

# Determinants of Corporate Social Performance: Evidence from S&P500 Firms

張書陶、吳孟玲

E-mail: 9806329@mail.dyu.edu.tw

## ABSTRACT

Prior research revealed that internationalization and diversification should be key determinants of downside risk. Therefore, the first purpose of this study was to examine the relationships between internationalization, diversification, and downside risk. Moreover, downside risk may provide greater explanatory power than previous studies using variability measures of risk. Based on the above reason, the second purpose of this study was to investigate the relationship between downside risk and corporate social performance. Data were collected from S&P500 and Business Ethics 100. Results indicated that internationalization was positively related to downside risk, which further influenced corporate social performance. The conceptual and empirical contributions of this study as well as the managerial implications are discussed.

Keywords : internationalization、diversification、downside risk、corporate social performance

## Table of Contents

中文摘要 . . . . .	iii
英文摘要 . . . . .	iv
誌謝辭 . . . . .	v
內容目錄 . . . . .	vi
表目錄 . . . . .	vii
圖目錄 . . . . .	viii
第一章 緒論 . . . . .	1
第二章 文獻探討 . . . . .	3
第一節 企業社會績效 . . . . .	3
第二節 下方風險與企業社會績效 . . . . .	4
第三節 國際化與下方風險 . . . . .	5
第四節 多角化與下方風險 . . . . .	6
第三章 研究方法 . . . . .	8
第一節 研究架構 . . . . .	8
第二節 研究對象 . . . . .	8
第三節 操作性定義 . . . . .	9
第四節 分析方法 . . . . .	14
第四章 研究結果 . . . . .	15
第一節 敘述統計與相關係數分析 . . . . .	15
第二節 迴歸分析 . . . . .	16
第五章 結論與討論 . . . . .	18
第一節 研究結論 . . . . .	18
第二節 研究意涵 . . . . .	19
第三節 建議與限制 . . . . .	20
參考文獻 . . . . .	21

