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CORPORATE SOCIAL RESPONSIBILITY – MICROSOFT CORPORATION IN THE ROLE OF CORPORATE CITIZENSHIP

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ABSTRACT

Corporate Social Responsibility (CSR) is a long term strategy of the firm that is oriented to achieve harmony between the aspect of commercial activity of the business and the sphere of relations with clients, corporate governance and the idea of balanced development, environmental issues and company's ethics. The purpose of this publication is to show the essence of CSR and to present the standards that are used to manage CSR. The text also includes a case study – the analysis of Microsoft concern in comparison with assumptions of corporate citizenship concept.

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INTRODUCTION

Nowadays, it is more often noticed that the countries of the world subordinate their activities to the interests of the capital; as a result, they pay

less attention to the active and effective proceedings in the social sphere. It is one if the premises of a bigger interest in the topic of corporate social responsibility, which, through the appropriate orientation of corporation functioning, enables finding the counterbalance to the inefficient operation of the State in the social and ecologic area¹.

The aim of this publication is the attempt to present the essence of CSR and to address issues of the standards used in CSR management². The text also includes the case study – the analysis of Microsoft Corporation for the concept of corporate citizenship.

THE ESSENCE OF CORPORATE SOCIAL RESPONSIBILITY

The Corporate Social Responsibility (CSR) is an approach of holistic nature, which concentrates on social relations from the economic point of view. This approach is created on the basis of negotiations with the company's stakeholders; many times, it is concerned with activities, which are not in conflict with the applicable legal standards, but which determine social disapproval (the effect of these actions is measurable and recorded in the division of the added value). Therefore, the doctrine of corporate social responsibility is an autonomic stream, equipped with solid background of ethics³.

While making the characterisation of CSR one should take into account that:

- it is a concept difficult to measure and operationalize,
- it has of a broad view which includes the interest of a broad group of stakeholders,

¹ W. Szymański, *Kwestia społecznej odpowiedzialności przedsiębiorstw*, [in:] *Nauka o przedsiębiorstwie. Wybrane zagadnienia*, I. Lichaniak (ed.), Warszawa 2009, p. 163.

² B. Sowa, *Rola małych i średnich przedsiębiorstw w okresie transformacji na przykładzie Polski południowo-wschodniej*, [in:] *Prawo – Administracja – Gospodarka w procesie transformacji ustrojowej Rzeczypospolitej Polskiej*, J. Buczkowski, J. Posłuszny (eds.), *Zeszyty Naukowe* Nr 7, Wyższa Szkoła Administracji i Zarządzania w Przemysłu, Przemysł 2001, p. 708–710.

³ A. Paliwoda-Matiolańska, *Odpowiedzialność społeczna w procesie zarządzania przedsiębiorstwem*, Warszawa 2009, p. 40; P. Dziekański, *Společna odpowiedzialność instytucji finansowych*, [in:] *Bank spółdzielczy gwarantem stabilizacji i bezpieczeństwa lokalnego systemu finansowego*, A. Pawlik, P. Dziekański (eds.), Kielce 2012, p. 137–177; P. Dziekański, *Společna odpowiedzialność instytucji samorządowych*, „Rocznik Ostrowieckiego Towarzystwa Naukowego”, 2014, No 3–4, p. 157–168.

- it is a form of commitment to the society (Carroll's pyramid⁴),
- it presupposes a moral attitude and critical reflection on the role of the business in the social environment,
- it accepts company's own profits and benefits deriving from the social environment (but does not treat them as obligatory)⁵.

It is worth remembering that there is no clear definition of the nature and scope of socially responsible activities because many factors are dependent on the degree of development of a given country, the local culture and the industry in which company operates. Additionally, in the literature there are discrepancies in the naming of the issue itself – apart from “corporate social responsibility”, there are also “civic involvement of companies”, “ethical corporation”, “corporate accountability”, “sustainable development” and “good corporate governance” present⁶. CSR is sometimes seen from various perspectives, for example some entities identify it with a certain trend, present in the sphere of management; in the eyes of others it takes the form of an ethical complementary element of the free market model economy⁷.

