Index

Abrahamson, E. 167
Abramov, L. 52
Academy of Management Journal 3, 4, 7, 104, 105, 106, 227
Academy of Management Review 3, 4, 7, 9
Ackerman, A. 19
Ackoff, R. 121, 221, 222
Adams, J. 182, 195
Agle, B. 19, 21, 103, 104, 140, 163, 165, 168, 169, 180, 185
Albert, H. 156
Alford, R. 19, 22
Alstott, B. 19
Alvarez, S. 193, 197, 198
Ambrose, M. 196
Amit, R. 171
Apel, K.-O. 154
Arena, C. 179
Arino, A. 63
Aristotle 82, 86, 87, 88, 91, 93, 95, 96
Astley, W. 146, 165, 166, 221
AT&T and Olivetti joint venture 63–4
Bacharach, P. 68
Baker, T. 207
Baratz, M. 68
Barley, S. 19
Barnett, M. 3
Barney, J. 3, 102, 193, 197, 198, 207
Baum, J. 173
Baumann, D. 26, 49
Becker, L. 195, 205
Benhabib, S. 120
Beresford, P. 114
Berman, Shawn L. 1–53, 104, 163–92, 204, 217–20, 227–8
Blattberg, C. 77, 86–7, 89, 90, 93
Blau, P. 8
Bloomberg, R. 22, 26
Boatright, J. 39
Bosse, Douglas A. 12, 29, 105, 107, 193–211, 227
Bourgeois, L. 165
Bowen, H. 10, 22, 24, 26
Bowie, N. 231
Boyd, B. 167, 172, 177
BP
and firm-centric mindset 112, 116–17, 122
and strategy formulation 173
Braudel, F. 212
Brenner, S. 164, 169
Brockner, J. 196
Browning, L. 64–5
Buchholz, A. 46
Burrell, G. 142, 146, 147, 148, 155, 156, 225
Burton, B. 42
Business & Society 3, 4, 7, 9, 31
Business Ethics Quarterly 3, 4, 7, 9, 39–53
Calori, R. 8
Calton, J. 41, 124, 127, 168, 176
Campbell, J. 3
Carpenter, M. 185, 186
Carroll, A. 10, 21, 24, 28, 45
Carson, S. 67
Child, J. 67, 165
China, firm–stakeholder relationships 67
Choi, J. 106
Chu, W. 61, 66
Cialdini, R. 195, 205
Ciba-Geigy and Alza joint venture 64
Clarkson, M. 1, 8, 21, 22, 28, 171
Coase, R. 78, 96, 130
Cochran, P. 24, 104
Coff, R. 103, 164, 170, 171, 193, 196, 198, 208
Cohen, A. 180
Collins, J. 95, 175
Colquitt, J. 182, 195, 201
common good see win–win and the common good
communicative approach to business and society 154, 226
and win–win and the common good 86–90
community relations and firm–stakeholder relationships 58, 72–3
innovative philanthropy 59
competition and baseball comparison 90–95, 229
markets, and stakeholder theory development 214
performance explanation 105
and win–win and the common good 89–90
corporate responsibility and Freeman’s stakeholder theory 1–38
analysis and results 6–17
business and ethics and separation thesis 2, 10, 41, 44, 45, 47, 50, 51, 52
and business operations, inseparability of 2
comments on (Freeman) 217–20
corporate social performance (CSP) 24, 51
corporate social responsibility (CSR) 26–7, 51
CSR and firm–stakeholder relationship, shaping specific 29–30
CSR, potential influence on stakeholder theory 27–30
CSR–stakeholder boundaries, crossing 27–30, 219
decision-making process 15–16, 46
and discretionary matters 21–2
and enterprise strategy 16–17
and equity holders, perceived favouring of 8
and fairness towards stakeholders 29–30
and fiduciary duty of management 16, 39–40, 44
and financial performance 24
firm performance and behaviour to stakeholders 18
generic citations 5–6, 7–8, 9
individual relationships, importance of 12
literature and methodology 3–6
and management prioritization of stakeholder claims 19
and managerial theory focus 20, 39
moral foundations of stakeholder theory 13–15, 39, 40, 41, 45
and moral obligations to stakeholders 25–6, 29
‘names and faces’ approach 23, 24
and organizational democracy 16
social and economic interconnections 2, 11–12, 16–17, 41, 51
and societal outcomes 19–20, 24, 28–9
and stakeholder capitalism 20
stakeholder monitoring 20–21
stakeholder responsibility 13
and stakeholder theory development 213, 215, 217–20
stakeholders, usefulness of term 22, 39
substantive citations 5, 6, 7–8, 48
see also firm–stakeholder relationships; managerial discretion and stakeholder orientation
corporate responsibility and Freeman’s stakeholder theory,
mischaracterization of Freeman 9, 10–17, 39–40, 218–19
assumption that Freeman (1984) approves of CSR 10–11
assumption that Freeman (1984) is a normative work 13–17, 43, 44, 220
assumption that Freeman (1984) is about society 11–13
corporate responsibility and Freeman’s stakeholder theory, stakeholder–CSR frontier, exploration of 17–27

