

pulse

free people  free minds

Issue 2 | February 2007

DIVISION OF SOCIAL SCIENCE • YORK UNIVERSITY

GREEN² = Planet AND Profit



Corporate
Social

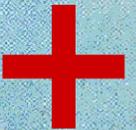
Responsibility & Environmental Sustainability

CSR or Shareholders

Theft p13

The Efisyency

of Capitalism p14



ACING A JOB INTERVIEW *[by john dwyer]*

HUWOMAN DEVELOPMENT *[by irena stankovic]*

SUPER SHOPPERS *[by timothy mak]*

FROM THE EDITOR-IN-CHIEF

Dedicated to facilitating free and open debate on topics related to business and society, *Pulse: Free People, Free Minds* (formerly *BUSO Notes*) features a variety of authors and topics ranging from women empowerment in Turkey (p.5) to career advice (p. 6) to a comparison of the recycling habits of two major North American cities (p. 8).

Taking this year's BUSO Student Club theme of Corporate Social Responsibility a step further, *Pulse* brings you a variety of engaging perspectives on CSR from students and faculty featured in the Big Debate section. The responsibilities of business, government and society are issues embedded throughout the BUSO Program and this *Pulse* issue allows us to share and discuss our ideas on these topics.

On a personal note, this year I attended the CSR Symposium organized by the BUSO Student Club and a Corporate Social Responsibility conference organized by the CSR Student Association at Schulich. I had the opportunity to observe how CSR theory is translated into business actions. While it is true that there are many potential problems with the voluntary notion of business responsibility (more details on page 13 in an article by Ian Sands), Milton Friedman's argument seems to be losing its weight. Business does indeed have responsibilities (more details on page 14 in an article by Arthur Chan). In a world that faces a period of severe climate change, environmental responsibility is beyond the question of who is responsible; each individual, organization and government must take steps to reduce their footprints on our planet. It is important to recognize that without a stable environment, neither business, government, nor society will be able to exist. However, those investing in sustainable industries will prove to be the winners of the future.

I would like to thank the dedicated editorial board members, who volunteered many hours of their time to create *Pulse* and to create a forum for the expression of all that is on the minds of BUSO students.

Inbal Marcovitch

FROM THE COORDINATOR

This issue of *Pulse* provides a wonderful display of the creativity and critical faculties of students in the BUSO program. The question of the 'responsibility' of corporations is surely a vexing one. It challenges us to think systematically about the social and institutional dimensions of economic life and relationships in addition to the ethical and political meaning of corporate power and the often controversial role of business in a modern and changing society. It also forces us to re-think our settled understandings about corporations. For example, in one of my courses students have been surprised to find out that, in most matters of law, corporations are not regarded as the property of their shareholders.

Hopefully the contributions on the following pages – ranging from the biographical to the academic - will also make us appreciate the variety and uniqueness of the curriculum of the BUSO program itself. Most of the BUSO faculty like myself teach the 'core' courses in the program, where students who are concentrating in very different curriculum streams can also come together and show each other with what they have learned in their study of Economics, Sociology, Environmental Studies, the Social Economy, Law and Governance and a number of other fields.

I have found it remarkable how students can thrive in this rather challenging multi-disciplinary and interdisciplinary program, and I am grateful to my fellow faculty members for their ability to offer a coherent and powerful way of studying business from a critical social science perspective. Most of all, I am surprised (pleasantly!) to see how many of our graduating students will so readily admit that the BUSO program has really changed the way they think (despite the fact that they weren't really sure they knew what lay in store for them when they declared their major in their first year.).

A new phase for our program has recently begun. We have developed an entirely new curriculum structure featuring theme-based streams such as 'Business Ethics and Corporate Responsibility' and 'Media and Communication' in place of the former model based on disciplines such as Sociology, Political Science and Psychology. In addition, we have hired new faculty members - most recently Dr. Mark Peacock - who bring together a remarkable range of intellectual interests in both economics and philosophy.

Finally, we have been trying to work together – faculty and students alike – to organize a number of events and activities over the last two or three years. This issue is timed to coincide with the first 'Annual Business and Society Lecture'. In addition, our very active student association has not only developed publications like *Pulse*, but has also played a leading role in recruitment of new students, organizing movie and sports evenings, peer tutoring and the like.

Richard Wellen

CONTENTS

- 1 FROM THE EDITOR-IN-CHIEF**
FROM THE COORDINATOR
- 3 INTRODUCTION**
 Meet The Business & Society Faculty
 Meet The Business & Society Club Executives
- 5 STUDENT LEADERSHIP**
 A Woman at Work: An Internship in Turkey BY IMAN MASUD
 Leadership Opportunities at York
 Acing a Job Interview: Dealing With Interviewer's Questions
 BY JOHN DWYER
- 7 THE GLOBAL ECONOMY**
 Huwoman Development BY IRENA STANKOVIC
- 8 THE ENVIRONMENT**
 Is It Ever Enough? BY ANNA DURBIN
 Trade, The Environment And Us BY SYLVIA VAGO
 Toxic Chemicals Contaminate Canadians BY JANA NEUMANN
- 11 THE BIG DEBATE**
 Corporate Social Responsibility And Environmental Sustainability:
 Symposium Overview BY IRENA STANKOVIC
 Sustainable Business BY PROFESSOR IRENE HENRIQUES
 CSR And Sustainability BY PROFESSOR DARRYL REED
 Corporate Social Responsibility or Shareholders Theft? BY
 IAN SANDS
 The Efisyency of Capitalism BY ARTHUR CHAN
- 15 THE SOCIAL ECONOMY**
 Can You Make The Fair Choice? BY MICHAEL KROCKMALNEK
- 16 THE MEDIA AND COMMUNICATIONS**
 Super Shoppers BY TIMOTHY MAK
 Movie Reviews
 Manufactured Landscapes BY INBAL MARCOVITCH
 An Inconvenient Truth BY IRIT ISRAELI

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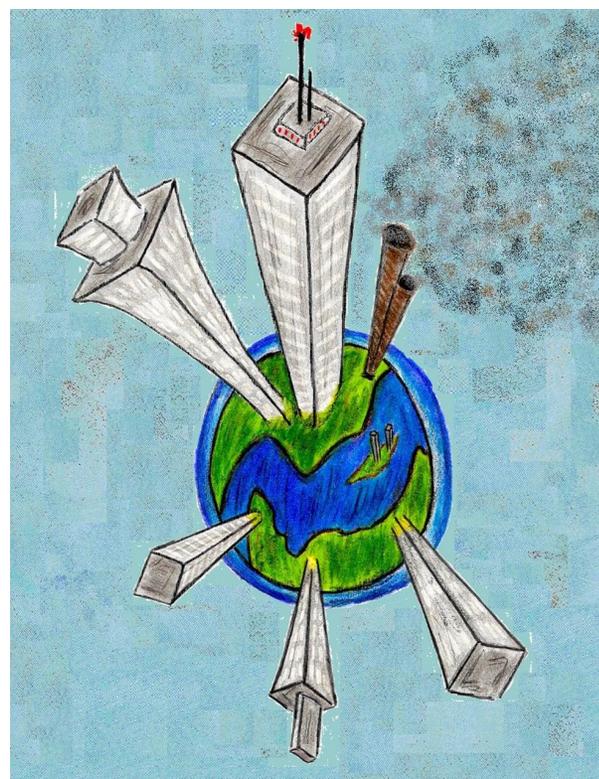
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MEET THE BUSINESS & SOCIETY FACULTY



RICHARD WELLEN

For the past 15 years Richard has taught interdisciplinary and general education courses at York University. He is currently Program Coordinator and teaches in 'Business and Society', 'Social and Political Thought' and the social dimensions of 'Information and Technology'. Professor Wellen is also the author of several scholarly publications, including a book on 20th century political theory called *Dilemmas in Liberal Democratic Thought Since Max Weber*.



Darryl Reed

Darryl Reed is Associate Professor in and the Chair of the Division of Social Science at York University and teaches in the Business & Society Program. He has a wide range of research interests in the field of Business and Society, including corporate governance, community economic development, business ethics and development ethics.



John-Justin McMurtry

J.J. is currently completing his Ph.D. requirements in Social and Political Thought at York. His research focuses on understanding, reworking, and applying the concept of the "Lifeworld" to contemporary social, political and economic theory, as well as worker cooperatives, the social economy and transformative political movements.



JOHN DWYER

John has been with York university since 1985. He currently has responsibility for the Foundations Course (SOCSCI 2340 9.0). He is the author of numerous articles and 2 books that focus on the economist/philosopher Adam Smith and the Scottish Enlightenment of the eighteenth century. His most recent academic book, entitled *Business History: Canada in the Global Community*, was published in 2000 and is a textbook used in the first year BBA program in the Schulich School of Business.



Mark Peacock

Professor Peacock is an economist by training, he has also studied philosophy and sociology and says he greatly looks forward to the interdisciplinary atmosphere in BUSO. He got his Ph.D. from the University of Cambridge in 1996 and has been working since then as a university lecturer in Germany, most recently at Erfurt University in the former communist part of the country.

Time to Vote

Elections for the Business & Society Students Club are approaching. If you are wondering about what leadership role you can take on for the next academic year, have a look at the list of executive positions and responsibilities. For more information, please contact the BUSO Club.

President:

The President is responsible for a wide range of tasks including delegating and forming committees for specific tasks such as the planning and implementation of performances, lectures, and other activities being arranged by BUSOSC. The President is also the spokesperson for BUSOSC in all matters pertaining to the club

Executive Director:

The Executive Director is also responsible for delegating tasks and is a spokesperson for the club. He/She organizes meetings, oversees tasks and ensures that everything goes as it should.

