

# Stakeholder Theory

Internal Stakeholders

External Stakeholders

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Employees

Managers

**Company**

Customers

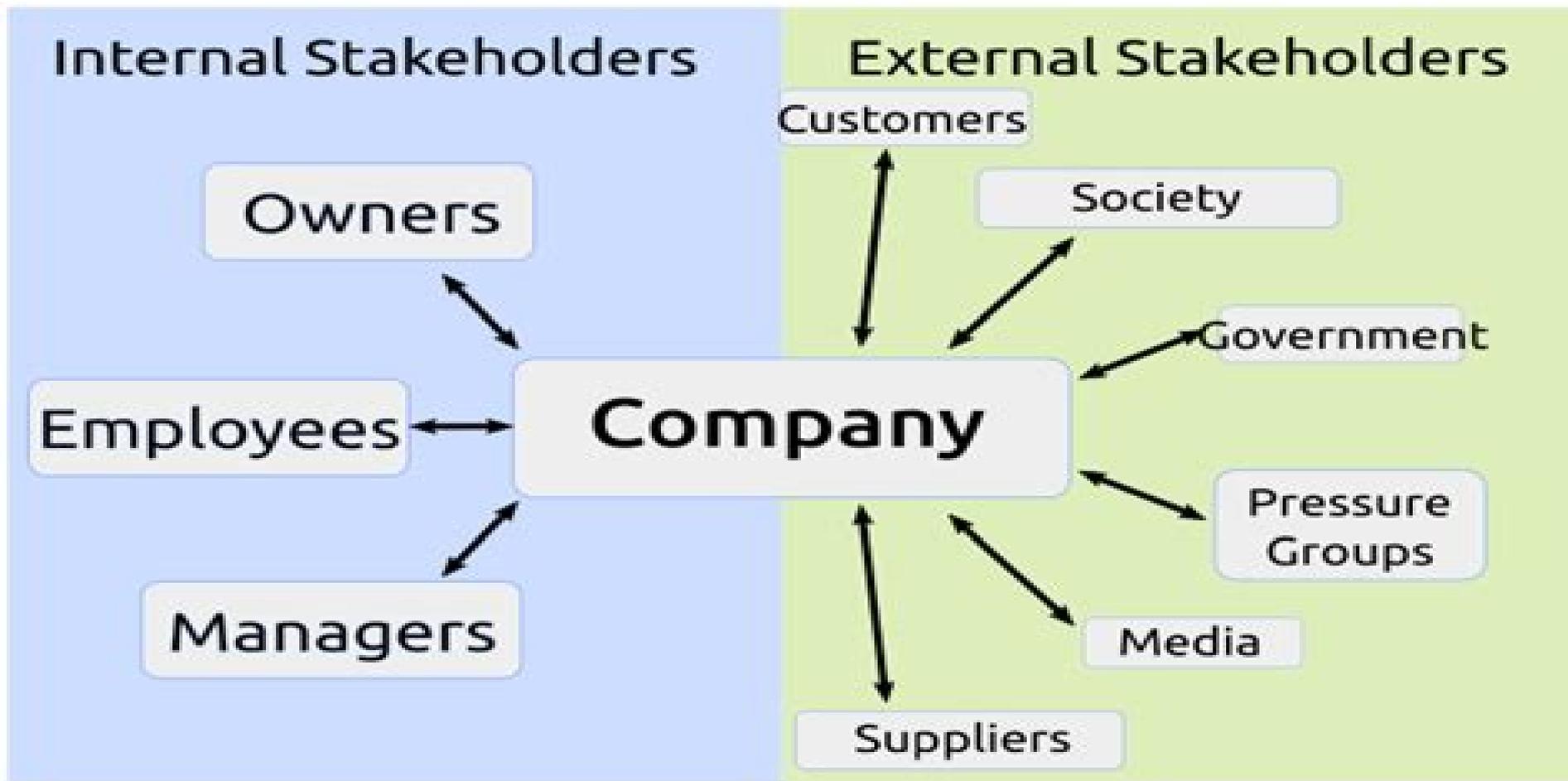
Society

Government

Pressure  
Groups

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Suppliers



# Stakeholder Theory

**Abe J. Zakhem, Daniel E. Palmer, Mary  
Lyn Stoll**

## **Stakeholder Theory:**

Stakeholder Theory R. Edward Freeman, Jeffrey S. Harrison, Andrew C. Wicks, Bidhan L. Parmar, Simone de Colle, 2010-04-01 In 1984 R Edward Freeman published his landmark book *Strategic Management A Stakeholder Approach* a work that set the agenda for what we now call stakeholder theory In the intervening years the literature on stakeholder theory has become vast and diverse This book examines this body of research and assesses its relevance for our understanding of modern business Beginning with a discussion of the origins and development of stakeholder theory it shows how this corpus of theory has influenced a variety of different fields including strategic management finance accounting management marketing law health care public policy and environment It also features in depth discussions of two important areas that stakeholder theory has helped to shape and define business ethics and corporate social responsibility The book concludes by arguing that we should re frame capitalism in the terms of stakeholder theory so that we come to see business as creating value for stakeholders

**Stakeholder Theory and Organizational Ethics** Robert Phillips, 2003 Recent corporate scandals have brought attention to business ethics yet there are few books available that cover an important aspect of this topic In this timely study of organizational ethics and stakeholder theory which holds that business is beholden not only to shareholders but also to customers employees suppliers management and the community Robert Phillips challenges the idea that the theory has no moral underpinnings and suggests useful ways to define which groups are or are not legitimate stakeholders This study is based on the work of John Rawls the most widely cited moral and political philosopher of the 20th century

**Stakeholder Theory** Maria Bonnafous-Boucher, Jacob Dahl Rendtorff, 2016-11-08 This book provides an academic introduction to and presentation and defence of stakeholder theory as a model for the strategic management of businesses and corporations as well as of public organizations and institutions The concept of the stakeholder is generally applied to parties that affect or are affected by the activities of private or public organizations Distinct from shareholders stakeholders are those individuals entities or communities that have a connection with the activities of a corporation a firm or an organization The notion of the stakeholder is intimately linked to a conception of the business firm as an entity founded on negotiated governance in which the maximization of value for the shareholder is not the ultimate criterion In this model issues and interests that are not directly associated with shareholders and investors but which go beyond capital to encompass the concerns of civil society are considered to be of central importance This book provides a broad overview of stakeholder theory presenting it as an ethical approach to strategic management that is both pragmatic and applicable to developing democratic practices within corporations while at the same time suggesting ways in which elements of a social contract can be elaborated within the context of globalization

Stakeholder Theory and Organizational Ethics Robert Phillips, 2003-09-03 Business ethics is a staple in the news today One of the most difficult ethical questions facing managers is to whom are they responsible Organizations can affect and are affected by many

