Article

SMEs and CSR in Developing Countries

Business & Society
2017, Vol. 56(1) 11–22

DOI: 10.1177/0007650315571258
bas.sagepub.com
SAGE

Dima Jamali[1], Peter Lund-Thomsen[2], and Søren Jeppesen[2]

Abstract

This article is the guest editors' introduction to the special issue in *Business & Society* on "SMEs and CSR in Developing Countries." The special issue includes four original research articles by Hamann, Smith, Tashman, and Marshall; Allet; Egels-Zandén; and Puppim de Oliveira and Jabbour on various aspects of the relationship of small and medium enterprises (SMEs) to corporate social responsibility (CSR) in developing countries.

Keywords

corporate social responsibility (CSR), developing countries, environmental management, small and medium enterprises (SMEs)

Since the turn of the millennium, we have witnessed a surge of interest in corporate social responsibility (CSR) in developing countries, coupled with a virtual explosion in the number of articles, books, and chapters written on the topic (Blowfield & Frynas, 2005; Idemudia, 2011; Jamali & Sidani, 2012; Newell & Frynas, 2007). CSR is generally used in this literature as an umbrella term to describe the complex and multi-faceted relationships between business and society and to account for the economic, social, and environmental impacts of business activity in the developing world. Under this broad umbrella, and using diverse methodologies, many important issues have been raised and tackled, including the social and environmental impacts of

[1]American University of Beirut, Beirut, Lebanon
[2]Copenhagen Business School, Copenhagen, Denmark

Corresponding Author:
Dima Jamali, American University of Beirut, Olayan School of Business, Bliss Street, PO Box 11-0236, Beirut, Lebanon.
Email: dj00@aub.edu.lb

The article was accepted during the editorship of Duane Windsor.

oil corporations (Frynas, 2005), community-based corporate accountability strategies (Garvey & Newell, 2005), public–private partnerships (Lund-Thomsen, 2009), ethical trade initiatives (Barrientos & Smith, 2007), responsible taxation (Jenkins & Newell, 2013), impact assessment of CSR policies (Barrientos, 2005), green washing of corporations (Hamann & Kapelus, 2004), patterns of stakeholder management, and the role of multinational corporations (MNCs) and multilateral institutions (e.g., the World Bank, International Labor Organization) in driving or curtailing the uptake of CSR in developing countries (Jamali, 2010; Jamali & Neville, 2011; Ngoc Trân, 2011). These writings have enhanced our understanding of the dynamics of CSR in Southern contexts.

Noting these important advances and the shifting focus to CSR in developing countries, one of the areas that have received relatively less attention within this broad research agenda pertains to the role of small and medium enterprises (SMEs) in CSR in the developing world. SMEs have been recognized to contribute significantly to job creation and poverty alleviation in developing countries, given their labor-intensive production processes and significant employment growth rates (de Kok, Deijl, & Veldhuis-Van Essen, 2013). Estimated to account for 90% of business globally and 50% to 60% of employment (Luetkenhorst, 2004), SMEs tend to be portrayed in the literature as important backbones of healthy economic growth and vitality, through the employment and nurturing of young entrepreneurial talent and the building up of systemic productive capacities that serve to foster competition and innovation (Jamali, Zanhour, & Keshishian, 2009; United Nations Industrial Development Organisation, 2002). Therefore, more attention needs to be accorded to understanding their potential specificities and contributions in relation to CSR. This understanding is all the more important in developing countries, given that the enterprise structure and the characteristic features of SMEs in the developing world often differ from what is commonly encountered in industrialized countries; for example, often excluded from SME accounts are the informal enterprises (particularly in the agricultural sector) and smaller micro-firms that tend to be born out of necessity in the developing world and which are likely to exhibit different orientations to basic social and environmental functions (de Kok et al., 2013; Demuijnck & Ngnodjom, 2013).

