

Sage Journals

We value your privacy

We and our [partners](#) store and/or access information on a device, such as cookies and process personal data, such as unique identifiers and standard information sent by a device for personalised ads and content, ad and content measurement, and audience insights, as well as to develop and improve products. With your permission we and our partners may use precise geolocation data and identification through device scanning. You may click to consent to our and our 845 partners' processing as described above.

Alternatively you may click to refuse to consent or access more detailed information and change your preferences before consenting. Please note that some processing of your personal data may not require your consent, but you have a right to object to such processing. Your preferences will apply to this website only. You can change your preferences at any time by returning to this site or visit our [privacy policy](#).

ACCEPT ALL

MORE OPTIONS

DECLINE ALL

Cutting, B., and A. Kouzmin, 2000, The emerging patterns of power in corporate governance: Back to the future in improving corporate decision making. *Journal of Managerial Psychology* 15(5): 477-511.

[Google Scholar](#)

Deakin, S., R. Hobbs, S. Konzelmann, and F. Wilkinson. 2002. Partnership, ownership and control: the impact of corporate governance on employment relations. *Employee Relations* 24: 335-52.

[Google Scholar](#)

De Geus, A. 1997. *The living company: Growth, learning and longevity in business*. London: Nicholas Brealey Publishing.

[Google Scholar](#)

Dodd, M. 1932. For whom are corporate managers trustees? *Harvard Business Review* 45: 1145-63.

[Google Scholar](#)

Francis, R., and A. Armstrong. 2003. Ethics as a risk management strategy: The Australian experience. *Journal of Business Ethics* 45(4): 375-85.

[Google Scholar](#)

Friedman, A.L., and S.V. Miles. 2002. Developing stakeholder theory. *Journal of Management Studies* 39(1): 1-22.

[Google Scholar](#)

Galbreath, J. 2006. Does primary stakeholder management positively affect the bottom line?: Some evidence from Australia. *Management Decision* 44(8): 1106-121.

[Google Scholar](#)

Gettler, L. 2002a. It all comes down to bank ability. *Sydney Morning Herald*, 28 October. www.smh.com.au/articles/2002/10/28/1035683351273.html (accessed 1 April 2008).

[Google Scholar](#)

Gettler, L. 2002b. Bringing more family into work. *Sydney Morning Herald*, 28 October. www.smh.com.au/articles/2002/10/28.1035683351466.html (accessed 15 April 2008).

[Google Scholar](#)

Gettler, L. 2002c. Why the bogies came in at par. *Sydney Morning Herald*, 28 October.
www.smh.com.au/articles/2002/10/28.1035683352283.html (accessed 15 April 2008).

[Google Scholar](#)

Goodyear, C. 2006. *Social responsibility has a dollar value*. Age 27 July.
www.theage.com.au/news/business/social-responsibility-has-a-dollar-value/2006/07/26/1153816252246.html (accessed 15 April 2008).

[Google Scholar](#)

Hearn Mackinnon, B. 2005. Employer matters in 2004. *Journal of Industrial Relations* 47(2): 212-25.

[Google Scholar](#)

Jacoby, S.M. 2000 Employee representation and corporate governance: A missing link. Working paper. *The Anderson School at UCLA*, 00-9, UCLA, Los Angeles, CA.

[Google Scholar](#)

Jacoby, S.M. 2001. Employee representation and corporate governance: A missing link. *Univ. of Pennsylvania Journal of Labor and Employment Law Spring*: 449-89.

[Google Scholar](#)

Jacoby, S. 2005. Corporate governance and society. *Challenge* 48(4) (July/August): 69-87.

[Google Scholar](#)

Jacoby, S.M., E.M. Nason, and S. Kazuro. 2005. Corporate organization in Japan and the United States: Is there evidence of convergence? *Social Sciences Japan Journal* 8(1): 43-67.

