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ISBEE Newsletter

International Society of Business, Economics, and Ethics

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Fourth ISBEE World Congress 2008 Global Fairness – Local Integrity

15 – 18 July 2008

Cape Town International Convention Centre,
Cape Town, South Africa

There is just no better way to get insight and perspective on something than to experience it first hand! The Local Organizing Committee of the Fourth ISBEE World Congress cordially invites you to experience Cape Town in July. This is a city whose true wealth lies in the diversity it embraces. This is Africa's Mother City, whatever your choice of special experience, it is yours to enjoy. This is one of the most magnificent places on earth to visit.



'Walking the talk' – a phrase describing that you are doing what you have promised you will. This has never been more true for the Local Organizing Committee of the Fourth ISBEE World Congress 2008. They are working relentlessly to compile a stimulating congress program, doing business with responsible service providers, and giving preference to environmentally friendly (green) suppliers. Just hosting the event has in itself been an adventure in the fields of integrity, environmentally responsible decisions, sustainable business practice, dealing with HIV/AIDS in day-to-day business life, and principles of governance and ethics in small and medium enterprises! These issues happen to form the backbone of the content planned for the upcoming Congress.

The Cape Town International Convention Centre has been selected as Congress venue not only for its stunning views of the harbour and Table Mountain, but also for their professional and environmentally friendly approach to world-class conferences. The Convention Centre is located within walking distance of one of the most popular tourist attractions, the V & A Waterfront. Conveniently situated amongst the finest hotels in the world, the Convention Centre offers a true reflection of what modern Africa can offer global business tourists. The Organizers have also secured a variety of accommodation options to suit every taste and budget!

The comprehensive Congress program is taking shape and confirmed speakers include: Prof. Paul Collier (University of Oxford), Tom Donaldson (Wharton School of the University of Pennsylvania), Prof. Richard de George (University of Kansas), Prof. Joanne Ciulla (University of Richmond), Prof. Mervyn King (Director: Global Reporting Initiative), Mr. N. R. Narayana Murthy (Chairman of Infosys Technologies, India), Prof. Prakash Sethi (President of the International Center for Corporate Accountability) and Prof. Pat Werhane (Darden School of

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the University of Virginia).

Not only is the Local Organizing Committee planning a discerning Congress experience, but they are also preparing to provide you a little taste of Africa on their planned excursions. They have secured time in the Congress program for optional sight seeing trips to the famous Cape Winelands, the Cape Peninsula, Robben Island, and historical Cape Town and its townships. Included in the Congress fee is a cocktail reception and traditional dinner. You can be sure to be pleasantly surprised by the local cuisine, a culinary experience for every kind of taste.

Booking for the Fourth ISBEE World Congress 2008 is now open! Please visit www.isbee.org and follow the links to the Congress site for online registration, information and payment procedures. For specific queries, please contact Saret Britz at saret@rougecom.co.za.

Some interesting facts about the City of Cape Town, host of the Fourth ISBEE World Congress:

- Voted Africa's leading destination, second year running (2006 World Travel Awards)
- One of the world's top 10 cities for the second year running (US Travel & Leisure Magazine)
- Cape Town International Airport awarded second place in the category 'Friendliest Staff' (2006 World Airport Awards)
- Best travel destination in Africa and the Middle East for the fifth year running (US Travel & Leisure Magazine)
- No 1 Long-haul destination for the third year in a row (UK 2005 Trends and Spends Survey)
- Cape Town International Airport voted Africa's leading Airport in '98, '03 and '06 (World Travel Awards – leading Airport)
- One of the world's top 5 Bluest Sky destinations (Expedia Co. UK)

ISBEE Members' Research Profiles

M. Cecilia Arruda

As an economist who got the degree at the University of Sao Paulo in 1973, under the military regime, business sounded to me as an externality. Having worked for the Brazilian government in the following years, I had the sensation that most of the corruption was due to lack of information. I decided to become a researcher, aiming to provide support for the development of better public policies. Unfortunately, the strong ideological orientation of the Brazilian Master programs at that time seemed not to be the best academic option. A generous financial aid convinced me to get a scholarship and start my graduate studies in Business. I got the MSc. degree in Business Administration at Fundação Getulio Vargas, a leading business school in Latin America. My dissertation topic was considered daring for that time: Marketing for Low Income Consumers. With the hypothesis that business organizations could eventually help society in a better way than the government, I worked a few years for multinational companies. It proved to me that it could be true in the Brazilian reality. The challenge of preparing future responsible leaders took me back to the University of Sao Paulo, where I got the doctoral degree in Business Administration, focusing on Ethics in Marketing.