The guest editors start by summarizing what we know in relation to SMEs and CSR. The literature to date has pointed to the positive affinities of SMEs to CSR, given the stronger role of owners and founders, who often play a direct role in imprinting their personal ideology and views throughout their relatively smaller organizations (Hannan, 1998; Jamali et al., 2009). There is indeed evidence that the founders of smaller firms tend to build organizations that cohere with their personal philosophies, values, and aspirations (Heugens, Kaptein, & van Oosterhout, 2008). SMEs tend to be strongly rooted in their

communities, and generally closer to their employees and local community constituencies (Demuijnck & Ngnodjom, 2013; Jenkins, 2006; Perrini, 2006). We note however the over-representation of SME managers or owners at the expense of employee voice which is not sufficiently integrated in the literature. Yet if we are to understand the complex processes through which CSR unfolds in SMEs, the views of both management and employees need to be represented (Jeppesen, Kothuis, & Ngoc Trân, 2012). The research also points to the informal approach of SMEs to CSR, and the fact that they often do not use the language of CSR or formalized management tools (Baumann-Pauly, Wickert, Spence, & Scherer, 2013; Jenkins, 2004). In fact, given the limited resources, time, and expertise of SME managers, some authors have argued that the implementation of formalized CSR management systems, certifications, or the production of annual sustainability reports may be counterproductive in the case of SMEs (Lund-Thomsen, Jamali, & Vives, 2014). Other authors point to the flaws of focusing on formal CSR while overlooking the importance of informal CSR practices (Jeppesen et al., 2012). Baumann-Pauly et al. (2013) suggest that SMEs and smaller firms exhibit important characteristics that are favorable to CSR, but are constrained in relation to external CSR communication and reporting. Particularly relevant in all these discussions is the relative importance and salience of social capital in the case of SMEs and CSR, which is used to refer to intangible assets such as reputation, trust, and legitimacy, accumulated through relationships and networks across various spheres of society (Habisch, Meister, & Schmidpeter, 2001; Jamali, Yianni, & Abdallah, 2011; Russo & Tencati, 2009; Spence, Habisch, & Schmidpeter, 2004).

Nevertheless, SMEs' track record in relation to CSR is not always rosy as depicted above. In fact, given their dominance in absolute numbers, their collective ecological footprint is highly significant (Blackman, 2006). In this respect, various authors highlight the operations of SMEs in pollution-intensive industries such as leather tanning and textiles production where there is traditionally little regulatory oversight and enforcement from developing country governments (Blackman, 2006; Tewari & Pillai, 2005). Hence, the discourse on the involvement of SMEs in CSR is sometimes perceived as a smokescreen or a façade where SMEs appear to comply symbolically with social and environmental standards which are increasingly a precondition for global business engagement, while buffering their non-compliance with fundamental principles and basic tenets of CSR (Jamali, Lund-Thomsen, & Khara, 2015). Skeptics have also highlighted that SMEs often get away with some of the worst labor rights abuses including the use of child labor, forced labor, sexual harassment, and human trafficking in developing countries (Khan, Munir, & Willmott, 2007). To some extent this misconduct may happen when they operate in domestic industries where they are not subject to the

same level of scrutiny as in the more export-oriented industries whose end customers are found in Europe and North America (Lund-Thomsen & Nadvi, 2010). Even when SMEs operate in export-oriented industries that sell to European and North American markets, they often take the form of second- or third-tier suppliers whose operations are difficult to identify and monitor by international auditors, non-governmental organizations (NGOs), or nation-based trade unions. The extensive use of unauthorized outsourcing in the garments industry of Bangladesh is a case in point that highlights the difficulties in detecting labor rights violations at the lower tiers of global value chains linking international customers, buyers, local suppliers, contractors, and workers in developing countries (Lund-Thomsen & Lindgreen, 2014).

