CSR in MNCs (Mohan 2006)
MNCs are complex differentiated networks marked with internal heterogeneity and the complexity of managing across geographically dispersed and diverse units.
management of global CSR in MNCs is not widely understood.
MNCs under increasing pressure to act in a socially responsible way in global operations.
national business environments increasingly promoting CSR.
several emerging global guidelines and voluntary initiatives seeking to improve CSR in global operations.
faced with diverse stakeholder environments.
CSR management revolves around internal coordination and environmental influences on various levels of the MNC, which are less understood.
affected by stakeholder theory and relations, domestic environment, and foreign market environments faced.
stakeholders include customers, investors, creditors, and employees, as well as supra-national stakeholders, such as the UN, the European Commission, the OECD, cross-border interest and activist groups, and NGOs (labour, environment, safety, health rights). Also, local communities (both domestic and abroad).
communities in LDCs often referred to as ‘weak’ or ‘silent’ stakeholders
CSR adapts to prevailing social interests, so must keep up with expectations, norms, values, requirements.
issues faced by MNCs across diverse political, economic, institutional, and sociological environments preclude universal corporate policies.
international guidelines, bilateral or multilateral agreements, trade treaties such as NAFTA and WTO.
standards include Human Rights Principles and Responsibilites for Transnational Corporations and Other Business Enterprises, the Tripartlite Declaration of Principles Concerning Multinational Enterprises and Social Policy, and OECD Guidelines for Multinational Enterprises. Voluntary initiatives and market based standards are emerging, such as the ISO, EMAS, SA, 8000, AA1000 and the GRI.
MNC’s CSR positions are typically most effective when a hybrid strategy of ‘globally integrated’ or ‘multi-domestic’ policies is adopted, to implement universal values.
difficult to implement CSR policies internationally, as it requires both the transfer of practices and the transfer of underlying values.

(Eberhard-Harribey 2006)
WBCSD (World Business Council on Sustainable Development)

Global Business Citizenship (Logsdon & Wood 2005)

The GBC process requires (1) a set of fundamental values embedded in the corporate code of conduct and in corporate policies that reflect universal ethical standards; (2) implementation throughout the organization with thoughtful awareness of where the code and policies fit

well and where they might not fit with stakeholder expectations; (3) analysis and experimentation to deal with problem cases; and (4) systematic learning processes to communicate the results of implementation and experiments internally and externally.
In today’s business environment, it is difficult to maintain a competitive advantage for very long. As transactions costs shrink because of technological advances, barriers to entry in many industries have become weaker. Thus, competitors can copy one’s product or service very quickly and more cheaply, turning brands into commodities and making life ever more difficult, even for market leaders. In addition, globalization has meant rising and expanding expectations placed on companies by

their many stakeholders. The stakeholder set keeps growing too, as more groups are better able to make their demands known and to raise support from NGOs, customers, and investors.

A global business citizen is a multinational enterprise that responsibly implements its duties to individuals

and to societies within and across national and cultural borders.

(Detomasi

However, the current mechanisms

of global governance are inadequate to codify and enforce

recognized CSR standards