business-centric versus society-centric theory 18–20, 41
identification theories 20–22, 40
and source of normative claims 25–7, 43
and texture and nature of research enterprise 22–5, 219–20

corporate social performance (CSP) boundaries 219
financial performance relationship 55–60, 229
and nexus rent 171, 184
see also social perspective

Costco corporate mission 84, 85, 90, 92, 94
Cropanzano, R. 195, 196, 205

Daily, C. 46
Dalton, D. 46
Danley, J. 186
D’Antonio, M. 213
Davis, K. 22, 26
de Colle, S. 106
decision-making
and corporate responsibility 15–16, 46
and entrepreneurial rent and bounded self-interest 196, 208, 227
and firm–stakeholder relationships 64, 73
and managerial discretion and stakeholder orientation 172–3

Demsetz, H. 96
descriptive stakeholder theory 131, 133, 143, 145, 152, 223, 224–5
Dienhart, J. 41
diversity issues 59, 73
Dobrev, S. 165
Dowlings, M. 150, 153, 156
Doz, Y. 63–4
Driver, C. 141
Dunfee, T. 25, 225
Dunham, L. 12, 50
Dunn, C. 42
Durand, R. 8
Dyer, J. 61, 62, 66, 103

economic crises, effects of 106–7
Ekeh, P. 196
Electronic Data Systems (EDS), downsizing 175
Elms, Heather 1–53, 103, 163–92, 217–20, 227–8
Emanuel, L. 122

employees
contractual problems 79–80
loyalty, and win–win and the common good 85
management problems with 79–80
trust, establishing 80, 91–2
unproductivity, dealing with 79

