Retail Value Chain. A Presentation About the Implementation Methodology in the Retail Business Process”
- “Sustainability as an Instrument of Operational Management”

### F14 Panel Session, room E700

**Paul-Löbe-Haus**

**“New Forms of (Corporate) Governance – Do We Need a Multi-Stakeholder Approach of Governance?”**

**Chair:** Timothy Devinney (University of Technology, Sydney, Australia)

**Panelists:**
- Timothy Devinney (University of Technology, Sydney, Australia)
- Erik G. Hansen (Leuphana University Lüneburg, Germany), Heiko Spitzeck (Cranfield University, United Kingdom)
- Sabine Mirkovic (Europa-Universitaet Viadrina, Germany)
- “Living in a Monitory Democracy: Social Responsibility, Global Strategy and the Multinational Corporation”
- “Stakeholder Governance – A Longitudinal Analysis of UK-Based Companies Listed in the BITC Corporate Responsibility Index”
- “Are Multi-Stakeholder Approaches Missing the Boat? Towards a Stronger Focus on Local Activities, Local Knowledge and Local Governance”

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**Program | Friday, September 24, 2010**
### 01.30 – 03.00 pm  
#### F15 Panel Session, room E300

**Paul-Löbe-Haus**

"You Cannot Manage What You Do Not Measure – But How To Measure CSR?"

So far CSR measurement was especially relevant from an outside-in perspective in order to judge the CSR performance of a company. But CSR measures are particularly important for the internal implementation of a CSR strategy. The panelists will discuss what kind of CSR measures or KPIs a company should apply to generate incentives and provide internal change processes.

**Chairs:**

- Anja Schwerk (Humboldt-Universität zu Berlin, Germany)
- Daniel Smuda (Theron Management Advisors, Germany)

**Panelists:**

- Tim Breitbarth (University of Otago, New Zealand)
- Gregor Hovemann (University of Leipzig, Germany)
- Stefan Walzei (German Sport University Cologne, Germany)

"CSR Measurement as Holy Grail With Miraculous Powers?! Conceptualizing a Performance Scorecard as Means to Advance Strategic CSR Management in Professional Football"

Alexander Holst (Accenture, Germany)

"Optimizing Sustainability Performance Management (SPM) – A Review of Findings From Accenture’s Sustainability Performance Management Survey"

Terence Lim (Committee Encouraging Corporate Philanthropy, USA)


Barbara Roder (Allianz SE, Germany)

"The Allianz4Good Scorecard – Taking a Strategic, Long-term Perspective With Regard to Social Engagement"

### 01.30 – 03.00 pm  
#### F16 Panel Session, room E200

**Paul-Löbe-Haus**

"CSR-Measurement and Reporting – You Cannot Manage What you Do Not Measure?" (focus China)

**Chair:**

- Liyan Wang (Peking University, V.R. China)

**Panelists:**

- Dawei Ding (Tsinghua University, P.R. China)
- Bin Yang (Tsinghua University, V.R. China)

"Is the Corporate Social Responsibility Movement Sustainable in China? Evidences From the CSR Reports"

Wanjun Jiang (Peking University, P.R. China)

"CSR Illness, the Possible Trigger of the Operational Catastrophe"

Hongtao Shen (Peking University, P.R. China), Liyan Wang (Peking University, V.R. China), Yibin Wu (Jinan University, China)

"Corporate Social Performance, Corporate Reputation and Corporate Value"

### 01.30 – 03.00 pm  
#### F17 Panel Session, room E600

**Paul-Löbe-Haus**

"CSR and the Consumer – How To Make CSR Tangible for Consumers?"

**Chair:**

- Sofia López-Rodríguez (Skema Business School, France)

**Panelists:**

- Eitan Gerstner (Technion, Israel)
- Paul Dobson (University of East Anglia, United Kingdom)

"Dangerous Pricing: Impact on Obesity and Food Waste"

Isabelle Kes (TU Dortmund, Germany), David Woisetschläger (TU Dortmund, Germany)

"Do Customers Care About Firms’ Motivations for Acting Socially Responsible?"