So we have two very different sides of an evolving discourse on SMEs and CSR in the developing world. One highlights the positive affinity or spontaneous engagement of SMEs in CSR in developing countries whereas the other tends to portray SMEs as socially and environmentally risk-prone enterprises. Context seems to matter in this debate, and context is where institutional accounts that link CSR to context and prevailing institutional structures may be particularly useful. As aptly put by Schneiberg and Clemens (2006, p. 217): "In a fundamental sense, this privileging of context is incontestable. Just as children are born into a world of already socialized adults, similarly organizations are established in societies that are already institutionalized." The importance of context in research in general and CSR research specifically is increasingly appreciated given that institutions mediate organizations' responses to economic, political, and social problems, by shaping how actors construct problems or interests, providing repertoires of solutions or determining the efficacy of action and organization (Schneiberg & Clemens, 2006). Pioneering contributions that have leveraged an institutional lens and refocused the discussion on the importance of context in relation to CSR include Campbell (2007) and Matten and Moon (2008) who have shown that CSR manifestations need to be analyzed in the context of historically grown institutional frameworks and national business systems. Hence, moving beyond firm-centered analyses is important to gain a grounded understanding of how CSR expressions are mediated by relevant institutional and contextual factors, despite the pressures of globalization and expected harmonization of management processes and structures across cultures (Jamali & Neville, 2011; Matten & Moon, 2008).

In the context of the overview presented above, this special issue zooms in on SMEs in developing countries, revisiting the debate as to how institutional constellations affect their engagement in CSR. *Our first observation is that institutional contexts (in the form of formal laws, regulations, and enforcement agencies) may not necessarily have a deterministic constraining*

influence on the engagement of SMEs in CSR in developing countries. In the first article of the special issue, Ralph Hamann, James Smith, Pete Tashman, and R. Scott Marshall investigate the motives of SME wine entrepreneurs in South Africa for engaging in CSR (here, environmental management). Hamann, Smith, Tashman, and Marshall (2017) argue that formal institutions—such as state laws and regulatory agencies—have limited reach and tend not to affect the daily operations of wine farms in the Cape Province. In other words, the South African government, in spite of its relatively advanced labor and environmental laws, does not have sufficient regulatory capacity at the local level to implement these policies in SME wine firms that tend to be relatively dispersed. The reach of environmental NGOs is also limited in these local areas. At the same time, Hamann et al. also point out that competitiveness pressures play little role in affecting the motivation of SME entrepreneurs in embracing CSR. Instead, it is the individual norms and values of these entrepreneurs, and their networking through a local business association, which seem to explain their voluntary incorporation of environmental concerns into their business practices. Their work thus echoes the emphasis on the critical role of SME founders in spearheading CSR even in institutional environments that are not necessarily the most conducive. In this respect, the article highlights the important role of agentic processes in molding innovative CSR responses and interventions in developing countries. The article also emphasizes the role of collective industry initiatives in incentivizing CSR. Based on this article, some situations seem to allow sufficient space for SME entrepreneurs to define their CSR agenda (or no CSR agenda) even in the absence of substantive institutional support.

Our second key argument is that actions and interventions on the part of formal organizations in the broader institutional environment aimed at promoting CSR in SMEs may sometimes not have the intended effect on the social and environmental behavior of these enterprises. The reason is because formal organizations in the broader institutional environment might both face internal capacity constraints and external barriers in relation to promoting CSR in SMEs in developing countries. This combination is illustrated in Marion Allet's contribution to the special issue which zooms in on smaller micro-enterprises and their environmental orientations in developing countries (Allet, 2017). Micro-enterprises constitute an important component of the smaller enterprise landscape in the developing world that has been hitherto largely ignored in CSR accounts. Looking at micro-finance institutions (MFIs) in El Salvador that seek to promote environmental risk mitigation among micro-entrepreneurs in the country, Allet identifies a range of constraints at play that undermine progress in promoting environmental responsibility. These constraints reside with the micro-finance institution

spearheading the project in the first place, as well as with the micro-entrepreneurs in question. In the context of the micro-finance institution, insufficient attention was placed on developing the knowledge and awareness of MFI loan staff themselves in relation to how micro-entrepreneurs might engage in environmental risk mitigation. At the same time, their performance continued to be assessed in financial terms related to the disbursement and repayment of loans whereas their work on environmental awareness creation was not really awarded. From the viewpoint of the micro-entrepreneurs themselves, they suffered from various informational shortages pertaining to how to practice environmental responsibility, and lacked the sense of an institutionalized and formalized relationship with the MFI for addressing these informational shortages. Hence, Allet's study highlights how CSR shortcomings and concerns may only be in part (at best) attributed to developing country SMEs. In fact, the support institutions which pressurize SMEs for the adoption of CSR practices in developing countries may themselves be only partially committed to the promotion of CSR—both within their own organizations and in relation to their external clients.