different constituencies or stakeholders but who are these stakeholders What sort of managerial attention should they receive Is there a legal duty to attend to stakeholders or is such a duty legally prohibited due to the shareholder wealth maximization imperative In short for whose benefit ought a firm be managed Stakeholder Theory and Organizational Ethics provides the most comprehensive theoretical treatment of the stakeholder framework to date Robert Phillips provides an extended defense of stakeholder theory as the preeminent theory of organizational ethics today **Stakeholders** Andrew L. Friedman, Samantha Miles, 2006 Stakeholders includes a discussion of the concept of the stakeholder in fields such as management corporate governance accounting and finance strategy sociology and politics and in public policy debate Practical examples are used to examine a range of stakeholders *Stakeholder Theory* Abe J. Zakhem, Daniel E. Palmer, Mary Lyn Stoll, 2008 This valuable collection of essential articles from the most prominent authors in the field serves as the standard reference source for research into stakeholder theory the dominant framework for analyzing ethical issues within the field of business ethics **Stakeholder Management. The Sustainable Management of Nestlé's Cocoa Supply Chain in the Ivory Coast** Rodrigue Bienvenue Nanfack, 2014-11-18 Essay from the year 2014 in the subject Business economics Business Ethics Corporate Ethics grade 3 University of Wuppertal Schumpeter school of business course CSR language English abstract Stakeholder Management with long term sustainability is decisive in determining whether a business organization is being successful or not Stakeholder Management has a direct impact on the company's competitiveness and its environment The most profitable companies have strong relationships with their relevant stakeholders groups that is the stakeholders in their business field Stakeholder Management has a wide actively and effectively challenge to manage these important relationships with their different stakeholders groups Strong customer relationships successful relationships with suppliers committed employees and good relationships with other stakeholders groups define the winners of today in the world's global economy and that is why companies like Nestlé understand that they should keep an important and a great relationship with their stakeholders To be able to achieve a sustainable stakeholder management organizations first have to define who their key stakeholders are they have to be able to understand their needs then secondly they should define what kind of stakeholder management system applies thereto [The Cambridge Handbook of Stakeholder Theory](#) Jeffrey S. Harrison, Jay B. Barney, R. Edward Freeman, Robert A. Phillips, 2019-05-09 A comprehensive foundation for stakeholder theory written by many of the most respected and highly cited experts in the field

