

**“Babeş-Bolyai” University of Cluj-Napoca**

**Faculty of European Studies**

**“The European Paradigm” Doctoral School**

# **Ethics in contemporary international business**

**Doctoral Thesis**

**Summary**

**Scientific Advisor:**

**Prof. Vasile Puşcaş, Ph.D.**

**Ph.D. Candidate:**

**Oana Maria Albescu**

**Cluj-Napoca**

**2014**

**Table of contents:**

<b>1. INTRODUCTION.....</b>	<b>5</b>
<b>1.1. Problem formulation .....</b>	<b>5</b>
<b>1.2. Design of the research.....</b>	<b>7</b>
<b>1.2.1. Research methods.....</b>	<b>9</b>
<b>1.2.2. Motivation for using case study.....</b>	<b>11</b>
<b>1.3. Objectives and questions of research.....</b>	<b>14</b>
<b>2. ETHICS IN CONTEMPORARY INTERNATIONAL BUSINESS.....</b>	<b>16</b>
<b>2.1. Context and fundamentals of business ethics.....</b>	<b>16</b>
<b>2.2. Levels of study and research in business ethics.....</b>	<b>19</b>
<b>2.3. Schools of thought in business ethics.....</b>	<b>24</b>
<b>2.4. Ethics in business and corporate social responsibility.....</b>	<b>26</b>
<b>2.5. Ethics in business and corporate governance.....</b>	<b>30</b>
<b>2.6. Contemporary debates concerning the importance of ethics in international business.....</b>	<b>33</b>
<b>3. CONCEPTS AND THEORIES CONCERNING MULTINATIONAL CORPORATIONS IN CONTEMPORARY INTERNATIONAL SYSTEM....</b>	<b>35</b>
<b>3.1. Foreign direct investments and the process of forming multinational corporations.....</b>	<b>35</b>
<b>3.2. Peculiarities of multinational corporations as actors in International System.....</b>	<b>40</b>
<b>3.3. Multinational corporations – vectors of social, political and economic globalization.....</b>	<b>44</b>
<b>3.3.1. Political function of multinational corporations....</b>	<b>44</b>
<b>3.3.2. Economic function of multinational corporations..</b>	<b>49</b>
<b>3.3.3. Social function of multinational corporations.....</b>	<b>50</b>

<b>4. THE FRAMEWORK OF ANALYSIS CORPORATE SOCIAL RESPONSIBILITY.....</b>	<b>52</b>
<b>4.1. Theoretical framework of corporate social responsibility.....</b>	<b>52</b>
<b>4.1.1. Pro and against arguments for corporate social responsibility.....</b>	<b>59</b>
<b>4.1.2. Quantification of corporate social responsibility....</b>	<b>63</b>
<b>4.1.2.1. Components of corporate social responsibility.....</b>	<b>63</b>
<b>4.1.2.2. Instruments related to corporate social responsibility.....</b>	<b>64</b>
<b>4.2. European Union framework for corporate social responsibility.....</b>	<b>66</b>
<b>4.2.1. Directives of European Commission for corporate social responsibility.....</b>	<b>66</b>
<b>4.2.2. Directives of European Parliament for corporate social responsibility.....</b>	<b>70</b>
<b>4.3. International framework for the assessment of corporate social responsibility.....</b>	<b>71</b>
<b>4.4. National strategies for corporate social responsibility.....</b>	<b>74</b>
<b>5. MULTINATIONAL CORPORATIONS AS CORPORATE ACTORS AND THE NEW TENDENCIES OF CORPORATE GOVERNANCE.....</b>	<b>78</b>
<b>5.1. Theoretical framework of corporate governance.....</b>	<b>78</b>
<b>5.1.1. Relevant concepts of corporate governance.....</b>	<b>78</b>
<b>5.1.2. Theoretical models of corporate governance.....</b>	<b>81</b>
<b>5.2. Legislative regulations related to corporate governance.....</b>	<b>85</b>
<b>5.3. European Union regulations related to corporate governance.....</b>	<b>90</b>
<b>5.3.1. European Union governance.....</b>	<b>90</b>
<b>5.3.2. European economic governance and corporate governance.....</b>	<b>95</b>
<b>5.4. Corporate governance and corporate citizenship.....</b>	<b>98</b>
<b>6. CONTEMPORARY EXPERIENCES OF BUSINESS ETHICS AND CORPORATE SOCIAL RESPONSIBILITY OF COMPANIES THAT OPERATE IN ROMANIA. CASE STUDY: OMV PETROM.....</b>	<b>103</b>
<b>6.1. Corporate social responsibility profiles.....</b>	<b>103</b>
<b>6.1.1. Corporate social responsibility: Dacia Automobile.....</b>	<b>103</b>
<b>6.1.2. Corporate social responsibility: Orange Romania.....</b>	<b>111</b>
<b>6.1.3. Corporate social responsibility: Banca Transilvania.....</b>	<b>116</b>
<b>6.2. Case study: OMV Petrom.....</b>	<b>122</b>

<b>7. THE ANALYSIS OF BUSINESS TENDENCIES IN THE POST-CRISIS INTERNATIONAL CONTEXT.....</b>	<b>153</b>
<b>7.1. Theoretical instruments for the consolidation of business in the post-crisis international context.....</b>	<b>153</b>
<b>7.2. International instruments for the consolidation of business in the post-crisis international context.....</b>	<b>157</b>
<b>7.3. European Union instruments for the consolidation of business in the post-crisis international context.....</b>	<b>161</b>
<b>7.4. Corporate social responsibility and sustainability relevance in the post-crisis international context.....</b>	<b>164</b>
<b>8. CONCLUSIONS.....</b>	<b>172</b>
<b>8.1. Results of the research at the theoretical level.....</b>	<b>172</b>
<b>8.2. Results of the research at the empirical level.....</b>	<b>175</b>
<b>8.3. Personal contributions of the research.....</b>	<b>182</b>
<b>9. BIBLIOGRAPHY.....</b>	<b>184</b>

**Key words:** multinational corporations, International System, non-state actor, corporate actor, corporate citizenship, foreign direct investment, corporate social responsibility, sustainability, sustainable business, code of ethics, code of conduct, business ethics, corporate governance, financial crisis, OMV Petrom.

## **SUMMARY**

### **1. General considerations**

The Organization for Economic Cooperation and Development hosted in 2009 the European Business Ethics Forum. During the European Business Ethics Forum it has been argued that the failure of business ethics lies at the epicenter of the economic and financial crisis. It is important to reiterate the fact that business ethics consolidates the market economy and it is an important indicator of its general health<sup>1</sup>.

In the globalized, post-westphalian world, we are witnessing the acceleration of global interdependencies and the multiplication of transnational actors, as major players in the International System. The research has the objective to analyze the level of implementation and development of corporate social responsibility in Romania. In the context of the European and international debates related to the restructuring of business and the importance of business ethics and corporate social responsibility, the research brings an innovative aspect in the study of International Relations, through the presentation and analysis of the new tendencies of corporate social responsibility and the business solutions for the sustainable development of the societies. The new business tendencies define the “social contract” between multinational corporations and the societies they operate, the long term strategies for the sustainable development of business and communities.

---

<sup>1</sup> Angel Gurria, *Business ethics and OECD principles: What can be done to avoid another crisis?*, 2009, <http://www.oecd.org/finance/businessethicsandoecdprincipleswhatcanbedonetoadvoidanothercrisis.htm>

## **2. Design of the research**

The theoretical and methodological fundamentals of the research are composed of five chapters, structured in three levels of interest: there are four chapters that delineate the theoretical insights of the relation between business ethics, corporate social responsibility and corporate governance and the European and international framework that define these major components of contemporary business ethics. The last chapter has the main objective to generate a framework of debate, analysis and identification of solutions for the business environment in the international post-crisis context, with reference to business ethics and sustainable development. The nucleus of the thesis is dedicated to the qualitative research of the business ethics and corporate social responsibility profile of the company OMV Petrom. The research also presented other case studies, in order to highlight the efficiency and the evolution of the business environment, with reference to corporate social responsibility.

The first chapter briefly describes the historical features of business ethics, the dimensions of business ethics, the levels of applicability in business ethics and the schools of thought in business ethics. This analysis allows us to investigate to what extent the contemporary activities of multinational corporations relieve the prerequisites of the business ethics schools of thought. The first chapter also integrates the international theories related to the relation between business ethics and corporate social responsibility and business ethics and corporate governance.

The second chapter brings into discussion the multinational corporations from the perspective of “social fabric” at the beginning of 21<sup>st</sup> century. This chapter identifies the peculiarities of multinational corporations as actors in the International System and also the importance of foreign direct investment in the process of forming the multinational corporations. One of the significant contributions of the second chapter is the presentation of the political, economic and social functions of multinational corporations in the societies they operate.

In order to investigate the current state of research of multinational corporations in the international literature and at the European Union level, the author summarizes European Union strategies for the advancement of corporate social responsibility. The European Union formulates a challenge for corporate social responsibility: the recovery of trust in business and the construction of a competitive and sustainable economy.

The author considers important to analyze the theories, principles and strategies of corporate citizenship, in the global business context. Corporate governance represents the framework for corporate citizenship and sustainable business. The research draws attention to the international requirements for the re-establishment of business environment, with reference to European Union legislation for corporate governance.

The last chapter, “The analysis of business tendencies in the post-crisis international context”, presents a series of perspectives and solutions for the future of corporate social responsibility. The author strongly believes that this chapter may represent a tool for the agenda of multinational corporations, with reference to the social responsibility strategies. The analysis also contains assumptions related to the development of corporate social responsibility.

