

BOOK REVIEW

CSR and Sustainability. From the Margins to the Mainstream: A Textbook. Michael Hopkins. (2016). Sheffield, UK: Greenleaf Publishing, 491 pp., £80.00 (hardback), ISBN 978-1-78353-444-9

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The author(s) deliver an informative textbook for a specific targeted audience. The textbook takes the reader out of the classroom and places them in the middle of the practical application of the theoretical notions. Yet, the author covers a wide range of concepts with the aim of giving the reader an introductory lesson on the topics at hand. As a result, the textbook falls short in delivering most of the topics at a level of depth where experienced academics can benefit. The more important question, perhaps, is whether the content of the textbook offers any significant new insights in the area of corporate social responsibility (CSR) and sustainability; no textbook can speak to all audiences and, in this case, the author has perhaps sacrificed depth for breadth. Nevertheless, a valuable textbook that serves as a guide for practitioners and an initial eye opening for younger scientists starting their careers in the areas of CSR and sustainability. To that end, the textbook is a useful, essential, and must-read for students, newcomers, and practitioners, but is, to some extent, of limited assistance to academics seeking to advance theoretical knowledge. Upon reviewing this textbook, the principal criteria have been observed to include content, organization, and reference sources. This document offers not only a review of the textbook but also some detailed commentary on its content. Instead of a critical position, the document provides a summary of the ideas presented combined with constructive recommendations for future editions of the textbook.

The author, Michael Hopkins, is a leading expert in the field of CSR and sustainability. Michael Hopkins is a PhD economist with focus on measurement, employment issues, and executive education; also, a widely published author with 12 books and over 120 published articles. Currently, Dr. Hopkins is CEO of MHC International Ltd. (MHCi), a research and advisory company on CSR, employment, and development. The author is joined by a number of recognized contributors, including Jacques Bögh, Abby Ghobadian, Lawrence Gikary, Adrian Henriques, Mervyn King, Deborah Leipziger, Olga Lenzen, Adrian Payne, Vivek Soundararajan, Laura J. Spence, George Starcher, Thomas W. Stephens, and Enrique Torres. The author and the contributors come together to explain how CSR has evolved since the 1990s and provide their standpoints with practical and specific application to the concept. Each contributor supports the main author based on their particular area of expertise. While the author has been able to maintain the tone and style throughout the textbook for the most part, there are slight organizational and consistency shortcomings in this first edition, which can be improved upon.

The textbook is divided into four parts: theoretical dimensional of CSR, CSR in practice, business and CSR in society, and strategic CSR. Part I begins with a chapter entitled, "Introduction", and is dedicated to the concept of CSR. The author departs with defining some terminology; readers with diverse backgrounds may dispute some of the definitions based on the dynamism and continuous evolution of concepts such as sustainable development (SD), sustainability, CSR, and stakeholders, among others. As an example, the definition of SD provided by the Brundtland Commission is widely recognized but not necessarily agreed upon. The author effectively, and with an honest stance, explains to the reader that there are many definitions of CSR while rightfully guiding them to his own definition of the term. Moreover, the author presents the definitions of corporate, stakeholder, and ethical behaviour upon which the textbook is built. The author also presents both the advantages and disadvantages of CSR regulation, which serve as a basis for the reader to form an opinion. The chapter ends with the author providing a parallel between philanthropy and CSR and answering the question, where is CSR today? The reader gains a clear understanding that CSR is not the same as corporate philanthropy, as the author not only points out: (1) philanthropy has few key stakeholders, (2) CSR is before profit, and (3) CSR is sustainable and philanthropy is generally not; but, the author also poses the questions: (1) is sponsorship philanthropy, and (2) should good causes not be part of CSR?

