

Do “Socially Responsible” Managers Violate Their “Fiduciary Responsibilities”?

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Fiduciary Duty Is Not a Univalent and Absolute Concept. It is Contested.

- PRI, UNEP FI, & The Generation Foundation. [Fiduciary Duty in the 21st Century](#). 2018
- Sandberg, Joakim, (Re-)Interpreting Fiduciary Duty to Justify Socially Responsible Investment for Pension Funds? (September 1, 2013). *Corporate Governance: An International Review*, Vol. 21, Issue 5, pp. 436-446, 2013, Available at SSRN: <https://ssrn.com/abstract=2306404> or <http://dx.doi.org/10.1111/corg.12028>
- https://books.google.com/books?hl=en&lr=&id=8rs8BAAAQBAJ&oi=fnd&pg=PP1&dq=Philosophy+and+fiduciary+duty&ots=Ex7zB_j3Gu&sig=gv0EZlr4AR08laRcOgRcDL7t1Gw#v=onepage&q=Philosophy%20and%20fiduciary%20duty&f=false

The Same Goes for CSR.

- Dmytriyev, S., Freeman, R. E., Horisch, J., (2021). The Relationship between Stakeholder Theory and Corporate Social Responsibility: Differences, Similarities, and Implications for Social Issues in Management. *Journal of Management Studies*, 58(6), 1441-1470.
- Frederick, W.C., (2006) Corporation Be good! The Story of Corporate Social Responsibility, Dog Ear Publishing Inc.
- Wood, D.J., (1991) Corporate Social Performance Revisited. *Academy of Management Review*. 16 (4): 691-718.

Leftovers from “Business Sucks” narrative.
We can do without both of them.

- Freeman, “The Business Sucks Story”, *Journal of Humanistic Management*.
- Freeman, Martin and Parmar, *The Power of And: Responsible Business without Tradeoffs*. 2021 Columbia University Press.
- Freeman, Harrison, Wicks, Parmar, and DeColle, *Stakeholder Theory: The State of the Art*, Cambridge U. Press, 2010.

Framing matters. Ideas (and hypotheses) “don’t confront the tribunal of experience alone”. There is always background theory and interpretation.

- What is a better vocabulary to use to frame these issues?
- How would a system of “stakeholder capitalism” frame them.
- References to key pragmatist texts.
 - Quine, W. V. O. (1964) *Word and Object*. New York: John Wiley.
 - Rorty, R. (2021) *Pragmatism as Anti-Authoritarianism*. Cambridge: Harvard University Press.
 - Putnam, H. (2002) *The Collapse of the Fact-Value Dichotomy*. Cambridge: Harvard University Press.