Vice-President Finance:

The VP of Finance is responsible for maintaining accurate accounts of all receipts and financial records, as well as the disbursements of the club's monies

VP Social Events:

The VP of Social Events plans and organizes club events, and is responsible for overseeing all aspects of events.

VP Communications:

The VP of Communications is responsible for coordinating information and announcements for all BUSOSC operations and events through the email listserv.

Pulse Editor-in-Chief:

The Editor-in-Chief is responsible for the planning and publication of the Business & Society student newsletter, and also chairs the *Pulse* editorial committee.

Junior and Senior Representatives:

Representatives promote the involvement of BUSO students for all club events, activities, and facilities ensuring that they are all kept up-to-date and well-informed.

Nominations begin on Wednesday, Feb 21st

Nominations end on Monday, March 12th

Elections take place on Thursday, March 15th
at the Social Science lounge (Ross S752)
from 2:30-4pm

MEET THE BUSINESS & SOCIETY STUDENT CLUB EXECUTIVES

The BUSO Pulse team has collected the bios of the Business and Society Student Club's (BUSOSC) executives so you can get to know them better. This year the board comprised of executives with diverse backgrounds and expertise which helped to shape a successful year for BUSOSC.



IMAN MASUD (1)
President & Co-Founder

Iman hopes to graduate this year with an Honours BA in the BUSO program with streams in Psychology and Sociology as well as a Human Resources Management certificate from Atkinson. She has also been a member of the McLaughlin College Council, and has worked and volunteered with several NGOs in Toronto and abroad. She spent the summer of 2006 working with a women's rights NGO in Istanbul, Turkey.

SANA MINHAS (2)
Executive Director & Co-Founder

Sana is streaming in Math and Economics. Thus far, her greatest achievement has been watching the baby BUSO club grow, be acknowledged and become greater and bigger every year. As a co-founder, she'll be moving on this summer and is looking forward to graduating with an Honours BA from the BUSO program.

IRENA STANKOVIC (3)
VP Communications

Streaming in Political Science and Economics, Irena is in her final year of studies. She finds that the BUSOSC has allowed her to not only meet and interact with other students from the program, but also to implement and debate theories learned in class. This past October, she organized the student symposium on Corporate Social Responsibility and Environmental Sustainability. In addition, Irena has also been greatly involved with Model NATO and Model UN. Following her June commencement, Irena hopes to take a few years off to travel, gain valuable work experience in banking and finance, and eventually earn a Master's degree in Economics of Development.

SADAF ETEMAD-REZAEI (4)
Secretary

In her fourth year, Sadie is streaming in Economics and Political Science with her main interest being Public Policy. In addition, to being the BUSOSC Secretary, Sadie has also been the secretary of the Economics Students Association for the past 4 years. Sadie encourages fellow BUSO undergrads to enthusiastically participate in the array of events that the club has to offer.

MARIA CHRISITOFOROU (5)
Senior Representative

Maria is completing her second year with BUSO program. Maria has been busy volunteering in different campus opportunities.

CECILIA CHEUNG (6)
Junior Representative

Cecilia is an international student from Hong Kong and is in her second year in the program. She is streaming in Professions, Occupations & Social Change and Media & Communications. Also in her second year with the club, Cecilia has been busy helping the program's newest students this past year.

JODY KLEIN (7)
VP Social Affairs

Jody has been with the Club since day one and has been busy organizing movie nights, social lunches, and much more for the past two years. She is currently planning a semi-formal for BUSO students this year. After graduation in June, Jody has plans to work on a cruise ship and to travel in Europe before getting her MBA. Jody loves Lululemon, Yorkville, Manhattan, camping, and the Dave Matthews Band. Her favourite professors are Richard Wellen, Karen Ekstein, and Randal Schnoor.

YOUSEF SALAMA (8)
VP Finance

Yousef joined BUSOSC this year and initiated the Club's tutoring services for first year BUSO students. He is expected to graduate this year.

INBAL MARCOVITCH (9)
Pulse, Editor-in-Chief

Inbal is an international student from Israel and is streaming in Economics and Political Science. For the past two years, she has served as the Editor-in-Chief of *Pulse* magazine which encourages dialogue and critical thinking between BUSO students. Inbal has been involved with the Emerging Global Leaders Program as a mentor and coordinator for the past four years. And while interning for the Canada International Scientific Exchange Program (CISEPO), she composed a report comparing the attitudes towards genetic counseling and hearing loss in the Orthodox Jewish and Muslim populations in Israel. Inbal is excited to graduate this year and to take a year off from school to further explore the relationship between economic development and international business.

A WOMAN AT WORK: AN INTERNSHIP IN TURKEY

Iman Masud

In the summer of 2006, I was given the unique opportunity to travel to Istanbul, Turkey and intern with the Foundation for the Support of Women's Work (FSWW). This was made possible through the initiatives of the York International Internship Program. With the support of York International and a dream to go out into the world and make a difference, I set off on my little adventure. I knew that I would probably come back with a slightly different worldview, and that travelling would open my eyes to different cultures. What I was not quite prepared for, however was the sheer admiration that I would develop for the culture, the sights, the sounds, the people that I would meet and the extraordinary work that they were doing.

Istanbul, previously known as Byzantium and Constantinople, is a city rich with cultures. It has served as the capital for three diverse empires - the Roman Empire, the Byzantine Empire and the Ottoman Empire. As such, Istanbul holds treasures from all three empires and is a tourist's delight. This combined with breathtaking natural beauty and Turkey's extremely delicate cultural and political balance made my stay in Istanbul truly memorable.

FSWW is one of the many NGOs that have sprung up in Turkey, functioning partly with international funding and partly with local grants. It is an organization that houses a few departments - including one of Turkey's first micro-credit institutions, an early childhood education department, and a department to govern the workings of women cooperatives all around Turkey.

FSWW engages in grassroots work to



In the Field - At the Ayazağa Women's Cooperative in Istanbul

improve the socio-economic situations of women in Turkey.

This NGO consists of a team of unique and dynamic individuals that take these working principles very seriously. I learned much from my coworkers in terms of academic knowledge. However, even more than this, I got a chance to expand my repertoire of intercultural skills and cross-cultural knowledge. I learned how to communicate across cultural boundaries and how to adapt to a cultural entirely different from the one that I was used to.

The environment that I was immersed in at FSWW was one of warmth and acceptance. The degree of hospitality that I experienced was truly humbling. These individuals were not just my coworkers - they became like a family. Although there was a language barrier between myself and the majority of the members of the FSWW family, they did not allow this to come between us. Members of this family saw each other through everything - from issues such as decreases in funding to personal troubles. They

were a source of immense support not only throughout the summer, but also when I had to leave Turkey to return to Canada.

The work that these exceptional individuals are doing for the women of Turkey is truly priceless. Out of my many endeavours at FSWW, I believe the most valuable was the networking I did with international NGOs and organizations to forge international alliances. I also engaged in dialogue with these international organizations to find ways in which to internationally market the goods produced by women in Turkish cooperatives. I assisted in preparing pictures and descriptions for the products to be sold

online and was called upon many times to write or edit English documents for the organization. In addition, I arranged for international "armchair" volunteers through the Alliance for International Women's Rights Issues to assist the organization in areas such as project writing and website development. These are just a few highlights of my work at FSWW - work whose significance I only realised as I met with and interacted with the women affected by it.

While at FSWW, I met with and interacted with many of the women that FSWW supported through their women's cooperative and advocacy programs. I also visited the 'women and children's centres' where much of FSWW's grassroots work was taking place. Actually seeing the difference that this NGO made in the lives of these women gave me an insight that only a grassroots organization can provide.

In retrospect, this work experience gave me a new respect for, and realization of, the challenges that women face around the world. I gained an insight into how these experiences relate to the big picture, and how things that we might think or do in our everyday lives, however small they may be, can influence change. The Foundation for the Support of Women's Work taught this starry-eyed adventurer a thing or two about what it truly means to make a difference. This internship was perhaps one of the most unique and humbling experiences of my life, and I can't think of anything else that I would have rather spent my summer doing.

The Foundation for the Support of Women's Work

- Recognizes the grassroots women's expertise and their power in struggling with poverty and building their lives and their communities, and their rights to define and solve their problems.
- Respects grassroots women's own values and avoids alienating them from themselves and their communities.
- Believes that equal participation of women in social, economic and political decision making processes can only be realized at community and local levels; seeks corporation of local governments and other actors in society.
- Works with grassroots women's groups in solidarity as equal partners. FSWW's programs are rooted in the synergy of women.

http://www.kedv.org.tr/index_eng.htm

Iman is in her 4th year in the Business & Society program (Psychology, Sociology streams and Human Resource Management Certificate).

Leadership Opportunities at York University

Getting involved on campus and investing your time in volunteer and leadership activities, can be an important part of your degree. Getting involved in York community can bring you many benefits from getting to know new people to applying valuable skills and experiences that will enrich your resume. York offers many opportunities for students to get involved and make their academic experience more than just taking notes! We collected a few of York's leadership opportunities for you to consider.

The Emerging Global Leaders Program (EGLP) is a lifetime opportunity for full-time York undergraduates to enhance their leadership and professional skills in a two-day retreat near Barrie, Ontario. Food and accommodations are paid for by York. A few of the past speakers in the conference are Hon. Robert Keith Rae, Jim Reed, Honourable Kay McConney, Dr. Pablo Idahosa and many more.