In 1987, a post-doctoral program developed at Baruch College, The City University of New York, enabled me to meet Dr. Thomas Donaldson and Dr. Ed Freeman in the U.S. and Dr. Domènec Melé in Spain. They very much encouraged me to concentrate my academic work in the business ethics field, even if sounded so odd in Latin American countries. Attending a few international conferences in the area allowed me to meet several other relevant business ethics academics, including all the ISBEE founders. Their support was crucial to start up the development of business ethics in Latin America, where the social, economic and political circumstances were very similar. As one of them said, "Business ethics is the solution: The middle point between the Marxist socialism and the savage capitalism". Twenty years later, this proved to be really true in our region.

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ISBEE

The First ISBEE Congress in Kashiwa, Japan, 1996, was important to me in all senses. First, because preparing country-region reports enabled me to gather preliminary information: "Business Ethics in Latin America" (in Enderle, G. (ed.) "A worldwide survey of business ethics in the 1990s." *Journal of Business Ethics*. October 1997. Vol. 16, no. 14). Second, because it opened the possibility of hosting the Second ISBEE Congress in Latin America, in 2000, with the objective of developing business ethics in the region. Several ISBEE members were generous in helping this happen.

As a start, I organized the First Conference of Ethics, Business and Economics in Latin America in Sao Paulo (1998), to identify common topics, possible joint projects and publications. As a result, the Asociacion Latinoamericana de Etica, Negocios y Economia – ALENE (Latin American Business Ethics Network) was created during the Conference. Three broad research fields were discussed as important in the Region: Ethics, Economics and Politics; Ethics in Organizations; Ethics, Education and Society. ALENE's consolidation effectively occurred during the Second ISBEE Congress, which I was proud to chair with Dr. Georges Enderle. As co-editors, we could gather positive contributions from key-speakers for the ISBEE-CENE publication: *Improving Globalization* (Rio de Janeiro: Fundação Getulio Vargas, 2004).

ALENE

Several ISBEE members have contributed to make ALENE a strong network. While leading it for several years, coordinating and/or closely supporting its eight conferences in different Latin American countries, I was able to edit all the proceedings, developing several personal or joint research projects. Some of the results have been published in English, others in Spanish and most of them in Portuguese.

Article about Ethics and Corporate Governance – 2005 and 2006 Domènec Melé, Patricia Debeljuh, M. Cecilia Arruda

An effort to integrate regional networks (EBEN-ALENE) motivated a joint research about business ethics in organizations: "Corporate Ethical Policies in Large Corporations in Argentina, Brazil, and Spain." *Journal of Business Ethics*, Jan 2006. Vol. 63, no.1.

John R. Boatright

When I finished my graduate studies at the University of Chicago in 1969 and took my first position at John Carroll University in Cleveland, Ohio, I could not have anticipated the career that I would one day enjoy in business ethics. With my training in Anglo-American analytic philosophy, I expected nothing more than a lifetime teaching and writing in theoretical ethics. When I was asked to teach a course in business ethics, I found the subject interesting and full of possibilities, and I was quickly "hooked." Somehow, business ethics drew out some of my latent talents. Dissatisfied with the teaching materials, I decided to write a textbook in business ethics, which I discovered is a good way to get started in a field. At John Carroll University, I worked closely with the business school and a supportive dean to develop a business ethics program, and I also founded the Center for Ethics there and served as the first director.

A major turning point in my career occurred in 1994, when I was appointed the first holder of the Raymond C. Baumhart, S.J., chair in business ethics at Loyola University Chicago. Around the same time, I was elected to the board of the Society for Business Ethics, serving as President in 1997-1998 and as Executive Director, 2000-2004. During this period, the Society changed from a small, informal group to a major professional organization. As Executive Director, I was able to put the Society on a firmer legal and financial footing.