### **3. Research Methods**

There are two important approaches that generate the research: the theoretical approach, with reference to the main concepts and theories for the analysis of business ethics, corporate governance and corporate social responsibility and the action based approach, defined by an analysis with a high level of prediction of the future tendencies of corporate social responsibility in Romania.

The major contribution of the research is the formulation of the interrogations research regarding the directions of affirmation of business ethics and corporate social responsibility of major companies that operate in Romania, with a special attention to the most profitable company, OMV Petrom.

The research is qualitative, using interviews, case studies and the documentation and analysis of a taxonomy of reports: international reports, European Union reports, companies' reports related to corporate social responsibility, business ethics and corporate governance.

#### **4. Some conclusions**

The contemporary social, economic and political debates in the international post-crisis context have as a main topic the reconfiguration of business environment and of multinational corporations. The research had as a main objective the analysis of business ethics and corporate social responsibility, in the international post-crisis context, which requires a redefinition of business environment and business strategies. The debates regarding the corporate governance and the corporate behavior intensified in the international post-crisis context, which had major impacts upon the global economic stability and upon the trust in the ethic and responsible corporate behavior. The research has the objective to frame a taxonomy of solutions for the re-establishment of trust in the financial system and to present and analyze the new pattern of corporate social responsibility, in the post-crisis international context. The author highlighted the characteristics that define the partnership and the “social contract” between multinational corporations and communities and also the approach that harmonize the corporate profit and the social and economic development of the communities.

The research of the multinational corporations’ strategies in the domain of corporate social responsibility is an innovative study of the non-state actors in the International Relations and is defined by interdisciplinary approach between political sciences, social relations, International Relations, economic theory, economic sciences and sociology. The case study was represented by the analysis of business ethics and corporate social responsibility in OMV Petrom, the most profitable company that operates in Romania and also a model in social responsibility projects. The present research aims to contribute, through the theoretical and methodological panoply of the proposed tools, to a better understanding of ethical business strategies and also to contribute to the encouragement of debates related to the importance of a sustainable business behavior – critical for the profit of the company and also for the communities’ benefits. The author strongly believes that corporate social responsibility is a long-term partnership between society and companies, which, in order to develop the business operations, need social legitimacy in communities.

## 5. Bibliography

### I. General papers:

1. AGABRIAN, Mircea, *Analiza de conținut*, Editura Polirom, Iași, 2007;
2. ANDREI, Petre, *Sociologie generală*, Ediția a patra, Editura Polirom, Iași, 1997;
3. BAL, Ana, *Economie mondială*, Editura ASE, București, 2006;
4. BĂBAN, Adriana, *Metodologia cercetării calitative*, Editura Presa Universitară Clujeană, 2002;
5. BĂRBULESCU, Iordan, RĂPAN, Daniela, *Dicționar Explicativ Trilingv al Uniunii Europene*, Editura Polirom, Iași, 2009;
6. BOUCHER, David, *The Limits of Ethics in International Relations. Natural Law, Natural Rights and Human Rights in Transition*, Oxford University Press, 2009;
7. CHELCEA, Septimiu, *Metodologia cercetării calitative*, Editura Economică, București, 2001;
8. CHELCEA, Septimiu, *Tehnici de cercetare sociologică*, București, SNSPA, 2001;
9. CHELCEA, Septimiu, *Inițiere în cercetarea sociologică*, București: Comunicare.ro, 2004;
10. DĂIANU, Daniel, KALLAI, Ella Viktoria, LUNGU, Laurian, *Adoptarea Pactului Euro Plus: implicații asupra politicii fiscale a României*, Institutul European din România, București, 2012;
11. DELLA PORTA Donatella, KEATING Michael, *Approaches and Methodologies in the Social Sciences. A pluralist perspective*, Cambridge University Press, 2008;
12. FRIEDMAN, Milton, *Capitalism and freedom*, The University of Chicago Press, Chicago and London, 2002;
13. GAMBLE, Andrew, *Politica și destin*, Traducere de Nicolae Năstase, Editura Antet XX Press, Prahova, 2001;
14. GILPIN, Robert, *Economia mondială în secolul XXI. Provocarea capitalismului global*, Traducere de Diana Istrățescu și Cristina Aboboaie, Editura Polirom, Iași, 2004;
15. IBEH, Kevin, DAVIES, Sheena, *Contemporary Challenges to International Business*, Palgrave Macmillan, 2009;
16. ILUȚ, Petru, *Analiza calitativă a socioumanului*, Editura Polirom, Iași, 1997;

17. HANCOCK, Dawson, R., ALGOZZINE, Bob, *Doing Case Study. Practical Guide for Beginning Researchers*, Teachers College, Columbia University, New York and London, 2010;
18. JOHNSON, Debra, TURNER, Colin, *International Business. Themes and issues in the modern global economy*, Routledge, London and New York, 2003;
19. LYONS, Peter, HOWARD, J. Doueck, *The Dissertation. From beginning to the end*, Oxford Universiy Press, 2010;
20. MIROIU, A., UNGUREANU, R.S., *Manual de Relații Internaționale*, Editura Polirom, Iași, 2006;
21. MUHAMMAD, Yunus, *Creating a World Without Poverty. Social Business and the Future of Capitalism*, PublicAffairs, New York, 2007;
22. PUIU, Alexandru, *Management în afacerile economice internaționale*, Tratat, Ediția a II-a, Editura Independență Economică, București, 1997;
23. PUIU, Ovidiu, *Politici economice internaționale. Interdependențe, regionalizare, globalizare*, Editura Independență Economică, Pitești, 2000;
24. RADU, Emilian, *Managementul serviciilor: motivații, principii, metode, organizare*, Editura Expert, București, 2000;
25. ROTARIU, Ioan, BRÂNDEU, Octavian, BÂZOI, Gabriel, *Tendințele mondializării și mondializarea tendințelor. Integrarea economică regională și globalizarea afacerilor*, Editura Mirton, Timișoara, 2004;
26. SINGER, Peter, *Tratat de etică*, Editura Polirom, Iași, 2008;
27. SOMEKH Bridget, LEWIN Cathy, *Research Methods in the Social Sciences*, Sage Publications, 2005;
28. SMITH, Adam, *An Inquiry into the Nature and Causes of the Wealth of Nations*, republicată în 1976, University of Chicago Press, 1976;
29. STONE, Christopher D., *Where the law ends*, New York, Harper Colophon Books, 1975;
30. WALL, Stuart, MINOCHA, Sonal, REES, Bronwen, *International Business*, Third Edition, Pearson Education Limited, 2011;
31. WALLIMAN, Nicholas, *Your research project*, Sage Publications, 2001;
32. YOUNG, Stephen, *Capitalism moral. O reconciliere a interesului privat cu binele public*, Traducere de Mihaela Moga și Bogdan Diaconu, Editura Curtea Veche, București, 2009.

## **II. Special papers:**

1. ANAND, Sanjay, *Essentials of Corporate Governance*, John Wiley&Sons, Inc., 2008;
2. ARAS, Güler, CROWTHER, David, *A handbook of Corporate Governance and Social Responsibility*, Gower E-Book, 2010;
3. ARAS, Güler, CROWTHER, David, *Global perspectives on corporate governance*, Gower Publishing Limited, 2009;
4. ARAS, Güler, CROWTHER, David, *The durable corporation. Strategies for sustainable development*, Gower Publishing Limited, England, 2009;
5. BAINBRIDGE, Stephen M., *The New Corporate Governance in Theory and Practice*, Oxford University Press, New York, 2008;
6. BALLET, Jérôme, BRY, Françoise, *L`entreprise et l`ethique*, Editions du Seuil, Paris, 2001;
7. BANKS, Erik, *Corporate Governance. Financial Responsibility, Controls and Ethics*, Palgrave Macmillan, 2004;
8. BERGHE, Lutgart Van Den, *Corporate Governance in a Globalising World: Convergence or Divergence? A European Perspective*, Kluwer Academic Publishers, Dordrecht, 2002;
9. BOEGER, Nina, MURRAY, Rachel, VILLIERS, Charlotte, *Perspectives on corporate social responsibility*, Edward Elgar Publishing Limited, 2008;
10. BONCIU, Florin, *Investițiile străine directe și noua ordine economică mondială*, Editura Universitară, București, 2009;
11. BOUCHER-BONNAFOUS, Maria, PESQUEUX, Yvon, *Stakeholder Theory. A European Perspective*, Palgrave Macmillan, 2005;
12. BRADY, Arlo. Kristjan O., *The Sustainability Effect, Rethinking Corporate Reputation in the 21st Century*, Palgrave Macmillan, 2005;
13. BRAKMAN, Steven, GARRETSEN, Harry, *Foreign Direct Investment and the Multinational Enterprise*, The MIT Press, London, England, 2008;
14. BRAKMAN, Steven, GARRETSEN, Harry, MARREWIJK, Charles van, WITTELOOSTUIJN, Arjen van, *Nations and Firms in the Global Economy*, Cambridge University Press, 2006;