Our final key argument, also related to the one above, is that the CSR discourse in developing countries needs to stay focused on the role of SMEs themselves in any future research agenda on CSR in Southern contexts. In this respect, using an institutional perspective and focusing on labor rights and wage issues in the context of SME–CSR activities in developing countries, the article written by Niklas Egels-Zandén (2017) challenges the assumption that it is only large international retailers that can play a role in driving CSR implementation in global supply chains, highlighting an equally important (but neglected) role for emergent CSR strategies spearheaded by SMEs as institutional entrepreneurs through their supply chain relationships. This article in fact highlights that institutional environments—in the form of media and NGO campaigns—might induce multinational companies to engage in symbolic compliance with international labor standards and corporate codes of conduct rather than substantive compliance with such standards or codes. However, in the case of SMEs, the individual history, values, and ethics of SME owners, founders, and top management play an important role in shaping their engagement in CSR in developing countries. As suggested in previous literature, the role of founders or owners must therefore remain at the heart of the analysis as researchers attempt to conceptualize how SMEs are incentivized to adopt or resist engagement in CSR; however, one interesting and novel insight that comes across through this article is the important potential role of not only Southern SMEs but more importantly Northern SMEs—given their embedded-ness in different institutional environments—in promoting positive spillovers and facilitating the uptake of CSR across their supply

chains in developing countries (see also Ciliberti, Pontrandolfo, & Scozzi, 2008).

In this respect, whereas all three articles above present novel empirical insights, the final article in this special issue by Jose A. Puppim de Oliveira and Charbel J. C. Jabbour considers conceptually how to improve environmental management in small SME clusters in developing countries (Puppim de Oliveira & Jabbour, 2017). Here, the last contribution to this special issue considers how different governance channels (regulatory enforcement, demanding supply chains, and voluntary CSR engagement) may promote better environmental management in SMEs in developing countries. Highlighting the significant environmental impacts of SME clusters in the developing world, the article develops a framework for integrating CSR and environmental management in SMEs, by considering different potential governance orientations. The article integrates the hitherto fragmented literatures pertaining to governance in clusters, environmental management practices in SMEs and strategies for climate change mitigation. It synthesizes relevant implications in terms of opportunities and risks presented through a focus on improved environmental management and the important mediating role of cluster governance. The article also includes in closing relevant propositions that are available for future research and testing, exploring the effect of variations in environmental strategies and governance structures and their implications.

Clearly, this special issue has made a number of significant contributions that have advanced existing knowledge of SMEs and CSR in developing countries. One of the articles in the special issue leverages an institutional perspective, to analyze the CSR of SMEs in developing countries focusing on social aspects, and labor rights more specifically. Three of the articles in the special issue accord in turn special attention to the environmental impacts and role of SMEs in the context of their CSR activities in developing countries. Taking all empirical and conceptual contributions into consideration, *we conclude that future writings on SMEs and CSR in developing countries need to more critically analyze how institutional constellations may promote or undermine CSR in SMEs in developing countries in both intended and unintended ways*. In this respect, it is very important for northern brands and firms and policy makers to ensure that their formal policies are consistent and conducive to genuine commitment and engagement to CSR on the part of developing country SMEs. As captured in various parts of this special issue, SMEs continue to be seriously constrained in terms of capacity and resources and, in the presence of half-hearted measures (Allet article), are often dragged into a spiral of price cutting and evasion strategies to ensure social compliance. Despite a positive propensity to CSR among SME owners and some room for

strategic initiative and agentic responses that come across through the Hamann and Egels-Zandén articles, the institutional environment of the developing world is not always conducive which leaves the onus of CSR compliance on SMEs themselves (Skadegaard Thorsen & Jeppesen, 2011). Hence, developing country SMEs should remain center stage in the context of a nuanced CSR agenda that analyzes their CSR engagement both critically and contextually.