Emshoff, J. 216
entrepreneurial rent and bounded self-interest 193–211
comments on (Freeman) 227
compensation as rent 196, 197
and complementary expectations 199–201, 205–6
and decision-making process 196, 208, 227
and fairness perception 195–6, 199–209, 227
future research 208
lowest material compensation 197
managerial discretion and nexus rents 208
and opportunism 198
and organizational justice literature 195–6
pure self-interest and stakeholder engagement 197–8
questionable assumption 194–6
search for stakeholders 198–201, 204, 205–6, 207
self-interest and stakeholder engagement 196–205
and sharing information with stakeholders 202–5
and stakeholder negotiation 201–2, 206–7
and trust 204–5
and ultimatum game 199
and uncertainty 197–8, 201
and utilitarianism 194
environmental issues 59, 74
Epstein, E. 22, 44, 216
ethical perspective
ethical language 218
and managerial discretion and
stakeholder orientation 165–6
stakeholder theory in strategic
management 104, 107
see also moral perspective; social
perspective
Evan, W. 13, 15, 16, 25, 28, 114, 153,
165
Evered, R. 148, 150
Exxon Mobil and systems approach
121
fairness
and entrepreneurial rent and
bound self-interest 195–6,
199–209, 227
towards stakeholders, and corporate
responsibility 29–30
Fama, E. 130
Fassin, Y. 114, 127
Fehr, E. 195, 199, 205
Female Health Company (FHC) as
firm–NGO partnership 124–6
feminist interpretation 40, 42
see also women
fiduciary duty of management 16,
39–40, 44
Fienberg, J. 134
financial performance
and corporate responsibility 24
and corporate social performance
relationship 55–60, 229
and nexus rent 170–71, 181, 184–5
Finkelstein, S. 164, 166, 167–8, 177,
185
firm performance
behavior monitoring and trust
179–80, 183
and behaviour to stakeholders 18
and nexus rent 170–71, 172–6, 181,
182, 183, 184
and stakeholder theory in strategic
management 104, 106, 107
firm–stakeholder relationships and
potential of Freeman’s
stakeholder theory 54–75
active trust development 67
alliance/joint ventures 63–5
buyer–seller relationships 62–3
challenges to large firms (1980s) 55
comments on (Freeman) 228–9
commitment–trust theory of
relationship marketing 62–3
and community philanthropy,
innovative 59
and community relations 58, 72–3
and corporate policy focus 57, 59
corporate social performance/
financial performance
relationship 55–60, 229
and customer relationships 59–60
and decision-making 64, 73
diversity issues 59, 73
employee–firm relationships 66–7,
72
and environmental issues 59, 74
extant scholarship on 61–7
Freeman’s key contributions 54–5
future research 67–9
generic firm–stakeholder
relationships 67
global issues 65
and Kinder Lydenberg and Domini
(KLD) database 57–8, 59–60,
68, 72–5
and knowledge sharing 65–6, 69
pluralist and elite theory debate
68–9
and R&D spending 60
and Social Issues in Management
(SIM) 55, 58
‘stakeholder server’ policies 60
supplier–firm relationships 61–2,
73–4
theory elements, drawing the right
conclusions from 59–60
and transaction cost economics
61–2, 69
transaction costs and asset
specificity, relationship between
62
transactions and relationships,
distinction between 60, 68
<table>
<thead>
<tr>
<th>Author</th>
<th>Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fischer, E.</td>
<td>207</td>
</tr>
<tr>
<td>Fombrun, C.</td>
<td>13, 221</td>
</tr>
<tr>
<td>Fort, T.</td>
<td>19, 42, 52</td>
</tr>
<tr>
<td>Foxhall, G.</td>
<td>103</td>
</tr>
<tr>
<td>Frank, R.</td>
<td>175</td>
</tr>
<tr>
<td>Frederick, W.</td>
<td>10, 24, 216</td>
</tr>
<tr>
<td>Fredrickson, J.</td>
<td>173, 176, 177</td>
</tr>
<tr>
<td>Fischer, R.</td>
<td>1–59</td>
</tr>
<tr>
<td>Fombrun, C.</td>
<td>13, 221</td>
</tr>
<tr>
<td>Fort, T.</td>
<td>19, 42, 52</td>
</tr>
<tr>
<td>Foxhall, G.</td>
<td>103</td>
</tr>
<tr>
<td>Frank, R.</td>
<td>175</td>
</tr>
<tr>
<td>Frederick, W.</td>
<td>10, 24, 216</td>
</tr>
<tr>
<td>Fredrickson, J.</td>
<td>173, 176, 177</td>
</tr>
<tr>
<td>corporate responsibility (Elms, Johnson-Cramer and Berman)</td>
<td>1–59</td>
</tr>
<tr>
<td>firm–stakeholder relationships (Jones)</td>
<td>54–75</td>
</tr>
<tr>
<td>win–win and the common good (Hartman)</td>
<td>76–98</td>
</tr>
<tr>
<td>Fried, C.</td>
<td>224</td>
</tr>
<tr>
<td>Friedland, R.</td>
<td>22</td>
</tr>
<tr>
<td>Friedlander, F.</td>
<td>171</td>
</tr>
<tr>
<td>Friedman, M.</td>
<td>10, 15, 28, 76, 85, 89, 90, 169</td>
</tr>
<tr>
<td>Friedman, T.</td>
<td>112</td>
</tr>
<tr>
<td>Frohman, J.</td>
<td>18, 23, 103, 163, 181</td>
</tr>
<tr>
<td>future research</td>
<td></td>
</tr>
<tr>
<td>communicative approach to business and society</td>
<td>154, 226</td>
</tr>
<tr>
<td>entrepreneurial rent and bounded self-interest</td>
<td>208</td>
</tr>
<tr>
<td>firm–stakeholder relationships 67–9</td>
<td>managerial discretion and stakeholder orientation 183–7</td>
</tr>
<tr>
<td>Gächter, S.</td>
<td>195, 199, 205</td>
</tr>
<tr>
<td>Gallagher, J.</td>
<td>47</td>
</tr>
<tr>
<td>Gauthier, D.</td>
<td>227</td>
</tr>
<tr>
<td>General Electric and SNECMA alliance</td>
<td>64</td>
</tr>
<tr>
<td>Gilbert, D.</td>
<td>12, 13, 15, 23, 25, 40, 51, 218, 232</td>
</tr>
<tr>
<td>Gioia, D.</td>
<td>141, 142, 145, 146, 148, 150, 155, 156</td>
</tr>
<tr>
<td>Gladwin, T.</td>
<td>121</td>
</tr>
<tr>
<td>globalization and stakeholder theory</td>
<td>111–29</td>
</tr>
<tr>
<td>BP and firm-centric mindset</td>
<td>112, 116–17, 122</td>
</tr>
<tr>
<td>comments on (Freeman)</td>
<td>221–2</td>
</tr>
<tr>
<td>and complex adaptive systems</td>
<td>122–3, 124</td>
</tr>
<tr>
<td>cultural perspective</td>
<td>124–6</td>
</tr>
<tr>
<td>decentering stakeholder models</td>
<td>117–27, 222</td>
</tr>
<tr>
<td>Exxon Mobil and systems approach</td>
<td>121</td>
</tr>
<tr>
<td>Female Health Company (FHC) as firm–NGO partnership</td>
<td>124–6</td>
</tr>
<tr>
<td>firm-centric stakeholder models</td>
<td>114–17</td>
</tr>
<tr>
<td>firm-centric stakeholder models, and marginalization of other stakeholders</td>
<td>115</td>
</tr>
<tr>
<td>and firm–NGO partnerships</td>
<td>124–6</td>
</tr>
<tr>
<td>firm–stakeholder relationships</td>
<td>65</td>
</tr>
<tr>
<td>Goldman Sachs executives and mental models</td>
<td>113–14, 120</td>
</tr>
<tr>
<td>industrial integration</td>
<td>111–13</td>
</tr>
<tr>
<td>Novartis firm-centric model</td>
<td>118</td>
</tr>
<tr>
<td>Novo Nordisk stakeholders</td>
<td>119, 222</td>
</tr>
<tr>
<td>Pfizer Switzerland stakeholder network</td>
<td>124</td>
</tr>
<tr>
<td>political approach</td>
<td>123</td>
</tr>
<tr>
<td>Royal Dutch Shell and systems approach</td>
<td>121</td>
</tr>
<tr>
<td>shareholder systems network</td>
<td>118, 124</td>
</tr>
<tr>
<td>social construction, mindsets and mental models</td>
<td>113–14, 116, 123–4</td>
</tr>
<tr>
<td>stakeholder network, disparate</td>
<td>124</td>
</tr>
<tr>
<td>stakeholder-centric model</td>
<td>119–21, 124</td>
</tr>
<tr>
<td>systems approach and interconnectedness</td>
<td>121–4, 125, 222</td>
</tr>
<tr>
<td>Golden, B.</td>
<td>185, 186</td>
</tr>
<tr>
<td>Goldman Sachs executives and mental models</td>
<td>113–14, 120</td>
</tr>
</tbody>
</table>
Stakeholder theory