## 表 目 錄

表 4-1 敘述統計及相關分析 . . . . .	16
表 4-2 迴歸分析之結果 . . . . .	17

## 圖 目 錄

圖 3-1 研究架構 . . . . .	8
----------------------	---

## REFERENCES

- Aaker, D. A., & Jacobson, R. (1987). The role of risk in explaining differences in profitability. *Academy of Management Journal* 30(3), 277-297.
- Adner, R., & Levinthal, D. A. (2004). Real options and real tradeoffs. *Academy of Management Review*, 29(1), 120-126.
- Aleson, M. R., & Escuer, M. E. (2002). The impact of product diversification strategy on the corporate performance of large Spanish firms. *Spanish Economic Review*, 4(1), 119-137.
- Alexander, G., & Bucholtz, R. (1978). Corporate social responsibility and stock market performance. *Academy of Management Journal*, 21(3), 479-486.
- Amit, R., & Livnat, J. (1988). Diversification and the risk-return trade-off. *Academy of Management Journal*, 31(1), 154-166.
- Amit, R., & Livnat, J. (1988). Diversification strategies, business cycles and economic performance. *Strategic Management Journal*, 9(2), 99-110.
- Ansoff, H. I. (1958). A model for diversification. *Management Science*, 4(4), 392-414.
- Ansoff, H. I. (1965). *Corporate Strategy*. New York: McGraw-Hill.
- Arlow, P., & Gannon, M. (1982). Social responsiveness, corporate structure, and economic performance. *Academy of Management Review*, 7(2), 235-241.
- Aveni, R. A., & Illich, A. Y. (1992). Complex patterns of vertical integration in the forest products industry: Systematic and bankruptcy risks. *Academy of Management Journal*, 35(3), 596-625.
- Baird, H., & Thomas, J. (1990). Risk, strategy and management. *Citation Only Available Long Range Planning*, 24(5), 135-153.
- Barney, J. B. (1991). Firm sources and sustained competitive advantage. *Journal of Management*, 17(1), 99-120.
- Baucus, M. S., & Near, J. P. (1991). Can illegal corporate behavior be predicted? An event history analysis. *Academy of Management Journal*, 34(1), 9-36.
- Bauerschmidt, A., Sullivan, D., & Gillespie, K. (1985). Common factors underlying barriers to export: Studies in the US paper industry. *Journal of International Business Studies*, 3(1), 111-123.
- Baysinger, B. D., & Hoskisson, R. E. (1989). Diversification strategy and R&D intensity in large multiproduct firm. *Academy of Management Journal*, 32(2), 310-332.
- Becker-Olson, K. L., Cudmore, B. A., & Hill, R. P. (2006). The impact of perceived corporate social responsibility on consumer behavior. *Journal of Business Research*, 59(1), 46-53.
- Berger, P. G., & Eli, O. (1995). Diversification's effect on firm value. *Journal of Financial Economics*, 37(1), 39-65.
- Berman, S., Wicks, A., & Jones, T. (1999). Does stakeholder orientation matter? The relationship between stakeholder management models and firm financial performance. *Academy of Management Journal*, 42(4), 488-506.
- Bettis, R. A. (1981). Performance differences in related and unrelated diversified firms. *Strategic Management Journal*, 2(4), 379-393.
- Bhattacharya, P. M., & Wright, M. (2005). Managing human assets in an uncertain world: Applying Real Options Theory To HR, 16(6), 929-948.
- Bourgeois, L. J. (1981). On the measurement of organizational slack. *Academy of Management Review*, 6(1), 29-39.
- Bourgeois, M. C., & Singh, L. L. (1983). Corporate social responsibility and resource-based perspectives. *Journal of Business Ethics*, 69(2), 111-132.
- Boutin-Dufresne, F., & Savaria, P. (2004). Corporate social responsibility and financial risk. *Journal of Investing*, 13(1), 57-66.
- Bowen, H. P., & Wiersema, M. F. (2005). Foreign-based competition and corporate diversification strategy. *Strategic Management Journal*, 26(1), 1153-1171.