The guest editors hope that this special issue is only the beginning of what will be a longer, more systematic inquiry into the nature of SME engagement in CSR in developing countries. In fact, what is remarkable about the literature on SMEs and CSR in the South is really how little we know about the nature and effects of CSR in SMEs in developing countries. This special issue points to important research themes which could be worth pursuing in a more systematic manner in future studies of SMEs and CSR in developing countries. Among others, these research themes include:

a. The gap which may exist between SMEs' communication about CSR and the actual reality of CSR implementation on the ground in developing countries.
b. The extent to which SME engagement in CSR improves or worsens SME profitability, workers' conditions, and environmental pollution emissions in developing countries.
c. The role of micro-firms and informal enterprises in CSR as well as the informal aspects of CSR practice in SMEs.
d. The potential and limitations of international organizations and support agencies in facilitating or undermining the adoption of CSR practices among SMEs in the South.

References

Allet, M. (2017). Mitigating environmental risks in microenterprises: A case study from El Salvador. *Business & Society*, *56*, 57-91.

Barrientos, S. (2005). Impact assessment and labour: Developing a learning approach. *Journal of International Development*, *17*, 259-270.

Barrientos, S., & Smith, S. (2007). Do workers benefit from ethical trade? Assessing codes of labour practice in global production systems. *Third World Quarterly*, *28*, 713-729.

Baumann-Pauly, D., Wickert, C., Spence, L., & Scherer, A. G. (2013). Organizing corporate social responsibility in small and large firms: Size matters. *Journal of Business Ethics*, *115*, 693-705.

Blackman, A. (Ed.). (2006). *Small firms and the environment in developing countries: Collective impacts, collective action*. Washington, DC: Resources for the Future (RFF) Press.

Blowfield, M., & Frynas, J. G. (2005). Editorial: Setting new agendas—Critical perspectives on corporate social responsibility in the developing world. *International Affairs*, *81*, 489-513.

Campbell, J. (2007). Why would corporations behave in socially responsible ways: An institutional theory of corporate social responsibility. *Academy of Management Review*, *32*, 946-967.

Ciliberti, F., Pontrandolfo, P., & Scozzi, B. (2008). Investigating corporate social responsibility in supply chains: A SME perspective. *Journal of Clean Production*, *16*, 1579-1588.

de Kok, J., Deijl, C., & Veldhuis-Van Essen, C. (2013). *Is small still beautiful? Literature review of recent empirical evidence on the contribution of SMEs to employment creation*. Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ). Retrieved from http://www.ilo.org/wcmsp5/groups/public/—ed_emp/—emp_ent/—ifp_seed/documents/publication/wcms_216909.pdf

Demuijnck, G., & Ngnodjom, H. (2013). Responsibility and informal CSR in formal Cameroonian SMEs. *Journal of Business Ethics*, *112*, 653-665.

Egels-Zandén, N. (2017). The role of SMEs in global production networks: A Swedish SME's payment of living wages at its Indian supplier. *Business & Society*, *56*, 92-129.

Frynas, J. G. (2005). The false development promise of corporate social responsibility: Evidence from multinational oil companies. *International Affairs*, *81*, 581-598.

Garvey, N., & Newell, P. (2005). Corporate accountability to the poor? Assessing the effectiveness of community-based strategies. *Development in Practice*, *15*, 389-404.

Habisch, A., Meister, H. P., & Schmidpeter, R. (2001). *Corporate citizenship as investing in social capital*. Berlin, Germany: Logos-Verlag.

Hamann, R., & Kapelus, P. (2004). Corporate social responsibility in mining in South Africa: Fair accountability or just greenwash? *Development*, *47*(3), 85-92.

Hamann, R., Smith, J., Tashman, P., & Marshall, R. S. (2017). Why do SMEs go green? An analysis of wine firms in South Africa. *Business & Society*, *56*, 23-56.

Hannan, M. (1998). Rethinking age dependence in organizational mortality: Logical formulations. *American Journal of Sociology*, *104*, 126-164.

Heugens, P., Kaptein, M., & van Oosterhout, J. (2008). Contracts to communities: A processual model of organizational virtue. *Journal of Management Studies*, *45*, 100-121.