Three aspects of sustainability discussed in the following chapter may differ with the perspective of some readers. First, it is indicated that the concept of sustainability is relatively recent; second, it appears the definition of sustainability given by the Brundtland Commission is set in stone; and third, CSR is a more dominant concept than sustainability. Unarguably, these three aspects of sustainability open up a debate, which has already begun

in the author's introductory statement by rightfully implying that the concepts of CRS and sustainability are evolving. Sustainability is rapidly advancing as an area of knowledge. In particular, rather than focusing on just one pillar of sustainability, more integrated approaches are becoming not only necessary, but also the norm. Although the author attempts to present the link between CSR and sustainability, the reader must understand that the definition of sustainability used for this purpose is one considered "mainstream" and to the dislike of some in the scientific community. As for the definition of CSR to produce the link between CSR and sustainability, the author indicates the use of his own definition for this purpose, which clarifies to the reader the author's standpoint. An argument can be made regarding the environment in which the author is trying to frame sustainability. The concept of sustainability goes beyond the corporate and organizational environment. Corporations are trying to implement some aspects of sustainability to become more sustainable themselves; therefore, the concept of CSR is evolving, transforming, and becoming stronger due to sustainability rather than the concept of sustainability becoming stronger because of CSR. As a result, I believe, sustainability is influencing CSR and not the other way around; or, perhaps they are influencing one another to the point that the strength of one depends on the other.

One area where I differ with the author is in the use of some terminology. If sustainability is the result of the successful implementation of SD strategies, the word (sustainability) should only be used to indicate integrated approaches in which all dimensions/pillars of sustainability are taken into consideration; consequently, is there such thing as environmental sustainability; ecological sustainability; social sustainability; economic sustainability; and so on? Additionally, the author indicates that CRS is the process, and sustainability is the aim; however, in the definitions section sustainability is introduced as the same term as CSR. In fact, the reader may leave Chapter 2 with unanswered questions; the sections "is sustainability the same as CSR?" and "my own view on the greening of CSR" really neither answer the question nor clearly state the author's view. Adding fuel to the flames of ambiguity, the author argues that CSR is the concept linking climate change, global warming, and sustainability because it contains the main stakeholders and the key areas of social, economic, and environmental. But, is not "sustainability same as CSR"? And, can climate change and global warming not be addressed through the sustainability concept? Finally, the discussion of sustainability assessment—a sticky point within the sustainability concept—introduces the notions of environmental impact assessment and indicators to assess progress on SD. The author not only recognizes the difficulties of choosing indicators but also suggests, rather than imposes, a possible list of components to measure progress on the concept of SD. But, can indicators be designed and/or selected if the concept (sustainability) is always evolving and we are still trying to agree upon it?

While differentiating between international development and development created by corporations, the author makes the argument that CSR provides a platform for corporations to be involved in international development that is much stronger than previously thought. To that extent, development becomes part of the debate with the author attempting to take on the definition of the term; however, the author does not provide an extended discussion surrounding the term, leaving the reader to consider the potential existence of a deeper reflection behind the term. Still, the author makes an excellent presentation of the link between development and corporations. Another point made in the text refers to the confusion due to the use of different terminology for the same concept. To that end, the author states, "without a common language we do not really know that our dialogue with companies is being heard and interpreted in a consistent way." On the more practical side, the author not only indicates the difference between CSR and philanthropy, but also provides nine benefits of CSR to support the reasoning behind corporations' interest in development. Additionally, actions from the company, both internal and external, with the aim of enhancing CSR are presented and meant to serve as an actions guide for practitioners. Similarly, the author provides a CSR ten-point strategy for companies in emerging market economies; the strategies include those for within the company and those outside the company as well. Finally, while deliberating if CSR can help in regions of conflict, the author discusses four options for the private sector to consider for making CSR a useful business tool.