15. BREWER, Thomas L., YOUNG, Stephen, GUISINGER, Stephen E., *The New Economic Analysis of Multinationals. An Agenda for Management, Policy and Research*, Edward Elgar, 2003;
16. BRINK, Alexander, *Corporate Governance and Business Ethics*, Springer, London, 2011;
17. CAMPBELL, Tom, MILLER, Seumas, *Human Rights and the Moral Responsibilities of Corporate and Public Sector Organisations*, Kluwer Academic Publishers, 2004;
18. CÂNDEA, Dan, *Inovare și bună guvernare organizațională pentru sustenabilitate*, U. T. Press, Cluj-Napoca, 2008;
19. CARROLL, Archie B., BUCHHOLTZ, Ann K., *Business and Society: Ethics and Stakeholder Management*, 4th ed., South-Western College, Cincinnati, 2000;
20. CARROLL, Archie B., BUCHHOLTZ, Ann K., *Business and society. Ethics and stakeholder management*, Seven Edition, South-Western Cengage Learning, 2008;
21. CARROLL, William K., *The making of a transnational capitalist class: corporate power in the 21st century*, Zed Books, London, New York, 2010;
22. CHANDLER, Alfred D. Jr., MAZLISH, Bruce, *Leviathans. Multinational Corporations and the New Global History*, Cambridge University Press, 2005;
23. COHEN, Stephen D., *Multinational Corporations and Foreign Direct Investment. Avoiding Simplicity, Embracing Complexity*, Oxford University Press, 2007;
24. COICAUD, Jean-Marc, WARNER, Daniel, *Ethics and international affairs: Extent and limits*, United Nations University Press, 2001;
25. CONTREPOIS, Sylvie, DELTEIL Violaine, DIEUAIDE Patrick, JEFFERYS, Steve, *Globalizing Employment Relations. Multinational Firms and Central and Eastern Europe Transitions*, Palgrave Macmillan, 2011;
26. CRĂCIUN, Dan, *Business and Morality. A short introduction to business ethics*, Editura ASE, București, 2003;
27. CRĂCIUN, Dan, MORAR, Vasile, MACOVICIUC, Vasile, *Etica afacerilor*, Editura Paideia, București, 2005;
28. CRANE, Andrew, MATTEN, Dirk, *Business Ethics. A european perspective*, Oxford University Press, 2004;
29. CRANE, Andrew, MATTEN, Dirk, *Business ethics. Managing corporate citizenship and sustainability in the age of globalization*, Oxford University Press, New York, 2010;

30. CRANE, Andrew, MATTEN, Dirk, MOON, Jeremy, *Corporations and Citizenship*, Cambridge University Press, 2008;
31. CRANE, Andrew, McWILLIAMS, Abigail, MATTEN, Dirk, MOON, Jeremy, SIEGEL, Donald, *The Oxford Handbook of Corporate Social Responsibility*, Oxford University Press, 2008;
32. CROWTHER, David, ARAS, Güler, *Corporate social responsibility*, Güler Aras&Ventus Publishing ApS, 2008;
33. DeGEORGE, R. T., *Business Ethics*, 3rd ed., Macmillan, New York, 1990;
34. DRAGOMIR, Voicu-Dan, *Guvernarea corporativă și sustenabilitate în Uniunea Europeană*, Editura Economică, București, 2010;
35. DUNNING, John H., *Theories and Paradigms of International Business Activity. The selected essay of John Dunning*, Volume 1, Edward Elgar, 2002;
36. DUSKA, Ronald F., *Contemporary Reflections on Business Ethics*, Springer, 2007;
37. DUȚU, Petre, *Globalizare versus separatism politic*, Editura Universității Naționale de Apărare „Carol I”, București, 2010;
38. FERRELL, O.C., FRAEDRICH, John, FERRELL, Linda, *Business Ethics. Ethical decisions making and cases*, 8<sup>th</sup> Edition, South-Western Cengage Learning, 2011;
39. FREDERICK Robert E., *A companion to Business Ethics*, Blackwell Publishers, 1999;
40. FREDERIKSLUST, Ruud A. I. van, SUDARSANAM, Sudi P., ANG, James S., *Corporate Governance and Corporate Finance. A European perspective*, Routledge, London and New York, 2008;
41. FREEMAN, Edward R., HARRISON, Jeffrey S., WICKS, Andrew C., PARMAR, Bidhan, COLLE, Simone, *Stakeholder Theory. The State of Art*, Cambridge University, 2010;
42. FUNG, Hung-Gay, LAW, Sheryl A., YAU, Jot, *Socially Responsible Investment in a Global Environment*, Edward Elgar, 2010;
43. GHIȚĂ, Marcel, *Guvernarea corporativă*, Editura Economică, București, 2008;
44. GHIȚĂ, Marcel, GHIȚĂ, Răzvan, POP Radu, TIMAR, Alina, *Guvernarea corporativă și auditul intern*, Casa Cărții de Știință, Cluj-Napoca, 2011;
45. GONZALEZ-PEREZ, Maria Alejandra, LIAM Leonard, *International Business, Sustainability and Corporate Social Responsibility*, Vol. 11, Emerald Group Publishing Limited, 2013;

46. GUPTA, Ananda Gas, *Ethics, business and society. Managing responsibility*, Sage Publications India, 2010;
47. HEBB, Tessa, *The Next Generation of Responsible Investing*, Springer Science, New York, 2012;
48. HILB, Martin, *New Corporate Governance. Successful Board Management Tools*, Fourth Edition, Springer 2012;
49. HIRSCHHEY, Mark, JOHN, Kose, MAKHIJA, Anil K., *Corporate Governance: A Global Perspective*, Elsevier Ltd., 2005;
50. HOMANN, Karl, KOLOWSKI, Peter, LUETGE, Christoph, *Globalisation and Business Ethics*, Ashgate e-BOOK, 2007;
51. HOPKINS, Michael, *Corporate Social Responsibility and International Development. Is Business the Solution?*, Earthscan, UK, 2007;
52. HOPKINS, Michael, *The Planetary Bargain. Corporate Social Responsibility Matters*. Earthscan Publications Ltd, 2003;
53. IAMANDI, Irina-Eugenia, FILIP, Radu, *Etică și responsabilitate socială corporativă în afacerile internaționale*, Editura Economică, București, 2008;
54. IAMANDI, Irina-Eugenia, *Responsabilitatea socială corporativă în companiile multinaționale*, Editura Economică, 2010;
55. IDOWU, Samuel O., FILHO, Walter Leal, *Global Practices of Corporate Social Responsibility*, Springer-Verlag Berlin, 2009;
56. IONESCU, Gh., BIBU, Nicolae, MUNTEANU, Valentin, *Etica în afaceri*, Editura Universității de Vest, Timișoara, 2006;
57. IONESCU, Gh., *Cultura afacerilor. Modelul american*, Editura Economică, București, 1997;
58. KAY, John, *Foundations of Corporate Success. How business strategies add value*, Oxford University Press, 2001;
59. KEINERT, Christina, *Corporate Social Responsibility as an International Strategy*, Physica Verlag, 2008;
60. KIEFF, Scott F., PAREDES, Troy A., *Perspectives on Corporate Governance*, Cambridge University Press, 2010;
61. KOLB, Robert W., *Encyclopedia of Business Ethics and Society*, Vol. 5, Sage Publications, 2008;
62. KOTLER, Philip, LEE, Nancy, *Corporate social responsibility. Doing the most good for your company and your cause*, John Wiley & Sons, New Jersey, 2005;

63. LIPSEY, Robert E., MUCCHIELLI, Jean-Louis, *Multinational Firms and Impacts on Employment, Trade and Technology. New Perspectives for a New Century*, Routledge, London and New York, 2002;
64. LUETGE, Christoph, JAUERNIG, Johanna, *Business Ethics and Risk Management*, Springer Science, New York, 2014;
65. MALLIN, Christine A., *Corporate Social Responsibility. A Case Study Approach*, Edward Elgar, 2009;
66. MALLIN, Christine A., *International Corporate Governance. A Case Study Approach*, Edward Elgar, 2006;
67. MAY, Steve, CHENEY, George, ROPER, Juliet, *The Debate over Corporate Social Responsibility*, Oxford University Press, 2007;
68. MAYER, Hartmut, VOGT, Henri, *A Responsible Europe? Ethical foundations of EU Affairs*, Palgrave Macmillan, 2006;
69. MEGONE, Chris, ROBINSON, Simon J., *Case Histories in Business Ethics*, Routledge, London and New York, 2002;
70. MONKS, Robert A.G., MINOW Nell, *Corporate Governance*, Blackwell Publishing, 2004;
71. MOOSA, Imad A., *Foreign Direct Investment. Theory, evidence and practice*, Palgrave New York, 2002;
72. MORAR, Vasile, *Etica în afaceri și în politică. Morală elementară și responsabilitate socială*, Editura Universității din București, 2006;
73. MORARIU, Ana, SUCIU, Gheorghe, STOIAN, Flavia, *Audit intern și guvernanță corporativă*, Editura Universitară, București, 2008;
74. MÜNCH, Richard, *Nation and Citizenship in the Global Age. From Nation to Transnational Ties and Identities*, Palgrave Macmillan, 2001;
75. NARULA, Rajneesh, *Multinational Investment and Economic Structure. Globalization and competitiveness*, Routledge, London, New York, 1996;
76. NASH, Laura, *Good Intentions Aside. A Manager's Guide to Resolving Ethical Problems*, 2<sup>nd</sup> ed, Harvard Business Scholl Press, Boston, Massachusetts, 1995;
77. NIELSEN, Kurt Aagaard, ELLING, Bo, FIGUEROA, Maria, Jelsøe, *A New Agenda for Sustainability*, Ashgate e-BOOK, 2010;
78. OKPARA, John, IDOWU, Samuel, *Corporate social responsibility. Challenges, Opportunities and Strategies for the 21st Century Leaders*, Springer-Verlag Berlin, 2013;

