

Last updated: October 17th, 2007

CORPORATE SOCIAL RESPONSIBILITY: A NEW STRATEGY FOR A GLOBALIZING WORLD

PENDING APPROVAL AND CODE

DESCRIPTION:

There is a growing body of research indicating that a visible commitment to Corporate Social Responsibility has clear implications for the corporate bottom line. These studies shows that making significant contributions to communities, the environment, and society at large will pay dividends when it comes to consumer loyalty, employee satisfaction, and the public's opinion of a company's overall image and its products; its Corporate Reputation.

Corporations look to their management teams to implement policies and practices that contribute to the long-term responsible success of their enterprises and that fairly balance the competing claims of key stakeholders: investors, employees, public administration, NGOs, customers' organizations, clients, business partners, communities, and the environment.

In this course students will learn how corporate leaders develop and implement these CSR business strategies, practices and programs, how they motivate organizations to behave in a socially sustainable manner, and what the impacts are of sound CSR programs on employees, the community, the company, and ultimately, the bottom line.

Module I - CSR: this first part of the course will examine the state of the art on CSR, putting special emphasis on the abilities necessary to manage a company with CSR criteria. We will review the main international guidelines and tools in this field, the public and private policies used to foster CSR, and case studies and best practices of Spanish and international companies engaged in socially responsible business.

Module II - SRI: this second part is designed to provide students who may have otherwise not had a great deal of practical financial experience with a flavor of the dilemmas one can face in SRI decision making.

Module III - CR: this final module reflects upon the experiences and knowledge generated in the first and second parts of the course in order to analyze what ethical principles and behaviors contribute to generating CR. This part of the course thus explores and considers the types of approach needed to foster CR.

PREREQUISITE:

Advanced level of Spanish language

LANGUAGE OF PRESENTATION:

Spanish

PROFESSOR:

A. MARQUEZ

STUDENT OUTCOMES:

By the end of the course students should be able to:

- **acquire** a renewed vision of global, medium-sized and small companies.
- **analyze** the different factors that influence ways of managing companies, such as globalization, new technologies, emerging economies, NGO communication and activism power.
- **identify** the methodologies used for integrating CSR into a company's chain of value, and how it favors responsible and eco-efficient processes.
- **distinguish** the different public and institutional policies for promoting and impelling CSR at the global, European and national levels.

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- **evaluate** socially responsible investment, its impacts, the characteristics of related financial products, the composition of the financial indices that have arisen and the processes of analysis and selection for the companies that conform them.
- **recognize** how corporate reputation is generated and the value and benefits it has for a company.

LEARNING MEANS:

Students will acquire the knowledge and the skills of this course through the following means:

- **Lectures**, in which the instructor will provide the fundamental information for every subject: scientific articles, research documents, specialized books, newspaper articles, etc.
- **Case Studies**, providing an opportunity to study real life situations and how the actors involved reacted.
- **Research paper**, related to the CSR, SRI or CR of a Spanish company or institution, in order to produce a paper of a high quality.
- **Class discussions** and student presentations on the topics and readings.
- **Homework**, which includes reading the documents and articles in the reader, solving case studies and writing critiques of other students' and instructors' papers.
- **Instructor-guided visits** to CSR, SRI institutions, or leading companies in CR in their sectors.
- **Self-guided visits** to companies, NGOs and foundations to explore their communications policies and strategies on CSR, SRI and CR.

METHODS OF ASSESSMENT:

In this course the following five methods of assessment will be used:

- **Participation**. Including both participation in class discussions and homework. The instructor will use these activities to evaluate the students' level of responsibility, discipline and interest in the course **(15%)**.
- **Paper** of 2000 words that will analyze the environmental, social and economic behavior of a company or institution of their choice or a socially responsible investment in a financial product **(25%)**.
- **Oral presentation** of the content of the paper, consisting of giving a short talk of no more than ten minutes and answering the questions asked by classmates and the instructor **(10%)**.
- **Midterm exam**, which covers sessions 1 to 9. Both this exam and the final exam consist of five questions (10-12 lines), in which students will have to demonstrate their analysis and critical capacity and their knowledge of the basic data from the readings and the lectures **(25%)**.
- **Final exam**, which cover sessions 11 to 24 **(25%)**.

Additionally, during the course the instructor will regularly give feedback to the students about their learning process. This will be done in the classroom, either orally or through comments written in their short assignments and exams.