Goodpaster, K. 15, 39, 124
Goodstein, J. 12, 29, 45, 47, 51, 104
Gorman, M. 113
Grant, E. 126
Graves, S. 10, 24, 28, 103, 168, 184
Gray, B. 20
Greenberg, D. 165
Greenberg, J. 196
Greenhouse, S. 83, 96
Greening, D. 29, 103, 104
Greenley, G. 103
Griffin, J. 24, 58, 170, 172, 184
Grimes, A. 146, 147, 148, 151
Gulati, R. 65, 103, 196
Habermas, J. 86, 142, 147, 148, 150, 154, 155, 225, 226
Hambrick, D. 164, 166, 167–8, 177
Hamilton, J. 43
Hannan, M. 4
Hansen, M. 207
Harper, D. 207
Harris, J. 10, 144, 152
Harrison, Jeffrey S. 11, 12, 18, 22, 29, 76, 80, 82, 99–110, 114, 116, 119, 140, 143, 193–211, 220–21, 227
Hart, S. 10, 173
Harting, T. 50
Hartman, Edwin M. 76–98, 216, 228
Hasnas, J. 43, 187
Hayibor, S. 182
Házera, A. 42
Heath, J. 50
Heide, J. 61
Hempel, C. 148
Hendry, J. 45, 143
Hill, C. 103, 175
Hillman, A. 58, 72–5, 106
Hitt, M. 103
Hoch, D. 43
Hofer, C. 16, 99
Hollis, M. 146
Horwitz, M. 26
Hoskinson, R. 165
Hosmer, L. 8, 41, 46, 49
Hosseini, J. 164, 169
Howton, S. 52
Hrebiniak, L. 165
Hsieh, N-h. 27, 28
Hunt, S. 62, 63
Iaquinto, A. 176
Inkpen, A. 140
instrumental stakeholder theory 131–2, 133, 143, 145, 152–3, 223, 224–5
Jackall, R. 68
Jackson, N. 156
Jamali, D. 8
Japan
corporate responsibility 43
corporate responsibility compared to US 42
social capital and employee management 80
transaction costs and asset specificity, relationship between 62
Jensen, M. 47, 96, 100, 130, 132, 140, 170
Jeurissen, R. 49
Jevons, W. 194, 195
Jewish perspective on business ethics 44
John, G. 61
Johnson, K. 52
Johnson, M. 113
Johnson, R. 104
Jones, R. 8, 18, 24
Jones, Thomas M. 8, 23, 25, 54–75, 103, 105, 106, 140, 141, 142, 144, 152, 165, 169, 170, 175, 176, 179, 183, 204, 228–9
Journal of Business Ethics 4, 7, 9
Joyce, W. 165
Käeslin, D. 127
Kale, P. 196
Kampf, C. 122–3, 127
Kant, I. 13, 14, 15, 16, 25, 131, 153, 155, 225
Keen, S. 195
Keim, G. 58, 72–5, 106
Key, S. 186
Kiewitz, C. 49
Kim, T. 165
Kinder Lydenberg and Domini (KLD) database 57–8, 59–60, 68, 72–5
King, B. 181
Index 241