79. ONOFREI, Mihaela, *Guvernanța financiară corporativă*, Editura Wolters Kluwer, București, 2009;
80. OPREA, Luminița, *Responsabilitate socială corporatistă*, Editura Tritonic, București, 2005;
81. ORLITZKY, Marc, SWANSON, Diane L., *Toward Integrative Corporate Citizenship. Research Advances in Corporate Social Performance*, Palgrave Macmillan, 2008;
82. PAINTER-MORLAND, *Business Ethics as Practice. Ethics as the Everyday Business of Business*, Cambridge University Press, 2008;
83. PANDELICĂ, Amalia, *Companii multinaționale. Strategii de marketing*, Editura Economică, București, 2006;
84. PANDELICĂ, Ionuț, *Companii transnaționale. Managementul resurselor umane integrat pe baza competiției*, Editura Economică, București, 2004;
85. PAPRZYCKI, Ralph, FUKAO, Kyoji, *Foreign Direct Investment in Japan. Multinationals' role in growth and globalization*, Cambridge University Press, 2008;
86. PIES, Ingo, KOSLOWSKI, Peter, *Corporate Citizenship and New Governance. The Political Role of Corporations*, Springer Science, New York, 2011;
87. PIKE Richard, NEALE, Bill, *Corporate Finance and Investment. Decisions & Strategies*, Fifth Edition, Prentice Hall, 2006;
88. PIN-FAT, Véronique, *Universality, Ethics and International Relations. A Grammatical Reading*, Routledge, London and New York, 2010;
89. PLESSIS, Jean Jacques du, HARGOVAN, Anil, BAGARIC, Mirko, *Principles of Contemporary Corporate Governance*, Cambridge University Press, 2011;
90. PONS, Silvio, ROMERO, Federico, *Reinterpreting the End of the Cold War. Issues, interpretations, periodizations*, Frank Cass, London, New York, 2005;
91. POPA, Mirela, *Etica în afaceri. Sinteze și studii de caz*, Editura Risoprint, Cluj-Napoca, 2011;
92. POSTELNICU, Cătălin, *Firmele multinaționale la început de mileniu*, Editura Risoprint, Cluj-Napoca, 2005;
93. ROE, M. J., *Strong Managers, Weak Owners: The Political Roots of American Corporate Finance*, Princeton: Princeton University Press, 1994;
94. ROSENTHAL, Joel H., BARRY, Christian, *Ethics & International Affairs. A Reader*, Third Edition, George University Press, Washington, D.C., 2009;

95. RUSHTON, Ken, *The Business Case for Corporate Governance*, Cambridge University Press, 2008;
96. SACCONI, Lorenzo, ANTONI, Giacomo, Degli, *Social Capital, Corporate Social Responsibility, Economic Behavior and Performance*, Palgrave Macmillan, 2011;
97. SACHS, Sybille, Rühli, *Stakeholders Matter. A New Paradigm for Strategy in Society*, Cambridge University Press, 2011;
98. SAEE, John, *Contemporary corporate strategy. Global perspectives*, Routledge London and New York, 2007;
99. SCHERER, Andreas Georg, PALAZZO, Guido, *Handbook of Research on Global Corporate Citizenship*, Edward Elgar, 2008;
100. SCHNEEMAN, Angela, *The law of corporations and other business organizations*, Fifth Edition, Delmar Cengage Learning, 2010;
101. SHARMA, Sanjay, STARIK, Mark, *Stakeholders, the Environment and the Society. New Perspectives in Research on Corporate Sustainability*, Edward Elgar Publishing, 2004;
102. SHASHANK, Shah, RAMAMOORTHY, V.E., *Soulful Corporations. A Values-Based Perspective on Corporate Social Responsibility*, Springer India, 2014;
103. SHOW, William H., BARRY, Vincent, *Moral Issues in Business*, Fifth Edition, Wadsworth Publishing Company Belmont, California, 1992;
104. SIMPSON, Justine, TAYLOR, John, *Corporate Governance, Ethics and CSR*, KoganPage, London Philadelphia New Delhi, 2013;
105. SOLOMON, Jill, SOLOMON, Aris, *Corporate Governance and Accountability*, John Wiley&Sons, Ltd, England, 2004;
106. SOULE, Sarah A., *Contention and Corporate Social Responsibility*, Cambridge University Press, 2009;
107. STRANGE Roger, JACKSON, Gregory, *Corporate Governance and International Business. Strategy, Performance and Institutional Change*, Palgrave Macmillan, 2008;
108. ȚIGU, Gabriela, *Etica afacerilor în turism*, Editura Uranus, București, 2003;
109. TULDER, Rob van, ZWART, Alex van der, *International Business-Society Management. Linking corporate responsibility and globalization*, Routledge, London and New York, 2006;
110. TULLY, Stephen, *Corporations and International Lawmaking*, Martinus Nijhoff Publishers, Boston/Leiden, 2007;

111. UTTING, Peter, MARQUES, José Carlos, *Corporate Social Responsibility and Regulatory Governance. Towards Inclusive Development?*, Palgrave Macmillan, 2010;
112. VASILESCU, Laura Giurcă, *Managementul finanțiar al corporațiilor*, Editura Universitaria, Craiova, 2008;
113. VOINEA, Liviu, *Corporațiile transnaționale și capitalismul global*, Editura Polirom, Iași, 2007;
114. WEARING, Robert, *Cases in Corporate Governance*, Sage Publications, 2005;
115. WEIDINGER, Christina, FISCHLER, Franz, SCHMIDPETER, Rene, *Sustainable Entrepreneurship. Business Success through Sustainability*, Springer Verlag Berlin, 2014;
116. WEISS, Joseph W, *Business Ethics. A Stakeholder & Issues Management Approach*, South-Western Cengage Learning, 2009;
117. ZADEK, Simon, *The Civil Corporation*, Earthscan Publications Ltd, London and Sterling, 2007;
118. ZERK, Jennifer A., *Multinationals and Corporate Social Responsibility. Limitations and Opportunities in International Law*, Cambridge University Press, 2006;
119. ZIMMERLI, Walther Ch., RICHTER, Klaus, HOLZINGER, Markus, *Corporate Ethics and Corporate Governance*, Springer-Verlag Berlin, 2007.

### **III. Studies and articles:**

1. „The World’s View of Multinational”, The Economist, 2002, disponibil la <http://www.economist.com/node/276872>
2. Adunarea Generală a Acționarilor Petrom, articol disponibil la [http://www.petrom.com/portal/01/petromcom/petromcom/Petrom/Investor\\_Relations/Events/General\\_Meeting\\_of\\_Shareholders](http://www.petrom.com/portal/01/petromcom/petromcom/Petrom/Investor_Relations/Events/General_Meeting_of_Shareholders)
3. Analiza: Comisia Europeană a publicat noua Comunicare referitoare la CSR, <http://www.responsabilitatesociala.ro/stiri-csr/analiza-comisia-europeana-a-publicat-noua-comunicare-referitoare-la-csr.html>
4. Angel Gurria, *Business ethics and OECD principles: What can be done to avoid another crisis?*, 2009,

<http://www.oecd.org/finance/businessethicsandoecdprincipleswhatcanbedonetoadvoidanothercrisis.htm>

5. Arthur D. Little, *The business case for corporate citizenship*, disponibil la <http://www.csrwire.com/pdf/Business-Case-for-Corporate-Citizenship.pdf>
6. B&P Brandivia, <http://www.braunpartners.ro/index.php?menu=1919&langcode=ro>
7. *Campanii de CSR*, disponibil la <http://www.responsabilitatesociala.ro/stiri-csr/campanii-de-csr-premiate-la-romanian-pr-awards-2011.html>
8. *Ce este CSR (în viziunea instituțiilor internaționale)*, articol disponibil la <http://www.responsabilitatesociala.ro/ce-este-csr.html>
9. Comunicat de Presă CSR 2009, [http://www.petrom.com/portal/01/petromcom/petromcom/Petrom/Press\\_Room/CSR\\_Press\\_Releases](http://www.petrom.com/portal/01/petromcom/petromcom/Petrom/Press_Room/CSR_Press_Releases)
10. Comunicat de Presă CSR 2011, [http://www.petrom.com/portal/01/petromcom/petromcom/Petrom/Press\\_Room/CSR\\_Press\\_Releases](http://www.petrom.com/portal/01/petromcom/petromcom/Petrom/Press_Room/CSR_Press_Releases)
11. Comunicat de Presă CSR 2013, [http://www.petrom.com/portal/01/petromcom/petromcom/Petrom/Press\\_Room/CSR\\_Press\\_Releases](http://www.petrom.com/portal/01/petromcom/petromcom/Petrom/Press_Room/CSR_Press_Releases)
12. Comunicate de presă 2014, <http://www.daciagroup.com/presa/comunicate-de-presa/2014/07>
13. *Consiliul de Supraveghere Petrom*, articol disponibil la [http://www.petrom.com/portal/01/petromcom/petromcom/Petrom/Investor\\_Relations/Corporate\\_Governance/Supervisory\\_Board](http://www.petrom.com/portal/01/petromcom/petromcom/Petrom/Investor_Relations/Corporate_Governance/Supervisory_Board)
14. Deloitte, Central Europe Top 500 Companies, [http://www.deloitte.com/view/en\\_MK/mk/industries/financialservices/d6a50fb0277b3210VgnVCM100000ba42f00aRCRD.htm](http://www.deloitte.com/view/en_MK/mk/industries/financialservices/d6a50fb0277b3210VgnVCM100000ba42f00aRCRD.htm)
15. Deloitte: România are 42 de companii în Top 500 Europa Centrală, <http://www.focus-energetic.ro/deloitte-romania-are-42-de-companii-in-top-500-europa-centrala-20048.html>
16. Derek Higgs, *Review of the role and effectiveness of non-executive directors*, United Kingdom, 2003, disponibil la <http://www.ecgi.org/codes/documents/higgsreport.pdf>
17. *Directoratul Petrom*, articol disponibil la [http://www.petrom.com/portal/01/petromcom/petromcom/Petrom/Investor\\_Relations/Corporate\\_Governance/Executive\\_Board](http://www.petrom.com/portal/01/petromcom/petromcom/Petrom/Investor_Relations/Corporate_Governance/Executive_Board)