**Stakeholder Theory** R. Edward Freeman, Jeffrey S. Harrison, Stelios Zyglidopoulos, 2018-08-30 The stakeholder perspective is an alternative way of understanding how companies and people create value and trade with each other Freeman Harrison and Zyglidopoulos discuss the foundation concepts and implementation of stakeholder management as well as the advantages this approach provides to firms and their managers They present a number of tools that managers can use to implement stakeholder thinking better understand stakeholders and create value with and for them The Element

concludes by discussing how managers can create stakeholder oriented control systems and by examining some of the important stakeholder related issues that are worthy of future scholarly and managerial attention

**Stakeholder Theory** Robert A. Phillips, 2011-01-01 Honoring the twenty fifth anniversary of one of the most influential books in the history of business strategy and ethics R Edward Freeman s Strategic Management A Stakeholder Approach this work assembles a collection of contributions by the most influential and widely cited scholars working in the area of stakeholder scholarship today The analyses collected here comment on the impact Freeman s book and stakeholder theory more generally has had upon the fields of management and organizational ethics This study also includes original responses from Freeman himself As the conversation about stakeholders hits its academic and popular stride this timely volume provides both a retrospective of stakeholder theory s history as well as a guide to the questions that are likely to emerge during the next quarter century providing a new foundation for future theory and practice This volume will be an indispensable resource for any serious scholar working in the area of stakeholder theory Additionally because the language of managing stakeholder relationships is becoming increasingly popular practicing executives and NGO members will find this an exceptional and informative reference

**Stakeholder Theory** R. Edward Freeman, Jeffrey S. Harrison, Andrew C. Wicks, Bidhan L. Parmar, Simone de Colle, 2010-04-01 In 1984 R Edward Freeman published his landmark book Strategic Management A Stakeholder Approach a work that set the agenda for what we now call stakeholder theory In the intervening years the literature on stakeholder theory has become vast and diverse This book examines this body of research and assesses its relevance for our understanding of modern business Beginning with a discussion of the origins and development of stakeholder theory it shows how this corpus of theory has influenced a variety of different fields including strategic management finance accounting management marketing law health care public policy and environment It also features in depth discussions of two important areas that stakeholder theory has helped to shape and define business ethics and corporate social responsibility The book concludes by arguing that we should re frame capitalism in the terms of stakeholder theory so that we come to see business as creating value for stakeholders

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exploring corporate transparency social responsibility boardroom diversity shareholder activism and many other timely issues

**Business Ethics: Ethical theory, distributive justice, and corporate social responsibility** Fritz

Allhoff, Anand Vaidya, 2005 This three volume anthology collects the most important of the classic articles in business ethics as well as the best of the contemporary work in business ethics It will serve as a sourcebook for academics and non academics doing research in business ethics