COURSE CONTENT

SESSION 1	Jan. 21, 2008	<p>MODULE I - CSR</p> <p>Class content: <i>Presentation, course objectives and evaluation mechanisms.</i> Introduction to the main concepts of CRS.</p>
SESSION 2	Jan. 23, 2008	<p>Class content: <i>The new entrepreneurial context.</i> Instructor presentation and group discussion on how factors like globalization, TICs and the delocalization of companies towards countries of low cost are giving rise to the philosophy and management systems of CSR.</p> <p>Required readings: Ricart Joan Enric y Agnese Pablo (2006). <i>Radiografía de la deslocalización de servicios en las empresas españolas.</i> Available: http://insight.iese.edu/doc.asp?id=626&ar=11. Accessed: 10 September 2007.</p>
SESSION 3	Jan. 28, 2008	<p>Class content: <i>Philanthropy vs. CSR.</i> We will contrast these concepts and discuss the characteristics of both models of thought. We will distinguish Internal and External CSR.</p> <p>Required readings: Rodríguez Fernández, José Miguel (2003). <i>Hacia la empresa como asociación de partícipes. El Gobierno de la Empresa: un Enfoque Alternativo:</i> 104-106. Madrid: Ediciones Akal S.A.</p> <p>Lizcano José Luis (2006). <i>RSE y Filantropía.</i> Available: http://www.cincodias.com/articulo/opinion/Responsabilidad/social/filantropia/cdsdci/20060520cdscdiopi_5/Tes/. Accessed: 10 September 2007.</p>
SESSION 4	Jan. 30, 2008	<p>Class content: <i>National and international initiatives for the development of CSR.</i> We will study the evolution of the main initiatives carried out to facilitate and force companies to contribute to sustainable development in Spain and globally.</p> <p>Required readings: Álvarez Durante, M^a Luísa (2006). <i>La necesidad de crear redes entre representantes de la RSC en el norte y en el sur. La RSC de la Empresa Española en Latinoamérica:</i> 67-74. Madrid: Entinema.</p> <p>Comisión Europea (2001). <i>Fomentar un marco europeo para la responsabilidad social de las empresas:</i> 3-6. Available: http://www.jussemp.org/Inicio/Recursos/Actividad%20Corporativa/Recursos/Libro%20verde.pdf. Accessed: 10 September 2007.</p>
SESSION 5	Feb. 4, 2008	<p>Class content:</p> <p>GUEST SPEAKER: Mireia Franch. Managing Director of Employment, Catalanian Government. Ms. Franch will present the new initiatives on CSR to SMEs from the Catalanian department of employment.</p> <p>Required readings: Catalanian government's employment department. <i>Programme CSR – 30 SME.</i> Available: http://www.cooperativescatalunya.coop/rcs_actu/doc_91721425_1_1.pdf. Accessed: 10 September 2007.</p>
SESSION 6	Feb. 6, 2008	<p>Class content: <i>Stakeholder activism.</i> In this session we will examine the role of stakeholders for the development and promotion of CSR at national and international levels. We will present the case of Greenpeace vs. Shell in Nigeria.</p>