[Google Scholar](#)

Kochan, T.A., and L. Dyer. 1992. Managing transformational change: The role of human resource professionals. Paper presented at 9th World Congress, International Industrial Relations conference, 30 Aug. - 3 Sept.

[Google Scholar](#)

Ledwidge, J. 2007. Corporate social responsibility: the risks and opportunities for HR: Integrating human and social values into the strategic and operational fabric. *Human Resource Management International Digest* 15(6): 27-30.

[Google Scholar](#)

Lewis, T.J., S. Machold, D. Oxtoby, and P.K. Ahmed. 2004. Employee roles in governance: contrasting the UK and German experience. *Corporate Governance* 4(4): 16-28.

[Google Scholar](#)

Leung, P., and B.J. Cooper. 2003. The mad hatter's corporate tea party . *Managerial Auditing Journal* 18(6&7): 505-16.

[Google Scholar](#)

Monks, R., and N. Minow. 2004. *Corporate governance*, 3rd edn. Boston: Blackwell Publishing .

[Google Scholar](#)

Nam, S. 2003. Employees in Asian enterprises: Their potential role in corporate governance. *Asian Development Bank Institute Research Paper Series* 52: 1-90.
adbi.adb.org/researchpaper/2003/04/01/38.employees.in.asian.enterprises/references/ (accessed 21 Oct. 2006).

[Google Scholar](#)

Osterloh, M., and B.S. Frey. 2003. Corporate governance for crooks? The case for corporate virtue. *ZEW Working Paper* no. 164. Available at SSRN: ssrn.com/abstract=430062 or

[Crossref](#)

[Google Scholar](#)

Pendleton, A., and H. Gospel. 2005. *The United Kingdom case*. In *Corporate governance and labour management: An international comparison*, eds H. Gospel and A. Pendleton, ch. 3, 59-83. Oxford: Oxford University Press.

[Google Scholar](#)

Pettijohn, L.S., S. Parker, C.E. Pettijohn, and J.L. Kent. 2001. Performance appraisals: Usage, criteria and observations. *Personnel Review* 26(3): 187-200.

[Google Scholar](#)

Phillips, D. 2006. Relationships are the core value for organisations: A practitioner perspective. *Corporate Communications: An International Journal* 11(1): 34-42.

[Google Scholar](#)

Rio Tinto. 2006. *Sustainable development*. www.riotinto.com/SustainableReview (accessed 21 Oct. 2006).

[Google Scholar](#)

Rio Tinto. 2008a. *Sustainable development*. www.riotinto.com/SustainableReview (accessed 18 April 2008).

[Google Scholar](#)

Rio Tinto. 2008b. *Business overview*. www.riotinto.com/whoweare/business_overview.asp (accessed 18 April 2008).

[Google Scholar](#)

Shell. nd a. About the Shell Group. www.shell.com/home/content/aboutshell-en (accessed 25 Sept. 2007).

[Google Scholar](#)

Shell. nd b. Our vision. www.shell.com/home/content/aboutshell-en/who_we_are/our_vision/our_vision_30102006.html (accessed 26 Sept. 2007).

[Google Scholar](#)

Shell. nd c. Reporting in line with the Global Reporting Initiative. www.shell.com/home/content/envirosocen/approach_to_reporting/reporting_against_gri/reporting_against_gri_000407.html (accessed 16 Sept. 2007).

[Google Scholar](#)

Shell. 2001. *Jeroen van der Veer speech: Remarks to the ILO Global Employment Forum, speeches*. www.shell.com/home/content/mediaen/news_and_library/speeches/2001/ilo_global_employment_forum.html (accessed 14 Sept. 2007).

[Google Scholar](#)

Shell. 2006a. *Investing in people*. www.shell.com/home/content2/auen/about_shell/2006/how_we_work/investing_people.html (accessed 25 Sept. 2007).

[Google Scholar](#)

Shell. 2006b. *How we work*. www.shell.com/home/content/auen/about_shell/2006/how_we_work/dir_how_we_work.html (accessed 26 Sept. 2007).