- Bowman, E. H., & Hurry, D. (1993). Strategy through the option lens: An integrated View of Resource investment and the incremental-choice process. *Academy of Management Review*, 18(4), 760-778.
- Bowman, E. H., & Moskowitz, G. T. (2001). Real options analysis and strategic decision making. *Organization Science*, 12(6), 772-777.
- Brenner, M., & Smidt, S. (1978). Asset characteristics and systematic risk. *Financial Management*, 7(4), 33-39.
- Bromiley, P. (1991). Testing a causal model of corporate risk taking and performance. *Academy of Management Journal*, 34(1), 37-59.
- Burke, L., Logsdon, M., Mitchell, W., Reiner, M., & Vogel, D. (1986). Corporate community involvement in the San Francisco Bay Area. *California Management Review*, 28(3), 122-141.
- Burke, W. (1986) Leadership as empowering others. In S. Srivastra (Ed.), *Executive Power* (pp. 51-77). San Francisco: Jossey-Bass.
- Carroll, A. B. (1979). A three-dimensional conceptual model of corporate performance. *Academy of Management*, 79(4), 99-110.
- Carroll, A. B. (1979). A three-dimensional conceptual model of corporate social performance. *Academy of Management Review*, 4(4), 497-505.
- Cavusgil, S. (1980). On the internationalization process of firms. *European Research*, 8(11), 273-281.
- Cavusgil, S. (1984). Differences among exporting firms based on their degree of internationalization. *Journal of Business Research*, 12(1), 195-208.
- Chang, S. J., & Choi, U. (1988). Strategy, Structure and performance of Korean business groups: A transactions cost approach. *The Journal of Industrial Economics*, 37(2), 141-145.
- Chatterjee, S., & Wernerfelt, B. (1991). The link between resources and type of diversification: theory and evidence. *Academy of Management Review*, 12(1), 33-48.
- Childs, P. D., Ott, S. F., & Triantis, A. J. (1998). Capital budgeting for interrelated projects: A real options approach. *Journal of Financial and quantitative Analysis*, 33(2), 305-334.
- Clarkson, M. B. (1995). A stakeholder framework for analyzing and evaluating corporate social performance. *Academy of Management Review*, 20(1), 92-117.
- Coase, R. H. (1937). The nature of the firm. *Economica*, 4(3), 386-405.
- Cochran, P., & Wood, R. (1984). Corporate social responsibility and financial performance. *Academy of Management Journal*, 27(1), 42-56.
- Collins, J. M. (1990). A market performance comparison of U.S. firms active in domestic development and developing countries. *Journal of International Business Studies*, 21(2), 271-27.
- Courtney, H., Kirkland, J., & Vituerie, P. (1997). Strategy under uncertainty. *Harvard Business Review*, 75(6), 67-79.
- Datta, D. K., Rajagopalan, N., & Rasheed, A. M. A. (1991). Diversification and performance: Critical review and future directions. *Journal of Management Studies*, 28(5), 529-558.
- De Bakker, F. G. A., Groenewegen, P., & den Hond, F. (2005). A bibliometric analysis of 30 years of research and theory on corporate social responsibility and corporate social performance. *Business and Society*, 44(3), 283-317.
- Delios, A., & Beamish, P. W. (1990). Ownership strategy of Japanese firms: Transactional institutional and experience influences. *Strategic Management Journal*, 20(4), 915-933.
- Delios, A., & Beamish, P. W. (1999). Geographic Scope, Product Diversification and the Corporate Performance of Japanese Firms. *Strategic Management Journal*, 20(8), 711-727.
- Ding, J. Y., & Caswell, J. A. (1995). Changes in diversification among very large manufacturing firms in the 1980s. *Agribusiness*, 11(6), 553-563.
- Donald, D. B. (1995). Problems with repeated measures analysis: Demonstration with a study of the diversification and performance relationship. *Academy of Management Journal*, 38(6), 1692-1708.
- Donaldson, T., & Preston, L. E. (1995). The stakeholder theory of the