My publications have been rather diverse, with some journal articles and book chapters written in response to specific occasions. Although I did not realize it at the time, my presidential address to the Society for Business Ethics, which was published in *Business Ethics Quarterly* as "Does Business Ethics Rest on a Mistake?" contained a research agenda that I have subsequently followed. In that address, which I used as a way of getting some things off my chest,



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I argued that work in the field tended to focus too much on managerial decision making and not enough on the market system and the economic institutions of business. In particular, I thought that business ethicists placed too much emphasis on the themes of participation, responsibility, and relationships: to wit, that in a moral corporation, employees ought to participate in decisions that affect them and that managers ought to assume responsibility for the well-being of others and foster mutually beneficial relationships. Since these themes are central to stakeholder theory, I found myself taking contrary positions to this fashionable trend.

At the same time, I found rich resources for doing business ethics in agency theory, the nexus-of-contracts, economic approach to the firm, and the economics and law movement. One might say that I created a "Chicago School" of business ethics. I brought the two strands of anti-stakeholder thinking and an economics outlook in the article "Contractors as Stakeholders: Reconciling Stakeholder Theory with the Nexus-of-Contracts Firm," a 2002 article in the *Journal of Banking and Finance*. In this article, which I regard as the best statement of my general outlook, I do not dismiss stakeholder theory but argue that it and the standard economic view of the firm represent different solutions to the basic problem of protecting and advancing the interests of every corporate constituency. I suggested that contracting offers better solutions than the managerial discretion favored by stakeholder theory. I later expressed the same position in a more popular way in the article "What's Wrong—and What's Right—with Stakeholder Management," where I identified what I called the "stakeholder fallacy." The article "Employee Governance and the Ownership of the Firm," which appeared in *Business Ethics Quarterly*, applied the thesis of "Contractors as Stakeholders" to the specific problem of how the corporation ought to serve the interests of employees. Specifically, I argued that this is best done not by employee participation in decision making (employee governance) but by other means.

My most recent work has explored the responsibility of various corporate actors. "Individual Responsibility in the American Corporate System: Does Sarbanes-Oxley Strike the Right Balance?" is concerned with whether corporate wrongdoing is better deterred by sanctions applied directly to corporate executives or to the corporation. And "Reluctant Guardians: The Moral Responsibility of Gatekeepers," my most recent article in *Business Ethics Quarterly*, looks at the responsibility of banks and other intermediaries to prevent their clients from committing fraud. Both articles work at the intersection of business ethics and law by asking what rules for legal liability are morally justified. My last completed work, not yet published, is on executive compensation. Here I argue, contrary to most people's opinion, that a relatively high level of pay for CEOs is largely justified.

In addition to my academic research, I have devoted considerable time and energy to textbook writing. *Ethics and the Conduct of Business* is currently in a fifth edition, with a sixth in preparation. *Ethics in Finance* has just appeared in a second edition. Writing these books has been a joyous adventure in self-education. The finance book, in particular, has led me to develop a wholly unanticipated specialization within the field of business ethics, and if finance ethics ever becomes an important subject of research and classroom instruction, I will take some pride in helping to launch it.

Overall, I think that I have made some significant contributions to the field of business ethics in the three areas of pedagogy (through textbook writing), research (through academic publications) and organization (through service to the Society for Business Ethics). Along the way, I have had many opportunities for travel, including the marvelous experience of teaching in a Chinese MBA program in 2002. I have enjoyed every minute of my work, and I have derived great satisfaction from my friendships with dear colleagues around the world. Thank you.

Conferences and Forums on Business Ethics in China

A Report by Xiaohu Lu

(14 January 2008)

1. The Conference on "Entertainment Economy, Popular Culture, and Ethics" (7 February 2007), organized by the Center for Business Ethics, Shanghai Academy of Social Sciences (SASS), was attended by twenty experts and scholars. The backdrop of the conference was Mei Nong's book about a television and entertainment program (*Super Girls*) entitled *Just to Give You a Spring* (June 2006, New Star Press, Beijing) that had caused much controversy among sociologists, musicians, artists, and philosophers.

The conference focused on ethical challenges from the entertainment economy and popular culture and concluded that *Super Girls* as a phenomenon in the pop culture of recent years in China has a profound and lasting impact on everyday morality. In order to play a constructive role in society, ethicists need to orient themselves on the

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concrete ethical reality of society and its popular culture. The *Jiefang Daily* in Shanghai reported about the conference in its 5 March 2007 edition and provoked a strong response from the *People's Daily* website.

