

Discussant on

“Environmental Management and/or
Corporate Social Responsibility –
Challenges for Very big and Small
businesses”

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Critical Reflection

Strengths

- Interesting topic
- Well structured with a defined aim.
- Use of good language with negligible grammatical errors.
- definitions which make the theory easier to understand, e.g., for EMS, CSR and Code of conduct.
- Two case studies make it interesting and gives a good alternative for comparison.
- The references in the paper are from a reliable and broad source of spectrum and thus diverse.

Shortcoming

- Some points are not very clear and could have been elaborated.
- E.g., “two main theories related to CSR, namely, Stakeholder’s theory and CSR pyramid theory”

but there is no further explanation of the same.

- The structuring of the case study

Timeline of events occurring during Nike’s court case would help give a better picture.

- Repetition is observed throughout the paper.

Example, in chapter 3, case study, Nike being one of the largest producers of sportswear is mentioned twice.

Also, Nike having learnt a lesson is mentioned more than once in same paragraph in the last part of the case study.

- Some statements have been left incomplete.

E.g.,

in chapter 2, “The following chapter is subdivided into two main subdivisions in order.”

In Chapter 2.2 “European Commission (2011) defines CSR as “[...]”.

In Chapter 3.1, the author states that Nike committed themselves to six facility standards, only five mentioned which causes a slight confusion.

- There was more scope of explanation in case of the challenges faced by small-medium enterprise - kept too brief.

Additional Aspects

- Different definitions of CSR
 - no one way in which CSR can be clearly defined. It has five different dimensions, namely, environmental, social, economic, stakeholder and voluntariness (Dahlsrud 2008).
- identifying the challenges faced and also providing the alternative means to overcome the problems faced by CSR.
- SMEs are important contributors to the economy of the developing as well as developed countries - help in employment generation, promote development in private sector and create opportunity for equitable income distribution in society. Thus, CSR plays an important role in this sector (Inyang 2013).

Conclusion

- The paper is well structured and interesting.
- Use of two case studies gives scope of comparison
- Repetition
- Less focus on SMEs

Additional Reading

1. Dahlsrud, Alexander (2008): How corporate social responsibility is defined. An analysis of 37 definitions. In *Corp. Soc. Responsib. Environ. Mgmt* 15 (1), pp. 1–13. DOI: 10.1002/csr.132.
2. Lim, Suk-Jun; Phillips, Joe (2008): Embedding CSR Values. The Global Footwear Industry's Evolving Governance Structure. In *J Bus Ethics* 81 (1), pp. 143–156. DOI: 10.1007/s10551-007-9485-2.
3. Inyang, Benjamin James (2013): Defining the Role Engagement of Small and Medium-Sized Enterprises (SMEs) in Corporate Social Responsibility (CSR). In *IBR* 6 (5). DOI: 10.5539/ibr.v6n5p123.
4. Lindgreen, Adam; Andersen, Mette; Skjoett-Larsen, Tage (2009): Corporate social responsibility in global supply chains. In *Supp Chain Mnagmnt* 14 (2), pp. 75–86. DOI: 10.1108/13598540910941948.
5. Kechiche, Amina; Soparnot, Richard (2012): CSR within SMEs. Literature Review. In *IBR* 5 (7). DOI: 10.5539/ibr.v5n7p97.

THANK- YOU