Sofía López-Rodríguez (Skema Business School, France), Craig N. Smith (INSEAD, France), Daniel Read (Durham Business School, United Kingdom)

"Is There a Halo Effect in Consumer Perceptions of CSR? Empirical Evidence From Two Studies"

Ingo Schoenheit (Imug Institute, Germany), Christoph Schleer (Imug Institute, Germany)

"Do Responsible Companies Offer Better Product Quality?"

### 03.00 – 03.30 pm

**Break**
03.30 – 05.00 pm  F31 Panel Session, room E300

**Paul-Löbe-Haus**

“Responsible Leadership and People Management – What Does Responsible Leadership Mean in Business Practice?”

*Chair:* Grahame Dowling (University of Technology, Sydney, Australia)

*Panelists:* Pat Auger (Melbourne Business School), Timothy Devinney (University of Technology, Sydney, Australia), Grahame Dowling (University of Technology, Sydney, Australia), Nidthida Perm-Achariyawong (Duke University, USA)

“Show Most of Them the Money: Do Potential Employees Really Value a Firm’s Corporate, Social and Workplace Reputation?”

Christof Miska (WU Vienna, Austria)

“Beyond Scenarios and Vignettes – A Multi-method Approach to Studying Responsible and Irresponsible Managerial Behavior”

Thomas Melde (Akzente Kommunikation und Beratung, Germany), Kristin Vorbohle (Akzente Kommunikation und Beratung, Germany), Thomas Loew (Institute 4 Sustainability, Germany)

“Engagement Hype or Engagement Fatigue?”

Günter Klaus Stahl (Vienna University of Economics and Business, Austria)

“Individual, Situational, Organizational, and Environmental Influences on Irresponsible Managerial Behavior: A Research Synthesis and Unifying Framework”

03.30 – 05.00 pm  F32 Panel Session, room E200

**Paul-Löbe-Haus**

“CSR-Measurement and Reporting – You Cannot Manage What You Do Not Measure?” (focus reporting)

*Chair:* Karin Buhmann (University of Copenhagen, Denmark)

*Panelists:* Liliana Anam (CSRinfo, Poland)

“Marketing or Reporting? Polish Practice of Sustainability Reporting”

Karin Buhmann (University of Copenhagen, Denmark)

“From ‘Business Case’ to ‘Government Case’: Denmark’s Introduction of Mandatory CSR-Reporting as a Means to Address National and Global Policy Concerns”

Julia Catharina Jensen (Hamburg University, Germany), Nicola Berg (Hamburg University, Germany)

“CSR Reporting: Two Elite Schools, but Do the Pupils Have Different DNAs?”

03.30 – 05.00 pm  F33 Panel Session, room E400

**Paul-Löbe-Haus**

“CSR in Africa – Who Governs the CSR Process?”

If done right, corporate social responsibility can be a stimulus for advancing development and improving social circumstances. Zooming in on Africa, what hinders and promotes CSR in Africa? Should government take a stronger lead in promoting CSR by providing incentives for companies or even through regulation and sanctioning? And what role and responsibility lies with foreign companies investing in Africa?

*Chair:* Peter Eigen (Chairman, Extractive Industries Transparency Initiative Berlin, Germany and Member of the Board of Trustees, HUMBOLDT-VIADRINA School of Governance, Germany)

*Panelists:* Markus Demele (Nell-Breuning Institute for Business Ethics, Germany)

“CSR and the ILO’s Decent Work Agenda. An Empirical and Normative Approach Towards German Direct Investments in Africa”

Adaeye Chinweogo Ifeoma Okoye (Canterbury Christ Church University, United Kingdom)

“Exploring Linkages Between CSR, Law and Development in Africa – Should Government Be Responsible for Ensuring Corporate Responsibility?”