corporation: Concepts evidence, and implications. *Academy of Management Review*, 20(1), 65-91.Dowling, G. R. (1993). Developing your corporate image. *Industrial Marketing Management* , 15(1), 109-115.Dyas, G. P., & Thanheiser, H. T. (1976). The emerging European enterprise: Strategy and structure in French and German industry. *Academy of Management Review*, 10(1), 30-42.Fatemi, A. M. (1984). Shareholder benefits from corporate internal diversification. *Journal of Finance*, 39(5), 1325-1344.Fiegenbaum, A., & Thomas, H. (1986). Dynamic and risk return measurement perspectives on Bowman's risk-return paradox for strategic management: An empirical study. *Strategic Management Journal*, 7(5), 395-407.Fombrun, C., & Shanley. (1990). What's in a name? Reputation building and corporate strategy. *Academy of Management Journal*, 33, 233-258.Freeman, E. (1984). Strategic management: A stakeholder approach. *Academy of Management Review*, 2(1), 13-21.Gahlon, J. M., & Stover, R. D. (1979). Diversification, financial leverage and conglomerate systematic risk. *Journal of Financial and Quantitative Analysis*, 14(5), 913-999.Geringer, J. M., Beamish, P. W., & daCOSTA, R. C. (1989). Diversification strategy and internationalization: implications for MNE performance. *Strategic Management Journal*, 10(1), 109-119.Ghemawat, P. (1986). Sustainable advantage. *Harvard Business Review*, 25(2), 113-129.Gnyawali, D. R. (1996). Corporate social performance: An internal perspective. *Advances in International Comparative Management*, 11(2), 251-273.Goerzen, A., & Beamish, P. (2003). Geographic scope and multinational enterprise performance. *Strategic Management Journal*, 24(13), 1289-1306.Gomez-Mejia, L., & Palich, L. (1997). Cultural diversity and the performance of multinational firms. *Journal of International Business Studies*, 28(3), 309-336.Gounaris, S., & Stathakopoulos, V. (2004). Antecedents and consequences of brand loyalty: An empirical study. *Journal of Brand Management*, 11(4), 283-306.Grant, R. (1988). On dominant Logic, relatedness, the link between diversity and performance. *Strategic Management Journal*, 9(6), 639-642.Grant, R. M., & Azar, P. J. (1988). Performance differences between the Wrigley/Rumel strategic categories. *Strategic Management Journal*, 9(4), 333-346.Grant, R., Jammine, A., Thomas, H. (1988). Diversity, diversification and profitability among British manufacturing companies (1972-84). *Academy of Management Journal*, 31(6), 771-801.Hall, R. (1993). A framework linking intangible resources and capabilities to sustainable competitive advantage. *Strategic Management Journal*, 14(4), 607-618.Hay, R., & Gray. E. (1974). Social responsibility of business manager. *Academy of Management Review*, 17(1), 135-143.Henderson, A. D., & Fredrickson, J. W. (1996). Information-processing demands as a determinant of CEO compensation. *Academy of Management Journal*, 39(3), 575-606.Herremans, I., Skathaporn, P., & McInnes, M. (1993). An investigation of corporate social responsibility reputation and economic performance. *Accounting, Organizations and Society*, 18(4). 578-604.Hill, C. W. L., Hill, M. A., & Hoskisson, R. E. (1992). Cooperative versus competitive structures in related and unrelated diversified firms. *Organization Sciences*, 3(4), 501-521.Hill, C. W. L., Kelley, P. C., Agle, B. R., Hitt, M. A., & Hoskisson, R. E. (1992). An empirical examination of the causes of corporate wrongdoing in the United States. *Human Relations*, 45(6), 1055-1076.Hill, M. A., Hoskisson, R. E., Johnson, R. A., & Moesel, D. D. (1996). The market for corporate control and firm innovation. *Academy of Management Journal*, 39, 1084-1119.Hill, R. P., Ainscough, T., Shank, Y., & Manullang, D. (2007). Corporate