Klein, B. 62
Klein, K. 20
Knott, A. 198
knowledge sharing, and firm–stakeholder relationships 65–6, 69
Kor, Y. 198, 201
Kraatz, M. 8
Kramer, M. 19
Krauss, C. 112, 117, 127
Kuhn, T. 145, 225
Kurland, N. 168

Lad, L. 41, 176
Langtry, B. 13, 16, 40
Laplume, A. 140, 141
Larson, A. 196
Lawson, B. 96
Leana, C. 175
Lichtenstein, N. 85, 96
Liedtka, J. 10, 42, 50
Lind, E. 195
Linstone, H. 122, 123
Logsdon, J. 26, 28, 46, 169
Lorange, P. 145
Louis, M. 148, 150
Love, E. 8
Luo, X. 29
Luoma, P. 104
Lyles, M. 65

McClenenn, N. 226, 227
MacDonald, C. 48
MacIntyre, A. 95, 96, 97
Mackey, A. 3, 8
McClean, B. 114
McVea, J. 11, 16, 23, 120, 140
McWilliams, A. 8
Mahon, J. 22, 24, 58, 170, 172, 184
Mahoney, J. 198, 201
Mahoney, L. 48
Maitland, I. 40
management fiduciary duty of 16, 39–40, 44
managerial theory focus, and corporate responsibility 20, 39
prioritization of stakeholder claims 19
managerial discretion and stakeholder orientation 163–92
and attraction of new stakeholders 179
BP and strategy formulation 173
and collective employee action 182
comments on (Freeman) 227–8
and decision-making process 172–3
deterministic theories 165, 166, 167–8
and distrust and opportunism 175, 176, 182
dynamic model 177–83
and ethical criteria 165–6
and external constraints 163–4, 177
firm behavior monitoring and trust 179–80, 183
future research implications 183–7
high discretion–broad orientation 176, 177, 183, 186
high discretion–narrow orientation 175–6, 177, 182–3
industry effects and future research 184–5
low discretion–broad orientation 172–4, 179–80, 186
low discretion–narrow orientation 174–5, 180–82
managerial choice in stakeholder research 165–6
managerial discretion concept 167–8, 228
and moral quality of firm behavior 168–9
nexus rent and corporate social performance (CSP) 171, 184
nexus rent and financial performance 170–71, 181, 184–5
nexus rent and firm performance (value creation) 170–71, 172–6, 181, 182, 183, 184
perceived discretion future research 185–7
performance variability future research 184
and satisfaction inertia 180–81
and shareholder orientation 169
and stakeholder monitoring 179
stakeholder orientation concept 168–70
and strategic choice theory 165
and strategy formulation 173

Robert A. Phillips - 9780857936349
Downloaded from Elgar Online at 09/02/2019 05:26:30AM
via free access
Stakeholder theory

voluntaristic theories 165–6, 167–8, 177, 227

see also corporate responsibility;
firm–stakeholder relationships;
stakeholder theory in strategic management

