

INTERVIEW

Oded Grajew

by Pedro F. Bendassolli GV-executivo

Founder and chairman of the Ethos Institute, Oded Grajew made his mark on the Brazilian business scenario as an important communicator of ideas related to business social responsibility. Holding a BSc in electric engineering at USP and having completed post-graduate studies in Administration at FGV-EAESP, Mr. Grajew founded and acted as chairman of Abrinq Foundation and was one of the proponents of the World Social Forum. In this interview, he talks about the importance of business social responsibility a related to the development of sustainable business models and improvement of the country's social conditions.

Keywords: social responsibility; sustainable development; corporate ethics

Palavras-chave: responsabilidade social; desenvolvimento sustentável; ética corporativa

Data de recebimento: 17.12.2004

Data de aprovação: 03.01.2005

ECONOMY

Development and social inclusion

by José Antonio Ocampo ONU

Poverty and social inequality in Latin America is a growing concern among social managers, corporate managers and institutions sensitive to its most damaging consequences. It is generally said that one of the solutions to this problem lies in

combining economic development with social development. The following article reproduces a collection of texts sponsored by Banco Interamericano de Desenvolvimento. It discusses the need for creating an extensive social and economic agenda focused on the inclusion problem.

Keywords: economic development; social inclusion; corporate responsibility

Palavras-chave: desenvolvimento econômico; inclusão social; responsabilidade corporativa

Data de recebimento: 10.12.2004

Data de aprovação: 10.01.2005

MARKETING

Opportunities in low income

by Juracy Parente and Edgard Barki - FGV-EAESP (GVcev)

Income concentration in Brazil remains one of the highest of the world. The consequence is the existence of a huge mass of individuals with low purchasing power. However, this population represents a massive consumer market ignored by our companies. This article, based on research undertaken in the retail industry, analyses the main characteristics of the lower class consumer and indicates means by which corporations might face this challenge in a positive way.

Keywords: lower class; retail; consumption

Palavras-chave: baixa renda; varejo; consumo

Data de recebimento: 06.12.2004

Data de aprovação: 10.01.2005

FINANCE

Limited effectiveness

by Adriana Wilner FGV-EAESP

Financial scandals involving major corporations have highlighted the need for better supervision on the behaviour of companies and their main executives. In order to stem the flow of new frauds, control instruments are being employed by companies and governments. This article shows that these instruments play an important role, but are incapable of providing perfect and definite safeguards against new frauds.

Keywords: fraudes corporativas; riscos; comportamento organizacional

Palavras-chave: corporate frauds; risks; organizational behavior

Data de recebimento: 01.12.2004

Data de aprovação: 03.01.2005

MANAGEMENT

How to evaluate social action

by Maria Cecília Prates Rodrigues and Sonia Fleury FGV-EBAPE

The issue of corporate social action has become a major concern in the field of business management. Companies' social action is no longer an isolated activity, based on welfare concerns, and now merits an important place among other corporate strategic issues. The present challenge is to evaluate the result these actions bring

to the targeted public as well as to the organization itself.

Keywords: corporate social action; corporate strategy; evaluation

Palavras-chave: ação social corporativa; estratégia corporativa; avaliação

Data de recebimento: 17.12.2004

Data de aprovação: 14.01.2005

HUMAN FACTOR

Internal focus

by Isabella Vasconcelos FGV-EAESP and Pedro F. Bendassolli GV-executivo

One of the most important facets within the practice of social responsibility by any corporation has, as one of its most important facets, the adoption of policies and undertakings focusing on its own staff, which should be present in the very concept of personnel management within the company. In this interview to *GV-executivo*, Jean-François Chanlat, of Université Paris IX, Dauphine, and Estelle Morin, of HEC, from Montreal, Canada, deal, in a sweeping way, with corporate social responsibility, with human behaviour within organizations, with the meaning of work and with the challenges faced by human resources management

Keywords: human behavior; corporate responsibility; meaning of work

Palavras-chave: comportamento humano; responsabilidade corporativa; sentido do trabalho

Data de recebimento: 06.12.2004

Data de aprovação: 19.01.2005

SPECIAL A.M.E.

Ethical management

by Linda K. Treviño and Michael E. Brown PSU

As a result of recent corporate and executive scandals, researchers have turned their attention to ethical management. We identified five common myths on regarding ethics in business and propose solutions based on theory, research, and executive examples. Although the scientific study of ethics in business is relatively recent undertaking, the existing theory and research can serve as guidelines to executives who are trying to better manage their employees, and their own ethical behaviour. We recommend that ethical conduct should be managed in a proactive manner, by means of an explicitly ethical leadership and a management style which takes the company's ethical culture into account.

Keywords: business ethics; ethical conduct; ethical leadership

Palavras-chave: ética de negócios; conduta ética; liderança ética

Data de recebimento: 30.11.2004

Data de aprovação: 17.12.2004

POINT OF VIEW

Beyond globalization

by Eduardo Davel Télé-université, Canada, and Carlos Milani UFBA

In an interview granted to *GV-Executivo*, Omar Aktouf, one of HEC Montreal's tenured professors, talks about paradoxes

and challenges involved in globalization. The author of *Pós-globalização, administração e racionalidade econômica*, recently published by Editora Atlas, Aktouf invites us to rethink the manager's role and the companies' capability of achieving success when facing post-globalization.

Keywords: globalization; manager's role; post-globalization

Palavras-chave: globalização; papel do executivo; pós-globalização

Data de recebimento: 10.12.2004

Data de aprovação: 03.01.2005

CRITICAL VIEW

Ethics for show?

by Maria Cecilia Coutinho de Arruda FGV-EAESP

The issue of ethics in the corporate world has never been so hot. Many organizations, eager to build a positive image of themselves, use the concept as a promotional lever in marketing planning. Others adopt the concept in a quick and thoughtless way, without considering its impacts. This article points out some distortions in the use of the concept of ethics, indicating risks to people, companies and communities. It also shows the principles need to create a consistent and substantive ethical practice in companies.

Keywords: ethics use; ethical practices; ethics principles

Palavras-chave: usos da ética; práticas éticas; princípios éticos

Data de recebimento: 03.11.2004

Data de aprovação: 01.12.2004