social responsible and Socially responsible investing: A global perspective. *Journal of Business Ethics*, 70(1), 165-174.Hitt, M. A., Hoskisson, R. E., & Ireland, R. D. (1994). A mid range theory of the interactive effects of international and product diversification on innovation and performance. *Journal of management*, 20, 297-326.Hitt, M. A., Hoskisson, R. E., & Kim, H. (1997). International diversification: Effect on innovation and firm performance in product-diversified firms. *Academy of Management Journal*, 40(4), 767-798.Hitt, M. A., Hoskisson, R. E., & Kim, H. (1997). International diversification: Effects on innovation and firm performance in product-diversified firms. *Academy of Management Journal*, 40(4), 767-798.Hitt, M. A., Ireland, R., Hoskisson, R. (2005). Strategic Management: Competitiveness and Globalization. San Francisco: Jossey-Bass.Hitt, M. A., Hoskisson, R. E., Johuson, R. A., & Moesel, D. D. (1996). The market for corporate control and firm innovation. *Academy of Management Journal*, 39(3), 1084-1119.Hoskisson, R. E., Hitt, M. A., Johnson, R. A., & Moesel, D. A. (1993). Construct validity of an objective (entropy) categorical measure of diversification strategy. *Strategic Management Journal*, 14(2), 215-235.Hoskisson, R. E., Johnson, E. A., & Moesel, D. D. (1994). Corporate divestiture intensity in restructuring firms: Effects of governance, strategy and performance. *Academy of Management Journal*, 37(4), 1207-1251.Husted, B. W. (2005). Risk management, real option, and corporate social responsibility. *Journal of Business Ethics*, 60(1), 175-183.Husted, B. W., & Allen, D. B. (2007). Corporate social strategy in multinational enterprises: Antecedents and value creation. *Journal of Business Ethics*, 74(2), 345-361.Jacquemin, A. P., & Berry, C. H. (1979). Entropy measure of diversification and corporate growth. *The Journal of Industrial Economics*, 4(1), 89-103.Joehnk, M. D., & Nielson, J. F. (1974). The effects of conglomerate merger activity on systematic risk. *Journal of Financial and Quantitative Analysis*, March, 4(2), 215-230.Johanson, J., & Vahine, J. E. (1990). The mechanism of internationalization. *International Marketing Review*, 24(2), 209-231.Johnson, R. S., & Greening, D. W. (1999). The effects of corporate governance and institutional ownership types on corporate social performance. *Academy of Management Journal*, 42(5), 564-576.Jones, G. R., & Hill, C. W. L. (1988). Transaction cost analysis of strategy-structure choice. *Strategic Management Journal*, 9(1), 159-172.Keenan, D. C., & Snow, A. (2002). Greater downside risk aversion. *Journal of Risk and Uncertainty*, 24(3), 267-277.Kester, R. (1984). Theories of culture. *Annual Review of Anthropology*, 3(1), 73-97.Kim, W. C., Hwang, P., & Burgers, W. P. (1993). Multinationals diversification and the risk-return trade-off. *Strategic Management Journal*, 14(4). 257-286.Kim, W., & Mauborgne, R. (1993). Procedural justices, attitude, and subsidiary top management compliance with multinationals corporate strategic decisions. *Academy of Management Journal*, 36, 502-526.Klonowski, D. (2005). Internationalization of Polish firms: Developing a typology of local exporters. *East European Quarterly*, 39(1), 83-101.Kogut, B. (1989). Research notes and communications a note on global strategies. *Strategic Management Journal*, 10(4), 383-389.Kogut, B., & Kulatilaka, K. (1994). Operating flexibility, global manufacturing, and the option value of a multinational network. *Academy of Management Journal*, 40(1), 124-146.Kostova, T., & Zaheer, S. (1999). Organizational legitimacy under conditions of complexity: The case of the multinational enterprise. *Academy of Management Review*, 24,