Marens, R. 20, 44
Margolis, J. 18, 19, 24, 43, 58, 141, 170, 171, 172, 184, 187
Martin, K. 10
Mattingly, J. 24
Meckling, W. 96, 100, 130, 170
Mele, D. 66
Miller, D. 194
Mitchell, M. 195, 205
Mitchell, R. 8, 19, 21, 103, 104, 140, 163, 165, 168, 169, 180, 185
Mitroff, I. 122, 123
Moldoveanu, M. 23, 163, 175, 180, 182
Mollering, G. 67
monitoring
firm behavior and trust 179–80, 183
stakeholder 20–21, 179
Moon, J. 20, 49, 142
Moore, G. 97
moral perspective
consensus, argument for 86–90, 92, 94–5
foundations of stakeholder theory 13–15, 39, 40, 41, 45
and legal rights, distinction between 132–8, 224
obligations to stakeholders 25–6, 29
quality of firm behavior 168–9
see also ethical perspective; social perspective
Moreton, B. 96, 97
Morgan, G. 142, 146, 147, 148, 155, 156, 225
Morgan, R. 62, 63
Morris, M. 150
Morris, S. 168
Moscowitz, M. 24
Murrell, A. 18, 181
Nelson, W. 195
Neron, P.-Y. 51
network
shareholder 118, 124
theory, links with stakeholder theory 107
Newbery, W. 121
Newkirk, D. 219
Newman, W. 100
nexus rents
and corporate social performance (CSP) 171, 184
and financial performance 170–71, 181, 184–5
and firm performance 170–71, 172–6, 181, 182, 183, 184
and managerial discretion 208
see also managerial discretion and
stakeholder orientation
NGO–firm partnerships 124–6
Nobeoka, K. 66
Noland, R. 152, 153, 155
Nord, W. 147, 148
Norman, W. 48, 51
normative stakeholder theory
and pluralism in stakeholder theory 140–41, 144–5, 146, 148–52, 154
and stakeholder theory development 220
normative stakeholder theory,
inescappability of minimal version of 130–39
and basic rights concept 135
comments on (Freeman) 223–5
and descriptive stakeholder theory 131, 133, 223, 224–5
and instrumental stakeholder theory 131–2, 133, 223, 224–5
moral and legal rights, distinction between 132–8, 224
non-deceptive communication as
basic right 136
physical security as basic right 135
privacy as basic right 135–6
and property rights and individual freedom 133–4, 135, 137, 138, 224
and social cost 130–31
Novartis firm-centric model 118
Novo Nordisk stakeholders 119, 222
Ogden, S. 104
Olson, M. 181
opportunism
and distrust, and managerial
  discretion 175, 176, 182
and entrepreneurial rent and
  bounded self-interest 198
Orlitzky, M. 24, 58
Orts, E. 47

Paine, L. 8
Palazzo, G. 13, 26, 49, 142, 145, 154–5
Pandian, J. 198
Parmar, B. 106
patriotic approach to governance and
  dispute resolution 86–7, 93
Patz, Moritz 140–62, 225–6
Payne, S. 124, 127
Perrow, C. 166
Peterf, M. 167, 177, 185, 198
Pfeffer, J. 100, 145, 156, 163, 172, 177
Pfizer Switzerland stakeholder network
  124
Phillips, Robert A. 1, 12–13, 20–21, 25,
  27–9, 47–8, 52, 86, 96, 102–3, 105,
  107, 140–41, 145, 152–3, 155,
  163–92, 195, 199, 203, 227–8
Pickle, H. 171
Pitre, E. 146, 148, 150, 155, 156
Plsek, P. 122
pluralism in stakeholder theory
  140–62
  comments on (Freeman) 225–6
  communicative approach to business
  and society, future research 154,
  226
  consequentialist approach 153–4
  critical view research 151
  dealing with, as student 155–7
  democratic society and role of
  business 154–5
  descriptive/empirical stakeholder
  theory 143, 145, 152
  discourse and communication,
  importance of 153, 154–5
  economic performance and cause-
  and-effect relationships 143
  emancipatory research interest 148,
  149, 151–2
  and epistemology 146, 147
  and human nature effects 146–7
instrumental stakeholder theory 143,
  145, 152–3
interpretive research 150–51
and methodology 146, 147
and normative stakeholder theory
  140–41, 144–5, 146, 148–52, 154
and ontology 146, 147
and organization theory
  comparisons 156
and philosophy of science 146–7
positivist and post-positivist
  stakeholder theory 145–52, 154,
  156
practical research interest 147–8,
  149, 150, 151–2, 153–4, 225
research influences 141–2
research paradigms 144–5, 147–51,
  155, 156–7, 225–6
and separation thesis 144, 152–5
technical research interest 147, 148,
  149
  and theory of society 146
Pollock, T. 207
Popper, K. 156
Porras, J. 95, 175
Porter, M. 19, 100, 102, 173
positivist and post-positivist
  stakeholder theory 145–52, 154,
  156
Post, J. 10, 22, 24, 169, 173, 179, 183
Preston, L. 8, 10, 14, 15, 18, 23–5, 103,
  130–31, 138, 140–45, 152, 163,
  166, 173–4, 179, 183, 223–5
prisoner’s dilemma, suppliers and
  contractual agreements 81, 88, 93,
  229
property rights and individual
  freedom, and normative
  stakeholder theory 133–4, 135,
  137, 138, 224
Putnam, H. 96, 123–4, 224
Rabin, M. 195, 205
Rasche, A. 51
Rawls, J. 8, 15, 17, 25, 27, 86, 153, 195,
  205, 226
Reed, D. 15
resource-based view of firm 102, 103,
  105, 107
Reuber, R. 207
Stakeholder theory