For more information check:

<http://international.yorku.ca/students/eglp/eglp.htm>

BUSO Student club is a student club for Business and Society Students. The club won the community leadership award and has planned many activities for Business and Society students in the past two years. The club opens nomination for the executive body mid February until beginning of March. All positions are open.

For more information check:

http://www.arts.yorku.ca/sosc/buso/buso_student_assc.html

Or email: busoclub@yorku.ca

York International Internship Program (YIIP) provides both York undergraduate and graduate students a non-credit opportunity to apply their academic knowledge to an international work environment and enhance their job-related skills in an international and intercultural setting. York University offers funding for successful International Internship applicants. Placements include India, Peru, Mexico, Mongolia, Germany, St. Kitts, Japan, Turkey, Russia, France and more.

For more information check:

<http://international.yorku.ca/internships/index.htm>

ACING A JOB INTERVIEW: DEALING WITH INTERVIEW QUESTIONS

John Dwyer

John Dwyer is a Professor in the Business and Society Program, who teaches the Second Year Foundations Course (BUSO 2340 9.0). Most recently, he has published articles entitled "Ethics and Economics" (*Journal of British Studies*) and *The British Enlightenment* (*Routledge Encyclopedia of British Philosophy*). In addition to these and other academic works, Professors John Dwyer and Thomas Klassen recently published *Flourishing in University and Beyond*. The following is excerpted from that book.

Due to popular demand, we are bringing you another set of Dwyer's career advice.

Remember: "as with answering essay questions on exams, the key to successful interview is to **understand** the question" (John Dwyer). Good Luck!

Tell me about yourself?

translation: Here's some rope. Want to hang yourself?

explanation: This question suggests that you are not dealing with an experienced interviewer. An inexperienced interviewer feels more in control if you are doing all the talking and they can sit back and spot the weaknesses. An experienced interviewer prefers to probe directly and not to waste time with such an open-ended approach. It is impossible to assess someone's personality in a short interview. The person who asks this question, therefore, is looking for potential problems that you might bring with you.

solution: Your task is to briefly suggest that you are a reliable person with a good employment track record who has profited from being in university, not to blurt out your life. You can answer this question constructively by quoting some good things that your employers, teachers or references say about you. Be courteous even though this is an unprofessional question.

duration: Two minutes tops. It's not a serious or appropriate question.

Do you have any questions for us?

variations: Is there anything that you'd like to tell us?

translation: This is your opportunity to size us up.

explanation: Most of the interview is structured around their questions and your responses. A skillful candidate will have a set of questions in mind for the interviewer before beginning the interview and will ask these where appropriate. The rule of thumb for a good interview is that the interviewer and the interviewee each talk for fifty per cent of the time. This is a clear sign of matchmaking, where two individuals are feeling each other out and engaging in a courtship ritual.

Depending on the nature of the interview, this may not be possible. Especially when there are a large number of candidates for a position, or when there is more than one interviewer, the candidate's questions may be left to the end of the interview.

Even if the interviewers are not particularly interested in the candidate's questions, they will expect the candidate to have some. Not to have questions implies either: 1) neediness, 2) lack of interest, or 3) insufficient research on the position and the organization.

solution: You should have some questions about the position or the organization that demonstrate that you have done your homework. It's always very effective to highlight one of the issues or problems that the organization, industry or profession is facing and to seek your interviewers' opinion. Make the most of this opportunity to demonstrate your knowledge and interest.

Your interest and involvement should not be self-absorbed. It's fine to ask for clarification of some aspects of the position or to elaborate on an earlier answer, but the most effective use of this time is to demonstrate your interest in them rather than your needs or desires. That's the approach that's most effective in dating and in job hunting.

duration: Variable, but prepare a good 10 minutes worth of questions, even if the responses are abbreviated. We give you ten questions to ask immediately below.

Questions to Ask at the Formal Interview

1. Can you describe a typical day on the job?
2. What are your organization's three top goals during the coming year?
3. What are the biggest challenges in this position?
4. What are the major challenges facing your organization?
5. What are the career opportunities for someone who excels in this position?
6. What is your organization's management style or philosophy?
7. How do you rank this position in terms of the organization's bottom line?
8. What kinds of people succeed best in this organization?
9. What kinds of people have not succeeded in this organization?
10. What is your ideal employee?



(Continued on page 17)

Huwoman Development

Irena Stankovic



The failure to recognize the ability of women to contribute to the economy has been damaging to trade liberalization. However, if the full efficiency and liberal trade of capitalism are to be achieved, it will require greater or equal roles for women. Data in the 1995 Human Development Report (HDR) indicates that of the 1.3 billion people that live in poverty worldwide, 70% of them are female! In simple terms, capitalism needs women.

As the HDR states, women continue to be denied equal opportunities in political and economic participation, and many still have limited or no access to basic education, healthcare and nutrition. This is despite the fact that women continue to be an integral part of the labour force. The capitalist system, fuelled by labour, has no hope of reaching its full potential if it continues to support the current sub-standard living conditions of women.

Trade liberalization cannot and will not come about if women continue to be denied their basic human rights. Trade liberalization cannot hold true to its liberalizing ideology if women, the sole source of natural reproduction and regeneration of capitalism's needed labour, are kept chained by massive gender inequalities. Therefore, trade liberalization needs to take a strong stance for women liberalization.

However, trade liberalization is not necessarily the only way to go about human development. As the United Nations Development Program (UNDP) reports, liberal and expanded trade does not ensure a positive or even neutral effect on human development. Instead, the UNDP believes that it is the internal and external institutional and social pre-conditions that largely determine to what extent a country or group benefits from trade.

At times, it is these internal and external institutional and social pre-conditions that undermine women's rights. Religious and cultural institutions often place barriers denying women

the same privileges as men. As the HDR states, "a woman in Kenya has access to land only if she has a living husband or son" and "most Indian states do not include female farmers among extension beneficiaries – even though 48% of India's self-employed cultivators in 1983 were women". With such imposed restrictions on women, is it any wonder that there is still such massive underdevelopment.

The UNDP states that when approaching trade policies from a human development perspective, the ultimate aim of development is not to generate more wealth or to achieve higher growth. Instead, it is to extend the range of life choices for every human being. This range of choice needs to ensure that women are not overlooked and unaccounted for. Giving women greater rights and control in their decision-making processes won't just diminish the prevalent gender gap, but will generate greater economic outcomes for everyone.

Marilyn Waring, a prominent women's rights activist, has demonstrated how the work and productivity of women often go unaccounted for. She refers to the calculation of Gross Domestic Product (GDP), which does not take into account a stay-home mother's productivity. In other words, the GDP views women who are not in the workforce as unproductive simply because they don't directly generate profit. If it's profit that the GDP is calculating, then *Gross Domestic Profit* appears to be the more appropriate term.

The problem with not including a woman's home productivity in the GDP is that policy decisions are made without taking this production into consideration. Viewed as "unproductive", governments will try to boost economic growth by sending these women into the work force. But they do not realize that this forces women to undertake double-duty.

Waring further proves this duality crisis that women face by holding two full-time jobs. Firstly, she points out that women exchange their labour for wages through the conventional profit-making industries. Secondly, there is the often unrecognized (and more important) second role of women in caring for their homes and families – "home economics". But too often, these two roles merge resulting in more free and leisure time for men, and less for women. Capitalism needs to take some pointers from these women, who are models of efficiency and maximum productivity, rather than continue to treat them as second-class citizens.

Zo Randriamaro, from the Bridge Institute of Development Studies, claims that given the disparity in access to and control of

socio-economic resources and decision-making, trade policies have different impacts on men and women. Therefore, trade policies need to take these inequalities into account and ensure that they are minimized through proper sanctions and trade clauses protecting women's rights and development. Without these, there will be no human development.

These inequalities not only disadvantage millions of women, but directly contribute to the lack of economic development. An alternative political economy approach to development, one that takes human rights and understandings of gender into consideration, is greatly needed! This should be considered because as it stands, women are faced with limited choices, opportunities and support. Not only do high-paid career opportunities remain closed in developed nations, but so does simple economic independence in the developing world. In our attempts at measuring and bringing about human development, perhaps we've incorrectly worded the problem. Maybe we'll see some actual progress at last if we concern ourselves with huwoman development – development of men and women.

UNDP, 1995, *Human Development Report*, New York: Oxford University Press.

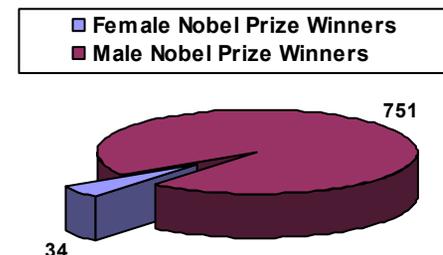
Zo Randriamaro, 2006, *Gender and Trade - Overview Report*, Bridge, Institute of Development Studies.
<http://www.bridge.ids.ac.uk/reports/CEP-Trade-OR.pdf>

Marilyn Waring, 1999, *Counting for Nothing: What Men Value and What Women are Worth*, Toronto: University of Toronto Press.

Irena is in her 4th year in the Business & Society program (Economics and Political Science streams). Fields of interest: international economics of development, international relations and CSR.

Nobel Prize Winners - A Gender Analysis

Do women indeed have an inability to contribute knowledge and promote peace as the chart below suggests, or does this merely mirror an underlying institutional gender bias?