82-98.Kostova, T., & Zaheer, S. (1999). Organizational legitimacy under conditions of complexity: The case of the multinational enterprise. *The Academy of Management Review*, 24(1), 64-81.Lepoutre, J., & Heene, S. (2006). Investigating the impact of firm size on small business social responsibility: A critical review. *Journal of Business Ethics*, 67(3), 257-273.Levy, D. (1985). The transactions cost approach to vertical integration: An empirical examination. *Review of Economics and Statistics*, 67(4), 438-445.Li, L., Qian, G., & Qian, Z., (1988). Product diversification, multinationality, and country involvement: What is the optimal combination? *Journal of Global Marketing*, 20(4). 5-23.Linowes, D. (1968). Socio-Economic accounting. *The Journal of Accountancy*, 37(1), 112-139.Lu, J. W., & Beamish, P. W. (2004). International diversification and firm performance: The S-curve hypothesis. *Academy of Management Journal*, 47(4), 598-609.Lubatkin, M., & O ' neill, H. M. (1987). Merger strategies and capital market risk. *Academy of Management Journal*, 30(4), 665-684.Lubatkin, M., & Rogers, R. C. (1989). Diversification, systematic risk, and shareholder return: A capital market extension of Rumelt ' s 1974 study. *Academy of Management Journal*, 32(2), 454-465.Lubatkin, M., Merchant, H., & Srinivasan, N. (1993). Construct validity of some unweighted product-count measures. *Strategic Management Journal*, 14(4), 433-449.Machan, T. R. (2004). Aristotle and the moral status of Business. *Journal of Value Inquiry*, 38(2), 217-233.March, J. G., & Shapira, Z. (1987). Managerial perspectives on risk and risk taking. *Management Science*, 33(5), 1404-1418.March, J. G., Simon, H. A. (1957). *Organizations*. New York: Wiley.Mcdougall, F. M., & Round, D. K. (1984). A comparison of diversifiing and nondiversifying Australian industrial firms. *Academy of Management Journal*, 27(2), 384-398.McGrath, R. G., & MacMillan, I. C. (2000). Assessing technology projects using real options reasoning. *Research-Technology Management* 43(4), 35-49.McGuire, J. B., Sundgren, A., & Schneeweis, T. (1988). Corporate social responsibility and Firm financial performance. *Academy of Management Journal*, 31(4), 854-872.McGuire, J. B., Sundgren, A., & Schneeweis, T. (1998). Corporate social responsibility and firm financial performance. *Academy of Management Journal*, 31(3), 854-872.McGuire, J., Dow, A., & Argheyd, D. (2003). CEO incentives and corporate social performance. *Journal of Business Ethics*, 45, 341-359.McGuire, J., Sundgren, A., & Schneeweis, T. (1988). Corporate social responsibility and firm financial performance. *Academy of Management Journal*, 31(2), 854-872.McKendall, M., Sanchez, C., & Sicilian, P. (1999). Corporate Governance and Corporate Illegality: The Effects of Board Structure on Environmental Violations. *International Journal of Organizational Analysis*, 7(3), 201-223.McWilliams, A., & Siegel, D. (2000). Corporate social responsibility and financial performance: Correlation or misspecification? *Strategic Management Journal*, 21(5), 603-610.Melicher, R. W., & Rush, D. F. (1973). The performance of conglomerate firms: Recent risk and return experience. *Journal of Finance*, 28(2), 381-388.Menezes, C. F., & Dow, Z. H. 2004. On the risk-downside risk tradeoff. *The Manchester School*, 72(2), 179-187.Miller, K. D., & Leiblein, M. J. (1996). Corporate risk-return relations: returns variability versus downside risk. *Academy of Management Journal*, 39(1), 91-122.Miller, K. D., & Reuer, J. J. (1998). Firm Strategy and economic exposure to foreign exchange rate movements. *Journal of International Business Studies*, 29, 493-514.Montgomery, C. A., & Singh, H. (1984). Diversification strategy and systematic risk. *Strategic Management Journal*, 5(1), 