**The Business Case of Social Business** Lena Schumacher, 2013-08-20

Bachelor Thesis from the year 2010 in the subject Business economics Business Ethics Corporate Ethics grade 1.5 EBS European Business School gGmbH language English abstract During recent years much has been written about Corporate Social Responsibility CSR sustainability sustainable and ethical supply chains and the power of organizations that reaches beyond their core business activities Social Business a rather new form of using corporate power in order to act in a socially desirable manner was first established by Professor Yunus Noble Peace Prize winner 2006 It is in contrast to charity because it is not a donation or charitable giving but a real investment into a business The important difference is that with a social business the entrepreneur or the participants in a social venture business do not intend to maximize profits but will always reinvest profits into the business and will keep costs and prices low so a broad range of non affluent consumers can afford the product or service Yunus Bertrand Lehmann Ortega 2009 p 5 Yunus 2006 calls this doing business for others instead of for oneself p 4 Since Social Business is a very new concept little has been written about it yet There is not even a generally accepted and shared definition of the term Social Business Millions of small social start ups whose founders intend to do something socially beneficial and who only take out from the business the money they need for their own upkeep already exist However to differentiate between charity projects and real social businesses is difficult For this reason it is impossible to collect empirical data about these start ups and projects Much more in the focus of the public eye are social businesses founded by multinational companies MNCs or at least renowned national companies This often includes a product relating to the key competence of the firm which is adapted to the needs of less well off consumers and thereby solves a shared social problem MNCs often use the know how and competence of non governmental organisations NGOs or similar institutions and start social joint ventures Since it is much easier to collect data about this kind of social business and since their influence and recognition in industrialized countries at the moment is much bigger than of the numerous small start ups this paper is going to focus on social businesses initiated by big companies

**Ethical Theory and Business** Tom L.

Beauchamp, Norman E. Bowie, 2004 Ethical Theory and Business 8 e presents a comprehensive anthology of readings legal perspectives and cases in ethics in business Focuses on providing and explaining the tools needed to deal with ethical dilemmas in business The authors examine ethical theory and business practice the purpose of the corporation corporate character and individual responsibility acceptable risk the ethical treatment of employees diversity and discrimination in the workplace marketing and disclosure of information ethical issues in information technology and ethical issues in international

business This book is intended for those interested in examining the ethical challenges we face today **Corporate Social Responsibility in China: Analysis of Key Drivers for the Implementation of CSR and Assessment of the Impacts on Company Performance** Li-en Lin,2021-05-25 Bachelor Thesis from the year 2020 in the subject Business economics Business Ethics Corporate Ethics grade 1 0 German system 1 0 best Munich Business School University of Applied Sciences language English abstract In the course of China s rise to a significant player in the global economy concerns are voiced regarding individual Chinese companies irresponsible behaviors among the international communities resulting in the Chinese government s introduction of strict regulations on social responsibility for companies operating in China However due to the decisive government interventions further potential underlying reasons for Chinese companies corporate social responsibility CSR involvement remain uncertain The goal of this thesis is to provide insights about CSR and its key drivers and the potential effects of CSR on Chinese companies performances as well as to offer recommendations for managers of companies in China The thesis first addressed CSR development in the US and in China by using relevant literature The results of the literature review showed that legal requirements government influence and financial profitability were key drivers for both US and Chinese companies and CSR had a positive impact on firm performance in both countries Subsequently eight semi structured key informant interviews were conducted The selected informants were all upper level managers in their respective companies who were aware of China s CSR strategy and were performing related practices in their firms The interview results indicated that while legal requirements and government involvement were still the driving forces behind companies CSR implementation in China financial profitability is an additional predominant factor for companies decision makers Furthermore both theoretical and empirical insights displayed a positive relationship between CSR and corporate social and economic performance indicating that CSR practices benefit both companies and society

**Issues and Realities of Maintenance and Other Operating Expenses Allocation among the Public Elementary Schools in the Division of Iligan City. Basis for a Financial Management Plan** Liezel Sanchez,2022-10-12 Doctoral Thesis Dissertation from the year 2021 in the subject Pedagogy School System Educational and School Politics grade 1 25 language English abstract This study determined the issues and realities of maintenance and other operating expenses allocation among the public elementary schools in the division of Iligan City This also determined the respondents characteristics and their perceptions on the issues and realities of MOOE allocation The issues were based on the accountability of the school head decentralization of decision making transparency on the distribution of school funds budgeting and financial management and anti corruption education Moreover their perceptions on the realities were identified considering the capacity to manage school funds budgeting process positive impact on transparency realistic and applicable policies openness and acceptance and trust in MOOE and involvement of teachers Significant relationships and effects were also tested among the variables Quota sampling and purposive sampling were utilized to identify the 64 school