Source: Nobel Prize Foundation
http://nobelprize.org/nobel_prizes/lists/2006.html
Data collected from 1901, the first year of the Nobel Prize, to 2006.

IS IT EVER ENOUGH

Anna Durbin



My name is Anna and I am a conscientious recycler. Admittedly, I can sometimes feel tremendously guilty when I throw paper or an apple core into a regular garbage can but at last, I've finally memorized which waste product goes into which box.

There are four boxes in my kitchen: the garbage, the compost for organic waste, the brown box for wet waste, and the ubiquitous Blue Box for recyclables. This is life in Toronto and most of the GTA; and recycling is a big part of it. Waste management has become the norm so much so that I'm shocked when I can't even find the Green Box at a friend's house. It's enough to stop me in my tracks and ask: What do I do with this banana peel? They'll look at me, wondering how I ever made it to fourth year, and point to the one and only trash can.

This past summer I went on an organized trip to New York City with forty-nine other

university students and a small group of supervisors. Other than the occasional weekend trip across the USA border, I rarely leave Toronto. The point is: I'm pretty familiar with the recycling protocol in midtown Toronto. When I clean up after making dinner I expect to spend a few moments sorting out the remnants of my meal into the Green Box, the white box, the trash, over here, and over there...

Having arrived in New York City, I quickly noticed that very few buildings had a recycling bin or any of the four recycling boxes for that matter. If you had a wrapper or a banana peel on your hands, there were two options: throw the leftovers in a garbage bin or throw the trash on the street (and though the City can resemble a zoo at times, you still can't exactly throw it at someone).

At the beginning of the trip, I searched for recycling boxes but noticed that the group leaders were just trying to cram 50 paper plates, 50 plastic forks and knives, and 50 plastic cups into the nearest garbage can. This cleaning-up process happened at least three times per day times seven days times six trips per summer. The teetering tower of trash after every meal was so large that heaping my leftovers onto it didn't seem to make a difference. After a few days, my attempts at recycling became pointless and little victories, like locating a tiny recycling box nestled in the shadows of two giant garbage cans seemed not to matter anymore. Certainly not when the forty-nine other people on my trip (and millions of NYC residents) never bothered to search beyond the trash cans.

From my experiences, Toronto seems to be more adept at recycling than her American counterpart primarily for two reasons. First, government funding has given Torontonians a wider set of recycling options than New Yorkers. My trip took me to public buildings, private companies, private homes, and none of these places had the array of recycling boxes that many To-

ronto public and private buildings make available. Second, effective public education (the 3 Rs, anyone?) has made it easy for us in Toronto to separate our garbage and to see the importance in doing so. We're surprised when the options just aren't there.

Although the discrepancy in waste management policies that exists between the cities is certainly surprising, the tremendously large population of New York makes it even more unsettling – and upsetting. The efforts of 2.5 million Toronto residents seems to be much less meaningful and impactful after watching a day go by in New York City - population: 8 million. Apparently, the "City that Never Sleeps" never recycles either.

Why is it like this? Maybe because people rarely act out of duty? Much to the chagrin of philosopher Immanuel Kant, people only seem to do so when they're held accountable or responsible. As childish as it may seem, there can be difficulty in determining whose responsibility it is to deal with litter. Consider bubble gum, the colourful stuff that decorates Toronto sidewalks, street furniture, and public transit. Is it the individual's responsibility to make sure that garbage goes in its place? Or is the onus on the companies to pay for cleanup costs, to do the clean up themselves, and/or to make a less "permanently sticky" product? While City Council continues to mull over the last question, shall we do our part and familiarize ourselves with the disposal options that have been provided for us? If we ever do get anymore boxes, you'll be doing yourself a big favour.

Anna is in her 4th year finishing her Specialized Honours Psychology degree in the Health Faculty. Her Interests: Social and Personality Psychology.



Sylvia Vago

As the importance and dependence on globalization increases, so do its national and international impacts. Despite differing views on the effects of free trade and globalization, they are undeniably here to stay and thus need to be dealt with accordingly. As with any controversial issue, there are proponents and there are critics. One area of critical concern is the environmental impact of free trade, particularly the depletion of resources and the processes of production. Traditional economists tend to overlook the obvious facts, however ignoring the obvious (soaring temperatures, polluted air, decreasing water resources and wildlife extinctions) and delaying action is not the solution to our environmental problems.

Environmentalists have always emphasized the importance of acknowledging the world's finite resources. They've stated that the sustainability and stability of our ecosystems have been and are still under constant extreme pressure. At our current pace, previously abundant resources will become extremely scarce. Fisheries are being depleted to the point where many have even disappeared. Fresh water is a further issue of concern as reservoirs are being polluted or being extracted at an unsustainable rate. Unless businesses and governments agree to curb our environmental impact, domestic and foreign... (continued next page)

economies will be at risk.

It's a good thing to note that our environmental problems cannot be isolated. The trees that are sawed off affect water run-off contributing to pollution in our waters. It's water that is consumed by individuals including those cutting down these very trees down. With fewer trees, there's less carbon dioxide gases absorbed and more pollution in the air. Gradually, global temperatures increase leading to poor harvests among other things. All environmental issues are interconnected not only to each other, but to us. They need to be dealt with immediately if we don't want depletion, war, poverty, etc.

Environmental rules need to be imposed for all countries, so that there can be a fair distribution of the costs of environmental laws, and some sort of environmental implementation and preservation of policies.

Although maybe unreasonable for developing economies, we all live on one planet. It's everyone's pie and it's not getting any bigger no matter how hard we try.

Lester R. Brown, 1998, "The Future of Growth," in *State of the World 1998*, Washington DC: Worldwatch Institute

OECD, September 2001, "Sustainable Development Critical Issues," Policy Brief, Paris: Organization for Economic Co-operation and Development

Sylvia is in her 4th year in the Business & Society program (Economics and Psychology streams). Fields of interest: international relations, international trade and international development.



RESEARCHING YOUR TOPIC

John Dwyer

Far too many manuals on critical skills move directly from active readings to critical writing. The problem with this kind of organization is that it sends the wrong message. Too many students make the mistake of moving too quickly from reading to writing and then wonder why they get writer's block. Usually, writer's block means that some essential research steps have been omitted.

Many students have a totally impractical approach to writing. They invert the writing process and the "up front" work that is necessary. Thus, they tend to spend as little time on research as possible in order to give themselves more time to write. This is the opposite of the way than an experienced writer works.

An experienced writer knows that the most critical part of the process is research. You need to set aside roughly 70% of your time for research and 30% for writing. The writing will flow much better if you've done your research properly. In fact, some writers go as far to say that the writing takes care of itself if the research is done properly. We wouldn't go that far, but it gives you an idea of just how important the **up front work or research** can be.

Rules of Thumb for Researchers

1. Be curious.

You can't do research unless you are curious about the materials you are reading or the situation you are observing. You need to be curious because you need to generate questions or problems that you are going to solve.

2. Allow yourself time to think. You can't expect to read and write. A big part of the research process is allowing yourself to think about

a topic while you are involved in it. In *Ten Steps to Help You Write Better Essays and Term Papers*, Neil Sawers suggests that you encourage the thinking process by scheduling thinking walks and carrying a journal or a notebook so that you can jot down ideas.

3. Identify a topic or issue that interest you. It's difficult to do worthwhile research on something that doesn't interest you. The whole of doing research is to *satisfy your curiosity*.

4. Use the library or databases to discover periodicals that deal with the issue. In order to do good research, it is important to find good material. Academic research that has been peer reviewed is your best bet. Periodicals are usually more useful than books because the articles are more current and more focused. The main problem with journal articles are: 1) they are highly specialized and written for peers rather than students; 2) the focus of many articles is too narrow to be useful to you; 3) many articles are characterized by jargon or statistical analyses that you may be unfamiliar with.

5. Use books or secondary sources judiciously. Students prefer to see books, preferably textbooks, for research. This is because they are familiar with the style and language. Remember, however, that books usually sum up the research of others and are rarely up to date on the most current issues. Where books can be most useful is in suggesting issues for research, simplifying complex issues, and providing footnotes and bibliographies that can lead you to interesting sources. If you want to be a good researcher, you need to go to the academic journals that contain academic research.

Neil Sawers, *Ten Steps to Help You Write Better Essays and Term Papers*, (Edmonton, 2000)

Keep on the look out for more of
Dwyer's Rules of Thumb for Researchers

TOXIC CHEMICALS CONTAMINATE CANADIANS

Jana Neumann

For the past year, Environmental Defence, a national environmental group, has been sounding the alarm on the chemical contamination of Canadians. Since the launch of the *Toxic Nation* project last fall, the group has released two studies measuring chemical levels in the blood of children and adults across the country. Everyone tested – 7 children and 17 – was contaminated with a cocktail of chemicals including flame retardants, stain repellents, pesticides and heavy metals. Detailed test results and profiles of the Toxic Nation volunteers are available online at www.toxicnation.ca.

Environmental Defence has used the *Toxic Nation* studies to ask for stronger laws and regulations to protect the health and environment of Canadians. We're urging the federal government to regulate chemicals in consumer products, to make industry accountable for the safety of its chemicals, and to eventually eliminate the most harmful toxic chemicals.