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		<p>Required readings: Werner Klaus y Weiss Hans (2003). La cadena alimentaria. <i>El Libro Negro de las Marcas</i>:135-139. Buenos Aires: Editorial Sudamericana.</p> <p>El Mundo (1995). Oro negro y mortal. Available: http://www.elmundo.es/papel/hemeroteca/1995/11/19/cronica/601747.html . Accessed: 10 September 2007.</p>
SESSION 7	Feb. 11, 2008	<p>Class content: <i>The consumers' role in the new global economy.</i> We will evaluate the real and potential influence of consumers' organizations to force companies to implement socially responsible management systems.</p> <p>Required readings: Heras Ángels (2006). Dossier gran consumo y RSE. La RSE debe ser correspondida por la responsabilidad social del consumidor. <i>Mediaresponsable</i>. 4:14-16.</p>
SESSION 8	Feb. 13, 2008	<p>Class content: <i>Supply chain control I.</i> We will examine the necessity for stricter control of the supply chain to guarantee labor conditions in agreement with the demands of stakeholders and United Nations conventions. Homework on the supply chain will be delivered to be examined the next session.</p> <p>Required readings: Fernández Fernández, José Luis (2007). Ética y responsabilidad en la gestión de la cadena de proveedores. <i>Ser Responsables en el Siglo XXI</i>. 4: 10-12.</p> <p>Nike, Inc. (2007). Nike reanuda la producción de balones de fútbol en Pakistán. Available: http://www.prnewswire.co.uk/cgi/news/release?id=198854. Accessed: 10 September 2007.</p>
SESSION 9	Feb. 18, 2008	<p>Class content: <i>Supply chain control II.</i> We will examine and evaluate the solutions given by the students for the resolution of the homework delivered in the previous session.</p> <p>Readings: None</p>
SESSION 10	Feb. 20, 2008	<p>Class content:</p> <p>FIELD STUDY: visit to Un Sol Mòn Foundation. The external relations manager will explain the main projects in which his foundation is involved and the CSR strategy of his bank.</p> <p>Required readings: Caixa Catalunya (2006). Informe de actividades 2006 de la Fundació un Sol Mòn. Available: http://obrasocial.caixacatalunya.es/osocial/idiomes/2/fitxers/solidaritat/2005/fusm05_cas.pdf. Accessed: 10/09/2007.</p>
SESSION 11	Feb. 25, 2008	<p>Class content: <i>Governance.</i> We will study the efficiency of governance codes, especially the Aldama code and the principles of the OECD for the multinationals companies.</p> <p>Required readings: Canals Jordi, Fontrodona Joan (2006). Gobierno corporativo se escribe con R de responsabilidad. Available: http://insight.iese.edu/es/doc.asp?id=588&ar=2. Accessed: 10 September 2007.</p> <p>Comisión Nacional del Mercado de Valores (2003). <i>Informe de la Comisión Especial para el Fomento de la Transparencia y Seguridad en los Mercados y Empresas Cotizadas</i>: 23-</p>

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		24. Madrid: Servicio de publicaciones de la CNMV.
SESSION 12	Feb. 27, 2008	<p>Class content: <i>Codes of ethics and ethical committees.</i> We will reflect on the importance of these codes and committees to improve internal and external relations. We will examine their structure and functioning as guarantors of coexistence and justice within the company.</p> <p>Required readings: Gamesa (2007). Principios de RSE y Código de Conducta: 39-45. Available: http://www.gamesa.es/files/File/ConductaCAS.pdf. Accessed: 10 September 2007.</p>
SESSION 13	Mar. 3, 2008	<p>Class content:</p> <p>MID-TERM EXAM</p> <p>Required readings: None</p>
SESSION 14	Mar. 5, 2008	<p>Class content: <i>CSR management I.</i> Business leaders' recommendations and advice will be reviewed and discussed in this session.</p> <p>Required readings: De la Iglesia, Carlos (2007). Estrategias globales para necesidades personales. <i>Ser Responsables en el Siglo XXI. 3:</i> 38-40.</p>
SESSION 15	Mar. 10, 2008	<p>Class content: <i>CSR management II: Foretica – SGE 21.</i> In this session we will review and debate the relevance of the Spanish Foretica – SGE 21 system of socially responsible management.</p> <p>Required readings: Foretica (2005). La norma SG21: certificación en gestión ética y socialmente responsable. Available: http://www.fundacioncarolina.org/NR/rdonlyres/D3CD211F-5998-4BA3-B719-0C4141295933/0/SGE21.pdf. Accessed: 10 September 2007.</p> <p>Márquez, Antonio (2007). La RSE en crisis de credibilidad. <i>Ser Responsables en el Siglo XXI.4:</i> 14-15.</p>
SESSION 16	Mar. 12, 2008	<p>Class content: <i>CSR management III: ISO 26.000.</i> We will evaluate the state and relevance of the future ISO guidelines on CSR that will be available in 2009.</p> <p>Required readings: ISO (2006). Borrador norma ISO 26.000: 55-57. Available: http://www.redpuentes.org/centro-de-documentos/iso-responsabilidad-social-26.000/borrador-iso-26000.pdf/view. Accessed: 10 September 2007.</p>
	SPRING BREAK	
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SESSION 17	Mar. 24, 2008	<p>Class content: <i>CSR sustainability reports – Global Reporting Initiative (GRI).</i> In this class we will reflect on the necessity for presenting standardized information on CSR reports in order to facilitate their comparability between companies.</p> <p>ESSAY SUBMISSION</p> <p>Required readings: Club de excelencia en sostenibilidad (2006). Programa de RSC y sus indicadores. <i>Guía para la implantación de la RSC en la PYME.</i> Madrid: 37-40: Novotec.</p>