2. A Business Ethics Forum on **“Business Tao and Responsibility”** was held at the Center for Business Ethics of SASS on 24 August 2007 with more than forty people from academia and the business world attending. Dr Monika Schädler, Bremen University of Applied Sciences, Germany, and Mr. Tijun Yu, Executive President and Director of Shanghai Mingyuan Group, talked about “Corporate Social Responsibility of German Enterprises in China: Experiences, Benefits, Achievements, and Obstacles” and “Bearing the Origins in Mind: Corporate Social Responsibility,” respectively. Schädler based her paper on her team’s interviews in more than 30 German companies in 2005/2006 and on a quantitative survey conducted in co-operation with the German Chamber of Commerce in China in Beijing in 2006. Mr. Yu argued that the concept of CSR can be traced back to ancient Chinese culture and a distinctive Tao of business. From the social perspective, CSR is manifest at three levels: At the first level, the corporation’s only goal is profit, at the second, the corporation begins to pay attention to the interests and rights of stakeholders, and at the third level, it actively takes social responsibility, pursuing the unification of its own interests with those of society.

The Mingyuan Group Ltd. is a Chinese private corporation that has integrated CSR into its corporate culture by cultivating awareness of social responsibility in their staff. It also engages in a democratic approach to labor representatives, employees, and the Group Contract System with regard to the implementation of CSR initiatives. The comparative analyses of the two speakers identified differences of CSR in China and Germany, pointed to their culturally embedded causes, and explored their implications for business ethics.

The conference themes were further explored at a follow-up seminar entitled “Winning Through Quality: Responsibilities of Government, Enterprises, and Civil Society Organizations.” In the wake of recent concerns about product quality and safety issue, participants agreed that China’s existing laws against producers and sellers of fake and shoddy products are inadequate, particularly in comparison to relevant legislation abroad.

3. The **“FUDA-SASS Forum on Business, Ethics, and Society”** was organized by the Center for Business Ethics of SASS and Shanghai Fuda Group Co. Ltd. on 18 October 2007. The two speakers in the Forum’s first session were Mr. Li Yuan, Board Chairman & President of Fuda, and Professor Norman E. Bowie, University of Minnesota. The conference was well attended by some 60 people from academia and business. Mr. Yuan argued that, due to government initiated reforms that greatly facilitated the development of private enterprises and utilized social resources, private enterprises are duty-bound to commit themselves to social responsibility. At a first level, this implies a concern for healthy and sustainable business operations as well as for respecting regulations and the fair treatment of employees. At the second level, companies must be committed to their external social responsibility, i.e., benefiting society and doing charitable work. Mr. Yuan thought the latter should play the key role in rectifying the imbalance between the rich and the poor.

In his paper on “Globalization, Business Ethics, and Business Strategy--Some Philosophical and Moral Foundations of Globalization” Norman E. Bowie discussed philosophical assumptions about globalization starting with the thought of Immanuel Kant. He argued that Kant and many of his Enlightenment colleagues provided a moral purpose for globalization. That moral purpose was not based on increasing economic prosperity. He then returned to the 21st century and discussed the appropriate organizational structure for international business and defended the notion of the sustainable international business and, at the macro level, the notion of a sustainable market economy. He finally discussed some of the challenges that achieving a sustainable market economy pose for China some of which relate directly to ethical issues in business as China takes its place as a major economic power. Other challenges are political since a market economy and politics are bound together in certain important ways.

4. Lastly, a conference on **“Ethics and Karl Marx’s Theory of Capital”** was held by the Center for Business Ethics, SASS, on 25 November 2007 with more than forty experts of Marxist philosophy, economics, and business ethics from Shanghai and other cities in China attending. After nearly thirty years of reform and development towards “a socialist market economy,” the inflow of capital has brought China unprecedented material wealth but also caused many problems Marx had predicted. The focus of the conference therefore was to probe Marx’s theory of capital in view of current capitalist business practice in the socialist market economy of China and in the perspective of contemporary business ethics. The conference singled out five main topics: “Capital and Ethics,” “Capital and Labor,” “Ethical Responsibility of Capitalists and Entrepreneurs,” “Capital and Internet, Ecology and Consumption,” and “Capital and Socialism with Chinese Characteristics.” Scholars agreed that linking business ethics with Marx’s theory of capital has enriched vision and content of current business ethics in China. Interdisciplinary debate and exchange will facilitate the further development of business ethics and have their rightful place at institutional and organizational levels.