[Google Scholar](#)

Shell. 2006c. *Our approach*.

www.shell.com/home/content/envirosocen/society/our_people/our_approach/our_approach_to_people_000407.html (accessed 16 Sept. 2007).

[Google Scholar](#)

Shell. 2006d. *The Shell Sustainability Report*. sustainabilityreport.shell.com/servicepages/welcome.html (accessed 14 Sept. 2007).

[Google Scholar](#)

Shell. 2006e. *Royal Dutch Shell plc Annual review and summary financial statements 2006*. www.annualreview.shell.com/servicepages/about_disclaimer.php (accessed 14 Sept. 2007).

[Google Scholar](#)

Shell. 2007. *Code of conduct*. www.shell.com/home/Framework?siteId=auen&FC2=&FC3=/auen/html/iwgen/about_shell/2006/how_we_work/code_of_conduct_ga.html (accessed 26 Sept. 2007).

[Google Scholar](#)

Simmons, J. 2004. Managing in the post-managerialist era: Towards socially responsible corporate governance. *Management Decision* 42(3/4): 601-11.

[Google Scholar](#)

Svensson, G., and G. Wood. 2005. Corporate ethics in TQM: Management versus employee expectations and perceptions. *TQM Magazine* 17(2): 137-49.

[Google Scholar](#)

Thorpe R., and G. Homan. 2000. *Strategic reward systems*. Trowbridge, UK: Pearson Education.

[Google Scholar](#)

UN Global Compact. nd. www.unglobalcompact.org/ (accessed 14 March 2008).

[Google Scholar](#)

Westpac Bank. 2006. *Westpac stakeholder impact report*.

westpac.republicast.com/sir2006/Westpac%20Stakeholder%20Impact%20Report%202006.pdf (accessed 1 April 2008).

[Google Scholar](#)

Westpac Bank. 2008a. *Corporate responsibility: Employees*.
www.westpac.com.au/internet/publish.nsf/Content/WICR+Employee (accessed 1 and 18 April 2008).
[Google Scholar](#)

Westpac Bank. 2008b. *Company profile*.
www.westpac.com.au/internet/publish.nsf/Content/WICP+Company+profile (accessed 18 April 2008).
[Google Scholar](#)

Young, S., and V. Thyil. 2007. *Governance, corporate responsibility and the individualisation of industrial relations*. In *Work Choices: Evolution or revolution*, eds K. Abbott, B. Hearn-Mackinnon, L. Morris, K. Saville, and D. Waddell, 69-88. Heidelberg, Vic.: Heidelberg Press.
[Google Scholar](#)

Young, S., and V. Thyil. 2008. An holistic model of corporate governance: A new research framework. *Corporate Governance* 8(1): 94-108.
[Google Scholar](#)

You currently have no access to this content. Visit the [access options](#) page to authenticate.

[Download PDF](#)

Also from Sage

<div>CQ Library</div> <div>Elevating debate</div>	<div>Sage Data</div> <div>Uncovering insight</div>
<div>Sage Business Cases</div>	<div>Sage Campus</div>

Shaping futures	Unleashing potential
<div>Sage Knowledge</div> <div>Multimedia learning resources</div>	<div>Sage Research Methods</div> <div>Supercharging research</div>
<div>Sage Video</div> <div>Streaming knowledge</div>	<div>Technology from Sage</div> <div>Library digital services</div>

We value your privacy We and our partners store and/or access information on a device, such as cookies and process personal data, such as unique identifiers and standard information sent by a device for personalised ads and content, ad and content measurement, and audience insights, as well as to develop and improve products. With your permission we and our partners may use precise geolocation data and identification through device scanning. You may click to consent to our and our 845 partners’ processing as described above. Alternatively you may click to refuse to consent or access more detailed information and change your preferences before consenting. Please note that some processing of your personal data may not require your consent, but you have a right to object to such processing. Your preferences will apply to this website only. You can change your preferences at any time by returning to this site or visit our privacy policy.