Recently proposed regulations for new chemicals of concern, however have set troubling precedents for exempting imported consumer products from restrictions and bans. Regulations that only restrict the use, manufacture and disposal of chemicals – and not their use in consumer products - are well suited to chemicals from smoke stacks and pipe emissions. However, more harmful chemicals still make their way into consumer products: PBDEs (polybrominated diphenyl ethers) in flame retardants on furniture and in electronics, PFCs (perfluorinated chemicals) on non-stick frying pans, triclosan (an antibacterial agent) in toothpaste and soap, bisphenol A in plastics, and phthalates in plastics and cosmetics.

Regulations that fail to address these most common sources of

exposure to chemicals fail to protect the health of Canadians.

To complement the regulation of toxic chemicals in consumer products, our national pollution law, Canadian Environmental Protection Act (CEPA), should also be used to support industry in adopting a safe substitution policy to replace toxic substances with safer non-toxic alternatives. And rather than lobbying for weak standards that permit pollution, Canadian industries can take a leadership role by supporting stronger standards for toxic chemicals.

As Environmental Defence participates in the Review of CEPA, it has turned up the heat on the government's action on pollution and health. This time around, four federal politicians rolled up their sleeves to have their blood tested for toxic chemicals in the latest round of *Toxic Nation* testing.

There are over 23,000 chemicals on the Canadian market and roughly 4,000 of them pose significant risks to our health and the environment. After decades of ignoring the problem of toxic chemicals, the government must act now.

Make your voice heard:

Sign the Toxic Nation petition online at www.toxicnation.ca.

*Jana Neumann works for Environmental Defence
as the Coordinator for the Toxic Nation Project.*

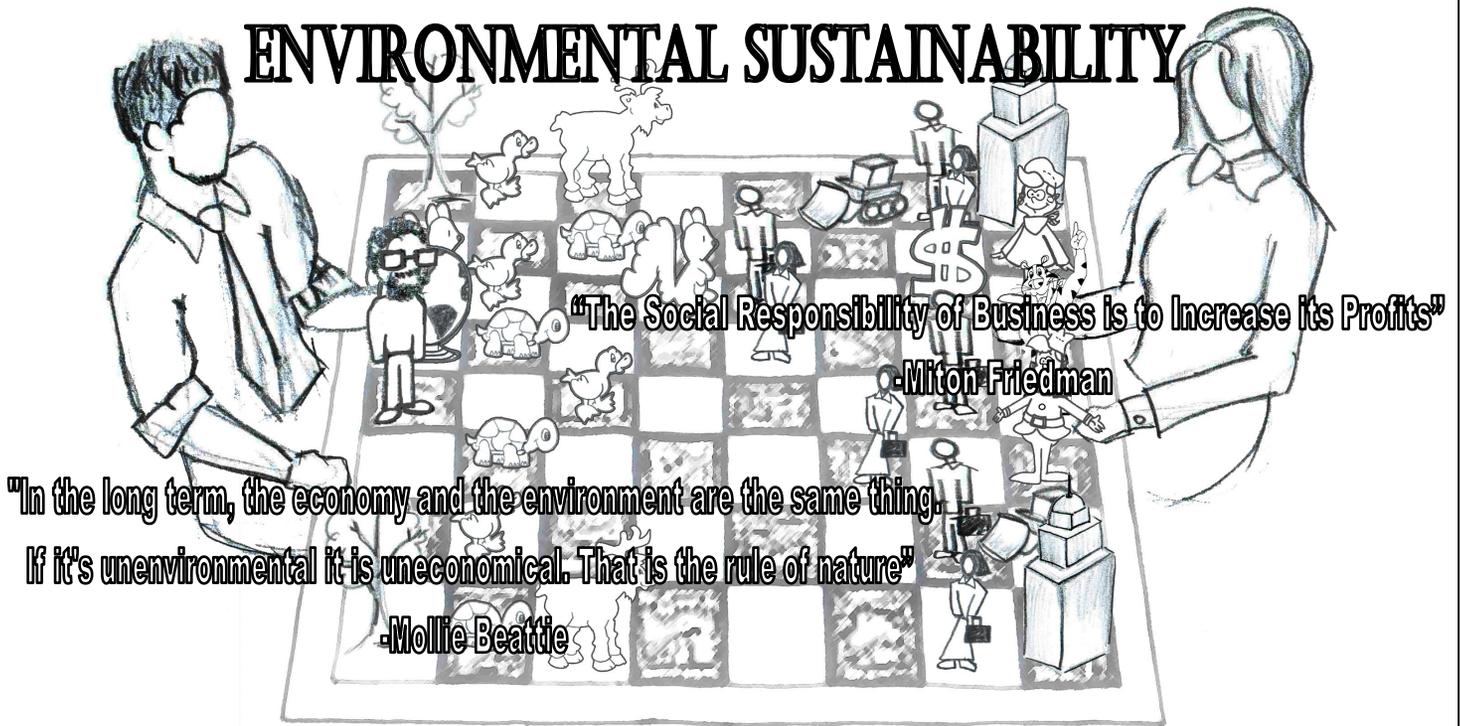
POLLUTION ON PARLIAMENT HILL

Pollutants found in the bodies of four Canadian politicians are associated with cancer, developmental problems, respiratory illnesses, nervous system damage, hormone disruption, and other adverse health effects. They're found in everyday items like toothpaste, frying pans, clothing, and plastics. Kind of makes you wonder, what's in your body?? More info at toxicnation.ca AND environmentaldefence.ca



RONA AMBROSE Ex-Environmental Minister		17	4	12	1	1	9	5	49
TONY CLEMENT Health Minister		18	4	13	1	3	10	5	54
JOHN GODFREY Environment Critic		18	4	12	4	3	9	5	55
JACK LAYTON NDP Leader		17	5	12	7	2	10	5	54
CHEMICAL GROUPS		PBDEs flame retardants	PFCs non-stick; stain repellants	PCBs plastics, adhesives	PAHs burning coal, oil, garbage	OPTMs Insecticides (ex. malathion)	Organochlorine Pesticides fruits and veggies (ex. DDT)	Metals lead, mercury, arsenic	TOTAL

THE BIG DEBATE CORPORATE SOCIAL RESPONSIBILITY AND ENVIRONMENTAL SUSTAINABILITY



Corporate Social Responsibility and Environmental Sustainability:

Symposium Overview

Irena Stankovic

In the past couple of years, Corporate Social Responsibility (CSR) seems to have encapsulated everyone's thoughts. At the corner of the eye, one notices the accounting glitches of one tycoon and the environmentally threatening endeavours of another. It is no wonder then that society views corporations as a threat to its civil rights, and as one of the most untrustworthy institutions. For this reason, the Business and Society Student Club, in association with the Faculty of Arts and the Division of Social Science, decided to collaborate and organize a student symposium this past October. Inviting specialists from various disciplines such as academia, business and politics, the symposium specifically focused on Corporate Social Re-

sponsibility and Environmental Sustainability with reference to the quote: "No social solutions without environmental solutions".



Darryl Reed, Chair of the Division of Social Science; Irene Henriques, Schulich School of Business professor; Chris Tindal, a Green Party member; and David Frank, a Vice President at Hydrogenics Corp., were the four key speakers of the symposium. Each speaker presented their position on CSR and Environmental Sustainability for 10 minutes followed by an open floor session allowing students to pose their questions and concerns.

Professor Henriques gave a fantastic presentation regarding her area of specialty: Business and Sustainability. She spoke of the need to shift away from our linear economy that "takes, makes and wastes" towards a circular model that stresses recycling and optimal use of

SUSTAINABLE BUSINESS

**Professor Irene Henriques
Schulich School of Business**

our resources. She also stressed the importance of aligning the values of today's shareholders with the values of sustainability to ensure that social and environmental goals are maintained tomorrow. It's quite endearing to see that CSR is being taken seriously at business schools such as Schulich, showing that it is indeed becoming an important topic not only in the social sciences but in business schools as well.

In that regard, Hydrogenics provided the perfect example of a socially responsible corporation. Not only is the company busy advancing fuel cells and clean energy solutions, but also as David Frank clearly demonstrated Hydrogenics stays true to its community by involving employees with various causes, from environmental to social. Furthermore, it was also quite easy to see how hard it can get for a company to maintain a certain level of social responsibility while satisfying its shareholders and remaining competitive in its industry.

The Green Party stood strong to its environmental grounds by stirring the pot during the question and answer session. Chris Tindal, the party's nominated candidate in the Toronto Centre, was the youngest and most spirited voice of the symposium. He showed the audience that the grass actually is greener on the other side of the fence, and that society and the economy can indeed prosper even if the government engages in proper policy-making to protect our environment.

In turn, Professor Darryl Reed addressed the impacts of governments and corporations on today's society and the implications for us as Canadians. It's quite evident that the outcomes prevailing from policies geared towards CSR and Environmental Sustainability have an immense impact on society and our every day lives. Furthermore, Professor Reed also touched upon certain industries, such as the mining and oil industries, and the benefits of mandatory international regulations to monitor activities that negatively impact the environment and labour.

The diverse backgrounds of each speaker allowed them to offer students various views and solutions for achieving a sustainable society. In addition, the symposium also showed how important CSR has become over the past little while, and that many continue to pursue research in this growing and increasingly relevant field.

On behalf of all the executives at the BUSO Student Club, the Faculty of Arts and the Division of Social Science, we would like to give a sincere "Thank You" to the speakers, organizers and participants for making the symposium a true success!

Global economic trends, like a rising world population desperate to increase its living standards coupled with a declining natural resource base is forcing businesses to become more responsive to social, economic, and environmental changes. Today's businesses must be able to satisfy their country's need to increase economic growth without destroying the natural environment or saddle future generations with the costs of today's economic progress. Sustainable business is about strategy, management, and profits but viewed not just from a position of shareholder value creation but from a perspective that combines shareholder value creation with a sustainability lens.