Part II of the textbook begins with a chapter dedicated to business ethics. A brief background of business ethics is presented and the discussion develops to draw contrast with CSR. While both movements have converged to some extent, the author points out, the distinction presented by the Institute of Business Ethics (IBE) clarifies the role of business ethics and CSR. In the area of ethical theory, the author includes two relevant aspects: (1) consequentialism, deontology, and human nature ethics as the three main categories of ethical theory; and (2) an informative table entitled, "Ethical grid: a summary", highlighting some ethical theories with their main advocates, focus, and criticism. Whereas the categorization of the ethical theory is based on the work of Donaldson and Werhane, the table is adapted from a course given by Simone de Colle; consequently, others can

easily dispute or present other approaches or additional theories to include in the “Ethical grid: a summary” table. The chapter finalizes with the author effectively linking business ethics, reputation, and license to operate.

The focus turns to measurement and impact analysis in Chapter 5 enraptured in four main sections: historical work on measurement, a measurement system, other measurement systems, and use of the theory or orthogonal indices to tighten the diversity of existing systems. While providing some background of corporate social performance (CSP), the author devises a framework to measure CSR based on the definition of CSR and the Carrol and Wood approaches. As stated by the author, “to date, nearly all the measurement system use and the various concepts of CSR have no systematic basis.” Therefore, the author’s framework uses the 3-P model for the measurement of CSR. The 3-P model measures CSP by following a business organization’s configuration into three levels: principles of social responsibility, processes of social responsiveness, and products (or outcomes) of social responsibility. But, the author furthers the discussion by including the seven main measurement systems for CSR: Global Reporting Initiative (GRI), fortune top SR, Covalence, DJSI, Business Ethics CRO100, CSR Hub, and CRITICS: Hopkins Woods. However, the author only explains in detail the GRI measurement system followed by a brief review of the other six. While the author questions if the CSR awards reward the best or the loudest, there is not a clear answer to the question of which system is the best. Nevertheless, there is clear advocacy for simplifying the number of required indicators. As stated by the author, “much simpler reporting guidance codes, while not diluting the perceived wisdom of more detailed standards, might help smaller companies embrace CSR and a sustainability agenda.”

Departing from the definition of stakeholders given by Dr. Edward Freeman, the author discusses the term “stakeholders” and provides the basic list of stakeholders for commercial companies; but he recognizes and discusses the challenges faced by the stakeholder identification area of knowledge. For stakeholder identification and classification, the author relies on the theory of salience presented by Mitchell et al. (1987). Unfortunately, the author does not elaborate on or present the latest developments in this area of knowledge (which, by the way, has rapidly evolved and stakeholders are now considered more dynamic than previously perceived). Because of some of the challenges from the identification and classification standpoint, the author takes a closer look at some stakeholder groups, in particular the non-governmental organizations, consumers, unions, environment, and special groups. The relevance of proper identification and classification plays a critical role in the areas of engagement and management of stakeholders. While listing some stakeholder engagement techniques, the author rightfully indicates the list is not complete and variations are expected depending on the sector. Independent of the technique, there are benefits expected from stakeholder engagement; however, there are limitations of what can be expected from the process. Those limitations “arise from the practicalities of implementing engagement, from the potential for conflict with absolute values (especially human rights) and from the democratic process.” By presenting some stakeholder engagement case studies in Chapter 6, the author illustrates practical application of different techniques which may provide the reader an opportunity for clarity on the topic at hand.

Small and medium sized enterprises (SMEs) and the concept of small business social responsibility (SBSR) comprise the primary focus in Chapter 7. Although, the author recognizes the existing diversity of definitions and characterizations of SMEs, the chapter presents a generalized picture as an introduction to the topic. Building on the differences between small business and large enterprises, the author presents, based on previous research, other differences in terms of social responsibility. As a result, the author expands on the following areas: (1) governing for social responsibility, (2) approach to the business case for CSR, (3) language, (4) stakeholders, (5) trust, networks, and social capital, and (6) tools and measurement. According to the author, the formalization of SBSR may bring some advantages to small businesses. The process of formalizing SBSR as analyzed by H. Jenkins is used by the author to construct his own model, which aims to provide a tool to execute systematically the formalisation of SBSR. The model comprises four steps: evaluate, plan, execute, and communicate. Those are explained, and the sub-sections are well supported with tables for the reader to understand the application of the model.