18. Ernst&Young, *Tendințe și realități CSR în România*, Ediția 2013, disponibil la <http://www.csrmmedia.ro/primul-studiu-de-csr-realizat-de-ernst-young-romania-si-csrmmedia-ro/>
19. European perspective on global management issues, *CSR- a religion with too many priests?* Nr. 15, 2003, disponibil la [http://www.fsg.org/Portals/0/Uploads/Documents/PDF/CSR\\_Religion\\_with\\_Too\\_Many\\_Priests.pdf?cpgn=WP%20DL%20-%20CSR%20-%20A%20Religion%20With%20too%20Many%20Priests](http://www.fsg.org/Portals/0/Uploads/Documents/PDF/CSR_Religion_with_Too_Many_Priests.pdf?cpgn=WP%20DL%20-%20CSR%20-%20A%20Religion%20With%20too%20Many%20Priests)
20. GfK România, *Topul băncilor cu cea mai bună reputație*, disponibil la [http://www.gfk-ro.com/public\\_relations/press/multiple\\_pg/011232/index.ro.html](http://www.gfk-ro.com/public_relations/press/multiple_pg/011232/index.ro.html)
21. *GRI a publicat șase noi suplimente sectoriale pentru versiunea G4 a standardului său*, disponibil la <http://www.responsabilitatesociala.ro/stiri-csr/gri-a-publicat-6-noi-suplimente-sectoriale-pentru-versiunea-g4-a-standardului-sau.html>
22. *Guvernanța corporativă Petrom*, articol disponibil la [http://www.petrom.com/portal/01/petromcom/petromcom/Petrom/Investor\\_Relations/Corporate\\_Governance](http://www.petrom.com/portal/01/petromcom/petromcom/Petrom/Investor_Relations/Corporate_Governance)
23. Interviu cu Mona Nicolici în Dilema Veche, disponibil la <http://dilemaveche.ro/sectiune/tilc-show/articol/o-iei-capat-nu-mai-renunti-interviu-mona-nicolici>
24. Interviu cu Mona Nicolici în Revista de Economie Socială, Vol. III, Nr. 2/2013, disponibil la <http://profitpentruoameni.ro/wp-content/uploads/2013/05/06-ANTREPRENORIATUL-SOCIAL-ESTE-O-SOLUTIE-PE-TERMEN-LUNG.pdf>
25. Interviu cu Mona Nicolici pentru EurActiv.ro, disponibil la [http://www.euractiv.ro/uniunea-europeana/articles%7CdisplayArticle/articleID\\_15293/Mona-Nicolici-'Romania-sufera-de-promisiuni-neonorate'.html](http://www.euractiv.ro/uniunea-europeana/articles%7CdisplayArticle/articleID_15293/Mona-Nicolici-'Romania-sufera-de-promisiuni-neonorate'.html)
26. Interviu cu Mona Nicolici, *Principalele tendințe de CSR în 2013 (II)*, articol disponibil la <http://www.responsabilitatesociala.ro/editoriale/principalele-tendinte-in-csr-in-2013-ii.html>
27. Jane Nelson, *Corporate citizenship in a global context*, Corporate social responsibility Initiative Working Paper No. 13 Cambridge, MA: John F. Kennedy School of Government, Harvard University, 2004, disponibil la [http://www.hks.harvard.edu/mrcbg/CSRI/publications/Workingpaper\\_13\\_nelson.pdf](http://www.hks.harvard.edu/mrcbg/CSRI/publications/Workingpaper_13_nelson.pdf)

28. KPMV validează Managementul Conformității în OMV Petrom, 2013, articol disponibil la [http://m.petrom.com/portal/01/petromcom/petromcom/Petrom/Press\\_Room/Press\\_Archive\\_Corporate/Corporate\\_News\\_2013/!ut/p/b1/04\\_SjzQ0MrU0MzI0NDHQj9CPyksy0xPLMnMz0vMAfGjzOLNDSxNjIwNjCwNHJ1cDTzNnfwMjXx8jAwMQBqigQp8DSw93DxDjUIdTt9DNzc3C09DCCAkP7gonx9P4\\_83FT93KgcC0dHRUAQqNJbQ!!/d14/d5/L0IDU0lKSmdrS0NsRUpDZ3BSQ2dwUkNTQS9ZSVVJQUFJSUIJTU1JS0VFQUFDR09HT0NHSUJKRkpGQkpORE5EQk5ISUVBTExBISEvNEczYUQyZ2p2eWhDa3lGTU5RaWt5RktOUmprS2NhZ21Rb2dnL1o3XzcvOTQyMzAyOTBBQkUwSTdCTjEyTEwyMDA2LzAvaWJtLmludi8yNjM4NTEzODg5MTMvc3BmX0FjdGlvbk5hbWUvc3BmX0FjdGlvbkxpc3RlbtVyl3NwZl9zdHJ1dHNBY3Rp24vITJmc2hvd2RldGFpbGNvbnRlbnQuZG8!?contentid=1255754157646&site=PETROM\\_Corporate&templatename=Simple\\_Article&](http://m.petrom.com/portal/01/petromcom/petromcom/Petrom/Press_Room/Press_Archive_Corporate/Corporate_News_2013/!ut/p/b1/04_SjzQ0MrU0MzI0NDHQj9CPyksy0xPLMnMz0vMAfGjzOLNDSxNjIwNjCwNHJ1cDTzNnfwMjXx8jAwMQBqigQp8DSw93DxDjUIdTt9DNzc3C09DCCAkP7gonx9P4_83FT93KgcC0dHRUAQqNJbQ!!/d14/d5/L0IDU0lKSmdrS0NsRUpDZ3BSQ2dwUkNTQS9ZSVVJQUFJSUIJTU1JS0VFQUFDR09HT0NHSUJKRkpGQkpORE5EQk5ISUVBTExBISEvNEczYUQyZ2p2eWhDa3lGTU5RaWt5RktOUmprS2NhZ21Rb2dnL1o3XzcvOTQyMzAyOTBBQkUwSTdCTjEyTEwyMDA2LzAvaWJtLmludi8yNjM4NTEzODg5MTMvc3BmX0FjdGlvbk5hbWUvc3BmX0FjdGlvbkxpc3RlbtVyl3NwZl9zdHJ1dHNBY3Rp24vITJmc2hvd2RldGFpbGNvbnRlbnQuZG8!?contentid=1255754157646&site=PETROM_Corporate&templatename=Simple_Article&)
29. MURTHY, Bhanu K.V., *Business ethics and corporate responsibility: a new perspective*, Munich Personal RePEc Archive, 2007, disponibil la [http://mpra.ub.uni-muenchen.de/2634/1/MPRA\\_paper\\_2634.pdf](http://mpra.ub.uni-muenchen.de/2634/1/MPRA_paper_2634.pdf)
30. Nazan Yelkikalan, Can Kose, *The Effects of the financial crisis on corporate social responsibility*, International Journal of Business and Social Science, Vol. 3, No. 3, 2012, disponibil la [http://www.ijbssnet.com/journals/Vol\\_3\\_No\\_3\\_February\\_2012/31.pdf](http://www.ijbssnet.com/journals/Vol_3_No_3_February_2012/31.pdf)
31. Parlamentul European a adoptat Directiva privind raportarea non-financiară, <http://www.responsabilitatesociala.ro/stiri-csr/parlamentul-european-a-adoptat-directiva-privind-raportarea-non-financiara.html>
32. Petrom și Romgaz au semnat protocolul privind contribuția la Fondul Social, articol disponibil la [http://www.money.ro/petrom-si-romgaz-au-semnat-protocolul-privind-contributia-la-fondul-social\\_33942.html](http://www.money.ro/petrom-si-romgaz-au-semnat-protocolul-privind-contributia-la-fondul-social_33942.html)
33. Relația cu investitorii, articol disponibil la [http://www.petrom.com/portal/01/petromcom/petromcom/Petrom/Investor\\_Relation\\_S](http://www.petrom.com/portal/01/petromcom/petromcom/Petrom/Investor_Relation_S)
34. Revista Capital, <http://www.capital.ro/mariana-gheorghe-omv-petrom-este-mai-mare-decat-dacia.html>
35. Revista Green Report, *Nevoia de CSR Transformational*, nr. 45, 2013, disponibil la <http://www.green-report.ro/nevoia-de-csr-transformational-4/>

36. Sandra Waddock, *Making corporate citizenship real*, The Journal of Corporate Citizenship, Issue 9, 2003, disponibil la <http://www.greenleaf-publishing.com/content/jccsampl.pdf>
37. Stilpon Nestor, *International efforts to improve corporate governance: why and how*, OECD 2001, disponibil la <http://www1.oecd.org/corporate/ca/corporategovernanceprinciples/1932028.pdf>
38. Ziarul Financiar, *Topul celor mai valoroase companii din România în 2012*, <http://www.zf.ro/companii/topul-celor-mai-valoroase-companii-din-romania-in-2012-10342566>

