Corporate Social Responsibility
in the Transition Economy of Romania

Sorin Blaga

Supervisor: Dr. David Bubna-Litic
Associate Supervisor: Professor Thomas Clarke

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Certificate of authorship / originality

I certify that the work in this thesis has not previously been submitted for a degree nor has it been submitted as part of requirements for a degree except as fully acknowledged within the text.

I also certify that this thesis has been written by me. Any help that I have received in my work and the preparation of the thesis itself has been acknowledged. In addition, I certify that all information sources and literature used are indicated in the thesis.

Sorin Blaga

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List of abbreviations

ADRA – Adventist Development and Relief Agency
ARC – Association for Community Relations
ATC – Agreement on Textiles and Clothing
BSCI – Business Social Compliance Initiative
CCIR – Chamber of Commerce and Industry of Romania
CED – Committee for Economic Development
CEO – Chief Executive Officer
CG – Corporate Governance
CSP – Corporate Social Performance
CSR – Corporate Social Responsibility
EC – European Commission
EEO- Equal Employment Opportunity
EU – European Union
FDI – Foreign Direct Investment
GDP – Growth Domestic Product
GFC – Global Financial Crisis
HR – Human resources
IBLF – International Business Leaders Forum
ILO – International Labour Organisation
IMF – International Monetary Fund
ISO – International Standards Organisation

ITMF – International Textile Manufacturers Federation

MNC – Multi-national Corporations

NGO – Non-government Organisation

NPO – Non-profit Organisations

OECD – Organisation for Economic Co-operation and Development

OHS – Occupational Health and Safety

OHSAS – Occupational Health and Safety Assurance Standard

R&D – Research and Development

RBA – Reserve Bank of Australia

RQ – Research Questions

SME – Small and Medium-sized Enterprises

T&C – Textile and Clothing

UNDP – United Nations Development Program

UNWCED – United Nation World Commission on Environment and Development

WB – World Bank

WBCSD – World Business Council for Sustainable Development

WTO – World Trade Organisation

WWI – World War I

WWII – World War II
Abstract

The purpose of this research is to identify the sense making of the concept of Corporate Social Responsibility (CSR) by managers of Romanian organisations in the textile industry. The research examines how managers’ sense making affects the adoption of CSR processes compared to those suggested in the CSR literature. The thesis looks at how Romanian managers and consequently their companies interpret the business environment in which they operate and how the managers’ personal capacity to make sense of CSR, without recourse to a realistic and rational appreciation of CSR concepts in the literature, results in a particularly distinctive approach to implementation. Elements of CSR theories are selectively applied by Romanian managers. These are identified and are related to the process of CSR adoption. The research’s main contribution is an explication of the various factors that limit managers’ sense making which in turn affects the process of CSR adoption in a country with an economy in transition.