Call for Papers

Accountability in a Global Economy: The Emergence of International Accountability Standards to Advance Corporate Social Responsibility

Business Ethics Quarterly

Deadline: 1 December 2008

Guest Editors: Dirk Ulrich Gilbert (University of Erlangen-Nuremberg, Germany), Andreas Rasche (Helmut-Schmidt-University Hamburg, Germany), Sandra Waddock (Boston College, U.S.A.)

Over the last few years there has been a proliferation of international accountability standards intended to encourage and guide corporate social responsibility (CSR) and to provide multinational corporations with ways to systematically assess, measure, and communicate their social and environmental performance (e.g., UN Global Compact, SA 8000, Global Reporting Initiative). Although these standards differ in detail, they all aim at improving corporate accountability on an international level. Despite their growing popularity, these accountability standards have received relatively little research scrutiny, and consequently there is uncertainty about both what they represent and what they accomplish.

The diversity of standards potentially creates problems for CSR managers who must decide for or against the adoption of particular initiatives. More generally, little research has addressed the managerial, social, and political practicability of many of the currently popular standards.

Possible research questions appropriate to this call for papers include, but are not limited to, the following:

- *Moral Basis of Accountability Standards:* What is the moral basis of any or all international accountability standards? Are such standards legitimate, and if so, in what does their legitimacy reside? What moral stances are implicit in accountability standards?
- *Production/Evolution of Accountability Standards:* Who is and who can be responsible for developing international accountability standards? Are standards (and standard makers) themselves accountable towards their stakeholders and the wider public? What potential problems arise within the process of standardization? How can one or more theoretical perspectives (e.g. neo-institutionalist sociology, national business systems theory, inter-organizational relations research, social movements theory, international economics, etc.) help us to better understand the global diffusion of international accountability standards, and their likely intended and unintended consequences?
- *Growth and Context of Standardization With Regard to Corporate Accountability:* Why have standards emerged as alternatives to governmental regulations? What role do standards play in relation to international and supranational governmental regulations? How can we learn to better distinguish among the myriad of standards? What influences the possible future growth and expansion of accountability standards? What role do international accountability standards play in relation to other CSR activities of firms?
- *Consumption/Implementation of Accountability Standards:* How are standards implemented in corporations? How should firms design stakeholder dialogues and how can they assess the importance of different stakeholder claims? What drives the adoption of standards by firms? What impact can be expected from standard implementation? How can this impact be measured in a meaningful way?

To address these questions, we seek a broad range of submissions, and encourage conceptual and empirical (quantitative or qualitative) contributions that make use of various theoretical perspectives that have emerged recently within business ethics or any other relevant fields of inquiry (such as organization studies, philosophy, sociology, political science/theory, economics, etc.) Both normative/philosophical/critical and conventionally social scientific papers are welcome. Papers should, ideally, make a contribution both to our understanding of accountability standards and to the theoretical perspectives and positions relied upon to address accountability standards.

Papers must be submitted electronically by December 1, 2008 using BEQ's submission website (<http://editorialexpress.com/beq>). Papers must conform to BEQ's normal submission requirements (see the information for contributors on the BEQ website: www.businessethicsquarterly.org). Be sure to indicate "special issue – accountability" in the "comments" section of the online submission form. Manuscripts should not exceed 12000 words and will be reviewed following the journal's standard process. For further information, contact guest editor Dirk Ulrich Gilbert (dirk.gilbert@phil.uni-erlangen.de).

**An invitation:
To enhance your chances of publishing in international journals**

**International Society for Business, Economics and Ethics 2008,
Cape Town, South Africa
14 July 2008, 2-5pm**

1) Manuscript Development Workshop (2-4pm):

Who is this for? This workshop is aimed at ISBEE conference participants seeking to publish their work in quality international journals. Stage of career is not important, a desire to develop international quality publications is essential.

What do I have to do? To apply for the workshop, electronically submit a full working paper (4000-6000 words) to the co-chair Laura Spence at Laura.Spence@brunel.ac.uk by **30 April 2008**. The paper could be one intended for presentation at the ISBEE conference but this is not at all a requirement. You will hear whether you have been accepted by the end of May 2008.

What will the workshop entail? If your application is successful, you will have the opportunity to discuss your paper face-to-face with a mentor from a group of scholars serving as reviewers and editorial board members of some of the world's leading journals publishing research in the domain of ethics as it relates to business, management, and economics. Hence you will get the opportunity to explore how your own manuscript might be developed to meet the publication standards of international journals.