#### **IV. Documents:**

1. 2013 CSR Report, *A world of responsibilities „social, societal & environmental”*, disponibil la <http://group.renault.com/wp-content/uploads/2014/04/rapport-rse-en.pdf>
2. Afep/Medef, *Corporate governance code of listed corporations*, 2013, disponibil la <http://www.total.com/sites/default/files/atoms/file/AFEP-MEDEFcode>
3. Banca Națională a României, Institutul Național de Statistică, *Investițiile Străine Directe în România în anul 2012*, București, 2013, disponibil la [http://www.bnro.ro/Investitii-straine-direkte-\(ISD\)-in-Romania-3174.aspx](http://www.bnro.ro/Investitii-straine-direkte-(ISD)-in-Romania-3174.aspx)
4. *Cadrul de guvernanță corporativă pentru societățile europene: este nevoie de îmbunătățiri?*, disponibil la [http://europa.eu/rapid/press-release\\_IP-11-404\\_ro.htm?locale=en](http://europa.eu/rapid/press-release_IP-11-404_ro.htm?locale=en)
5. *Carte Verde. Cadrul de guvernanță corporativă al Uniunii Europene*, 2011, disponibil la [http://ec.europa.eu/internal\\_market/company/docs/modern/com2011-164\\_ro.pdf](http://ec.europa.eu/internal_market/company/docs/modern/com2011-164_ro.pdf)
6. Cartea Etică Renault, disponibilă la <http://group.renault.com/wp-content/uploads/2014/04/charter-etique-roumain.pdf>
7. Cartea Responsabilității Sociale Corporative. Rapoarte scurte ale companiilor românești, *Good CSR 2009*, disponibil la <https://www.orange.ro/files/orange-csr.pdf>
8. Cliffe Dekker Attorneys, *King Report on Corporate Governance for South Africa*, 2002, disponibil la [http://www.mervynking.co.za/downloads/CD\\_King2.pdf](http://www.mervynking.co.za/downloads/CD_King2.pdf)

9. Comisia Comunităților Europene, *Comunicarea Comisiei către Consiliu, Parlamentul European, Comitetul Economic și Social European și Comitetul Regiunilor „Gândiți mai întâi la scară mică”*: *Prioritate pentru IMM-uri, Un „Small Business Act” pentru Europa, 2008*, disponibil la <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2008:0394:FIN:RO:PDF>
10. Comisia Europeană a lansat două ghiduri pentru a îmbunătăți guvernanța corporativă, <http://www.responsabilitatesociala.ro/stiri-csr/comisia-europeana-a-lansat-doua-ghiduri-pentru-a-imbunatatii-governanta-corporativa.html>
11. Comisia Europeană, *Actul privind piața unică*, [http://ec.europa.eu/internal\\_market/smact/index\\_ro.htm#maincontentSec3](http://ec.europa.eu/internal_market/smact/index_ro.htm#maincontentSec3)
12. Comisia Europeană, *Comisia prezintă etapele viitoare către realizarea unei Uniuni economice și monetare profunde și veritabile*, disponibil la [http://europa.eu/rapid/press-release\\_IP-13-248\\_ro.htm](http://europa.eu/rapid/press-release_IP-13-248_ro.htm)
13. Comisia Europeană, *Comunicat de presă: Comisia Europeană intenționează să modernizeze dreptul european al societăților comerciale și guvernanța corporativă*, 2012, disponibil la [http://europa.eu/rapid/press-release\\_IP-12-1340\\_ro.htm](http://europa.eu/rapid/press-release_IP-12-1340_ro.htm)
14. Comisia Europeană, *Proiect pentru o Uniune economică și monetară profundă și veritabilă: lansarea unei dezbateri la nivel european*, disponibil la [http://europa.eu/rapid/press-release\\_IP-12-1272\\_ro.htm](http://europa.eu/rapid/press-release_IP-12-1272_ro.htm)
15. Commission of the European Communities, Communication from the Commission to the European Parliament, the Council and the European Economic and Social Committee, *Implementing the Partnership and Jobs: Making Europe a pole of excellence on corporate social responsibility*, 2006, disponibil la <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2006:0136:FIN:EN:PDF>
16. Commission of the European Communities, *Green Paper. Promoting a European framework for Corporate Social Responsibility*, 2001, disponibil la <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2001:0366:FIN:EN:PDF>
17. Committing Together for Sustainable Growth and Development, „Global framework agreement on social, societal and environmental responsibility between the Renault Group, the Renault Group Works’Council and InstriALL Global Union”, disponibil la <http://group.renault.com/wp-content/uploads/2014/07/global-framework-agreement-july-2013.pdf>

18. Comunicare a Comisiei „*Europa 2020*”: *O strategie europeană pentru o creștere intelligentă, ecologică și favorabilă incluziunii*, disponibil la [http://ec.europa.eu/archives/growthandjobs\\_2009/pdf/complet\\_ro.pdf](http://ec.europa.eu/archives/growthandjobs_2009/pdf/complet_ro.pdf)
19. Comunicare a Comisiei către Parlamentul European, Consiliu, Comitetul Economic și Social și Comitetul Regiunilor, *O nouă strategie a UE (2011-2014) pentru responsabilitatea socială a întreprinderilor*, disponibilă la <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2011:0681:FIN:RO:PDF>
20. Comunicare a Comisiei către Parlamentul European, Consiliu, Comitetul Economic și Social și Comitetul Regiunilor, *Către un Act privind piața unică. Pentru o economie socială de piață cu grad ridicat de competitivitate*, 2010, disponibil la <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2010:0608:FIN:RO:PDF>
21. Comunicare a Comisiei către Parlamentul European, Consiliu, Comitetul Economic și Social European și Comitetul Regiunilor, *Analiza anuală a creșterii: formularea răspunsului cuprinsător al Uniunii Europene la criză*, 2011, disponibil la [http://ec.europa.eu/europe2020/pdf/ro\\_final.pdf](http://ec.europa.eu/europe2020/pdf/ro_final.pdf)
22. Comunicare a Comisiei, *Analiza anuală a creșterii pentru 2012*, disponibil la [http://ec.europa.eu/europe2020/pdf/annual\\_growth\\_survey\\_ro.pdf](http://ec.europa.eu/europe2020/pdf/annual_growth_survey_ro.pdf)
23. Comunicare a Comisiei, *Analiza anuală a creșterii pentru 2013*, disponibil la [http://ec.europa.eu/europe2020/pdf/ags2013\\_ro.pdf](http://ec.europa.eu/europe2020/pdf/ags2013_ro.pdf)
24. Comunicare a Comisiei, *Analiza anuală a creșterii pentru 2014*, disponibil la [http://ec.europa.eu/europe2020/pdf/2014/ags2014\\_ro.pdf](http://ec.europa.eu/europe2020/pdf/2014/ags2014_ro.pdf)
25. *Corporate Social Responsibility. National public policies in the European Union*, European Commission, Directorate – General for Employment, Social Affairs and Equal opportunities, 2007
26. Consiliul European, *Către o veritabilă Uniune economică și monetară. Raportul președintelui Consiliului European, Herman Van Rompuy*, 2012, disponibil la [http://www.consilium.europa.eu/uedocs/cms\\_data/docs/pressdata/RO/ec/131297.pdf](http://www.consilium.europa.eu/uedocs/cms_data/docs/pressdata/RO/ec/131297.pdf)
27. Consiliul Uniunii Europene, *Raport final al grupului operativ*, 2010, disponibil la [http://www.consilium.europa.eu/uedocs/cms\\_data/docs/pressdata/RO/ec/117447.pdf](http://www.consilium.europa.eu/uedocs/cms_data/docs/pressdata/RO/ec/117447.pdf)
28. *Declarația de Mediu Dacia Renault*, disponibilă la [http://www.daciagroup.com/sites/default/files/declaratia\\_de\\_mediul\\_dacia.pdf](http://www.daciagroup.com/sites/default/files/declaratia_de_mediul_dacia.pdf)

29. *Declarația privind conformarea cu prevederile Codului de Guvernanță Corporativă*,  
[http://www.bancatransilvania.ro/uploads/Declaratia\\_privind\\_conformarea\\_cu\\_prevederile\\_Codului\\_de\\_Guvernanta\\_Corporativa1.pdf](http://www.bancatransilvania.ro/uploads/Declaratia_privind_conformarea_cu_prevederile_Codului_de_Guvernanta_Corporativa1.pdf)
30. Directiva 2006/46/CE a Parlamentului European și a Consiliului din 14 iunie 2006 de modificare a Directivei 78/660/CEE a Consiliului privind conturile anuale ale anumitor forme de societăți comerciale, a Directivei 83/347/CEE a Consiliului privind conturile anuale și conturile consolidate ale băncilor și ale altor instituții financiare și a Directivei 91/674/CEE a Consiliului privind situațiile financiare anuale și situațiile financiare consolidate ale întreprinderilor de asigurare, disponibil la <http://eur-lex.europa.eu/legal-content/RO/TXT/?uri=CELEX:32006L0046>
31. Directiva 2013/34/UE a Parlamentului European și a Consiliului din 26 iunie 2013 privind situațiile financiare anuale, situațiile financiare consolidate și rapoartele conexe ale anumitor tipuri de întreprinderi, de modificare a Directivei 2006/43/CE a Parlamentului European și a Consiliului și de abrogare a Directivelor 78/660/CEE și 83/349/CEE ale Consiliului, disponibil la <http://eur-lex.europa.eu/legal-content/RO/TXT/PDF/?uri=CELEX:32013L0034&from=EN>
32. European Commission, *A Blueprint for a deep and genuine Economic and Monetary Union: Launching a European debate*, disponibil la [http://europa.eu/rapid/press-release\\_IP-12-1272\\_en.htm](http://europa.eu/rapid/press-release_IP-12-1272_en.htm)
33. European Commission, *ABC of the main instruments of Corporate Social Responsibility*, Luxembourg: Office for Official Publications of the European Communities, 2004
34. European Commission, *Enhancing the EU corporate governance framework*, 2013, disponibil la [http://ec.europa.eu/governance/impact/planned\\_ia/docs/2013\\_markt\\_033\\_corporate\\_governance\\_framework\\_en.pdf](http://ec.europa.eu/governance/impact/planned_ia/docs/2013_markt_033_corporate_governance_framework_en.pdf)
35. European Commission, *Improving corporate governance: Europe's largest companies will have to be more transparent about how they operate*, 2014, [http://europa.eu/rapid/press-release\\_STATEMENT-14-124\\_en.htm](http://europa.eu/rapid/press-release_STATEMENT-14-124_en.htm)
36. European Commission, *Non-financial reporting*, [http://ec.europa.eu/internal\\_market/accounting/non-financial\\_reporting/index\\_en.htm](http://ec.europa.eu/internal_market/accounting/non-financial_reporting/index_en.htm)