Ribstein, L. 187
Roberts, R. 48
Robson, M. 65
Rorty, R. 123–4, 154, 226
Rosenbloom, S. 83
Rosenthal, E. 117, 127
Rosenzweig, P. 96, 97
Rotter, J. 186
Rowley, T. 10, 23, 24, 103, 163, 166, 172, 175, 180, 182, 184
Royal Dutch Shell and systems approach 121
Rumelt, R. 100, 193, 196, 197, 198
Ryan, L. 46

Sachs, J. 181
St. John, C. 101, 102, 105, 143
Salancik, G. 100, 163, 172, 177
Sandberg, J. 10, 144
Santoro, M. 22
Schendel, D. 16, 99
Scherer, Andreas Georg 13, 26, 49, 140–62, 225–6
Schipani, C. 19
Schlossberger, E. 40
Schmoeker, P. 171
Schumpeter, J. 193
Schwantz, B. 194
Scott, R. 165

self-interest see entrepreneurial rent and bounded self-interest
Selznick, P. 177

SEMATECH consortium 64–5
Sen, S. 29
Senge, P. 113
separation thesis 144, 152–5
and business and ethics 2, 10, 41, 44, 45, 47, 50, 51, 52
Sethi, S. 24
Shane, S. 193
Shanley, M. 103
shareholder systems network, and globalization 118, 124
Shatz, H. 181
Shaw, B. 39, 41
Shen, W. 164
Shepard, J. 2, 41, 43
Shue, H. 135, 224
Siegel, D. 8
Singer, A. 8
Singh, H. 61, 103, 196, 221
Sisodia, R. 106
Slinger, G. 220–21
Smith, A. 11, 83, 215
Sobczak, A. 50

social perspective
capital and employee management 80
construction, mindsets and mental models, and globalization 113–14, 116, 123–4
cost, and normative stakeholder theory 130–31
and economic interconnections, and corporate responsibility 2, 11–12, 16–17, 41, 51
responsibility, and stakeholder theory in strategic management 103, 104
Social Issues in Management (SIM), and firm–stakeholder relationships 55, 58
societal outcomes, and corporate responsibility 19–20, 24, 28–9
see also corporate responsibility; ethical perspective; moral perspective
Sollars, G. 47, 216, 232
Soule, S. 181
Stablein, R. 147, 148

stakeholder theory development 212–33
and assumptions about people 226–8
and business as markets 214–15
and competitive markets 214
and concept 217–22
and corporate social responsibility (CSR) 213, 215, 217–20
and CSR boundaries 219
description of theory 223–6
and ethics, language of 218
future of 228–30
history of 212–13
and normative claims 220
and strategic management politics 220–21
Strategic Management reprise (Freeman) 216–17

Robert A. Phillips - 9780857936349
Downloaded from Elgar Online at 09/02/2019 05:26:30AM
via free access
strategy or corporate responsibility interpretation (CSR) 217–20
and texture of research 219–20
and value creation 214, 215, 218
stakeholder theory in strategic management 99–110
board seats filled by nonshareholding stakeholders 104
comments on (Freeman) 220–21
competitive performance explanation 105
economic crises, effects of 106–7
ethical perspective 104, 107
and firm performance 104, 106, 107
and future research 107
increased interest in, recent 106–7
and institutional influences on CSP 104
integration with other theories 107
management commitment on the nature of ethics programs within firms 104
misconceptions 102–3
and network theory, links between 107
resource-based view of firm 102, 103, 105, 107
and social responsibility 103, 104
special issues in management journals 103–4
stakeholder approach to strategic management 101–2
strategic management academic field, start of 99–101
and value creation 104, 106, 107
see also managerial discretion and stakeholder orientation
stakeholders
capitalism, and corporate responsibility 20
CSR boundaries, crossing 27–30, 219
monitoring 20–21, 179
negotiation, and entrepreneurial rent and bounded self-interest 201–2, 206–7
orientation and managerial discretion see managerial discretion and stakeholder orientation
search for, and entrepreneurial rent and bounded self-interest 198–201, 204, 205–6, 207
sharing information with, and entrepreneurial rent and bounded self-interest 202–5
theory, and CSR, potential influence on 27–30
usefulness of term 22, 39
Starik, M. 8, 28
Stefly, B. 146, 147, 148, 151
Steinmann, H. 152, 153, 156
Stern, R. 19
Stevenson, W. 165
Stinchcombe, A. 177
Stoney, C. 141
Stormer, F. 115, 122, 127
Stout, L. 133
Strategic Management Journal 3, 7, 10, 103, 105, 106
strategic management politics
stakeholder theory see stakeholder theory in strategic management
and stakeholder theory development 217–21
Strudler, A. 47
Sundaram, A. 140
supply chain
management, problems with 78–9
management, and Wal-Mart 82–6, 93
supplier loyalty 81–2
supplier trust, establishing 80, 91–2
suppliers and contractual agreements 81
suppliers, dealing with 81–2, 91, 95–6
Swanson, D. 8
systems approach and interconnectedness 121–4, 125, 222
Tashman, P. 52
Thaler, R. 195
Thompson, G. 141
Tierney, J. 85
Toyota, and network knowledge sharing 66
transaction cost economics, and firm–stakeholder relationships 61–2, 69
Treviño, L. 14, 44, 104, 141, 142, 145, 151
trust
commitment–trust theory of relationship marketing 62–3
distrust and opportunism, and managerial discretion 175, 176, 182
employee, establishing 80, 91–2
and entrepreneurial rent and bounded self-interest 204–5
and firm behavior monitoring 179–80, 183
misplaced, and firm–stakeholder relationships 67
and strategic alliances 63–5, 67
Tsui, A. 104
Turban, D. 29, 103
Tyler, T. 195