In the standard shareholder value creation model, today's internal pressures of cost and risk reduction, and external pressures of regulation and legitimacy are combined with tomorrow's internal pressures of innovation and repositioning, and external pressures of future growth paths. A sustainable value creation model is obtained by adding a sustainability lens to the shareholder value model. The sustainability lens adds strategies for pollution prevention, product stewardship, clean technology, and sustainability vision.

Sustainable value creation offers huge opportunities for businesses, but the risks and returns of sustainable value creation must be measured against a longer time frame than the one usually used to assess short term profitability and sales targets. Clean energy technology is, for example, one very promising sustainable business opportunity undergoing explosive growth. Fuelled in part by rising oil prices, energy security issues, and global warming, American private and public sector investment in clean energy technologies have risen from \$30 billion (US) in 2004 to an expected \$63 billion (US) in 2006.

Proactive companies who use a sustainability lens in their strategic decision making processes are more able to anticipate future societal trends, and perhaps influence regulatory actions and commit to actions before their competitors thereby increasing their legitimacy and reduce long term costs. Interface, a carpet manufacturer, whose vision is to become one of the first ecologically sustainable manufacturers

of carpets, is one example of a company demonstrating leadership. The road to sustainability is not an easy one. It requires leadership at all levels - be it governments, civil society and business.



CSR AND SUSTAINABILITY

**Professor Darryl Reed
Chair of Division of Social Science**

Sustainability has become a key issue in recent years for the Corporate Social Responsibility (CSR) movement. In order to understand what the responsibilities of corporations are with regard to sustainability and the degree to which society should allow corporations latitude to act voluntarily, a couple of key questions need to be asked.

The first question is what we mean by sustainability (or sustainable development). While there is no one definition, the Brundtland Commission's application of John Locke's notion of leaving "as good and as much" for others to future generations, though not without its problems, seems to be the most widely accepted understanding of sustainability.

A second question is what is CSR? CSR is commonly understood as the collective set of voluntary responsibilities that corporations have vis-à-vis stakeholders. The key notion here is "voluntary." For some corporations, CSR is often identified with mere philanthropy. Beyond this, other... ►

(continued next page)

corporations have become more actively involved by setting up or participating in social programs (including encouraging employee volunteering) in such areas as health, education, small business development, etc. For others, CSR also involves participation in voluntary regulatory efforts in which corporations adopt standards (in such areas as labour, human rights and the environment) that go beyond the legal requirements of the countries in which they operate. It is this latter aspect of CSR which is particularly important in relationship to the issue of sustainability.

A third question which critics raise is why CSR has become so popular recently. The answer that they provide is that CSR must be understood as a public policy strategy which corporations have adopted to limit government regulation. With an increasingly globalized economy, corporations want to appear responsible as to

ensure that there is no development of strong international law and regulation that can hold them accountable in ways that strong states were able to do previously. Indeed, at the World Summit on Sustainable Development in Johannesburg in 2002, the battle lines were clearly drawn between corporations and environmental NGOs and social movements on the issue of the need for international environmental regulation. Corporations were largely seen as having won this fight, as no significant proposals for establishing hard environmental standards were set.

At issue here is the degree to which society should trust corporations (and business more generally) to regulate themselves. The problem, critics contend, is that if the primary goal of corporations is to make profits for their shareholders (as most corporations do), then this conflicts with environmentally responsible

production. Under this scenario, corporations will only act in an environmentally responsible manner if there is strong consumer demand or if there are some short term profits to be won by introducing new technology or production techniques which reduce costs (and increase sustainability). While critics do not rule these possibilities out entirely, they are sceptical about whether they generally hold (and suggest corporations are likely to prefer the easier strategy of engaging in "greenwashing" than actually meeting the demand for green alternatives). Given the stakes involved, it would seem that critics have good cause to advocate the "precautionary principle" which seems to imply that stricter governmental environmental regulations (along with incentives for the development of new green technologies) are a much surer way than voluntary regulation to guarantee "as good and as much" for future generations.

Corporate Social Responsibility or Shareholders Theft?

Ian Sands

Corporate Social Responsibility has become quite the catch phrase lately, but what is it really? Let me illustrate with an example. Imagine yourself as a small business owner; and with myself as manager of daily operations, you come to me one day bringing a problem to my attention: a large amount of money has gone missing. Adhering to my social responsibility, I've taken the cash and donated it to charity. After all, it is our obligation to fulfill our social responsibilities! Of course, you remind me that I was never instructed to do so. But more importantly, you tell me that I don't have the right to just give away your hard-earned profit and promptly fire me on the spot.

You may be thinking at this point that it's corporate social responsibility, as it pertains to corporations – business with the financial power to be socially responsible. But before we get to that, what is a corporation? In the eyes of the law, a corporation is a legal entity, a person with all of the rights and privileges that you and I both have. If it's true, the obvious question then becomes: What is the social responsibility of a person? I'm unaware of any social responsibilities on my part. I'll freely admit to neither donating to charity nor belonging to any lobby group. I simply don't have the money nor the time or energy at this point in my life to donate to these fine organizations, but does this mean that I'm

failing to observe my social responsibilities as an individual? No. I obey the law and if I don't, I get sanctioned. It's the same story for corporations.

So why is it that corporations ought to be socially responsible above and beyond the law? Legalities aside, a corporation is nothing more than an organization comprised of many individuals. If these individuals do not wish to or do not have the means to pursue a social agenda are they being socially irresponsible? Of course, if one wishes to donate to or participate in charities or lobby groups, he or she is free to do so. I would argue that a great many people, those who work for corporations as well as those run and own them, do indeed alongside their business responsibilities. If the owners of a corporation desire to fulfill social objectives, it's in their ability to make that happen. They are the owners. But to make corporate managers socially responsible without their consent is every bit as criminal as taking the small business owner's money and donating it to charity.

Business does have a responsibility, however. Business contributes to society by producing goods and services at the lowest possible price to consumers. People have needs and wants, and it's the responsibility of companies to satisfy these demands in the most efficient manner. It is profit maximization that makes all this possible.

Companies hire employees because they have specific skills and assets that aid in growing a business and maximizing profit; not for their beliefs or desire to be social active. As far as I can tell, social activities are primarily undertaken by government, charities, lobby groups and the like. Government undertakes social goals because they have the fiscal means to do so (our tax dollars are being put to good use) and it's because that's what they are elected to do. If we want the lowest prices on goods and service, let business focus on what its owner intend it to do. Sure, corporations make vast sums of profit but much of it is the rightful property of investors, who make the business possible in the first place.

Corporate Social Responsibility is like asking a police officer to put out fires. Yes, putting out fires is necessary but that's what firemen are for. To expect the police force to respond to fire alarms is ridiculous. And to expect firemen to enforce the law is even more so. Policemen uphold the law and firemen hose down the fires. The social responsibility of business is to do what it does best - profit maximization and nothing else.

Ian is in his 4th year in the Business and Society Program (Economics and Psychology streams).

Fields of interest: Economics and Finance.

The Efshyency of Capitalism:

More responsibility for more efficiency

Arthur Chan

Capitalism is pretty darn efficient, they say, but what do they mean? Looking at the Oxford English dictionary, an efficient person, company, or system is “productive with minimum waste or effort”.

Now that seems fishy; just how really efficient is it all?

Granted, the productivity of capitalism is unparalleled. With astronomical salaries, luxurious living standards, and a galore of choice, capitalist countries are the envy of the world. Not to say anything of the factories overseas churning out goods at insane amounts and speeds, but in what other economic system can an online-book seller pioneer public intergalactic space travel?

The effort can't be denied either. Some of the most ingenious, passionate, and hardest-working people on the planet thrive in a free-market society. After all, the forty, sixty, two hundred hour work week is not much of a sacrifice considering all the profits that are at stake. ⇨

efficiency /i-fish-uh n-see/ *n.* 1 productivity with minimum waste or effort.

removing, not only in terms of diminished resources, but in terms of unlivable cities, deadening jobs, deteriorating health, and rising crime.”

About forty years ago, Milton Friedman declared that “the social responsibility of business was to maximize its profits.” Maybe this had some truth back then, but if anything's become clear in the time since, it's that not only are shareholders' interests the tip of the iceberg, but that the icebergs are melting. Profit and efficiency may very well be the main functions of business, but what do they mean when the air, water, and soil in much of the world can't be enjoyed?

Perhaps there's more than the pursuit of profit. Artificially low prices seem nice, but we all end up paying for what corporations neglect through dwindling resources, crappy products, higher taxes, and compromised health. Constructive competition to produce real goods and services to make life simpler has been replaced by competition to reduce labour and production costs. Innovation that creates new markets for entrepreneurs is stifled by mega-corporations and industries clinging to obsolete, even dangerous, technologies.

Which is a shame because multinationals have the power to influence government action; to reduce or eliminate waste and pollution; and in a marketing vacuum, to shape consumer behaviour. As it is said, “with great power comes great responsibility.” And if you ask me what business' great responsibility is, it'd be environmental responsibility.

But it's a bit more than funding deep sea exploration and donating to charities. When it is realized that the food we eat in two minutes sits for months wrapped in layers of plastic that last for eons, that forests are being cleared to make catalogues and packaging, and that cars are outnumbering humans, it becomes clear that it's more about common sense. It's about being less wasteful, working a little harder on the 3 Rs, and making

But wait, that was minimum effort.