Anne Reiner (GTZ, South Africa), Doris Popp (GTZ, South Africa), Girum Bahri (GTZ, South Africa)

“Corporate Social Responsibility in sub-Saharan Africa – A Survey on Promoting and Hindering Factors”

Program | FRIDAY, SEPTEMBER 24, 2010
### F34 Panel Session, room E600

**03.30 – 05.00 pm**  
Paul-Löbe-Haus

**Chair:** Timothy Devinney (University of Technology, Sydney, Australia)

**Panelists:**
- Effiong Essien (Eurogroup for Animals, Belgium)  
  "CSR and Animal Welfare – A Multi-Stakeholder Approach"
- Sebastian Koos (Mannheim University, Germany)  
  "The Moral Economy of Consumption in Europe: A Multilevel Analysis of Political Consumption Behaviour in 19 European Countries"
- Manfred Krautter (EcoAid, Germany)  
  "Campaigning for Sustainability – How Non-Governmental-Organization's Consumer Campaigns Initiate and Influence CSR Programs and Standards"
- Magdalena Öberseder (WU Vienna, Austria), Bodo Schlegelmilch (WU Vienna, Austria)  
  "What is CSR? – Consumers' Understanding of Corporate Social Responsibility"
- Denise Steckstor (German Graduate School of Management & Law (GGS), Germany), Tomas Bayon (German Graduate School of Management & Law (GGS), Germany)  
  "The Role of Cause-Related Marketing in CSR Communication"

### F35 Panel Session, room E700

**03.30 – 05.00 pm**  
Paul-Löbe-Haus

**Chair:** Anna-Maria Schneider (Humboldt-Universität zu Berlin, Germany)

**Panelists:**
- Laurence Beierlein (Paris Est Creteil University, France)  
  "Monitoring and Auditing Labour Standards in Buyer-Driven Supply Chains: a Case Study of the ILO Better Work Program in Cambodia"
- Sebastian Siegele (Sustainability Agents Consultancy, Germany)  
  "Why we Need a Fundamentally New Approach to Improving Working Conditions in the Factories and Service Industries of Global Supply Chains"
- Joerg Sydow (Free University Berlin, Germany), Markus Helfen (Free University Berlin, Germany), Michael Fichter (Free University Berlin, Germany)  
  "Employment Relations in Global Production Networks – Initiating Transfer of Practices via Union Involvement"
- Xinchao Wang (Peking University, V.R. China)  
  "The Report About Manager's Attitude on CSR"
### 03.30 – 05.00 pm  
**F36 Panel Session, room E800**

**Paul-Löbe-Haus**

“CSR in the Real Estate Industry”
Representatives of three Eurhonet-companies will speak about their reasons for joining Eurhonet and for their decision to spend time, personnel and money for the development of CSR-activities. They will also portray their specific national ways of CSR and their CSR-aims for the future.

**Chair:** Joachim Schwalbach (Humboldt-Universität zu Berlin, Germany)

**Panelists:**
- Massimiliano Bellan (Quality Manager, ATC Torino, Torino, Italy)  
  “CSR – National Experiences in Italy”
- Christina Haerle-Petit (Head of Department “legal and organisation”, Bauverein AG, Darmstadt, Germany)  
- Ulf Rohlén (Executive director, ÖrebroBostäder AB, Örebro, Sweden)  
  “Eurhonet – a Tool to Improve Our CSR-Performance”

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### 05.00 – 05.30 pm  
**Farewell Drinks**
Jonathan Doh is the Herbert G. Rammrath Endowed Chair in International Business, Director of the Center for Global Leadership, and Professor of Management at the Villanova School of Business. He is also Senior Associate at CSIS, and occasional executive educator for the Wharton Business School. Previously, he was on the faculty of American and Georgetown Universities and a senior trade official with the U.S. government. Jonathan is author or co-author of more than 45 articles, 25 chapters, and more than 60 conference papers. He is co-editor and or author of six books, including Globalization and NGOs (Praeger, 2003), Handbook on Responsible Leadership and Governance in Global Business (Elgar, 2005), Multinationals and Development (Yale, 2008), and International Management: Culture, Strategy, and Behavior, 7th edition (McGraw-Hill/Irwin, 2009). His most recent book is NGOs and Corporations: Conflict and Collaboration (with Michael Yaziji, Cambridge, 2009). Jonathan has developed more than a dozen original cases and has led executive training programs for clients such as ABB, BAE Systems, Bodycote PLC, SCG, China Minsheng Bank, Hana Financial, HSBC, Ingersoll Rand, Medtronic, Merck, NIDA, the Securities Industry Association, Shanghai Municipal Government, and the World Economic Forum. He has consulted for ABB, Deutsche Bank, and was a senior advisor to the Global Energy Resource Group of Deloitte Touche. Jonathan received his Ph.D. from George Washington University in strategic and international management.