In opinion of the European Commission, the CSR is a concept according to which the companies in their business activities and relationships with the stakeholders voluntarily take into account environmental and social issues⁸. The Commission notes that the idea of CSR is not associated only with the adaptation to legal requirements in this regard, but also includes investment – in environmental protection, relations with the stakeholders and human capital. In the Commission

⁴ Archie Carroll promoted the creative role of business in creating social welfare; in this context, the concept of CSR is understood as the pursuit of socio-economic objectives, and the enterprise itself is seen as the component of socio-cultural world. Carroll has divided social responsibility and put various types in the form of so called pyramid of corporate social responsibility, with sectors: economic, legal, ethical and philanthropic responsibilities; A. Paliwoda-Matiolańska, *Odpowiedzialność społeczna...*, p. 66–67.

⁵ A. Paliwoda-Matiolańska, *Odpowiedzialność społeczna...*, p. 246.

⁶ M. Krukowska, *Definicje i standardy CSR*, <http://www.forbes.pl/artykuly/sekcje/baza-wiedzy-csr/definicje-i-standardy-csr,3879,1> (accessed: 4.12.2013).

⁷ J. Filek, *Spoleczna odpowiedzialność biznesu jako nowa wersja umowy społecznej*, Kraków 2013, p. 118.

⁸ B. Sowa, *Formy wsparcia finansowego dla obszarów wiejskich i mieszkańców wsi na przykładzie wybranych gmin Podkarpacia*, [in:] *Nierówności społeczne a wzrost gospodarczy. Aspekt międzynarodowy, sektorowy, regionalny i lokalny*, M. G. Woźniak (ed.), Uniwersytet Rzeszowski, Katedra Teorii Ekonomii, Zeszyt Naukowy Nr 5, 2004, p. 243–246.

statement, the information can be found that despite the ambiguous approach to the definition of CSR, a consensus was reached on the issue of its basic characteristics:

- it is a behaviour that goes beyond legal requirements,
- it is a behaviour initiated voluntarily (the companies treat it as a long-term investment),
- it is linked to the concept of the sustainable development – the business sector requires the integration of aspects of environmental, social and economic nature,
- it is not considered as an additional option to the basic activity of the company, but as one of the ways of company's management⁹.

At the core of the concept of CSR is the idea of the stakeholders-oriented enterprise¹⁰. In this context, the activities of the firms are determined not only by the interests of shareholders, but also of the remaining stakeholders, that is by the social groups which the company has influence on and which, to some extent, affect the company¹¹. Activities in corporate social responsibility are divided into internal (initiated within the entity and aimed at internal stakeholders, that is groups and individuals, for whom the manager is responsible for) and external (initiated by the outside companies and aimed at external stakeholders, that is groups and individuals, who function in the company's surroundings and which affect its activity; external actions can be further divided into those that appear within proximate and distant environment)¹².

The external actions can manifest themselves, for example, in ensuring high-quality services and goods, shaping industry standards, meeting the real needs of customers, concern about the local social interest and in

⁹ M. Krukowska, *Definicje i standardy CSR*, <http://www.forbes.pl/artykuly/sekcje/baza-wiedzy-csr/definicje-i-standardy-csr,3879,1>, (accessed: 4.12.2013); P. Dorćák, F. Pollák, S. Szabo, *Analysis of the possibilities of improving an online reputation of public institutions*, [in:] IDIMT-2014, Sept. 10–12. Poděbrady: IDIMT Networking Societies-Cooperation and Conflict, 22nd Interdisciplinary Information and Management Talks, 2014, p. 275–281.

¹⁰ K. Chudy, I. Niziałek, *Společná odpovědnost wobec interesariuszy*, [in:] *Uwarunkowania wzrostu wartości przedsiębiorstwa*, E. Urbańczyk (ed.), Szczecin 2007, p. 447–448.

¹¹ <http://www.forbes.pl/artykuly/sekcje/baza-wiedzy-csr/czym-jest-odpowiedzialnosc-spoeczna-biznesu-csr--ang--corporate-social-responsibility-,3878,1> (accessed: 4.12.2013).

¹² K. Chudy, I. Niziałek, *Společná odpovědnost...*, p. 447–448.

following the fair rules of the exchange. In turn, internal actions may take the form of ensuring safe working conditions, securing adequate social benefits, maximizing employees' satisfaction with their work, providing education to the employees and humanization of work¹³.

The issue of CSR may be considered on two basic levels. The first one addresses the issue of the quality of the institutional frameworks connected with the functioning of the State (and the quality of execution of respecting these frameworks). In this context, the problem does not concentrate on the enterprise, but on the set of institutional conditions that determine its functioning. As a result, even when the firm is clearly guided by the profit, it still in the general form of CSR through adapting to the boundary conditions imposed on it. The second level refers to the situation when the establishment of institutional framework is levelled and the attention is paid to the fact whether the enterprise has autonomous potential, after which the entity voluntarily corrects microeconomic target (profit) so that the social purposes are realized as well¹⁴.