In Chapter 8, the author departs his arguments presenting six emerging paradoxes to introduce the issue of responsible enterprise restructuring. “As countries move from industrial economies to knowledge—and information—based ones,” the author introduces the paradoxes to demonstrate the relentless, continuous, and rapid change that businesses are facing nowadays. Before making the point of why enterprises should restructure, the author reminds us of the six primary stakeholders, the definition of CSR, and gives six characteristics of a “responsible company.” The author presents the process of restructuring by grouping the different approaches into seven categories: strategy, ownership, revitalization, organization, outsourcing, reducing non-personnel costs, and downsizing. Furthermore, the author takes on the category of downsizing, and he questions if downsizing is an oxymoron. Based on the definition of downsizing presented by the author, I must indicate that

downsizing is an oxymoron that goes against the principles of social responsibility unless the enterprises present the potentially unemployed with an alternative job. Nevertheless, the author exposes some “best” downsizing practices followed by the business case for responsible restructuring, which is presented through a number of social and environmentally responsible practices. Interestingly enough, none of those practices suggest the reduction in the number of jobs.

A number of CSR codes and standards are explained in Chapter 9. The author begins with introducing the definitions of value, principle, code of conduct, norm, and standard. There is an emphasis on understanding the differences between codes and standards, which are critical for companies seeking greater transparency and accountability through CSR. Codes and standards are distinguished by their focus or purpose, the way in which they were developed, their scope, and/or their stakeholder focus. Such classifications are briefly detailed, but give enough detail to implant in the reader the seed of curiosity. While the author explains how codes of conduct can help organizations, similar analysis for standards is missing. If codes and standards are not the same, as stated by the author, do codes and standards assist organizations in similar ways? Similarly, the author highlights the characteristics for an outstanding code or standard, but he goes on to explain how to bring a code of conduct to life. Does the implementation of a standard follow the same guidelines of implementation? Origins, date, focus, and signatories are the necessary factors pointed out by the author for the analysis of codes and standards; these factors are considered in the subsequent discussion of some principles, codes, and standards on labour rights. In detail, the focus turns to the Social Accountability 8,000, the Ethical Trading Initiative and its Base Code and Principles of Implementation, and the Fair Labor Association and its Workplace Code of Conduct. Whereas the benefits of developing and implementing codes and standards come through, the authors misses the opportunity to address the existing obstacles and potential challenges. While the author departs from the triple bottom line, which may be disputed by some scientists as the right approach for sustainability, the author rightly indicates the necessity for giving equal attention to people, planet, and profit. After presenting a short highlight of theory on human rights, the author introduces a section entitled, “A business case for human rights” in which the content strengthens the argument about the internal incentives corporations may encounter if they decide to focus on complying with human rights. The historic prelude of transnational corporations (TNCs) in the context of human rights followed by presenting the challenges of human rights in a globalized world serve as the preamble for the discussion of international norms and standards. The reader encounters a description of different international norms and standards related to human rights; the author discusses the international law, international customary law, international standards and conventions, UN international human right treaties, regional human rights standards, and voluntary initiatives and standards, among others; the section ends with the critical aspect of enforcement. But, it must be pointed out that laws are effective as long as they are properly enforced. Though it is an informative overview, the author does not get into a deep degree of detail, but guides the reader in the right direction if curiosity strikes and further research is of interest. The second half of Chapter 10 is dedicated to the UN Guiding Principles on Business and Human Rights. Not only does the author address areas such as state duty to protect, corporate responsibility to respect, due diligence, and complicity, but also introduces the reader to the concept of human rights impact assessments (HRIA), which holds the primary objective to identify, understand, and manage corporate impacts in the field of human rights. The HRIA discussion includes the guiding principles, alignment with the management systems, and tools available to assist corporations to manage human rights. The chapter ends with the area of remedy which is the third pillar of the Protect, Respect, and Remedy Framework put forward by John Ruggie; the arguments and theory discussed are supported with two key and informative boxes, the first addresses the definition of remediation, and the second presents the case of grievance mechanism at Gap Inc. in the country of Lesotho.