181-191.Moussavi, F., & Evans, D. (1986). An attributional approach to measuring corporate social performance. Paper presented at the Academy of Management meetings, San Diego.Nikolai, L. A., Bazley, J. D., & Lee Brummet, R. (1976). *The measurement of corporate environmental Activity*. Boston: Kent Publishing Co.Nummela, N., Saarenketo, S., & Puumalainen, K. (2004). A global mindset-a prerequisite for successful internationalization? *Canadian Journal of Administrative Sciences*, 21(1), 51-64.Orlitzky, M., & Benjamin, J. D. (2001). Corporate social performance and firm risk: A meta-analytic review. *Business and Society*, 40(4), 369-396.Orlitzky, M., & Benjamin, J. D. (2001). Corporate social performance and firm risk: A meta-analytic review. *Business and Society*, 40(4), 369-396.Orlitzky, M., Schmidt, F. L., & Ryner, S. L. (2003). Corporate social and financial performance: A meta-analysis. *Organization Studies*, 24(3), 403-441.Palepu, K. G. (1985). Diversification strategy, profit performance and the entropy measure. *Strategic Management Journal*, 6(3), 239-255.Pava, M. L., & Krausz, J. (1996). The association between corporate social-responsibility and financial performance: The paradox of social cost. *Journal of Business Ethics*, 15(3), 321-357.Porter, M. (1985). Competitive advantage. New York: Free Press.Preston, L., & O ' Bannon, D. P. (1997). The corporate social-financial performance relationship: A typology and analysis. *Business and Society*, 36(4), 419-429.Quinn, D. P., & Jones, T. M. (1995). An agent morality view of business policy. *Academy of Management Review*, 20(1), 22-42.Ramanujam, V., & Varadarajan, P. (1989). Research on corporate diversification: A synthesis. *Strategic Management Journal*, 10(6), 523-551.Ramaswamy, K., Kroecck, K. G., & Renforth, W. (1996). Measuring the degree of internationalization of a comment. *Journal of International Business Studies*, 27(1), 167-177.Raynor, M. E. (2000). Real organizations for real options: The limits of corporate contingency theory and the sources of corporate value added in hybrid diversifiers. *Policy and Management*, 20(3), 435.Raynor, M. E. (2002). Diversification as real options and the implications of firm-specific risk and performance. *The Engineering Economist*, 47(4), 371-390.Reuer, J. J., & Leiblein, M. J. (2000). Downside risk implications of multinationality and international joint ventures. *Academy of Management Journal*, 43(2), 203-214.Riahi-Belhaoui, A. (1999). The degree of internationalization and the value of the firm: Theory and Evidence. *Journal of International Accounting, Auditing and Taxation*, 8(1), 189-196.Riahi-Belhaoui, A. (1999). The degree of internationalization and the value of the firm: Theory and evidence. *Journal of International Accounting, Auditing and Taxation*, 8(1), 189-196.Rivoli, P., & Salorio, E. (1996). Direct investment and investment under uncertainty. *Journal of International Business Studies*, 27(2), 335-354.Roth, K., & O ' Donnell, S. (1996). Foreign subsidiary compensation strategy: An agency theory perspective. *Academy of Management Journal*, 39(3), 678-703.Roth, K., Schweiger, D., & Morrison, A. (1991). Global strategy implementation at the business-unit level: Operational capabilities and administrative mechanisms. *Journal of International Business Studies*, 22(3), 361-394.Roy, A. D. (1952). Safety first and the holding of assets. *The Econometric Society*, 7(2), 431-438.Ruf, B. M., Muralidhar, K., Brown, R. M., Janney, J. J., & Paul, K. (2001). An empirical investigation of the relationship between change in corporate social performance and financial performance: A stakeholder theory perspective. *Journal of Business Ethics*, 32(2), 143-155.Rumelt, R. (1974). Strategy, structure and performance. *International Journal of Research in Marketing*,