What does it cost? This workshop is only available to those who have registered for the ISBEE Conference, 15-18 July 2008. The workshop is sponsored by the Social Issues in Management Division of the Academy of Management. There is no additional charge to participants.

The workshop itself will last two hours and will be followed by a more formal 'Meet the Editors' session. Mentors include: Melissa Baucus (University of Louisville, USA), Rosa Chun (Manchester University, UK), Joanne Ciulla (University of Richmond, USA), Wesley Cragg (York University, Canada), Georges Enderle (University of Notre Dame, USA), Pursey Heugens (Erasmus University, Netherlands), Dirk Matten (York University, Canada), Malcolm McIntosh (Coventry University, UK), Geoff Moore (University of Durham, UK), Francesco Perrini (Bocconi University, Italy), Mollie Painter-Morland (DePaul University, USA/University of Pretoria, South Africa), Ken McPhail (Glasgow University, UK).

2) Meet the Editors Workshop (4-5pm):

Who is this for? Available to all ISBEE conference participants who pre-register by 30 April 2008. Participants in the Manuscript Development Workshop will automatically be registered.

What do I have to do? Send an email expressing your wish to pre-register for the Meet the Editors Workshop to Laura Spence: laura.spence@brunel.ac.uk

What will the workshop entail? This session is an opportunity to gain a variety of insights from current and former editors and associate editors of specialist international business ethics journals or general management journals that have a history of publishing ISBEE-related research.

Potential topics include:

1. Background of the journal (mission, type of articles, etc.)
2. Differences in journal outlets.
3. Suggestions on how to publish in the journal.
4. How to deal effectively with reviewers and the editor.
5. General observations/recommendations on publishing challenges.

The session will be structured as an interactive Q&A session among the attendees and the panellists.

What does it cost? This workshop is only available to those who have registered for the ISBEE Conference, 15-18 July 2008. The workshop is sponsored by the Social Issues in Management Division of the Academy of Management. There is no additional charge to participants.

Editors from various journals will be represented, including: African Journal of Business Ethics, Business Ethics - A European Review, Business & Society, Business Ethics Quarterly, Journal of Business Ethics, Journal of Corporate Citizenship.

Co-Chairs of the SIM/ISBEE Workshop Programme:

Andrew Crane, Schulich School of Business, York University, Canada; Laura Spence, Brunel Business School, Brunel University, UK; Leon van Vuuren, Dept of Human Resource Management, University of Johannesburg, South Africa.

For ISBEE 2008 conference details go to www.isbee.org

Urgent Call for ISBEE Developing Countries Fund

The Fourth ISBEE congress will be held in the Cape Town, South Africa from 15 to 18 July this year. As with our previous World Congresses in Tokyo (1996), Sao Paulo (2000) and Melbourne (2004) we once again expect the Cape Town congress to be a truly global event. Individuals from all continents have submitted papers for the congress and will also participate in panel discussions.

In order to make the congress affordable to people from all parts of the world, the ISBEE Executive Committee insisted that **the congress fee should be the same** as it was four years ago at the Melbourne congress. The organisers of the Cape Town congress agreed to do so and have worked very hard to make this possible despite inflation.

From previous experience we now that persons from some developing countries find it hard to afford the congress expenses, despite our attempts to keep costs as low as possible. ISBEE has therefore started a fund some years ago **to assist people from developing countries who cannot afford to meet all their congress expenses**. Currently we have a totally insufficient amount in that fund to provide financial assistance to people from developing countries whose papers have been accepted for the ISBEE congress, but who have difficulty meeting their congress expenses. **We therefore make a very urgent call on our ISBEE members and also on our ISBEE Advisory Board members to make contributions to the ISBEE Developing Countries Fund**. Your contributions will make it possible for people from developing countries to attend the Fourth ISBEE World Congress, thus ensuring that it is a truly global event.

Contributions to the ISBEE Developing Countries Fund can be made by check (in US\$ to the order of ISBEE) or by credit card (Visa or Master Card) and sent to Georges Enderle: Mendoza College of Business, University of Notre Dame, Notre Dame, IN 46556, USA. Fax: ++1-574-631-5255. See special insert of this February Newsletter.

Deon Rossouw
ISBEE President



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