While introducing the valid question of where to draw the line between voluntary and obligatory—or in other words, the distinction between social and corporate obligations—the author begins presenting a list of items to be linked in one way or another to the business case of organizations. But, if governments have expectations from businesses in the areas of social responsibility and social development, businesses anticipate some benefits from governments—at the national and international level—for implementing best practices in social responsibility. The aspect of globalization discussed by the author gives the reader an understanding of not only the definition of the term but also the implications the globalized business environment has on wages and workers’ social conditions. As pointed out by the author, improving labour conditions through international trade has been a slow process. Although the process has found hurdles, organizations such as The International Labour Organization (ILO) have been active producing labour standards through their conventions and recommendations. At this point, the reader gains a clear idea that it is not only about good intentions but also involves finding the political conditions for developing and implementing best practices with the aim of improving social conditions through trade. The author continues the discussion debating the voluntary and

compulsory aspects of CSR supported by some historical background and a dialogue of the current state of the planetary voluntary bargain; but the author does not forget to discuss the Rule of Law, which adds a dose of reality to the topic at hand. While looking for answers to whether corporations are responsible for creating employment, the author provides a clear definition of unemployment and discusses why jobs and basic income are necessary; however, a clear answer based on CSR is not given by the author in reference to corporations' responsibility on job creation. Instead, the author simply states, "the short answer is probably they should do something", and justifies the long answer by asking, "What sort of jobs are we talking about anyway?" before presenting a discussion on the matter. He finishes the chapter interpreting how CSR works in the equation of grow output (Y) presented by John Maynard Keynes, which is discussed by the author in the topic of avoiding recession in market economies.

The author also examines the "business case" for CSR and explores certain aspects of CSR that could be considered profitable; the use of a survey gives some validity to the three-dimensional model for the CSR business case proposed by the author. The chapter begins with the author exposing different definitions of business case and then discusses the applicability of the concept to CSR. By exploring the literature behind the concept of the business case for CSR and introducing Table 12.1 which summarizes the literature surrounding the topic, the reader gets not only a clear understanding of the theoretical background, but also the evolution of a topic that is in constant transformation and adaptation to organizations and their stakeholders' needs. Before introducing the survey, the author highlights two key aspects: (1) the limited number of publications providing the corporate practitioner with specific guidance for the creation of predictive, company-specific, NPV-based business cases; and (2) the need for predictive business cases for CSR projects. The survey and its results lead to the development of a three-dimensional CSR business case model presented in the second half of the chapter. Dimension 1 of the model relates to the type of financial benefit and is integrated by three components (cost reductions, revenue increase, and risk mitigation); the second dimension refers to the specific or generic benefit calculation, which includes the components of specific benefit calculation and generic benefit calculation; and dimension 3 pertains to the type of cash flow analysis used in the business case and takes into account two components (discounted cash flow and simple/no cash flow). While the content of this chapter makes clear the need for a well-supported business case for CSR, the three-dimensional CSR business case model presented requires some sort of validation; otherwise, the model presented would simply be considered a proposal that will most likely die in the pages of the textbook.