37. European Commission, *Economic governance*, disponibil la [http://ec.europa.eu/europe2020/europe-2020-in-a-nutshell/priorities/economic-governance/index\\_en.htm](http://ec.europa.eu/europe2020/europe-2020-in-a-nutshell/priorities/economic-governance/index_en.htm)
38. European Commission, *Revision of the shareholders' rights Directive* (2007/37/EC), 2013, disponibil la [http://ec.europa.eu/governance/impact/planned\\_ia/docs/2013\\_markt\\_034\\_shareholders\\_rights\\_directive\\_en.pdf](http://ec.europa.eu/governance/impact/planned_ia/docs/2013_markt_034_shareholders_rights_directive_en.pdf)
39. European Commission, *The EU's economic governance explained*, disponibil la [http://europa.eu/rapid/press-release\\_MEMO-13-979\\_en.htm](http://europa.eu/rapid/press-release_MEMO-13-979_en.htm)
40. European Parliament, *Report on Corporate Social Responsibility: promoting society's interests and a route to sustainable and inclusive recovery*, 2013, disponibil la [http://www.europarl.europa.eu/sides/getDoc.do?type=REPORT&mode=XML&reference=A7-2013-23&language=EN#\\_part1\\_def2](http://www.europarl.europa.eu/sides/getDoc.do?type=REPORT&mode=XML&reference=A7-2013-23&language=EN#_part1_def2)
41. Forum for the Future, *The five capitals model – a framework for sustainability*, disponibil la <http://www.forumforthefuture.org/project/five-capitals/overview>
42. *Ghidul de etică Orange*, disponibil la [https://www.orange.ro/about/ghidul\\_de\\_etica\\_orange-ro.html](https://www.orange.ro/about/ghidul_de_etica_orange-ro.html)
43. Global Reporting Initiative, *G4 Sustainability Reporting Guidelines. Reporting principles and standard disclosures*, disponibil la <https://www.globalreporting.org/reporting/g4/Pages/default.aspx>
44. Global Reporting Initiative, *GRI and ISO 26000: How to use the GRI Guidelines in conjunction with ISO 26000*, disponibil la <https://www.globalreporting.org/resourcelibrary/How-To-Use-the-GRI-Guidelines-In-Conjunction-With-ISO26000.pdf>
45. Global Reporting Initiative, *Sustainability Reporting Guidelines*, 2002, disponibil la [http://rsuniversitaria.org/web/images/stories/Documentos\\_antiguos/gri02.pdf](http://rsuniversitaria.org/web/images/stories/Documentos_antiguos/gri02.pdf)
46. Good CSR 2009, *Carta Responsabilității Sociale Corporative*, Braun & Partners SRL, Ungaria.
47. Guvernul României, Programul Națiunilor Unite pentru Dezvoltare, *Strategia Națională pentru Dezvoltare Durabilă a României. Orizonturi 2013-2020-2030*, București, 2008, disponibil la <http://strategia.ncsd.ro/docs/sndd-final-ro.pdf>

48. Hotărâre nr. 924 din 14 august 2003 privind aprobarea Strategiei de privatizare și suplimentarea serviciilor de consultanță pentru privatizarea Societății Naționale a Petrolului „Petrom” – S.A. București, disponibil la [http://www.cdep.ro/pls/legis/legis\\_pck.htm\\_act\\_text?idt=50009](http://www.cdep.ro/pls/legis/legis_pck.htm_act_text?idt=50009)
49. *Industria Energetică, Factor de Creștere Economică a României*, București, 2011, Geastrategy & Consulting, disponibil la <http://petromraport2010.webstyler.ro/gea/viewer.php?lng=RO>
50. ISO 26000:2010, *Guidance on social responsibility*, [http://www.iso.org/iso/catalogue\\_detail?csnumber=42546](http://www.iso.org/iso/catalogue_detail?csnumber=42546)
51. Legea nr. 31 din 16 noiembrie 1990 privind societățile comerciale, disponibilă la [http://www.cdep.ro/pls/legis/legis\\_pck.htm\\_act\\_text?idt=59637](http://www.cdep.ro/pls/legis/legis_pck.htm_act_text?idt=59637)
52. Legea nr. 441 din 27 noiembrie 2006 pentru modificarea și completarea legii nr. 31/1990 privind societățile comerciale, republicată și a Legii nr. 26/1990 privind registrul comerțului, republicată, disponibilă la [http://www.cdep.ro/pls/legis/legis\\_pck.htm\\_act?id=68308](http://www.cdep.ro/pls/legis/legis_pck.htm_act?id=68308)
53. Legea Petrolului, disponibilă la [http://www.cdep.ro/proiecte/2004/100/70/2/leg\\_pl172\\_04.pdf](http://www.cdep.ro/proiecte/2004/100/70/2/leg_pl172_04.pdf)
54. OECD *Guidelines for Multinational Enterprises*, 2011 Edition, disponibil la <http://www.oecd.org/daf/inv/mne/48004323.pdf>
55. OECD *Investment Policy Reviews: China 2008*, disponibil la <http://www.oecd.org/daf/inv/investmentfordevelopment/41734421.pdf>
56. OECD *Principles for Integrity in Public Procurement*, 2009, disponibil la <http://www.oecd.org/gov/ethics/48994520.pdf>
57. OECD, *Convention on combating bribery of foreign public officials in international business transactions*, 2011, disponibil la [http://www.oecd.org/daf/anti-bribery/ConvCombatBribery\\_ENG.pdf](http://www.oecd.org/daf/anti-bribery/ConvCombatBribery_ENG.pdf)
58. OECD, *Guvernanța corporativă în România*, 2001, disponibil la <http://www.oecd.org/daf/ca/corporategovernanceprinciples/2390809.pdf>
59. OECD, *OECD Principles of Corporate Governance*, 2004, disponibil la <http://www.oecd.org/corporate/ca/corporategovernanceprinciples/31557724.pdf>
60. OECD, *OECD Strategic Response to the Financial and Economic Crisis. Contributions to the global effort*, 2009, disponibil la <http://www.oecd.org/economy/42061463.pdf>

61. OECD, *Tackling the crisis - a strategic response*, disponibil la <http://www.oecd.org/corporate/tacklingthecrisisastrategicresponse.htm>
62. OECD, *The Road to Recovery. Update the OECD's Strategic Response to the Financial and Economic Crisis*, 2009, disponibil la <http://www.oecd.org/economy/42528786.pdf>
63. Orange România, *Raport de responsabilitate corporativă* 2006, disponibil la [https://www.orange.ro/about/2006\\_raport\\_csr.pdf](https://www.orange.ro/about/2006_raport_csr.pdf)
64. OCDE, *Pact de Stabilitate. Acordul Europei de Sud-Est pentru reformă, investiții, integritate și creștere economică. Cartea Albă a Administrării Corporațiilor în Sud-Est Europei*, disponibil la <http://www.oecd.org/daf/ca/corporategovernanceprinciples/19813511.pdf>
65. Parlamentul European, *Raport referitor la responsabilitatea socială a întreprinderilor: un comportament responsabil și transparent al întreprinderilor și o creștere economică durabilă*, 2013, disponibil la <http://www.europarl.europa.eu/sides/getDoc.do?pubRef=-//EP//NONSGML+REPORT+A7-2013-0017+0+DOC+PDF+V0//RO>
66. Parlamentul European, *Rezoluția Parlamentului referitoare la responsabilitatea socială a întreprinderilor: promovarea intereselor societății și a unei căi spre o redresare economică sustenabilă și cuprinzătoare*, 2013, disponibil la <http://www.europarl.europa.eu/sides/getDoc.do?pubRef=-//EP//TEXT+TA+P7-TA-2013-0050+0+DOC+XML+V0//RO>
67. *Politica de mediu Dacia*, disponibilă la <http://www.daciagroup.com/responsabilitate-sociala/politica-de-mediul-dacia>
68. *Raport Anual 2007. Modernizare și dezvoltare durabilă*, disponibil la <http://petromraport2013.webstyler.ro/files/library/RA%202007%20-%20RO.pdf>
69. *Raport Anual 2009 Petrom*, disponibil la [http://petrom.webstyler.ro/files/library/RA\\_2009-RO.pdf](http://petrom.webstyler.ro/files/library/RA_2009-RO.pdf)
70. *Raport Anual 2010 Petrom. Obiectivele și direcțiile noastre strategice*, disponibil la <http://petromraport2011.webstyler.ro/RO/Pagini/Company/Our-strategic-directions-and-objectives/print-10.html>
71. *Raport Anual Petrom 2002*, disponibil la <http://www.petrom.com/SecurityServlet/secure?cid=1190047024223&lang=ro&swa>

[site=wps.vp.petromcom&swa\\_nav=OMV+Petrom%7C%7CInvestor+Relations%7C%7CInvestor+Reports+and+Presentations%7C%7CAnnual+Reports%7C%7C&swa\\_pid=%5BObjectIDImpl%27Z6\\_0058QJAC2E0GIHMHRM10000000%27%2C+CONTENT\\_NODE%2C+VP%3A+6491%2C+%5BDomain%3A+rel%5D%2C+DB%3A+5B19-0017A4A762C20128A38DDB0600000000%5D&swa\\_lang=ro](http://www.petrom.com/SecurityServlet/secure?cid=1255756754997&lang=ro&swa_site=wps.vp.petromcom&swa_nav=OMV+Petrom%7C%7CInvestor+Relations%7C%7CInvestor+Reports+and+Presentations%7C%7CAnnual+Reports%7C%7C&swa_pid=%5BObjectIDImpl%27Z6_0058QJAC2E0GIHMHRM10000000%27%2C+CONTENT_NODE%2C+VP%3A+6491%2C+%5BDomain%3A+rel%5D%2C+DB%3A+5B19-0017A4A762C20128A38DDB0600000000%5D&swa_lang=ro)