Peter Eigen has worked in economic development for 25 years, mainly as a World Bank manager of programmes in Africa and Latin America. 1988–1991 he was Director of the Regional Mission for Eastern Africa of the World Bank. He provided legal and technical assistance to the governments of Botswana and Namibia with Ford Foundation sponsoring. In 1993, Eigen founded Transparency International, a non-governmental organisation promoting transparency and accountability. 1993–2005, he was Chair of the TI Advisory Council and is still Honorary Chair. In 2006, Eigen became Chair of the Extractive Industries Transparency Initiative. Eigen has lectured law at Georgetown (1966) and Frankfurt (1979) universities. 1999–2001, he was a faculty member of the John F. Kennedy School of Government at Harvard University. In 2001, Eigen joined the Carnegie Endowment for International Peace as Visiting Scholar while teaching at Johns Hopkins University/SAIS. He became a member of the Board of The Centre for International Environmental Law and since 2002, has been teaching as an Honorary Professor of Political Science of the Freie Universität, Berlin. In 2000, he became Honorary Doctor of the Open University, UK. In 2004, he received the Readers Digest award “European of the Year 2004”. Since 2007 Eigen is a member of Kofi Annan’s Africa Progress Panel (APP).

Geoffrey Heal, Paul Garrett Professor of Public Policy and Corporate Responsibility at Columbia Business School, is noted for contributions to economic theory and resource and environmental economics. Author of eighteen books and about two hundred articles, he is a Fellow of the Econometric Society, Past President of the Association of Environmental and Resource Economists, recipient of its prize for publications of enduring quality and a Life Fellow, a member of the Scientific Advisory Board of the Environmental Protection Agency and a Director of the Union of Concerned Scientists. Recent books include Nature and the Marketplace, Valuing the Future and When Principles Pay. He chaired a committee of the National Academy of Sciences on valuing ecosystem services, was a Commissioner of the Pew Oceans Commission, is a coordinating lead author of the IPCC and a Director of Petromin Holdings PNG Ltd., co-founded and Chairs the Advisory Board of the Coalition for Rainforest Nations and was a member of President Sarkozy’s Commission on the Measurement of Economic Performance and Social Progress. He has been a principal in two start-up companies, one a consulting firm and the other in software and telecommunications.
**Dieter Heuskel** studied economics at Bonn University, where he also received his PhD. From 1976 to 1979 he was a consultant for public and private development projects in West Africa. In 1980 he joined The Boston Consulting Group, co-founding BCG’s Düsseldorf office in 1982. Since 1998, Dr. Heuskel has been a member of BCG’s worldwide Executive Committee, and from 1998 to 2006 he was head of the German, Austrian, and Greek Management Team. Since 2007 he has been Chairman of BCG Germany. Dr. Heuskel’s client work has focused on strategy and corporate development in a wide range of industries. He has dedicated particular attention to the development of multi-business corporations and to the strategic concepts of business migration, value chain architectures, and deconstruction. In addition to strategy consulting, Dieter Heuskel is also interested in integrating business and educational topics. He is a co-initiator of the BCG educational project business@school. Over 11,000 students have participated in the project since it was founded in 1999. In 2004, business@school received the “Freiheit und Verantwortung” award from Germany’s leading trade association. From 2002 to 2005, Dieter Heuskel was co-moderator of the Initiativkreis Ruhrgebiet, which was established in 1989. His book Wettbewerb jenseits von Industriegrenzen – Aufbruch zu neuen Wachstumsstrategien was published by Campus in 1999. Dieter Heuskel lives with his family near Düsseldorf. In his “second live” he is starting up a new vinery in Northern Piedmont (Italy).