The idea of CSR has its origins in the ethical reflection – specifically, in the limitations and the low effectiveness of the realm of business ethics¹⁵, understood as philosophical reflection on the concept of good and bad and adapting these considerations to the assessment of factors which make up the whole business, that include transactions, technologies, situations and the scope of activity and work¹⁶.

As Chris Laszlo notices in the book “The Sustainable Company”, the term “responsibility” apparently redefines when compared with the assumptions of worldwide business ethics – then the business code of operation extends to the territories across the globe. This concept assumes the company's feeling of responsibility for natural environment and the society, moving the moral centre of gravity from abstract digressions about good and bad (theme of lying to the boss) to the questions of wider spectre, for example, whether the enterprise functions upon the sustainable development rule. The worldwide ethics is subordinated to the idea of exploiting the Earth in its physical and social capabilities, thanks to which the new face of ethics escalates to

¹³ Ibidem, p. 448–449.

¹⁴ W. Szymański, *Kwestia społeczne...*, p. 167.

¹⁵ A. Paliwoda-Matiolańska, *Odpowiedzialność społeczna...*, p. 39.

¹⁶ Ibidem, p. 269.

the grade of dynamic standard of pursuit of profit, while providing identical chance to next generations¹⁷.

One of the main tools of informing about meeting the objectives of CSR is publishing by the companies of thematic reports, that are sustainability reports, social reports, environmental reports and corporate citizenship reports¹⁸. In the article “What is really CSR?” published in Polish edition of Harvard Business Review, the specialists warn of the phenomenon of lack of coordination and dispersion of CSR initiatives, as a result the company does not generate maximum of constructive impact on the social and ecosystems in which it functions. K. Rangan, L. Chase and S. Karim recommend developing by the company consistent CSR strategies, which implies taking action in three spheres: charities, operational effectiveness improvement and creating business models on the basis of idea of building common values¹⁹.

STANDARDS USED IN CSR MANAGEMENT

On the official website of Polish Ministry of Economy information about standards used in CSR management was published. These include, inter alia:

- ISO 26000 (the standard on social responsibility) – outlining its thematic area and basic assumptions, in particular in relation to the sphere of management; it does not provide for certification, it is merely a set of guidelines,
- SA8000 (Social Accountability 8000) – a standard applicable to independent verification of companies, which take into account, in the process of management, environmental, social and other aspects which have direct influence on the stakeholders of a given organization,
- ISO 9001 (Quality Management System) – basic assumptions of the standard include: implementation of supervision over records and documentation, leadership commitment to creating a quality management system, the establishment of the product realization pro-

¹⁷ C. Laszlo, *Firma zrównoważonego rozwoju*, Warszawa 2008, p. 45–46. Comp. P. Dziekański, *Wskaźnik syntetyczny w procesie oceny gospodarki finansowej gmin wiejskich*, „Ekonomia”, 2013, no. 3 (24).

¹⁸ J. Nakonieczna, *Spółeczna odpowiedzialność przedsiębiorstw międzynarodowych*, Warszawa 2008, p. 116–117.

¹⁹ K. Rangan, L. Chase, S. Karim, *Czym naprawdę jest CSR?*, „Harvard Business Review Polska”, 2015, no. 9, p. 127–129.

- cesses, systematization of resources management and performing systematic measurements,
- GRI (Global Reporting Initiative) – initiative orientated to creating reliable frame of reference for reporting in the field of sustainable development,
 - ISO 14001 (Environmental Management System) – concerns planning, organizational structure, responsibility, rules of conduct, procedures, processes and measures needed to review, develop, implement, realize and maintain organization's environmental policy,
 - AA1000 – a series of standards created with concern for the area of management of cooperation with stakeholders process; it consists of three standards: AA1000 Verification (Accountability Assurance Standard – AA1000AS), AA1000 Responsibility Rules (Accountability Principles Standard – AA1000APS) and AA1000 Stakeholders Engagement (Accountability Stakeholders Engagement Standard – AA1000SES),
 - EMAS (Eco Management and Audit Scheme) – community instrument of a voluntary character, confirming the systematic improvement of ecologic (environmental) effectiveness in organizations),
 - PN-N-18001 (Safety Management and Occupational Health System) – Polish standard which is a set of requirements in the area of identifying threats in organizations and the assessment of occupational hazards connected with them)²⁰.