72. Raport Anual Petrom 2008, disponibil la <http://petrom.webstyler.ro/2008/raport-anual-iframe/pdf/ro/all.pdf>
73. Raport Anual Petrom 2010, disponibil la <http://petromraport2010.webstyler.ro/files/library/RA%202010%20-%20RO.pdf>
74. Raport Anual Petrom 2011, disponibil la <http://petromraport2011.webstyler.ro/files/library/RA%202011%20-%20RO.pdf>
75. Raport Anual Petrom, 2013, disponibil la <http://petromraport2013.webstyler.ro/files/library/Raport%20anual%20Petrom%20Grupe%202013.pdf>
76. Raport Anual, Petrom în miscare în 2006, disponibil la <http://petromraport2013.webstyler.ro/files/library/RA%202006%20-%20RO.pdf>
77. Raport CSR Petrom 2011, Petrom 2011: Implicarea noastră în comunitate, disponibil la [http://www.petrom.com/SecurityServlet/secure?cid=1255756754997&lang=ro&swa\\_site=wps.vp.petromcom&swa\\_nav=OMV+Petrom%7C%7CSustainability%7C%7CSustainability+Report%7C%7CCommunity+involvement+reports%7C%7CCommunity+involvement+report+2011%7C%7C&swa\\_pid=%5BObjectIDImpl%27Z6\\_7094230290KG70A8ETREHM2G34%27%2C+CONTENT\\_NODE%2C+VP%3A+6491%2C+%5BDomain%3A+rel%5D%2C+DB%3A+5B19-07242206100950788042AE6F17AD8083%5D&swa\\_lang=ro](http://www.petrom.com/SecurityServlet/secure?cid=1255756754997&lang=ro&swa_site=wps.vp.petromcom&swa_nav=OMV+Petrom%7C%7CSustainability%7C%7CSustainability+Report%7C%7CCommunity+involvement+reports%7C%7CCommunity+involvement+report+2011%7C%7C&swa_pid=%5BObjectIDImpl%27Z6_7094230290KG70A8ETREHM2G34%27%2C+CONTENT_NODE%2C+VP%3A+6491%2C+%5BDomain%3A+rel%5D%2C+DB%3A+5B19-07242206100950788042AE6F17AD8083%5D&swa_lang=ro)
78. Raport de Dezvoltare Durabilă Petrom 2011: Fapte și Cifre, disponibil la [http://www.petrom.com/SecurityServlet/secure?cid=1255739406493&lang=ro&swa\\_id=31125780347.69534&swa\\_site=wps.vp.petromcom](http://www.petrom.com/SecurityServlet/secure?cid=1255739406493&lang=ro&swa_id=31125780347.69534&swa_site=wps.vp.petromcom)
79. Raport privind dezvoltarea durabilă pe anul 2012, disponibil la [http://www.petrom.com/portal/01/petromcom/petromcom/Petrom/Sustainability/Sustainability\\_Report#2012](http://www.petrom.com/portal/01/petromcom/petromcom/Petrom/Sustainability/Sustainability_Report#2012)

80. *Raportul Consiliului de Administrație al Băncii Transilvania*, 2012, disponibil la [http://www.bancatransilvania.ro/uploads/RAPORT\\_ADMINISTRATORI\\_BT\\_AN\\_2012\\_final\\_CA\\_x.pdf](http://www.bancatransilvania.ro/uploads/RAPORT_ADMINISTRATORI_BT_AN_2012_final_CA_x.pdf)
81. *Raportul Consiliului de Administrație al Băncii Transilvania*, 2011, disponibil la [https://www.bancatransilvania.ro/uploads/Raportul\\_Administratorilor\\_.pdf](https://www.bancatransilvania.ro/uploads/Raportul_Administratorilor_.pdf)
82. Recomandarea Comisiei din 9 aprilie 2014 privind calitatea raportării cu privire la guvernanța corporativă („conformare sau justificare”), 2014/208/UE, disponibil la <http://eur-lex.europa.eu/legal-content/RO/TXT/PDF/?uri=CELEX:32014H0208&from=EN>
83. *Report of the Committee on the Financial Aspects of Corporate Governance*, 1992, disponibil la <http://www.ecgi.org/codes/documents/cadbury.pdf>
84. *Report of the Committee on the Financial Aspects of Corporate Governance*, Burgess Science Press, Great Britain, 1992, disponibil la <https://www.sec.gov/about/laws/soa2002.pdf>
85. S.C. Automobile DACIA S.A., *Consiliul de Administrație. Raport de gestiune*, 2011, disponibil la [http://www.daciagroup.com/sites/default/files/raport\\_de\\_gestiune\\_ca\\_31.12.2011.pdf](http://www.daciagroup.com/sites/default/files/raport_de_gestiune_ca_31.12.2011.pdf)
86. *Sarbanes-Oxley Act of 2002*, disponibil la <https://www.sec.gov/about/laws/soa2002.pdf>
87. *Statutul de Guvernanță Corporativă al OMV Petrom*, disponibil la [http://www.petrom.com/SecurityServlet/secure?cid=1255738717331&lang=ro&sوا\\_id=742303823212.8757&sوا\\_site=wps.vp.petromcom](http://www.petrom.com/SecurityServlet/secure?cid=1255738717331&lang=ro&sوا_id=742303823212.8757&sوا_site=wps.vp.petromcom)
88. Strategia Națională de promovare a Responsabilității Sociale 2011-2016, disponibil la <http://csr.ccir.ro/noutati/stiri/9-uncategorised/89-strategia-nationala-de-promovare-a-responsabilitatii-sociale-2011-2016>
89. *Strategia Națională de promovare a Responsabilității Sociale*, 2011-2016, disponibil la <http://www.sgg.ro/nlegislativ/docs/2011/05/2x4bdfjnwskv89h17pzq.pdf>
90. Strategia Petrom 2021, *Performanță durabilă pentru creștere*, disponibil la [http://www.petrom.com/SecurityServlet/secure?cid=1255740056890&lang=ro&sوا\\_id=31125780347.69534&sوا\\_site=wps.vp.petromcom](http://www.petrom.com/SecurityServlet/secure?cid=1255740056890&lang=ro&sوا_id=31125780347.69534&sوا_site=wps.vp.petromcom)

91. The Global Compact, Global Corporate Governance Forum, International Finance Corporation, *Corporate governance. The foundation for corporate citizenship and sustainable businesses*, 2009, disponibil la [http://www.unglobalcompact.org/docs/issues\\_doc/Corporate\\_Governance/Corporate\\_Governance\\_IFC\\_UNGC.pdf](http://www.unglobalcompact.org/docs/issues_doc/Corporate_Governance/Corporate_Governance_IFC_UNGC.pdf)
92. The Global Compact, Global Corporate Governance Forum, International Finance Corporation, *Corporate governance. The foundation for corporate citizenship and sustainable businesses*, 2009, disponibil la [http://www.unglobalcompact.org/docs/issues\\_doc/Corporate\\_Governance/Corporate\\_Governance\\_IFC\\_UNGC.pdf](http://www.unglobalcompact.org/docs/issues_doc/Corporate_Governance/Corporate_Governance_IFC_UNGC.pdf)
93. *Tratatul privind Stabilitatea, Coordonarea și Guvernanța în cadrul Uniunii Economice și Monetare*, disponibil la [http://www.european-council.europa.eu/media/639164/18\\_tscg.ro.12.pdf](http://www.european-council.europa.eu/media/639164/18_tscg.ro.12.pdf)
94. United Nations Global Compact, *Global Corporate Sustainability Report*, 2013, disponibil la [http://www.unglobalcompact.org/docs/about\\_the\\_gc/Global\\_Corporate\\_Sustainability\\_Report2013.pdf](http://www.unglobalcompact.org/docs/about_the_gc/Global_Corporate_Sustainability_Report2013.pdf)
95. United Nations Global Compact, *Strategy 2014-2016*, disponibil la <http://www.culturarsc.com/RSC/UNGlobalCompactStrategy2014-2016.pdf>
96. United Nations, General Assembly, *Resolution adopted by the General Assembly*, 2005, disponibil la <http://www.un.org/womenwatch/ods/A-RES-60-1-E.pdf>
97. United Nations, Report of the United Nations Conference on Environment and Development, *Rio Declaration on Environment and Development*, 1992, disponibil la <http://www.un.org/documents/ga/conf151/aconf15126-1annex1.htm>
98. United Nations, *Report of the World Commission on Environment and Development: Our Common Future*, 1987, disponibil la <http://www.un-documents.net/our-common-future.pdf>
99. World Economic Forum, *Faith and the Global Agenda. Values for the Post-Crisis Economy*, 2010, disponibil la [http://www3.weforum.org/docs/WEF\\_GAC\\_FaithValuesReport\\_2011.pdf](http://www3.weforum.org/docs/WEF_GAC_FaithValuesReport_2011.pdf)
100. World Economic Forum, *Global Corporate Citizenship: The leadership challenge for CEOs and boards*, disponibil la [http://www.weforum.org/pdf/GCCI/GCC\\_CEOstatement.pdf](http://www.weforum.org/pdf/GCCI/GCC_CEOstatement.pdf)