UK, water companies 104
Ullmann, A. 56
ultimatum game 199
uncertainty, and entrepreneurial rent and bounded self-interest 197–8, 201

US
corporate responsibility compared to Japan 42
employment-at-will doctrine 136
garment trade, New York 64
transaction costs and asset specificity, relationship between 62

Useem, J. 121
utilitarianism, and entrepreneurial rent and bounded self-interest 194
Uzzi, B. 64

value creation
firm performance and nexus rent 170–71, 172–6, 181, 182, 183, 184
and stakeholder theory development 214, 215, 218
and stakeholder theory in strategic management 104, 106, 107
Van Buren, H. 45, 49, 175
Van de Ven, A. 49, 146, 165, 166
Varian, H. 194

Venkataraman, S. 50, 193
Vidaver Cohen, D. 43
Vogel, D. 179

Waddock, S. 10, 20, 24, 26, 28, 103, 127, 168, 179, 184
Wal-Mart corporate mission 81, 82–6, 90, 93, 94
Wallace, J. 96, 100
Wally, S. 173
Walsh, J. 18, 19, 24, 58, 106, 140, 141, 170, 171, 172, 184
Walzer, M. 3, 17
Wang, H. 106
Wartick, S. 22, 24
Watson, R. 104
Weaver, G. 14, 44, 104, 141, 142, 145, 151, 155
Wei-Skilern, J. 48
Werhane, Patricia H. 111–29, 200, 221–2
Whetten, D. 8
Wicks, A. 1, 12, 13, 18, 25, 28–9, 40, 44, 46, 48, 51, 76, 80, 82, 102–3, 106, 114, 116, 119, 140–42, 144, 146, 148, 152–3, 163, 170, 175, 179, 183, 195, 204, 222, 225
Williamson, O. 62, 100, 130
Willmott, H. 147, 148
win–win and the common good 76–98
asset specificity problems 78
comments on (Freeman) 229–30
commons, preserving 77, 79, 80, 85, 92–4
and communicative action 86–90
competition and baseball comparison 90–95, 229
and competition factor 89–90
contract negotiation and resolution 78–9
Costco corporate mission and stakeholder benefits 84, 85, 90, 92, 94
employee contractual problems 79–80
and employee loyalty 85
employee trust, establishing 80, 91–2
employee unproductivity, dealing with 79
employees, management problems with 79–80
excellence skills 91–4
and moral consensus, argument for 86–90, 92, 94–5
patriotic approach to governance and dispute resolution 86–7, 93
prisoner’s dilemma, suppliers and contractual agreements 81, 88, 93, 229
and professional character 91–5
and relative stakeholder positions 88–9
social capital and employee management 80
stockholder versus employee rights, balance between 85–6
and supplier loyalty 81–2
supplier trust, establishing 80, 91–2
suppliers and contractual agreements 81
suppliers, dealing with 81–2, 91, 95–6
supply chain management, problems with 78–9
supply chain management, and Wal-Mart 82–6, 93
Tae Kwon Do comparison 229–30
and transaction costs 80
and transparency in information disclosure 81
trust and baseball comparison 91–5
values in the supply chain, and Wal-Mart 82–6, 92, 93
and wage levels 85
Wal-Mart corporate mission 81, 82–6, 90, 93, 94
Winstanley, D. 141
Wokutch, R. 2, 43
Wolf, S. 121
women and employee loyalty 85
feminist interpretation 40, 42
and minorities, promotion of 59
Wood, D. 8, 19, 20, 21, 24, 26, 46, 51, 103, 104, 140, 163, 168, 180, 185
Wright, R. 111, 112
Yuthas, K. 169
Zaheer, A. 63
Zahra, S. 207
Zollers, F. 39