CORPORATE CITIZENSHIP AS THE BASIS OF REALIZATION OF CORPORATE RESPONSIBILITY TOWARDS THE SOCIETY

In the 90s of the 20th century practitioners trying to fit into society's expectations created a concept of *corporate citizenship* belonging to the group of ideas uniting a range of activities associated with relationship management of the company with the society. In this approach, the corporation is created on the model of full citizen's community, which is required to be characterized by a high level of civility: take active part in social life through conscientious support of education, culture, charity and encouraging its employees to lead active social life and take part in citizen initiative²¹.

²⁰ <http://www.mg.gov.pl/Wspieranie+przedsiębiorczosci/Zrownowazony+rozwój/Społeczna+Odpowiedzialność+Przedsiębiorstw+CSR/Instrumenty> (accessed: 5.12.2013).

²¹ J. Nakonieczna, *Społeczna odpowiedzialność...*, p. 67–68.

The concept of corporate citizenship is sometimes seen in various ways. The narrow look comes down to accentuating the activity of charity nature and the enterprise's volunteering. More broadly, *corporate citizenship* is the synonym of CSR, in particular in the context of activities aiming at minimalizing negative effects of entity functioning and maximization of positive affecting the local community²².

Third look presents the concept of a global corporate citizen as an expression of the changes in the area of relations between corporation and the authorities, what is revealed by entering the business in the space previously supported only by public authorities. In this approach, the idea of *corporate citizenship* is understood as a set of actions of a company, aimed at taking responsibility for meeting specific social needs, which formally should be implemented by the state authorities of a given country, but which, for a various reasons, the authorities cannot care for²³.

Within the framework of the concept of corporate citizenship, the companies try to achieve the highest possible level of transparency in taken actions. It manifests itself in the implementation of a so called glass corporation postulate – a corporation whose activity and decisions may be observed from outside²⁴. The transparency of actions is becoming more and more attractive, semantically capacious and – in the face technological expansion of the last decade – in some way, unavoidable²⁵. Ethan Bernstein (assistant professor at the Harvard Business School) pays attention to the fact that exaggerated, far-reaching transparency of work environment may, at some stage, block innovative behaviours of the team members and lower their productivity. An expert recommends building transparency in respecting the privacy zones, for example where employees put their new ideas to experiments (it aims at the limitation of the sense of being exposed to criticism)²⁶.

CASE STUDY – MICROSOFT CORPORATION IN THE ROLE OF CORPORATE CITIZENSHIP

Microsoft – a company established in 1975 in the USA by Harvard students: Bill Gates and Paul Allen. The entity was built on the basis of

²² Ibidem.

²³ Ibidem.

²⁴ Ibidem, p. 69.

²⁵ W. Bennis, D. Goleman, J. O'Toole, *Przejrzystość w biznesie*, Warszawa 2009, p. 7–9.

²⁶ E. Bernstein, *Pułapka transparentności*, „Harvard Business Review Polska”, 2015, no. 2, p. 63–65.

assumption that new technologies – if managed to become friendly and available – are able to effectively and on a large scale contribute to the development of the societies²⁷. Nowadays Microsoft is a world leader in information and computer industry: supplies the international market with computer software, server applications and information technologies addressed to institutions, companies and individual clients²⁸.

The company has a well-developed sphere of CSR – within the framework of prosocial activity it realizes programmes which assume sharing tools and knowledge, which enable acquiring basic abilities in computer literacy and effective use of the Internet content. Through the fight with the phenomenon of digital divide, Microsoft aims at the improvement of living and working situation of the beneficiaries²⁹.

The key stakeholders of the company are the social groups who need a help offer and whose problems are concerned with issues realized by Microsoft within the business and which are in accordance with the CSR mission and assumptions of the company³⁰.

Microsoft's branch in Poland is present since 1992³¹. The aim of its prosocial activity is to provide access to information technologies to the local communities and sharing with them the knowledge about using information technology tools in everyday life³². With the initiative "Microsoft for non-profit", the company distributes its software for free for social organizations³³. Projects of worldwide branches of facilitating the use of the company's products for people with disabilities are not a new approach – Microsoft started working in this direction in the mid-90s of the 20th century³⁴.