Well, it seems like we've got that down too. Unfortunately though, herein lies the problem: there's too little effort. We're so accustomed to free unconstrained trade, lax regulations, corner cutting, and everything else that maximizes “efficiency” that when the need to add just a little bit more responsibility is so glaring, we continue to overlook the most important part of the equation: waste. We've conceded to the idea that pollution, sludge, and broken TVs are too hard to quantify and too difficult to account for. So business ignores them and lets someone else deal with it. It's easier this way.

For sure, capitalism has fostered all that we have now, but considering the lack of effort in reducing our waste, where are we heading? How much longer can business and the economy remain oblivious to the environment? For Paul Hawken, “we have reached a point where the value we add to our economy is now being outweighed by the value we are

the most out of our sun and winds.

If you think everything's fine and dandy, consider the last time you savoured a cup of urine. Nobody wants to know when that was, but just understand that the natural human reaction to waste is aversion. So really then, what's the deal with all this garbage and pollution?

Some say we can't have it all, but with more responsibility from business, among others, we can. Not because of some doomsday global apocalypse, but at the very least because of the profit opportunities. As good and efficient as things may seem now, capitalism takes too much. And considering the amount of useless, toxic waste we give back, how can it ever be the model of efficiency it's portrayed to be?

Capitalism as it is solves many of our problems, and caters to our needs and wants, but concerning sustainability and the environment that is so crucial to our freedom and happiness, it is flawed. We've had our Pintos, Prozac's, and Pop-Tarts, but now how about some full potential and true efficiency?

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Arthur is a 4th year student in the Business and Society Program (CSR and the Environment. Streams). Fields of interest: sustainability and current affairs.

Can You Make the Fair Choice?

Michael Krochmalnek

Can you bite into your favorite chocolate bar or drink your favorite coffee and enjoy the pleasurable taste and feel with the knowledge that some people may have suffered intolerably in its production? This is the quintessential question when it comes to Fair Trade.

Intended to combat the vulnerability of those who produce the goods and foods we buy and eat, Fair Trade offers economic equity and security to those who otherwise lack it. It challenges the long-standing idea of the free market and the invisible hand, by allowing for the reassertion of control over irresponsible businesses and the polarizing system of international trade.

Given the cheap price of a cup of coffee, is it any wonder that so many of us can barely get through a day without just one. However, sharp declines in world-wide coffee prices have arisen primarily through unfair trade practices. What has resulted is the loss of countless jobs in coffee-producing nations, where it is believed that coffee farming has a high importance in terms of employment generation. In Ethiopia, for example, at this time, the loss of jobs in coffee growing communities amounts to about 25% of the country's population. In a country where rural income averages less than 100 dollars US per annum and where 20% of children die from poverty-related diseases before the age of five, the human cost of unsustainable coffee trade and production is enormous.

Turning to another staple of our diets, the banana, producers in the Eastern Caribbean are being out-competed by large multinationals. Chiquita's attempt to expand its sales by eliminating trade preferences for family farmers represents globalization in its most destructive guise. In their pursuit of market domination, Chiquita and other agribusinesses have fought against United Kingdom trade preferences that paid legitimate prices to banana farmers. Chiquita petitioned to the World Trade Organization

(WTO), stating that the family farms producing bananas possessed an unfair trading relationship with the UK. With help from the United States government and other governments in Latin America, where the majority of bananas are grown, Chiquita successfully won its case against the UK, eliminating the precious support family farmers once had.

In 1993, the Kuapa Kokoo cocoa co-op was created in Ghana to give local cocoa farmers a stable union, a cocoa purchasing company, and a trust fund for the members. Trust and support is so high in the co-op that many farmers even sleep in the offices whenever needed. About 11% of Kuapa's output is sold to Fair Trade organizations in Europe including the Day Chocolate Company and the Body Shop. Fair-traders return a relatively high premium to Kuapa, with a minimum price for the beans at \$1,600 per tonne, compared with market prices of about \$800. As well, the fair-traders pay \$150 per tonne for social premium which is intended to be put into a trust fund in order to improve community infrastructure.

The inequalities of global trade are clearly evident, Fair Trade at least offers Ethiopian coffee producers and Caribbean banana farmers the opportunity to earn real wages to support their livelihoods. And with initiatives like the Kuapa Kokoo cocoa co-op, Fair Trade initiatives can lead to socio-economic improvement and reduced marginalization of the producers of these goods. However, it's not possible without our support.

I believe that Fair Trade is an excellent way to fight the unequal free market system, but because the large American companies are one of the biggest opponents to Fair Trade, we don't hear a lot about the movement. North American society has a drive to consume, but there is no need to change consumption patterns so long as what we consume is not sourced from large

irresponsible companies. Fair Trade simply asks that consumers do something positive with their money – to support responsible environmental practices, safe and transparent production processes, sustainable economic development, and to consume healthier and higher quality products.

Many food stores are beginning to recognize the benefits of fair trade products. Loblaw's, for one, carries a variety of Fair Trade sugar, coffee, and cocoa products in the organics aisle. At York University, fair trade coffee, tea and hot chocolate can be purchased at the Grad Lounge in the South Ross building. It's in our best interest to get the best for what our money can buy.

Look beyond the brand name and low prices, and you may find an impoverished third world farmer unable to feed his family because he's not receiving enough money for his crops. Think about where your food comes from, how it's made, and how the people are treated. Be an intelligent consumer. Find the Fair Trade labels and make the fair choice.

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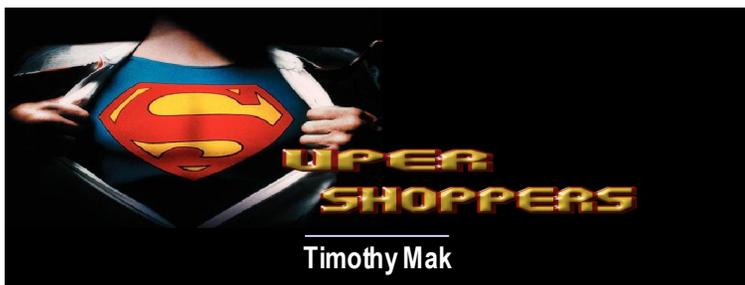
David Ransom, *The No-Nonsense guide to Fair Trade* (Toronto: New Internationalist, 2001), 8-9 Moberg, 64, no. 1.

Michael is in his 5th and final year in Business and Society (Economics and Geography streams) and Concurrent Education, fields of interest: Human and Cultural Geography.

Dwyer's Rules of Thumb for Researchers

6. **Don't overlook the Internet.** It used to be the case that current research was confined academically to adjudicated publications. It's still true that these are your best source. There now exist Web pages and Internet discussion groups that can provide valuable information. If the information is published on a university Web page, it's probably going to be more accurate, impartial and expert. Use good judgment and don't waste time reading junk.
7. **Always pay attention to the date of publication.** All things being equal, the most recent scholarship will be the most relevant. Scholars usually refer to previous scholarship in their own publications, so you can always work backwards from the present if you discover an issue worth exploring. There's nothing more irritating than reading material that you later discover is dated.
8. **Keep your eyes open for issues that have generated debate between scholars.** These are the natural questions that have arisen in the scholarly literature and are the one's that will probably be the most useful to explore. In most cases, your teachers don't expect you to identify an issue that no one has ever discussed before. If they do, and you do a good job, ask them to give you a PH.D! You've probably earned it.

More To Come



Warner Brothers dubbed 2006 as the “Year of Superman” and rightfully so, since the year marked Superman’s return to the big screen. Not to mention the appearance of the famous “S” insignia in this season’s *Smallville* TV show; a re-mastered treatment of the four Christopher Reeves *Superman* films; the involvement of Richard Donner, director of *Superman: The Movie*, in the comics (*Action Comics* #844); and last but not least, the DVD release of Richard Donner’s original conception of *Superman II*.

To many fans of the *Superman* films, myself included, this DVD has proven to be a big treat. For those unfamiliar with the production history of *Superman II*, *Superman I* and *II* were shot simultaneously (much like the last 2 *Matrix* films). It was supposed to be one big movie divided into two parts. Of course, Donner had to finish *Superman I* first, but after it was done (and almost 70% of *Superman II* had been shot), Donner was fired and replaced by Richard Lester, who re-shot most of Donner’s material. As a result, the *Superman II* released in theatres, home video and TV broadcasts is of course the Lester version.

So what does *Superman II* have to do with “Corporate Social Responsibility and Environmental Sustainability,” you ask? None. What does *Superman II* have to do with business and society as a whole? Everything.

A while back, with the *Restored International Cut (RIC)*, die-hard

fans with limited resources tried to professionally restore Donner’s original vision. The *RIC* was a combination of the home video release as well as various TV-versions of *Superman II*. Some movies differ from country to country and even the TV-versions have slight differences to their theatrical and home video counterparts. The *RIC* was made available for download, but Warner Brothers stopped its distribution since the *RIC* creators had no permission from Warner to distribute such a version.

The response from fans to the *RIC*, however, was significant and demands to see Donner’s original version was undeniable. Apparently, Donner’s footage was somewhere in the Warner archives, so when fans knew of this, they made plenty of requests and even set up online petitions sending them to Warner demanding a legitimate release with all of Donner’s footage restored. “Ask and you shall receive” is one of those sayings that applies quite well here.

