

【問題】

以下の文章は、あるトピックに関する歴史的考察を目的とした論文の冒頭部分である。その内容を詳しく日本語で要約しなさい。

THOUGH the roots of the concept that we know today as corporate social responsibility have a long and wide-ranging history, it is mostly a product of the twentieth century, especially from the early 1950s up to the present time. In spite of its recent growth and popularity, one can trace for centuries evidence of the business community's concern for society. To help appreciate the context in which corporate social responsibility (CSR) grew and flourished, we will consider the late 1800s, or the Industrial Revolution, as a reasonable beginning point for purposes of discussion.

The purpose of this chapter on corporate social responsibility concepts and practices, referred to as just 'social responsibility' (SR) in the period before the rise and dominance of the corporate form of business organization, is to provide an overview of how the concept and practice of SR or CSR has grown, manifested itself, and flourished. In addition to considering how the concept has changed and grown

in terms of its *meaning*, we will consider its *practice* as well. That is, we will consider how the concept has, in practice, expanded from its focus on a few stakeholders, close at hand, to be more far reaching and inclusive, eventually becoming global in scope.

In addition, we will briefly consider what organizational activities and changes have taken place to accommodate these new initiatives, to the point at which it has become fully institutionalized today. It will become apparent that today, well into the first decade of the 2000s, CSR in many firms is moving towards full integration with strategic management and corporate governance. This has included firms developing management and organizational mechanisms for reporting and control on business's socially conscious policies and practices. It will also become apparent that the range of stakeholders and issues defining CSR has broadened, especially in the past several decades.

Formal writings on social responsibility are largely a product of the twentieth century, especially the past 50 years or so. Though it is possible to see evidence of CSR throughout the world, mostly in the developed countries, most early writings have been most obvious in the United States where a sizable body of literature has accumulated (Cavrou, 1999). In the past decade, however, Europe has become captivated with CSR and there is considerable evidence that scholars and practitioners in Europe are taking seriously this social concern, often manifested in the form of formal writings, research, conferences, and consultancies. More recently, countries in Asia have begun increasing their attention to CSR policies and practices. At the same time, it must be acknowledged that CSR and related notions have been developed in practice and thought in a number of other countries and at different times. With this background in mind, this review of CSR's history will focus primarily on developments in the United States and Europe.

出所) Carroll, Archie B. (2008) "A History of Corporate Social Responsibility-Concepts and Practices," in Crane et al. (2008) *The Oxford Handbook of Corporate Social Responsibility*, Oxford University Press, pp.19-46.

試験
科目

英語

【問題】

以下の文章を全訳しなさい (ただし、企業名については文章内の表記をそのまま使用してよい)。

Companies opt to expand outside their domestic market for any of four major reasons:

- *To gain access to new customers*—Expanding into the markets of foreign countries offers potential for increased revenues, profits, and long-term growth and becomes an especially attractive option when a company's home markets are mature. Firms like Cisco Systems, Intel, Sony, Nokia, and Toyota, which are racing for global leadership in their respective industries, must move rapidly and aggressively to extend their market reach into all corners of the world.
- *To achieve lower costs and enhance the firm's competitiveness*—Many companies are driven to sell in more than one country because the sales volume achieved in their own domestic markets is not large enough to fully capture manufacturing economies of scale and experience curve effects and thereby substantially improve a firm's cost competitiveness. The relatively small size of country markets in Europe explains why companies like Michelin and Nestlé long ago began selling their products all across Europe and then moved into markets in North America and Latin America.
- *To capitalize on its core competencies*—A company with competitively valuable competencies and capabilities may be able to leverage them into a position of competitive advantage in foreign markets as well as just domestic markets. Nokia's competencies and capabilities in mobile phones have propelled it to global market leadership in the wireless telecommunications business.
- *To spread its business risk across a wider market base*—A company spreads business risk by operating in a number of different foreign countries rather than depending entirely on operations in its own domestic market. Thus, if the economies of certain Asian countries turn down for a period of time, the company may be sustained by buoyant sales in Latin America or Europe.

In a few cases, companies in natural resource-based industries (like oil and gas, minerals, rubber, and lumber) often find it necessary to operate in the international arena because attractive raw material supplies are located in foreign countries.

出所) Thompson, Arthur A. and A.J. Strickland (2001) *Strategic Management : Concepts and Cases*, McGraw-Hill/Irwin, p.200.

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