²⁷ B. Rok, *Instytucjonalizacja społecznej odpowiedzialności przedsiębiorstw. Perspektywa teoretyczna i strategia badawcza*, [in:] *Oblicza społecznej odpowiedzialności przedsiębiorstw*, W. Pańków, B. Rok, M. Strumińska-Kutra, J. Woźniczko, Warszawa 2010, p. 25.

²⁸ Ibidem.

²⁹ Ibidem.

³⁰ *15 polskich przykładów społecznej odpowiedzialności biznesu. Część II*, N. Ćwik, M. Grzybek, B. Saracyn (eds.), Warszawa 2012, p. 70.

³¹ Ibidem, p. 69.

³² B. Rok, *Microsoft: zaangażowanie społeczne*, [in:] *Oblicza społecznej odpowiedzialności przedsiębiorstw*, W. Pańków, B. Rok, M. Strumińska-Kutra, J. Woźniczko, Wydawnictwo Naukowe Scholar, Warszawa 2010, p. 131.

³³ *15 polskich przykładów...*, p. 69.

³⁴ M. Zollo, R. J. Crawford, *Microsoft. Technologia dla starzejącego się społeczeństwa*, [in:] *Odpowiedzialność biznesu. Teoria i praktyka*, N.C. Smith, G. Lenssen (eds.), Warszawa 2009, p. 46.

The workforce of the Polish branch of the company is firmly committed to the CSR sphere. In the interview entitled “Okciem CSRowca” (“In the opinion of CSR supporter”), published on the CR Navigator website, Katarzyna Lorecka – Head to matters of social responsibility – states that: (...) *in Microsoft corporate social responsibility as “corporate citizenship” treats the corporation as institutional citizen with his rights and duties. It assumes the balance between the traditional commercial aspect of business activity and the responsibilities towards the stakeholders, and the influence on the environment and stakeholders (society, but also internal stakeholders, who are the employees), tying these aspects through voluntary integration of the social purposes with business strategy. Targets which are not written down are just wishes. From the wishful sphere they go through thanks to the strategies and structured activities*³⁵. One of the prosocial targets of the company is playing the part of partner and moderator of public dialogue of the citizens, business and administration in the sphere of challenge of digitization³⁶.

K. Lorecka paid attention to the issue of penetration of CSR into a plurality of functioning of the company: (...) *in Polish branch of Microsoft a division of social responsibility functions, headed by a director. However, we do not operate only within the department or in isolation from the rest of the company. With multiple initiatives their profile permeates thematically other organizational units of the company, created by teams dedicated to particular social endeavours. Our close cooperation with other departments is also connected with the fact that one of the areas of CSR activity is the administration of corporate volunteering, concentrating, in a natural way, the interest of the employees on social topics*³⁷.

Some of the social initiatives of Microsoft is the reflection of projects conducted on global scale and deployed by branch offices in many remote parts of the world. An illustration of such activity is the “Microsoft Unlimited Potential” programme, which aims at supporting non-governmental organizations with funds, educational packages and software which

³⁵ http://www.crnavigator.com/art_e70/okiem_csrowca_katarzyna_lorecka_microsoft.html (accessed: 11.11.2015).

³⁶ *Microsoft, Polska Przyszłości. Cyfryzacja jako fundament wzrostu. Podsumowanie dialogu z interesariuszami. Raport Microsoft Sp. z o.o.(Polska), 2012 r.-2013 r.*, <http://www.microsoft.com/pl-pl/citizenship/> (accessed: 11.11.2015).

³⁷ <http://asbiznesu.pl/36-aspoleca/wywiady/918-article-thumbnaillcsr-wedug-microsoft-cyfrowa-odpowiedzialno-spoeczna> (accessed: 11.11.2015).

assists in the realization of educational projects³⁸. Polish counterpart name is “Social programme of technological skills”. Its main manifestations in Poland include such initiatives as:

