# THE OXFORD HANDBOOK OF

# CORPORATE SOCIAL RESPONSIBILITY

Psychological and Organizational Perspectives

Edited by

ABAGAIL McWILLIAMS, DEBORAH E. RUPP, DONALD S. SIEGEL, GUNTER K. STAHL,

and

DAVID A. WALDMAN



# CONTENTS

List of Figures
List of Tables
List of Contributors

# PART I INTRODUCTION

 New Developments in the Study of Corporate Social Responsibility

ABAGAIL MCWILLIAMS, DEBORAH E. RUPP, GUNTER K. STAHL, DONALD S. SIEGEL, AND DAVID A. WALDMAN

# PART II MICRO/HR ISSUES

- 2. The Psychology of CSR DAVID A. JONES
- 3. Good Intentions are Not Enough: Applying Best Practices from Humanitarian Aid to Evaluate Corporate Social Responsibility ALEXANDER GLOSENBERG, LORI FOSTER, AND STUART CARR
- 4. Corporate Social Responsibility and Meaningful Work AKWASI OPOKU-DAKWA AND DEBORAH E. RUPP
- Diversity and Corporate Social Responsibility: Exploring the Potential Connections between Top Management Team/Board Diversity, CSR, and Workforce Diversity
   FRANCES J. MILLIKEN
- Responsible Business and Individual Differences: Employee Externally-Directed Citizenship and Green Behaviors BRENTON M. WIERNIK, DENIZ S. ONES, STEPHAN DILCHERT, AND RACHAEL M. KLEIN
- 7. Corporate Volunteering: Who Really Wins? KAREN BLAKELEY

8.	Corporate Social Irresponsibility in Spite of Efforts to Act Responsibly: The Nature, Measurement, and Contextual Antecedents of CSR and CSiR by Organizations MARIA ROTUNDO	176
9.	When CSR Backfires: Understanding Stakeholders' Negative Responses to Corporate Social Responsibility CHELSEA R. WILLNESS	207
	PART III ENVIRONMENT, SUSTAINABILITY	
10.	Environmental Responsibility: Theoretical Perspective  LAMMERTJAN DAM, TOMMY LUNDGREN, AND BERT SCHOLTENS	241
11.	CSR and Environmental Law: Concepts, Intersections, and Limitations BENEDICT SHEEHY	261
12.	Environmental Management and Strategy ALFRED MARCUS	283
13.	On the Links between Corporate Environmental and Financial Performance: Camera or Mirror?  TIMO BUSCH AND MARC ORLITZKY	308
	PART IV ENTREPRENEURSHIP/SOCIAL ENTREPRENEURSHIP	
14.	New Roles for Business: Responsible Innovators for a Sustainable Future CHRISTIAN YOEGTLIN AND ANDREAS GEORG SCHERER	337
15.	Social Entrepreneurship: Prospects for the Study of Market-Based Activity and Social Change JOHANNA MAIR AND NIKOLAS RATHERT	359
16.	Corporate Responsibility and the Base of the Pyramid Proposition  DENIS G. ARNOLD AND SABRINA L. SPEIGHTS	374
17.	Bringing Together the Big and the Small: Multinational Corporation Approaches to Corporate Social Responsibility and Entrepreneurship in Africa BEN£T DEBERRY-SPENCE, LEZ TRUJILLO TORRES, AND ROBERT EBO HINSON	391

18.	Entrepreneurship by and for Disadvantaged Populations: Global Evidence MALJA RENKO AND MICHAEL J. FREEMAN	412
	PART V STRATEGY AND GOVERNANCE	
19.	Stakeholder Management: A Managerial Perspective JEFFREY S. HARRISON AND ANDREW C. WICKS	433
20.	The Consequences of Mandatory Corporate Sustainability Reporting IOANNIS IOANNOU AND GEORGE SERAFEIM	452
21.	Profit-with-Purpose Corporations: An Innovation in Corporate Law to Meet Contemporary CSR Challenges KEVIN LEVILLAIN, BLANCHE SEGRESTIN, AND ARMAND HATCHUEL	490
22.	Redefining the Strategy Field in the Age of Sustainability IOANNIS IOANNOU AND OLGA HAWN	514
	PART VI BUSINESS ETHICS AND RESPONSIBILITY	
23.	A Researcher's Guide to Business and Society Archival Datasets ALI SHAHZAD, NICHOLAS BARTKOSKI, BRANDI K. MCMANUS, AND MARK P. SHARFMAN	543
24.	Mightier than the Sword: How Activists Use Rhetoric to Facilitate Perception Change in Industries THEODORE L. WALDRON, CHAD NAVIS, AND GIDEON MARKMAN	572
25.	Institutions and Corporate Social Responsibility MICHAEL A. WITT AND CHRISTOF MISKA	605
26.	Social Movements and Corporate Social Responsibility: From Contention to Engagement ALWYN LIM	620
27.	Corporate Social Responsibility in Emerging Markets JONATHAN DOH, BRYAN W. HUSTED, AND VALENTINA MARANO	637
Ind	ex	659