All prayers and demands are answered with the *Superman II: The Richard Donner Cut DVD*. Instead of a scenario where businesses make a product and through advertising and other means coerce the public into thinking the product is a “must have!”, the *RII: TRDC* situation is one where the fans and consumers make the genuine demand for the product and not the other way around.

There are numerous movies with alternate versions far superior to their available (and legal) counterparts. Message to the public: make your voice heard because it is often enough to make a significant change. Message to businesses: listen to the people!!! You want our money, so the least you can do is give us what we want if you happen to have it. If you have the supply, then satisfy the demand.

The *Superman II: TRDC* as well as a plethora of Superman DVDs arrived November 28th.

Timothy is in his 5th year in the Business & Society program (Economics and Math streams) and Non-Profit Management Certificate, field of interest: Film Making

Movie Reviews

Manufactured Landscapes

Inbal Marcovitch



The artworks of world-renowned Canadian photographer, Edward Burtynsky, are on full display in Jennifer Baichwal’s feature length documentary. Burtynsky’s spectacular photographs communicate civilization’s incredible impact on the planet, for better or for worse. By documenting Chinese recycling villages, dams, and factory floors (among other sites),

Manufactured Landscapes makes us ponder the roles that business, government and individuals are playing in the transformation of our environmental landscapes. While many of us are taken aback by the processes of our food industry here at home, the work of Baichwal and Burtynsky offers an interesting (and shocking) look at industrialization abroad we rarely get to see.



Photography by Edward Burtynsky



Inbal is in her 4th year in the Business & Society Program (Economics and Political Science Streams and Business Fundamentals Certificate), fields of interest: business ethics and CSR, political economy.

An Inconvenient Truth: It’s hard to face an inconvenient truth

Irit Israeli

When I rented *An Inconvenient Truth* I was sure I was the last one to finally see it. To my surprise, many people still had not seen it, but those who did, thought the movie was too boring, had too much propaganda, or was a tool for the next election campaign. I was amazed by all the reasons brought up, only to avoid facing an inconvenient truth. Obviously, the name perfectly fits the movie.

For me, a seasoned environmentalist, the movie was a breath of fresh air — finally, a movie that brings forth an important issue that we as an entire civilization are facing. More so, we are facing it in reality and not some *Star Trek* fantasyland, where Captain Picard arrives for a last-minute rescue. I found the movie clear and loaded with straight-forward scientific evidences. *An Inconvenient Truth* achieves its goal of bringing awareness to the serious environmental problem that we are creating, and challenges us as citizens to take action.

The only fault of the movie was a lack of focus and elaboration on solutions. The problem of climate change can seem overwhelming to the general public, and a common reaction is “What can I do? I’m only one person, how much impact do I have?” There is a need to show that even small steps can help achieve a bigger change. Providing examples and advice on what each one of us can do could have made a stronger impact and made facing an inconvenient truth much more easier.

Despite the scarcity of solutions, the movie is excellent and provocative. It encourages creativity in finding viable solutions and is a ‘must see’ for everyone!!!

Irit is in her 4th year in the Social Work program, fields of interest: politics and environmental activism.

Dwyer's Rules of Thumb for Researchers

John Dwyer

9. Identify a problem you want to solve or a question you want to answer. Research is organized problem solving. This such a critical component of the research process that it can't be overestimated. Trivial problems or questions don't generate interesting answers. Rhetorical questions don't tell you anything that's new.

10. Be particularly careful when handling highly emotive problems. If you chose to explore these highly emotional topics, you too will need to keep tight reign on your reactions.

◀ (Continued from page 6)

What experience/expertise do you have in this line of work?

variation: What makes you think you'd be good at this job?

translation: You probably can't do this job. You don't have the exact experience needed.

explanation: This is the question most often directed at those who are entering the professional marketplace and don't yet have the experience that many employers want to demand.

solution: Don't apologize for your lack of experience or tell them how willing you are to learn. That will only make you look needy. What you want to do here is to show how your education has provided you with the state-of-art knowledge that can be applied to the position. You also want to argue that you have transferable skills, including your professionalism that can be applied to the position. Finally, you want to remind them that you've mastered many things in the past and will do so in the future.

duration: Up to ten minutes. This is where you "sell yourself."

Can you provide us with an example of a difficult situation that you were in with people in the past and how you handled it?

variation: How did you get along with previous employers or co-workers?

translation: Prove to us that you are not difficult to get along with.

explanation: Modern organizations are based on collaboration and teamwork. It is far more important, especially for entry-level position, to have an employee that can work with others than even the most brilliant leader who is hard to get along with. If there is any evidence at all that you could be a difficult person, you will not get the job.

This question can have several layers that become more apparent in the discussion. One of

the areas that the interviewer will be probing is whether you have a tendency to criticize your employers or fellow workers. If you are prone to do this, it is the kiss of death. If you do this in an interview, when you are on your best behaviour, chances are that you will do it even more frequently on the job.

The interviewer may try to push you into discussing a situation where you had a serious conflict with an employer, co-worker or teacher. Since almost everyone who has ever breathed on the planet will have at least one bad working relationship, you cannot avoid this trap.

solution: Provide the interviewer with an employment situation where you acted maturely in order to get people on your side or to resolve conflicts. Try to find ways to say nice things about your past employers and co-workers. Always emphasize the strong qualities that you demonstrated in conflicts and the positives that you took from difficult people and situations.

If a skillful interviewer probes for a real conflict, don't hesitate to give them one. Just remember to deal with it maturely and as a learning experience. Be careful not to 'bad mouth' even the most irritating behaviour. Your purpose in the interview is to show that you are above any pettiness, even if you clearly have been wronged. Haven't we all? It's how we deal with it that counts.

duration: This can take anywhere from 10 to 15 minutes depending on the depth of probing.

Tell us about a problem that you solved in life, school or work?

variation: Have you ever experienced a serious problem in your life? How did you solve it?

translation: Prove to us that you are a problem solver.

explanation: This is a positive question. It is an attempt to discover if you have the critical skills that we have been exploring throughout this book. In the modern global environment, employers are looking for people who can identify problems before they become big problems and discover creative solutions.

One of the biggest problems faced by modern employers is the passive employee who does a fair job of the tasks that he or she is given, but who does not otherwise contribute to the survival and success of the organization. To simultaneously discover a person who will solve problems while not adding to an organization's existing problems is the goal of every good interviewer.

solution: It is impossible to give a good answer to this question unless you have developed your critical skills. Contrived answers are pretty easy for an experienced interviewer to spot, and further probing will only expose more fundamental weaknesses. At the same time, a good answer to this question requires preparation. You need to think about issues in your past or at work and how you have handled them. If you haven't handled them as well as you might have liked, say so, and discuss how you would handle those same problems today.

What you really want to do is to show that you know how to identify a problem and work logically to a solution. You also want to show that you are a lateral, as well as a vertical, thinker who can apply creative solutions to problems. Finally, you want to show that some of the most creative solutions to problems come from working collaboratively with others. If you are able to bring creativity and collaboration together with problem solving, you will make a good impression on your interviewer.

You can use examples from your studies in replying to this (and other questions). Perhaps, you got stuck in a group project with someone who failed to contribute. How did you handle this problem? How would you handle a similar problem in the workplace?

duration: Up to ten minutes.

For more information and tips about your career check out York's Career Centre, where you can book resume review and interview practice sessions that will improve your chances to find a great job!

Suite 202, McLaughlin College

Tel: 416-736-5351

<http://www.yorku.ca/careers/index.asp>

REMARKS FROM THE BUSOSC PRESIDENT

It seems not too long ago that the Business and Society Student Club was "founded" by a modest 3-person team with a vision. This vision was to provide the Business and Society program with something it so desperately needed - a forum for the intellectually diverse students and faculty in the program to connect with each other.

In only its second year of official existence, the Business and Society Student Club has reached a level that makes the executive team proud. This year alone, we have seen the club through many successful events, including several movie nights, a Blue Jays game, a stress-relief event, a Raptors game, a theatre trip and a speaker's symposium on Environmental Sustainability and Corporate Social Responsibility. In addition to this, the club has provided a repertoire of services such as tutoring/study groups, and opportunities for students in the Business and Society program to meet other students and to chat with their professors one-on-one. The second year of the existence of this magazine is also a significant milestone for the club.

As I and many other existing executive members and founders look forward to graduating in 2007, we can only look back at the success of what we first nicknamed the "Baby BUSO Club". We feel that we have guided the club through its first steps and much of its infancy, and have provided a foundation for future success. While our executive team this year has proved invaluable to the success of the club, it is now time for the new generation of Business and Society students to take the reins. Hence, this is my call to all the young leaders out there to take initiative and make a difference. Come out, get involved, become the future leaders of tomorrow!

Iman Masud

President, Business and Society Student Club

2005-2007

UPCOMING EVENTS

**FOR THE BUSO STUDENT CLUB WINTER
2007**

BUSOSC Executive Elections for 2007-2008

Thursday, March 15th @ the Social Science Lounge (Ross S752) between 2:30 and 4pm.

Theatre Day: We Will Rock You - The Musical by Queen and Ben Elton

Thursday, March 15th, 2007 @ 8pm,
Canon Theatre.
Tickets are \$40.



BUSOSC Semi Formal

March 30th, 2007
Location- TBA

BUSOSC Hoodies

BUSOSC will be selling BUSO Hoodies for \$30. Show Your Pride!

For more information please contact us via e-mail at: buso-club@yorku.ca



How are you going to
improve the world?
Send us ideas to
busonews@yorku.ca

Join the BUSO Student Club Today!
Network, engage, have fun and
Make a difference!

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