

【問題】 下記の英文をすべて日本語に訳せ。ただし、文中にある ( ) 内は訳さなくてよい。

A stakeholder approach to business emerged in the mid-1980s. One focal point in this movement was the publication of R. Edward Freeman's *Strategic Management: a Stakeholder Approach* (1984), building on the process work of Russell Ackoff, Eric Trist, Ian Mitroff, Richard Mason and James Emshoff. The impetus behind stakeholder management was to try and build a framework that was responsive to the concerns of managers who were being buffeted by unprecedented levels of environmental turbulence and change. Traditional business frameworks were neither helping managers develop new strategic directions nor were they helping them understand how to create new opportunities in the midst of so much change.

As Freeman observed '[O]ur current theories are inconsistent with both the quantity and kinds of change that are occurring in the business environment of the 1980s ... A new conceptual framework is needed' (Freeman, 1984: 5). A stakeholder approach was a response to this challenge. An obvious play on the word 'stockholder', the approach sought to broaden the concept of business beyond its traditional economic roots, by defining stakeholders as 'any group or individual who is affected by or can affect the achievement of an organization's objectives'. The purpose of stakeholder management was to devise a framework to manage strategically the myriad groups that influenced, directly and indirectly, the ability of a firm to achieve its objectives. While the stakeholder framework had roots in a number of academic fields, its heart lay in the clinical studies of management practitioners that were carried out over ten years through the Busch Center, the Wharton Applied Research Center, and the Managerial and Behavioral Science Center, all at the Wharton School, University of Pennsylvania, by a host of researchers.

While the 1980s provided an environment that demonstrated the power of a stakeholder approach, the idea was not entirely new. The use of the term stakeholder grew out of the pioneering work at Stanford Research Institute (now SRI International) in the 1960s. SRI's work, in turn, was heavily influenced by concepts that were developed in the planning department of Lockheed and these ideas were further developed through the work of Igor Ansoff and Robert Stewart. Thus, the stakeholder approach is firmly rooted in the practice of management.

Recently, Giles Slinger has revisited the early history of the idea of stakeholders. Through more extensive interviews, and the examination of a number of historical documents, Slinger rewrites the history as told in Freeman (1984). The essential difference is that the early use of the stakeholder idea was not particularly oriented towards the survival of the firm.<sup>5</sup>

SRI argued that managers needed to understand the concerns of shareholders, employees, customers, suppliers, lenders and society, in order to develop objectives that stakeholders would support. This support was necessary for long term success. Therefore, management should actively explore its relationships with all stakeholders in order to develop business strategies.

The stakeholder approach has been used extensively by business ethicists to explore the ethical consequences on stakeholders of managerial action. Donaldson and Preston (1995)<sup>6</sup> proposed four different ways in which scholars had applied the stakeholder approach to business ethics: as a normative theory, which posits that managers ought to take into consideration the interests of all stakeholders; as a descriptive theory, which limits itself to describing how managers in fact treat stakeholders; as an instrumental theory, which takes the position that managers who take into consideration stakeholders' interests will enjoy better firm performance; and finally, as a managerial theory, that is, as a guide to managerial action. We believe that this fourth managerial perspective on the stakeholder approach has received the least attention in recent times, in spite of having been at the roots of the stakeholder concept at SRI.

According to Freeman and McVea (2001), the stakeholder approach has seven distinguishing characteristics. First, it offers a single strategic framework that allows a manager to deal with changes in the external environment without the need for new strategic paradigms. In this way, it is particularly suited for the dynamic environments that are so prevalent today. Second, the stakeholder approach is a strategic management process rather than a strategic planning process. The focus is less on predicting the future and more on proactively plotting the direction of the firm. Third, a central concern of the stakeholder approach is the achievement of the organisation's objectives through the harnessing of support of all those who are affected by the firm's actions, as well as all those who can affect the progress of the firm. Fourth, the stakeholder approach emphasises the critical role of values-based management, by recognising that a diverse collection of stakeholders will cooperate with the firm over the long term only if they share a core set of values. Fifth, it is at once a prescriptive and a descriptive framework. It advocates a holistic approach to management, integrating economic, social, political and ethical considerations. Sixth, rather than take a stylised view of stakeholders based on very general roles-based groupings (such as shareholders, suppliers, etc.), the stakeholder approach places great importance in acquiring a fine grained understanding of the particular stakeholders of each firm. This deep understanding enables the management to develop tailored solutions for particular stakeholders, as with mass customisation. Finally, it starts off with the premise that a firm can exist and sustain itself only if it offers solutions that balance the interests of multiple stakeholders over time. Taking a stakeholder approach to CSR means we have to focus on integration across stakeholders and on practical managerial solutions that create value for customers, employees, suppliers, communities and financiers.

In the section that follows, we outline four levels of commitment to Company Stakeholder Responsibility.