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		<p>Vilanova, Mar; Lozano, Josep M^a; Dinarés, Marta (2006). Accountability. Comunicación y reporting en el ámbito de la RSE. <i>Forética</i>. 6: 30-32.</p> <p>GRI (2006). Guía para la elaboración de memorias de sostenibilidad: 3-7. Available: http://www.globalreporting.org/NR/rdonlyres/415F297B-5289-4160-8B6C-7CC034D5BE52/0/G3_GuidelinesESP.pdf. Accessed: 10 September 2007.</p>
SESSION 18	Mar. 26, 2008	<p>Class content: <i>CSR and the media – roles and responsibilities.</i></p> <p>GUEST SPEAKER: Marcos González. Director of Media Responsible. Mr. González will give us a short talk on the importance of a good communication policy for an efficient CSR strategy.</p> <p>Required readings: Webb Tobias (2006). El interés de los medios por la RSE ha aumentado un 600% en los últimos cinco años. <i>Corresponsables</i>. 3: 58-60.</p> <p>MediaResponsable. MediaResponsable ganadora del CSR Marketplace. Available: http://www.empresaresponsable.com/articulos/detail.php?id=3549. Accessed: 10 September 2007.</p>
SESSION 19	Mar. 31, 2008	<p>MODULE II - SOCIALLY RESPONSIBLE INVESTMENT</p> <p>Class content: <i>Origins and ethical bases of SRI.</i> In this session the instructor will introduce a historical approach to SRI in the world and in Spain. The class group will discuss how this sustainable investment can benefit our society.</p> <p>Required readings: Albareda Laura, Balaguer M^a Rosario (2006). Observatorio de la ISR en España 2006: 10-13. Available: http://www.esade.es/pfw_files/cma/institution/institutos/ipes/Observatori2006.pdf. Accessed: 10 September 2007.</p>
SESSION 20	Apr. 2, 2008	<p>Class content: <i>SRI Indexes: DJSI vs. FTSE4Good.</i> We will examine the main sustainability investment indices and will emphasize their increasing importance for selecting investments.</p> <p>Required readings: Márquez Antonio (2007). La ISR al Gusto de Todos. <i>Ser Responsables en el Siglo XXI</i>, 5: 70-74.</p>
SESSION 21	Apr. 7, 2008	<p>Class content: <i>Social, environmental and ethical notation agencies: Eiris, SAM and Vigeo.</i> We will study the role and methodology of some selected research and notation agencies to better understand the whole mechanism of SRI.</p> <p>Required readings: Márquez Antonio and Fombrun Charles (2005). Measuring CSR. <i>Corporate Reputation Review</i>, Winter 2005: 304-308.</p>
SESSION 22	Apr. 9, 2008	<p>Class content:</p> <p>FIELD STUDY: Visit to Triodos Bank</p> <p>Required readings: Triodos bank (2007). <i>Revista Triodos</i>, 9.</p>
SESSION 23	Apr. 14, 2008	<p>MODULO III – CORPORATE REPUTATION</p> <p>Class content: <i>Managing Corporate Reputation: Towards business excellence.</i> We will examine how corporate reputation has become a first-</p>

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		order differentiating factor and to what extent it is fruit of companies' business excellence. Required readings: Villafañe Justo (2007). I Jornadas iberoamericanas de asociativas. <i>La reputación corporativa como una nueva expresión de racionalidad empresarial</i> : 7-11. Madrid. Servicio de publicaciones de Villafañe y Asociados.
SESSION 24	Apr. 16, 2008	Class content: <i>The Leading research centers in CR: The Reputation Institute and El Merco</i> . In this last session we will analyze the methodologies used by the leading CR centers to classify and study the reputation of the biggest companies worldwide. Required readings: Blazquez Pablo (2007). Reputación Institute, el laboratorio mundial de la reputación corporativa. Ser responsables en el siglo XXI . 3: 30-35.
FINAL EXAM*	Apr. 21, 2008	FINAL EXAM

LIST OF SELF-GUIDED VISITS, FIELD STUDIES, CLASSES ON SITE, GUEST SPEAKERS OR FILM VIEWINGS

SESSION	DATE	ACTIVITY	DESCRIPTION
5	Feb. 4, 2008	Guest speaker	Mireia Franch. Managing Director of Employment. Catalanian Government. Ms. Franch will present the new initiative on CSR to SMEs by the Catalanian department of employment.
10	Feb. 20, 2008	Field study	Visit to "Un Sol Mòn Foundation" of Caixa Catalunya (Catalonian bank). The external relation manager will explain the main projects in which his foundation is involved and the CSR strategy of his bank.
18	Mar. 26, 2008	Guest speaker	Marcos González. Director of Media Responsable. Mr. González will give us a short talk on the importance of a good communication policy for an efficient CSR strategy.
22	Apr. 9, 2008	Field Study	Visit to Triodos Bank. The director of the bank will present the philosophy of his institution and the characteristics of the financial products it commercializes.