The author explores CSR from the investors' perspective in a chapter entitled, "Socially responsible investment (SRI)". Departing from the definitions of investment and SRI, the author provides some historical background to SRI, which is supplemented later in the chapter with an analysis of its current state; however, the author misses the opportunity to provide the reader with a discussion on the possible future of SRI. The subtitle, "Analysing SRI" could be changed to "Implementation of SRI principles"; the section concentrates on the integration of environmental, social, and governance (ESG) criteria into investment, and uses the UN's Principles for Responsible Investment (PRI) and the Global Reporting Initiative (GRI) as central pieces in the analysis. The reader is provided with a dose of "real life" application of SRI through the various examples of SRI funds discussed; however, information to support any argument on SRI can be easily found through organizations around the world, and the author smartly includes a range of examples of SRI funds. The topic of assessment typically creates controversy, and measuring SRI would be no exception. Simply put, how do we measure what we are still trying to agree on regarding its definitions and the elements to consider as part of it? And, if everybody is using different indicators (e.g., KPIs), how do we benchmark performance? Nevertheless, the author presents a number of SRI indices but recognizes that it is a major area of development in SRI, and it should be. The chapter finalizes with a discussion on the critiques SRI faces; the author not only provides the perceptions and realities for some challenges within the area of SRI but also points out some areas in which further research needs to be carried out. Without criticism there is no opportunity for improvement and advancement.

In a chapter in which the reader is set to acquire an idea of why corporations would be interested in development, questions may arise in different fronts. Studies on sustainable development use the 3-M model as methodology of evaluation; while the methodology evaluates the studies using 3 components (micro, meso, macro), it indicates a focus on socio-economic development as stated in the text. Does sustainability not have an environmental pillar as well? If the studies are meant to be on sustainable development, why should we use a methodology that purposely concentrates on the socio-economic development of a project? The author discusses the use of the 3-M framework for the design of anti-poverty policies and development of indicators to measure progress toward objectives in a project or programme. Repeated sentences can be found in the text, and in the

area of indicators the author rightfully indicates the inconvenience of using too many; but how many are too many, and who determines the number and kind of indicators to use? While the suggested methodology for sustainability analysis proposed by the author seems to be straight forward, scientists in the area of operational research (decision making) may take issue on the simplistic manner in which the author suggests the scoring and aggregation of results. The methodology needs to be explained further. The author discusses the use of the methodology for a community development project in Bangladesh, and the cases of India and Africa are highlighted, but the methodology is not exactly applied. The reader finds a more “hands on” exercise at the end of the chapter; the application of the methodology for sustainability analysis in Sri Lanka is a manner for the reader to use acquired knowledge in the chapter to then compare the results with the scores given by the author at the end which are supported by the author’s reasoning.

Part III of the textbook finalises with a chapter dedicated to CSR in the oil and gas sector. The introduction indicates the focus of the chapter on the best practices in the oil and gas sector with an emphasis on CSR; the author indicates four premises frame the chapter, but only three are explained. While highlighting some key points for the evolving nature of environmental and social considerations in the oil sector, the author rightfully indicates the growing number of (involved) stakeholders in the decision making process, which benefits accountability and transparency factors. The reader easily understands the dynamic nature of CSR in petroleum operations as the author explains the business life-cycle and the implications over the governmental involvement in developing effective CSR policy throughout the life cycle of an oil and gas operation. The author explains (and lists) the expansion of the framework for CSR, but falls short in explaining the reasons for the change in the approach to CSR by the oil sector; the change is happening in part because of internal and external stakeholder pressures on an industry that is primarily focused on profit. While the author barely mentions some best practices and uses selected case studies to strengthen the topic of the chapter, the reader concludes the chapter wondering what the so-called best practices are and why the author did not have a broader discussion of each if they are the central objective of the chapter.

Part IV of the textbook begins with the practical implementation of strategic CSR (Chapter 16). The author highlights the relevance of not only having a plan for strategic CSR but also the execution of it. Deconstructing the definition of CSR allows the reader to understand the author’s view, which is supplemented with the perspectives of others on CSR and strategy. To remain on the practical side, the author introduces a framework (the “Hopkins CSR Model”) consisting of 15 steps for creating a corporate CSR strategy. But, the author goes further and applies the model step by step to a non-profit association; hence, the reader understands the practical application of the Hopkins CSR 15-step model. In some sections of the chapter the author emphasises the importance of key performance indicators (KPIs), but in the conclusion remarks the engagement of external stakeholders is rightfully advocated as an effective measure for the management of these groups; there are several examples of how the mismanagement and/or lack of engagement of stakeholders have resulted in a disastrous outcome.

