
Editorial

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Biographical notes: John Wang is a Professor in the Department of Management and Information Systems at Montclair State University, USA. Having received a Scholarship Award, he came to the USA and completed his PhD in Operations Research from Temple University. He has published over 100 refereed papers and six books. He has also developed several computer software programs based on his research findings.

C. Jayachandran is a Professor of Marketing and International Business at Montclair State University and he also serves as the President of the Society for Global Business and Economic Development (SGBED). He received his PhD in Economics from the University of Madras. In recognition of his contribution to internationalisation of business education, the NJ World Trade Council recognised him as the 'Outstanding Faculty Member in International Business in NJ'. He has extensively published in peer reviewed journals and edited several books.

It is our pleasure to share the Special Issue with all of you. This Special Issue contains extended versions of selected high-quality papers from the 11th International Conference of the Society for Global Business and Economic Development: *Striving for Competitive Advantage and Sustainability: New Challenges of Globalisation*, held in Bratislava, Slovak Republic, 27–30 May 2009. It is a great moment for the School of Business, Montclair State University as we have successfully organised and implemented the 11th event in cooperation with Comenius University and a number of partner universities from around the world. The conference had accepted 219 papers and 7 abstracts after submitting them to a double review process. The conference attendees included about 300 academics representing over 200 universities from 45 countries.

The set includes five articles with both theoretical and empirical content; these articles were chosen because they cover a wide range of issues, promote cross-learning and contribute to the present understanding and the existing body of knowledge on sustainability. Also, each paper has been double-blind reviewed again by three regular Editorial Board members of the journal.

In the first paper, Mara Del Baldo proposed to individuate the relationship between social engagement, social statements and governance of SMEs and utilised a dual analytical perspective: deductive and inductive. The former is based on a review of the contributions present in the literature concerning business ethics, governance, entrepreneurship, corporate social responsibility (CSR) and sustainability among SMEs.

The latter is developed through an approach of qualitative research focused on a selected group (multiple case study) of 'cohesive' Italian SMEs located in the Marche Region, in which their management complies with both economic and social issues ('convivial enterprises' or 'spirited businesses').

The central hypothesis emphasises a solid ethical framework which is promoted and shared by the entrepreneurs and managers who guide the business in carrying out socially responsible and sustainability practices; adopt accountability documents that promote communication between them; the arrangement and quality of governance that mitigate tensions and dedicate more energy towards the good of the business, its workers, the society and environment in which it operates. Moving on this central hypothesis posed at the base of the study, we can argue that CSR reinforces and facilitates the convergence between mission, governance and accountability; the orientation towards CSR is, therefore, reflected positively on the governance of SMEs. The empirical results point out that this ethical framework depends both on entrepreneur's personal values as well as on a synthesis of socio-cultural and anthropological, environmental factors, so-called 'genius loci' ('social capital', or civic-ness), that characterise the given territorial area, marked by a proliferation of local systems of production formed predominantly by small businesses. The author provided some useful insights into the research on territorial models of socially responsible orientation (CTR, corporate territorial responsibility) centered on the best practices of SMEs who are excellent examples of small 'champions of CSR'.

Štefka Gorenak and Vito Bobek investigated the relationship and potential synergies between the quality management, CSR, total quality management systems, total responsibility management (TRM) and sustainable indicators together with their implementation. Moreover, these theories as well as management practices in Gorenje Group are being assessed. The most important aim of Gorenje Group is sustainable development and long-term competitiveness. Thus, the company presented the successful case of CSR and sustainable development. The case study analysis included in this paper presents a company that has a clear value-added strategic focus. The aim of this paper was to highlight the characteristic features of Slovenian CSR and compare them to other available researches (theoretical and empirical). However, this study provided some compelling empirical observations and evidence, as well as direct quotations that explain nebulous CSR concepts. Of particular concern to companies, as they focus more on doing well is the persistent lack of clear sense of the positive returns to their CSR actions. The synergies between TRM and responsible consumption also drive socially responsible enterprises to long-term competitive advantages by contributing to requisitely holistic management of innovative companies. Managing responsibility means building trust and introducing positive relationship with internal and external stakeholders. TRM in brief means inspiration, integration, innovation and 'plus' indicators. The plan-do-check-act sequence provides a process for continual improvement. TRM like TQM provides standards and goals for strategies and implementation that are globally acceptable. Responsibility management approaches must be both systemic and holistic if they are to be effective.