Idemudia, U. (2011). Corporate social responsibility and developing countries: Moving the critical CSR research agenda in Africa forward. *Progress in Development Studies*, *11*, 1-18.

Jamali, D. (2010). The CSR of MNC subsidiaries in developing countries: Global, local, substantive or diluted. *Journal of Business Ethics*, *93*, 181-200.

Jamali, D., Lund-Thomsen, P., & Khara, N. (2015). CSR institutionalized myths in developing countries: An immediate threat of selective decoupling. *Business & Society*. Advance online publication. doi: 10.1177/0007650315584303

Jamali, D., & Neville, B. (2011). Convergence versus divergence in CSR in developing countries: An embedded multi-layered institutional lens. *Journal of Business Ethics*, *102*, 599-621.

Jamali, D., & Sidani, Y. (2012). CSR in the Middle East: Fresh perspectives. In D. Jamali & Y. Sidani (Eds.), *CSR in the Middle East: Fresh perspectives* (pp. 1-11). Basingstoke, UK: Palgrave MacMillan.

Jamali, D., Yianni, M., & Abdallah, H. (2011). Strategic partnerships, social capital and innovation: Accounting for social alliance innovation. *Business Ethics: A European Review*, *20*, 375-391.

Jamali, D., Zanhour, M., & Keshishian, T. (2009). Peculiar strengths and relational attributes of SMEs in the context of CSR. *Journal of Business Ethics*, *87*, 355-367.

Jenkins, H. (2004). A critique of conventional CSR theory: An SME perspective. *Journal of General Management*, *29*(4), 37-57.

Jenkins, H. (2006). Small business champions for corporate social responsibility. *Journal of Business Ethics*, *67*, 241-256.

Jenkins, R., & Newell, P. (2013). CSR, tax, and development. *Third World Quarterly*, *34*, 378-396.

Jeppesen, S., Kothuis, B., & Ngoc Trân, A. (2012). *Corporate social responsibility, competitiveness and SMEs in developing countries: South Africa and Vietnam. Research Report (Focales no 16), French Development Agency (AFD)*. Paris: France. Retrieved from http://www.afd.fr/webdav/shared/PUBLICATIONS/RECHERCHE/Scientifiques/Focales/16-VA-Focales.pdf

Khan, F. R., Munir, K., & Willmott, H. (2007). A dark side of institutional entrepreneurship: Soccer balls, child labour and postcolonial impoverishment. *Organization Studies*, *28*, 1055-1077.

Luetkenhorst, W. (2004). Corporate social responsibility and the development agenda. *Intereconomics*, *39*, 157-166.

Lund-Thomsen, P. (2009). Assessing the impact of public-private partnerships in the Global South: The case of the Kasur tanneries pollution control project. *Journal of Business Ethics*, *90*(Suppl. 1), 57-78.

Lund-Thomsen, P., Jamali, D., & Vives, A. (2014). CSR in SMEs: An analysis of donor-financed tools. *Social Responsibility Journal*, *10*, 602-619.

Lund-Thomsen, P., & Lindgreen, A. (2014). Corporate social responsibility in global value chains: Where are we now and where are we going? *Journal of Business Ethics*, *123*, 11-22.

Lund-Thomsen, P., & Nadvi, K. (2010). Clusters, chains and compliance: Corporate social responsibility in football manufacturing in South Asia. *Journal of Business Ethics*, *93*, 201-222.

Matten, D., & Moon, J. (2008). Implicit and explicit CSR: A conceptual framework for a comparative understanding of corporate social responsibility. *Academy of Management Review*, *33*, 404-424.

Newell, P., & Frynas, J. G. (2007). Beyond CSR? Business, poverty, and social justice: An introduction. *Third World Quarterly*, *28*, 669-681.

Ngoc Trân, A. (2011). Corporate social responsibility in socialist Vietnam: Implementation, challenges, and local solutions. In A. Chan (Ed.), *Labour in Vietnam* (pp. 119-159). Singapore: Institute of Southeast Asian Studies.

Perrini, F. (2006). SMEs and CSR theory: Evidence and implications from an Italian perspective. *Journal of Business Ethics*, *67*, 305-316.