Chapter 17 intends to link traditional business strategy to CSR. The chapter is—to some extent—somewhat more academic than those it follows. The author introduces the definition of strategy and engages in a discussion about CSR, centering the attention on various scientists and the author’s own definition of the term. Hereafter, the discussion deviates from the objective of the chapter. By introducing total quality management (TQM) and using it to contrast with CSR, the author not only implies that TQM is synonymous with the concept of “traditional business strategy”, but also states TQM is a “concept from the past.” Scientists in the area of quality management may dispute one or even both ideas. The reader finishes the chapter by questioning the delivery of the two objectives of the chapter: (1) identifying similarities and differences between business strategy (BS) and CSR, and (2) establishing the implications of these similarities and differences on the concepts of BS and CSR, and whether BS provides channels for the diffusion of CSR.

A brief historical background is linked to the necessity for reporting (e.g., corporate reporting, sustainability reporting, integrated reporting). The definition of integrated reporting—which is the focus of this chapter—is supported with the list of characteristics and elements that an integrated report should contain. Commonalities can be found in this chapter with others in the textbook; the ideas/sections need to be further developed. While the author merely discusses the basic idea of integrated reporting using the standards and frameworks produced by the Global Reporting Initiative (GRI), the International Integrated Reporting Council (IIRC), and the Sustainability Accountability Standards Board (SASB), the reader finishes the chapter still wondering about some basic ideas about integrated reporting: How is integrated reporting implemented? How does integrated reporting transform/impact the organization’s processes? What data should be collected? How is such data collected? Must every organization report on the same issues? Is integrated reporting an effective tool? And,

what are the shortcomings found in integrated reporting?

The penultimate topic in the textbook (Chapter 19) discusses strategic communication to build reputation with key stakeholders. While the author points out three ways that public opinion can be affected and five benefits of strategic planning in communication, the content of a strategic communication plan and its implementation is not included in the discussion; these two topics are worth consideration for inclusion in future editions of the textbook. Nevertheless, the author centers the attention on seven steps to better communication with the aim of gaining stakeholder support.

At the end, the reader can find Chapter 20 dedicated to the author's conclusions. In this chapter—more than any other—the author comes across as a true supporter of CSR; Dr. Michael Hopkins is the author after all. By presenting seven reasons why CSR matters and discussing the eight fad tests, the author makes the case for the reader to evaluate CSR in the business environment. Whether CSR is considered a fad or not, most readers may agree that sustainability is certainly not a fad. It is a necessity for human kind to become more sustainable, and if CSR is an instrument to help with such a transition, then CSR can definitely not be defined as a fad; it may be a misunderstood and evolving concept, but not a fad. In fact, the 13 trends likely to occur in the area of CSR (with most applying to the concept of sustainability as well) support the idea of an exciting future with a wide range of areas for research and development.

Author description: Cesar A. Poveda is a Colombian-Canadian professional engineer with over 25 years of combined practical and academic work experience. He obtained a doctorate degree in Engineering Management from the University of Alberta and is currently advancing his theoretical knowledge by pursuing another degree in Sustainable Energy Engineering with the University of Maryland. Cesar's knowledge and research interests are encapsulated in three central areas: sustainable development, management, and operational/decision science. While being part of over 25 editorial and/or reviewer boards, Cesar has served as a referee for over 600 manuscripts submitted to international scientific journals; he has also served as a member and/or chairman of international scientific committees for numerous conferences, seminars, summits, and workshops. Additional to other honours, the Journal of Construction Engineering and Management, and the Journal of Management in Engineering have awarded Cesar with the ASCE Outstanding Reviewer 2012 and 2015, and ASCE Outstanding Reviewer 2014 and 2015, respectively; both journals are published by the American Society of Civil Engineers (ASCE).