

Manuscript Submission Guidelines

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I. General Information: All papers submitted for publication should be written in proper English (American version of English is recommended, but not required). Also, please spell-check your entire paper before submission. Papers, which have spelling and/or grammar mistakes, will be a subject to the Manuscript Formatting Fee. Please do not alter the title of your manuscript or author name(s). We may suggest you to update the review of literature, or to revise other parts of your manuscript. See the attached sample manuscript of first page. in at our website www.AcademicOASIS.org). The Academic OASIS must receive your manuscript and completed registration with the applicable fees within FOUR weeks from the acceptance date of your paper or by the last date for Regular Conference Registration, whichever is earlier. **NOTE: IF YOUR MANUSCRIPT IS NOT PREPARED AS PER THE GUIDELINES BELOW, you can choose either to pay the Manuscript Formatting Fee (as per the Conference Fee schedule), and the Academic OASIS Academic Board will arrange for the manuscript to be properly formatted, or format the accepted paper on your own before its re-submission for actual publication.**

II. Page Setup: Select 8.5" x 11" size portrait-ONLY sheets with all margins 1" each. Use Arial 10-point font, single-spaced lines, justified style in MS Word. All data Tables/Figures must be in Portrait format ONLY, and they should be included in black a white color at the appropriate places of the body of the manuscript.

III. First Page: Paper TITLE, not exceeding two lines, must be CAPITALIZED AND CENTERED IN BOLD LETTERS using Arial 12-point font, single-spaced lines. The name and university/organizational affiliation of each author must be printed on one line each. Do NOT include titles such as, Dr., Professor, Ph.D., department, address, email address etc. Please print the word "ABSTRACT" in capitalized bold letters, left justified, and double-spaced from last author's name/affiliation. Abstract should be in italic. After abstract, please write **Keywords** for your paper. Please see the sample manuscript's first page below. **No Landscape formats permitted.**

IV. All other Headings: All other section headings starting with **INTRODUCTION** must be numbered, in capitalized bold letters, left justified, and double-spaced from last line above them. See the subsection headings in the sample manuscript.

V. Tables, Figures, and Charts: All tables, figures or charts must be inserted in the body of the manuscripts within the margins with headings/titles in centered **CAPITALIZED BOLD** letters. The Table/Figure lines must be printable to print the Table/Figure.

VI. References and Bibliography: All references listed in this section must be cited in the article, and all citations in the main body of the article must be referenced at the end of the manuscript. References should be shown within the text by giving the author's last name followed by a comma and year of publication all in round brackets, e.g. (Fox, 1994) or (Judge and Elenkov, 2005).

References should be complete and in the Harvard style!

They should contain full bibliographical details, and journal titles should not be abbreviated. For multiple citations in the same year use a, b, c immediately following the year of publication. Reference list should be prepared in **alphabetical order**, based on the authors' last names, as follows below. **No endnotes are allowed to be used, particularly in the reference section!**

Example for articles: Elenkov, D. 1997. "Strategic Uncertainty and Environmental Scanning: The Case for Institutional Influences on Scanning Behavior", *Strategic Management Journal*, vol. 18, no. 4, pp. 287-302. OR

Elenkov, D. and Manev, I. 2009. "Senior Expatriates Leadership's Effects on Innovation and the Role of Cultural Intelligence", *Journal of World Business*, vol. 44, no. 4, pp. 357-369.

Example for books: Elkington, J. 2001. *The Chrysalis Economy*, Capstone Publishing Ltd, Oxford, UK.

Example for chapter in edited book: surname, initials and year, "title", editor's surname, initials, title, publisher, place, pages, e.g. Elenkov, D. and Pimentel, J. R. 2008. "Social Intelligence, Emotional Intelligence, and Cultural Intelligence: An Integrative Perspective" in Ang, S. & Van Dyne, L. (Eds), *Handbook of Cultural Intelligence: Theory, Measurement, and Applications* (pp. 289-305) New York: M. E. Sharpe.

VII. AUTHOR PROFILE (CAPITALIZED BOLD letters/This is the last part of the manuscript)

Dr. Detelin S. Elenkov (Ph.D., Massachusetts Institute of Technology) is a Professor of Management and Norris Family Endowed Chair at Angelo State University, Texas. His areas of research include cross-cultural management, leadership, environmental scanning, and sustainable development. He has published several books and book chapters as well as numerous articles in academic journals, including *Academy of Management Journal*, *California Management Review*, *Strategic Management Journal*, *Journal of Management*, *Journal of International Business Studies*, *Journal of International Management*, *Journal of World Business*, etc.

VIII. Manuscript in General: Absolutely **no** footnotes allowed! Do **not** insert page numbers for the manuscript. ALL pages in PORTRAIT format only (**No Landscape formats permitted**.) Please do not forget to run **spelling and grammar check** for the completed paper. The Institute of Strategic and International Studies™ reserves the right to edit/alter the manuscript for editorial purpose(s).

Please refer closely to the Sample Manuscript's First Page, as shown on the next page of these guidelines.

ENVIRONMENTAL, SOCIAL AND FINANCIAL PERFORMANCE OF MULTINATIONAL CORPORATIONS: THEORY AND NEW EVIDENCE

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ABSTRACT

This paper focuses on the inherent interrelationships among the environmental practices, social policies, and financial performance of multinational corporations (MNCs). Stakeholders increasingly expect MNCs to utilize the principles of Triple Bottom Line (TBL) accountability. A systematic analysis of information on the recent practices and business performance of Coca-Cola and PepsiCo in India exemplifies the interconnection of environmental quality, social justice, and economic performance and highlights the necessity for TBL accountability.

Keywords: Multinational Corporations, Triple Bottom Line Accountability, Sustainable Development

1. INTRODUCTION

Major changes in the modern world are closely associated with a growing acceptance of the concept of sustainable development. A central point of this concept is the recognition that the long-term prosperity of humankind is contingent on corporations meeting societal expectations for corporate performance. These expectations emphasize simultaneously economic, environmental, and social corporate responsibilities (Clarke and Clegg, 2000; Elkington, 2001). Accordingly, the concept of sustainable development demands a deep shift in corporate values and business approaches, as well as combining internal and external views on corporate performance (Waddock and Smith, 2000).

This study draws on the theory of sustainable development and reports in the mass media, in order to analyze recent environmental problems which affected the economic performance of Coca-Cola and PepsiCo in India. These business reports substantiate the importance of a Triple Bottom Line (TBL) approach for corporations to increase transparency for social and environmental performance. Multinational corporations (MNCs) should consider adopting the principles of TBL accountability in order to improve their overall performance.

2. THEORY AND PRACTICE OF SUSTAINABLE DEVELOPMENT

The economist E.F. Schumacher, one of the founding fathers of sustainable development theory, argued that profitability alone is not an adequate measure of whether something is "economic" or not (Schumacher, 1973). He asserted that "a new economics is needed that takes into account not only the profitability of a given activity, but also its effect on society and the natural environment." Moreover, Schumacher (1973) coined and defined the term "natural capital" as the sum total of renewable and non-renewable resources, including the ecological systems and services that support life. Schumacher (1973) stated that a business would not consider itself to have achieved viability if its capital was rapidly being consumed. How then, asks Schumacher, can we overlook natural capital in any socially-responsibility evaluation of corporate performance? Carroll (1979), in turn, identified four types of corporate responsibilities: economic, legal, ethical, and discretionary.

2.1. Economic Responsibility

Economic responsibility is associated with financial performance and the provision of goods and services, while legal responsibility emphasizes compliance with the applicable laws and regulations.