heads and 256 teachers Data were gathered using a survey questionnaire in depth interviews and focus group discussions and were interpreted using the frequency mean standard deviation Person r and Regression analysis Court of Appeals: New York: 497 , Corporate Social Responsibility Practices. The Cost of Debt Luís Eichhorn,2024-01-16 Master s Thesis from the year 2023 in the subject Business economics Business Ethics Corporate Ethics grade 1 3 Rhine Waal University of Applied Sciences language English abstract This Master s Thesis conducts a literature review of 32 studies compiling the current knowledge about the impact of corporate social responsibility CSR practices on companies debt costs focusing on quantitative assessments The growing recognition of the role corporations play in addressing environmental and social challenges has been on the rise for several years As businesses are increasingly being held accountable for their environmental and societal influence the calling for active engagement in CSR issues is louder than ever before Consequently companies face a growing demand regarding CSR issues such as sustainability practices social impact initiatives ethical governance and transparent disclosure of these Apparently the traditional sole purpose of profit making and increasing shareholder value is evolving into a multifaceted commitment to diverse stakeholder demands CSR awareness and reporting on it have gained a lot of momentum in the last two decades 2020 survey identified that 80% of N100 companies worldwide the top 100 companies by revenue in 52 countries and jurisdictions now report on sustainability up by 5% since the last survey in 2017 while the reporting rate has reached 90% or more for the G250 group the world s largest 250 companies by revenue since 2011 Within this context the financial implications of CSR practices particularly their impact on companies ability to finance operations and expansion plans emerge as a critical area for investigation A relatively unexplored aspect is the effect on companies debt which marks the primary focus of examination in this thesis Corporate Governance Mechanisms and Firm Financial Performance in Nigeria Ahmadu Sanda,Aminu S. Mikailu,Tukur Garba,2005

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## **Table of Contents Stakeholder Theory**

1. Understanding the eBook Stakeholder Theory
  - The Rise of Digital Reading Stakeholder Theory
  - Advantages of eBooks Over Traditional Books
2. Identifying Stakeholder Theory
  - Exploring Different Genres
  - Considering Fiction vs. Non-Fiction
  - Determining Your Reading Goals
3. Choosing the Right eBook Platform
  - Popular eBook Platforms
  - Features to Look for in an Stakeholder Theory
  - User-Friendly Interface
4. Exploring eBook Recommendations from Stakeholder Theory
  - Personalized Recommendations
  - Stakeholder Theory User Reviews and Ratings
  - Stakeholder Theory and Bestseller Lists
5. Accessing Stakeholder Theory Free and Paid eBooks
  - Stakeholder Theory Public Domain eBooks
  - Stakeholder Theory eBook Subscription Services
  - Stakeholder Theory Budget-Friendly Options
6. Navigating Stakeholder Theory eBook Formats

- ePub, PDF, MOBI, and More
  - Stakeholder Theory Compatibility with Devices
  - Stakeholder Theory Enhanced eBook Features
7. Enhancing Your Reading Experience
    - Adjustable Fonts and Text Sizes of Stakeholder Theory
    - Highlighting and Note-Taking Stakeholder Theory
    - Interactive Elements Stakeholder Theory
  8. Staying Engaged with Stakeholder Theory
    - Joining Online Reading Communities
    - Participating in Virtual Book Clubs
    - Following Authors and Publishers Stakeholder Theory
  9. Balancing eBooks and Physical Books Stakeholder Theory
    - Benefits of a Digital Library
    - Creating a Diverse Reading Collection Stakeholder Theory
  10. Overcoming Reading Challenges
    - Dealing with Digital Eye Strain
    - Minimizing Distractions
    - Managing Screen Time
  11. Cultivating a Reading Routine Stakeholder Theory
    - Setting Reading Goals Stakeholder Theory
    - Carving Out Dedicated Reading Time
  12. Sourcing Reliable Information of Stakeholder Theory
    - Fact-Checking eBook Content of Stakeholder Theory
    - Distinguishing Credible Sources
  13. Promoting Lifelong Learning
    - Utilizing eBooks for Skill Development
    - Exploring Educational eBooks
  14. Embracing eBook Trends
    - Integration of Multimedia Elements
    - Interactive and Gamified eBooks

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