**Robert Phillips** is on the faculty of the University of Richmond’s Robins School of Business. He received his Ph.D. from the Darden School at the University of Virginia. His work has appeared in *Business Ethics: A European Review, Business Ethics Quarterly, Business & Society Review, International Journal of Management Reviews, Journal of Business Ethics, Strategic Management Journal and Strategic Organization* among others. He is also author of *Stakeholder Theory and Organizational Ethics* (2003, Berrett-Koehler Publishers) and co-editor (with R. Edward Freeman) of *Stakeholders* (2010, Edward Elgar Publishing). His research interests include reciprocity and bounded self-interest, managerial discretion, ethics in network organizations, and private military contractors. He serves as Associate Editor for *Business & Society* and is on the editorial review board of *Business Ethics Quarterly*. He is past president of the Society for Business Ethics (2009).

**Ulrich Steger** is Prof. em. at IMD, where he had held the Alcan Chair for Environmental Management and lead the Forum for Corporate Sustainability Management (CSM) and the Corporate Governance Research Initiative. He directed various top management programs and the Board Program. Since 1983, Ulrich Steger has served as Chairman, Vice Chairman or Member of (Supervisory) Boards in Germany, Switzerland and the UK. He was also Member of the Managing Board of Volkswagen. Previously, he was a professor at the European Business School (Oestrich Winkel/Rhg.) and a Minister of Economics and Technology in the State of Hesse and in the German Federal Parliament. Professor Steger received a PhD in Mathematical Growth Theory in 1975 from the Ruhr University in Bochum. He also served three years in the German Armed Forces as a parachute ranger. He is the author of numerous publications. His books appeared in German, English, Russian, Japanese and Chinese and his articles have been translated into more than 10 languages. Recent books include: *Managing Complexity in Global Organizations* (2007), *Corporate Governance – how to add value* (2008), *The Insiders View on Corporate Governance* (2008).
Micheal Yaziji is professor at IMD and teaches in the areas of strategy, nonmarket strategy, stakeholder management, ethics and change management. His current research focuses on relationships among corporations, NGOs, and government. He conducted the largest ever quantitative and qualitative global study of NGO campaigns against corporations. His recent publications include an article on capitalism in Harvard Business Review (2008) as well as the book *NGOs and Corporations* with Cambridge University Press (2009). Professor Yaziji has consulted for Fortune 100 corporations, NGOs, and the World Economic Forum in the areas of strategy formulation, strategy implementation, nonmarket strategies, public-private partnerships, organizational values, and stakeholder management. Professor Yaziji’s educational background includes a Ph.D. in Management and Strategy from INSEAD (2004) and a Ph.D. in Analytic Philosophy (with the emphasis in Ethics) from the University of California (1995). His INSEAD management dissertation research focused on NGO campaigns against corporations. It was based on the largest global survey of campaigning NGOs. The research provided insights into the goals, tactics, target selection criteria, dynamic interactions, and effects of these campaigns against corporations. His doctoral research in analytic philosophy focused on the epistemological and ontological status of ethics.
Program Committee

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Joachim Schwalbach the director of the Institute of Management together with Anja Schwerk have initiated and organized the series of International CSR-Conferences since their inception 2004. The main focus of the teaching and research program of the Institute of Management is “International Management”, “Corporate Governance” and “Corporate Social Responsibility”. To implement their mission of advancing the research in the area of CSR, fostering the international exchange between academia and business practice and integrating CSR into the economic curriculum, the Forum of Business and Society was founded and the conference cycle was initiated.

Joachim Schwalbach is professor of international management at Humboldt-Universität zu Berlin. From 2004-2006 he was the dean of the School of Business and Economics at Humboldt-Universität zu Berlin. He is a regular visiting professor at Stanford University Business School, Université de Toulouse and Sun Yat-sen University, Guangzhou, China. Joachim Schwalbach is editor and associate editor for various academic book series and journals, like „Sage Strategy Series“, “Journal of Economics of Business“, „Long-Range Planning“, “China Management Studies“, and “Zeitschrift für Betriebswirtschaft“. He also serves on various boards.

Anja Schwerk is research assistant at the Institute of Management. She has held the first lecture on Business & Society for graduate students at the School of Business and Economics of the Humboldt-Universität zu Berlin. She was part of several research and consulting projects in the field of CSR with her main foci of research being “Quality of Ratings in CSR”, “Evaluation and Measurement of CSR”, and “Supply Chain Management”. Her interest in the research area of CSR led her to scientifically conceive and organize the biannual CSR-conference series at Humboldt-Universität zu Berlin.