REQUIRED READINGS

- Albareda Laura, Balaguer M^a Rosario (2006). Observatorio de la ISR en España 2006: 10-13. Available: http://www.esade.es/pfw_files/cma/institution/institutos/ipes/Observatori2006.pdf. Accessed: 10 September 2007.
- Álvarez Durante, M^a Luisa (2006). La necesidad de crear redes entre representantes de la RSC en el norte y en el sur. *La RSC de la Empresa Española en Latinoamérica*: 67-74. Madrid: Entinema.
- Blazquez Pablo (2007). Reputación Institute, el laboratorio mundial de la reputación corporativa. *Ser responsables en el siglo XXI*. **3**: 30-35.
- Caixa Catalunya (2006). Informe de actividades 2006 de la Fundació un Sol Mòn. Available: http://obrasocial.caixacatalunya.es/osocial/idiomes/2/fitxers/solidaritat/2005/fusm05_cas.pdf. Accessed: 10 September 2007.
- Canals Jordi, Fontrodona Joan (2006). Gobierno corporativo se escribe con R de responsabilidad. Available: <http://insight.iese.edu/es/doc.asp?id=588&ar=2>. Accessed: 10 September 2007.
- Catalonian's government employment department. Programme CSR – 30 SME. Available: http://www.cooperativescatalunya.coop/rcs_actu/doc_91721425_1_1.pdf. Accessed: 10 September 2007.
- Club de excelencia en sostenibilidad (2006). Programa de RSC y sus indicadores. *Guía para la implantación de la RSC en la PYME*. Madrid: 37-40: Novotec.
- Comisión Europea (2001). Fomentar un marco europeo para la responsabilidad social de las empresas: 3-6. Available: <http://www.jussempere.org/Inicio/Recursos/Actividad%20Corporativa/Recursos/Libro%20verde.pdf>. Accessed: 10 September 2007.
- Comisión Nacional del Mercado de Valores (2003). *Informe de la Comisión Especial para el Fomento de la Transparencia y Seguridad en los Mercados y Empresas Cotizadas*: 23-24. Madrid: Servicio de publicaciones de la CNMV.
- De la Iglesia Carlos (2007). Estrategias globales para necesidades personales. *Ser Responsables en el Siglo XXI*. **3**: 38-40.
- El Mundo (1995). Oro negro y mortal. Available: <http://www.elmundo.es/papel/hemeroteca/1995/11/19/cronica/601747.html>. Accessed: 10 September 2007.
- Fernández Fernández, José Luis (2007). Ética y responsabilidad en la gestión de la cadena de proveedores. *Ser Responsables en el Siglo XXI*. **4**: 10-12.
- Fombrun Charles (2007). Reputación y realidad - 'Hay empresas con buena reputación que son malas compañías y viceversa'. Available: http://www.ecores.org/noticias_evento.asp?ID=1336. Accessed: 10 September 2007.
- Foretica (2005). La norma SG21: certificación en gestión ética y socialmente responsable. Available: <http://www.fundacioncarolina.org/NR/rdonlyres/D3CD211F-5998-4BA3-B719-0C4141295933/0/SGE21.pdf>. Accessed: 10 September 2007.
- Gamesa (2007). Principios de RSE y Código de Conducta: 39-45. Available: <http://www.gamesa.es/files/File/ConductaCAS.pdf>. Accessed: 10 September 2007.
- GRI (2006). Guía para la elaboración de memorias de sostenibilidad: 3-7. Available: http://www.globalreporting.org/NR/rdonlyres/415F297B-5289-4160-8B6C-7CC034D5BE52/0/G3_GuidelinesESP.pdf. Accessed: 10 September 2007.
- Heras Àngels (2006). Dossier gran consumo y RSE. La RSE debe ser correspondida por la responsabilidad social del consumidor. *Mediaresponsable*. **4**:14-16.
- ISO (2006). Borrador norma ISO 26.000: 55-57. Available: <http://www.redpuentes.org/centro-de-documentos/iso-responsabilidad-social-26.000/borrador-iso-26000.pdf/view>. Accessed: 10 September 2007.
- Lizcano José Luis (2006). RSE y Filantropía. Available: <http://www.cincodias.com/articulo/opinion/Responsabilidad/social/filantropia/cdsdci>

[/20060520cdscdiopi_5/Tes/](#). Accessed: 10 September 2007.