Louise Curran's paper on 'The potential impacts of border tax adjustments on imports of energy-intensive goods in the EU and USA markets' explored an important and timely topic. In the run-up to the UN meeting in Copenhagen in December 2009, it looks at the potential industrial effects of efforts to address global warming. In particular, it seeks to explore one proposed tool for addressing climate change – the adjustment for the carbon content of imports to countries which are taking action to increase carbon costs (border

tax adjustments). There is a real possibility that such 'carbon tariffs' could be established in the near future, yet there is little debate about their likely impacts. This paper seeks to fill this gap. It analysed data on existing imports to the EU and USA markets in the key energy intensive industries likely to be affected by the tariffs and identified the sectors and countries most likely to be affected by any border adjustment measures. It finds that most of the EU and USA imports in these sectors are from countries where the government has taken firm action to reduce carbon emissions or is due to do so in the near future. The claim that addressing global warming will undermine the global competitiveness of the EU and the US seems, therefore, to be exaggerated. However, it is clear that several developing countries are increasing their exports in certain sectors at impressive rates. These countries are not currently limited in their carbon emissions and so there is a risk that increased costs in developed country industries will encourage further imports from these countries.

The paper found that border tax adjustments would impact most heavily on the exports of China in both the EU and USA market, although, other developing countries like India and Mexico are vulnerable to such action at sectoral level. There are also several low-income countries likely to be affected, including Niger, Mozambique, Tadjikistan, Liberia and Uzbekistan. Although such small, underdeveloped countries are clearly not the main targets of such measures, it will be difficult for the EU and USA to avoid affecting their exports. As the paper points out, this 'collateral damage' cannot be ignored in the debate.

CSR is an extremely popular subject these days. Hardly, a day goes by without some reference to it in international newspapers. But despite this popularity, current progress in many areas of CSR lags behind promises made in the past by corporations and governments alike. As a result, many supporters of the CSR concept have become disillusioned. The present article by Jan Kuepfer and Jozef Papula is based on an ongoing PhD study. At first, the authors explained how CSR has evolved overtime. Then, they look at CSR from a different angle showing that the popular concept has a lot of conflicting issues behind it. Main contributions of the authors are to show possible reasons for the slow advancement by analysing various dilemmas of CSR. Moreover, the authors presented their ideas of how to best overcome the obstacles. They demonstrated the importance of 'economical stability and profitability' for the CSR concept, the need for governments to actively promote CSR investments and the essentiality of pigovian taxes.

T. Keisei Tanahashi provided 'a theoretical profile of globalisation and its sustainability'. This study stands out among others with its unorthodox originality. If study of globalisation is likened to the investigation of an object with complex shape and color, it can be said that many studies have used a singular colour light or focused spotlight to reveal its certain features. In contrast, this study tried to observe the object under natural light, instead. The merit of such observation is to provide a useful perspective for interpreting the evolving features and the impact of globalisation. The study began by acknowledging globalisation as the primary force for societal evolution, and society as the sphere of human interaction. The study sketched the historical corroboration of the growth of human interaction in its geographic expanse and its sophistication, and describes this sophistication process in terms of development in *facility* and *governance*. Thus, the sphere of interaction is represented by the two-dimensional square, and the length of these two axes indicates the continuum in size of interacting group from a few individuals to the whole society. Facilities and governance

mechanisms are closely interwoven; hence, the totality of existing facility and control mechanism is termed *societal fabric*. Although people are equally accessible to all elements of the societal fabric in theory, in practice, they normally make partial use of the societal fabric. This pattern of use depends on each interacting group's cultural predisposition and self-governance, which is termed *social compact*. As a society contains a variety of groups, a variety of social compacts are found within societal fabric. In a stable society, however, they all coexist congruously. Globalisation or the resulting rapid geographical expansion of human interaction compounds the formation of such societal fabric and social compact as well as their relationships. Applying such conceptual construct, the study described their dynamics in different circumstances and offered a prognosis for the sustainability of globalisation.