Puppim de Oliveira, J. A., & Jabbour, C. J. C. (2017). Environmental management, climate change, CSR, and governance in clusters of small firms in developing countries: Towards an integrated analytical framework. *Business & Society*, *56*, 130-151.

Russo, A., & Tencati, A. (2009). Formal vs. informal CSR strategies: Evidence from Italian micro, small, medium-sized, and large firms. *Journal of Business Ethics*, *85*, 339-353.

Schneiberg, M., & Clemens, E. S. (2006). The typical tools for the job: Research strategies in institutional analysis. *Sociological Theory*, *3*, 195-227.

Skadegaard Thorsen, S., & Jeppesen, S. (2011). *Changing course—A study into responsible supply chain management*. Analysis report prepared for the Danish Ministry of Foreign Affairs by GLOBAL CSR and Copenhagen Business School. Retrieved from http://www.global-csr.com/fileadmin/Our_Approach/RSCM_Annex_Vol_Sub-Reports_and_Appendices.pdf

Spence, L. J., Habisch, A., & Schmidpeter, R. (2004). *Responsibility and social capital: The world of small and medium sized enterprises*. Basingstoke, UK: Palgrave Macmillan.

Tewari, M., & Pillai, P. (2005). Global standards and the dynamics of compliance in the Indian leather industry. *Oxford Development Studies*, *33*, 245-267.

United Nations Industrial Development Organisation. (2002). *Corporate social responsibility: Implications for small and medium enterprises in developing countries*. Retrieved from http://www.unido.org/fileadmin/import/userfiles/puffk/corporatesocialresponsibility.pdf

Author Biographies

Dima Jamali (PhD, University of Kent at Canterbury) is professor of management at the American University of Beirut and holds the Kamal Shair Endowed Chair in Responsible Leadership. Her research interests focus on responsible leadership and corporate social responsibility in developing countries in general and the Middle East in specific. Her articles have appeared in journals such as *British Journal of Management, Business Ethics Quarterly, Journal of Business Ethics*, and *Strategic Management Journal* among others. Her recent book on *CSR in the Middle East* has been published by Palgrave in 2012.

Peter Lund-Thomsen is a visiting full professor of CSR in Developing Countries at the Nottingham Business School–Nottingham Trent University, the United Kingdom, and associate professor of CSR at the Copenhagen Business School, Denmark. His research focuses on the linkage among global value chains, supplier competitiveness, and corporate social and environmental responsibility (CSER) in developing countries. His work has appeared in *Business Strategy and the Environment, Competition and Change, Contemporary South Asia, Corporate Governance, Development, Development and Change, Geoforum, International Affairs, Journal of Business*

Ethics, Journal of Change Management, Journal of Corporate Citizenship, Journal of Economic Geography, Global Networks, and *Social Responsibility Journal*.

Søren Jeppesen has his PhD from Copenhagen Business School (CBS), where he now works as an associate professor at the Centre of Business and Development Studies, Department of Intercultural Communication and Management. His chief research interests include (a) CSR and SMEs in developing countries, (b) developing country firms and their development characteristics, and (c) youth and employment, with a focus on the tourism industry in selected African countries. His main geographic focus is on Eastern and Southern Africa. He has published a number of book chapters and international reports as well as in the following international journals *African Journal of Economic and Management Studies, Bulletin of Geography Socio-economic Series, Business Strategy and the Environment*, and *Journal of Business Ethics*.

Reviewer Appreciation

Eighteen articles were submitted for consideration, of which four have been accepted for publication with this special issue. The guest editors express appreciation to the reviewers who participated in the special issue process.

Ralf Barkemeyer
Maribel Blasco
Michael Blowfield
Cedric Dawkins
Catherine Dolan
George Frynas
Nahee Kang
Syed Bahar Ali Kazmi
Navjote Khara
Peter Knorringa
Jette Steen Knudsen
Ans Kolk
Ben Neville
Stefano Ponte
Jacobo Ramirez
Laura Spence
Robert Strand
Meenu Tewari
Idemudia Uwafiokun
Steen Vallentin
Hong Xue
Mette Zoelner