14(5), 405-420.Rumelt, R. P. (1982). Strategy, structure and economic performance. *Journal of Marketing Research*, 22(1), 41-53.Ryan, S. G. (1997). A survey of research relating accounting numbers to systematic equity risk, with implications for risk disclosure policy and future research. *Accounting Horizons*, 11(1), 92-95.Salter, M. S., & Weinhold, W. A. (1979). Diversification through acquisition. New York: Free Press.Sanchez, F. M. (1993). Inter-industry technology flows in the United States. *Research Policy*, 13(2), 227-45.Sanchez, R. (1993). Strategic flexibility, firm organization, and managerial work in dynamic markets: A strategic-options perspective. *Advances in Atrategic Managemnet*, 9(2), 251-291.Sanders, W. M., & Carpenter, M. (1998). Internationalization and firm governance: The roles of CEO compensation, top team composition, and board structure. *Academy of Management Journal*, 41(2), 158-178.Seidler, L. J. (1975). Dollar values in the social income statement. *Social Accounting: Theory, Issues and Cases*. (J. S. Lee & L. S. Lynn, Trans.). New York: Dover. (Original work published 1814).Sharpe, W. F. (1990). Quantifying the market risk premium phenomenon for investment decision making. Charlottesville, Virginia: Institute for Chartered Financial Analysts.Shrivastava, P. (1995). Ecocentric management for a risk society. *Academy of Management Review*, 20(1), 118-137.Simerly, R. L., & Li, M. (1997). Corporate social performance and multinationality, a longitudinal study. *International Journal of Management*, 14(4), 699-703.Sing T. F., & Ong, S. E. (2000). Asset allocation in a downside risk framework. *Journal of Real Estate Portfolio Management*, 6(3), 213-223.Smith, S. M., & Alcorn, D. S. (1991). Cause marketing: A new direction in the marketing of corporate responsibility. *Journal of Consumer Marketing*, 8(2), 19-35.Spicer, B. H. (1978). Investors, corporate social performance, and information disclosure: An empirical study. *Accounting Review*, 53(1), 94-111.Spicer, B. H. (1978). Market risk, accounting data and companies' pollution control records. *Journal of Business Finance & Accounting*, 5(1), 67-83.Sullivan, D. (1994). Measuring the degree of internationalization of a firm. *Journal of International Business Studies*, 25(2), 325-342.Suzuki, Y. (1980).The strategy and structure of top Japanese industrial enterprises 1950-1970. *Strategic Management Journal*, 1(2), 265-291.Tallman, S., & Li J. (1996). Effects of international diversity and product diversity on the performance of multinational firm. *Academy of Management Journal*, 39(1), 179-196.Teece, D. (1980). Economies of scoe and scope of the enterprise. *Journal of Economic Behavior and Organization*, 1(1), 233-247.Thomas, A. S., & Simerly, R. L. (1995). Internal determinants of corporate social performance: The role of top managers. *Academy of Management Journal*, 38(4), 411-415.Tong, T. W. & Li, J. (2008). Real options and MNE strategies in Asia Pacific. *Asia Pacific Journal Management*, 25(1), 153-169.Tong, T. W., & Reuer, J. J. (2007). Real options in strategic management. *StrategicManagement*, 24(1), 3-28.Tongli, L., Ping, E. J., & Chiu, W. K. C. (2005). International diversification and performance: Evidence from Singapore. *Asia Pacific Journal of Management*, 22(1), 65-88.Turban, D. B., & Greening D. W. (1997). Corporate social performance and organizational attractiveness to prospective employees. *Academy of Management Journal*, 40(3), 658-672.Turban, D., & Greening, D. (1996). Corporate social performance and organizational attractiveness to prospective employ. *Academy of Management Journal*, 40, 658-672.Tyebjee, T. T. (1977). Refinement of the involvement concept: An advertising planning point of view. Eighth Annual Attitude Research Conference of American Marketing Association. Chicago: American Marketing Association.Ullman, A. H. (1985). Data in search of a theory: A critical examination of the relationships among social performance, social disclosure, and economic performance of US firms. *Academy of Management Review*, 10(3), 540-557.Varadarajan, P. (1986). Product diversity and firm performance: An empirical investigation. *Journal of Marketing*, 50(3), 43-57.Varadarajan, P., & Ramanujam, V. (1987). Diversification and performance: A reexamination using a new two-dimensional conceptualization of diversity in firms. *Academy of Management Journal*, 30(2), 380-397.Waddock, S. A. & Graves, S. B, (1997). The Corporate Social Performance-Financial Performance Link. *Strategic Management Journal*, 18(4), 303-319.Waddock, S. A., & Graves, S. B. (1997). The corporate social performance-financial performance link. *Strategic Management Journal*, 18(4), 303-319.Wang, H. C., & Lim, S. (2001). Firm risk management policies: Financial hedging and corporate diversification. *Academy of Management Proceedings*, 20(1), 1-6.Wartick, S. L., & Cochran, P. L. (1985). The evolution of the corporate social performance model. *Academy of Management Review*, 10(3), 758-769.Weigelt, K., & Camerer, C. (1988). Reputation and corporate strategy: A review of recent theory and applications. *Strategic Management Journal*, 9(5), 443-454.Welch, L. S., & Luostarinen, R. (1988). Internationalization: evolution of a concept. *Journal of General Management*, 14(2), 34-55.Whitelaw, R. F. (1994). Time variations and covariations in the expectation and volatility of stock market returns. *Journal of Finance*, 49(3), 515-541.Williamson, O. E. (1975). Markets and hierarchies: Analysis and antitrust implications. New York: Free Press.Wood, P. (1991). Corporate social responsibility and financial risk. *Journal of Investing*, 13(1), 57-66.Wrigley, L. (1970). Divisional autonomy and diversification. Unpublished doctoral dissertation, University of Missouri, Columbia, 20-25.Wu, M. L. (2006). Corporate social performance, corporate financial performance, and firm size: A meta-analysis. *The Journal of American Academy of Business*, 8(1), 163-171.