- Márquez Antonio (2007). La ISR al Gusto de Todos. *Ser Responsables en el Siglo XXI*, **5**: 70-74.
- Márquez, Antonio (2007). La RSE en crisis de credibilidad. *Ser Responsables en el Siglo XXI*, **4**: 14-15.
- Márquez Antonio, Fombrun Charles (2005). Measuring CSR. *Corporate Reputation Review*, Winter 2005: 304-308.
- MediaResponsable. MediaResponsable ganadora del CSR Marketplace. Available: <http://www.empresaresponsable.com/articulos/detail.php?id=3549>. Accessed 10 September 2007.
- Nike, Inc. (2007). Nike reanuda la producción de balones de fútbol en Pakistán. Available: <http://www.prnewswire.co.uk/cgi/news/release?id=198854>. Accessed: 10 September 2007.
- Ricart Joan Enric y Agnese Pablo (2006). **Radiografía de la deslocalización de servicios en las empresas españolas**. Available: <http://insight.iese.edu/doc.asp?id=626&ar=11>. Accessed: 10 September 2007.
- Rodríguez Fernández, José Miguel (2003). Hacia la empresa como asociación de partícipes. *El Gobierno de la Empresa: un Enfoque Alternativo*: 104-106. Madrid: Ediciones Akal S.A.
- Triodos bank (2007). *Revista Triodos*, **9**.
- Vilanova, Mar; Lozano, Josep M^a; Dinarés, Marta (2006). Accountability. Comunicación y reporting en el ámbito de la RSE. *Forética*. **6**: 30-32.
- Villafañe Justo (2007). I Jornadas iberoamericanas de asociativas. *La reputación corporativa como una nueva expresión de racionalidad empresarial*: 7-11. Madrid. Servicio de publicaciones de Villafañe y Asociados.
- Webb Tobias (2006). El interes de los medios por la RSE ha aumentado un 600% en los últimos cinco años. *Corresponsables*. **3**: 58-60.
- Werner Klaus y Weiss Hanss (2003). La cadena alimentaria. *El Libro Negro de las Marcas*: 135-139. Buenos Aires: Editorial Sudamericana.

RECOMMENDED READINGS

- Albareda Laura, Balaguer M^a Rosario (2006). Observatorio de la ISR en España 2006. Available: http://www.esade.es/pfw_files/cma/institution/institutos/ipes/Observatori2006.pdf . Accessed: 10 September 2007.
- Argandoña Antonio (2006). Economía de mercado y responsabilidad social de la empresa: 2-9. *Papeles de Economía Española*, **108**: 2-9.
- GRI (2006). Guía para la elaboración de memorias de sostenibilidad. Available: http://www.globalreporting.org/NR/rdonlyres/415F297B-5289-4160-8B6C-7CC034D5BE52/O/G3_GuidelinesESP.pdf. Accessed: 10 September 2007.
- ISO (2006). Borrador norma ISO 26.000. Available: <http://www.redpuentes.org/centro-de-documentos/iso-responsabilidad-social-26.000/borrador-iso-26000.pdf/view>. Accessed: 10 September 2007.
- Lozano J. M. (2006). De la responsabilidad social de la empresa a la empresa responsable y sostenible. *Papeles de Economía Española*, **108**: 40-62.
- Murillo David y Lozano J.M. (2006). RSE y PYMES, una apuesta por la gestión empresarial. IPES-ESADE. Available: http://www.esade.es/pfw_files/cma/institution/institutos/ipes/rseypimes.pdf. Accessed: 10 September 2007.
- Telefonica e Instituto de Analisis de Intangibles (2006). *Quiero trabajar aquí: Las claves de la reputación interna*. La empresa dialogante. Reflexiones sobre la comunicación y la gestión empresarial - Pearson.
- Villafañe Justo (2007). I Jornadas iberoamericanas de asociativas. *La reputación corporativa como una nueva expresión de racionalidad empresarial*. Madrid. Servicio de publicaciones de Villafañe y Asociados.