- “Ikonk@” (action realized in the years 2003–2004, within which Microsoft awarded a grant of 420 000 dollars to Fundacja Nowoczesna Polska (Foundation Modern Poland); the key purpose of project Ikonk@ was providing the inhabitants of Podlasie – one of the poorest regions in Poland and at the same time European Union – with free access to the latest technology: the Internet and its educational content,
- “Społeczne Pracownie Edukacyjno-Komputerowe na Lubelszczyźnie na terenie Wiosek Dziecięcych Stowarzyszenia SOS Wioski Dziecięce” („Social Education and Computer Laboratories in Lublin region in the area of Children’s Villages of Association SOS Children’s Villages”) – action took place in 2005; Microsoft awarded the amount of 87 000 dollars to the Association SOS Wioski Dziecięce,
- “Centrum Edukacji i Aktywizacji Zawodowej Osób Niepełnosprawnych” („Centre for Education and Vocational Activation of People with Disabilities”) – action realized in 2005; Microsoft offered financial support of 85 000 dollars and software of this value to Fundacja Pomocy Matematykom i Informatykom Niepełnosprawnym Ruchowo – Foundation Supporting Physically Disabled Mathematician and Computer Scientists),
- “Społeczne Pracownie Edukacyjno-Komputerowe na Podlasiu” („Social Education and Computer Laboratories in Podlasie”) – initiative realized in the years 2006–2007, Microsoft awarded two grants to the organization Instytut Odpowiedzialnego Biznesu (Institute of Responsible Business): of 230 000 and 122 000 dollars,
- “Edukacja informatyczna – Twoja szansa na zatrudnienie” („IT Education – Your Chance for Employment”) – action conducted in the years 2006–2007; Microsoft dedicated two grants of 88 000 and 100 000 dollars to Foundation for Agricultural and Rural Development³⁹.

Another interesting global initiative, next to “Microsoft Unlimited Potential”, is “Microsoft YouthSpark”, which was briefly described by Katarzyna Lorecka in an interview as the answer to the question about the most important processes in Microsoft which illustrate CSR: (...) *an ex-*

³⁸ B. Rok, *Instytucjonalizacja społeczne...*, p. 26.

³⁹ B. Rok, *Microsoft: zaangażowanie...*, p. 133–135.

ample of permeation of CSR in the company is Microsoft YouthSpark, a global initiative including social programmes and other Microsoft projects, which support youth in gaining education, employment and in the development of entrepreneurial attitude. Within the YouthSpark initiative, Microsoft passes funds to non-profit organizations which help the youth all over the world, but YouthSpark goes beyond philanthropy – it's the access to programmes which enable young people to use technology and better education, but it is also an inspiration for the youth do use their own potential. YouthSpark is a global project, and in our Polish branch office many departments are committed to the realization of this CSR endeavour⁴⁰.

Among other initiatives of Microsoft the following should be mentioned:

- “3...2...1... Internet!” – campaign of security and privacy protection of children in the Internet, realized in cooperation with Foundation Dzieci Niczyje (Nobody's Children) and Foundation of Krzysztof Hołowczyc “Kierowca bezpieczny” (Safe Driver),
- “W sieci!” (In the net!) – campaign of the youth safety in the Internet, realized in cooperation with Foundation Dzieci Niczyje and under the auspices of Head Chief of Police,
- “Dobre Okienk@ - otwórz się na dobre” (Good windows – open for good) – programme of employees volunteering⁴¹,
- “Godzina kodowania” (Hour of Coding) – addressed to teenagers and children; Polish edition of an international action of online training about programming⁴².

The company publishes the reports in the scope of social responsibility at the global level – they are created according to the GRI G3 Sustainability Reporting Guidelines standard⁴³.

SUMMARY

Wanting to comment on the subject of CSR one should answer a question whether the key role of business should be effective commitment of available resources in order to develop maximization of profits in accordance

⁴⁰ http://www.crnavigator.com/art_e70/okiem_csrowca_katarzyna_lorecka_microsoft.html (accessed: 11.11.2015).

⁴¹ *15 polskich przykładów...*, p. 70–71.

⁴² Forum odpowiedzialnego Biznesu, Raport *Odpowiedzialny biznes w Polsce. Dobre praktyki*, <http://odpowiedzialnybiznes.pl/publikacje/raport-odpowiedzialny-biznes-w-polsce-2014-dobre-praktyki/> (accessed: 11.11.2015), p. 106.

⁴³ *15 polskich przykładów...*, p. 70.

to applicable legal regulations, or maybe nowadays it is far more important to search for solutions profitable from the point of view of all the stakeholders⁴⁴. The fulfilment of the expectations of the target group requires a strong commitment from the enterprise: an integrated approach to the management, uniting the assumptions of CSR with providing the managerial staff the autonomy and with making appropriate investments⁴⁵.

The analysis of the activity of Microsoft Corporation for the concept of CSR proves the scale of the influence on the local community that an enterprise realizing the idea of *corporate citizenship* can have. The entity – apart from conducting a profitable business activity – affects positively the social state of knowledge and skills in the area of information technology. Aiming at achieving harmony between the aspect of commercial activity and the sphere of relations with the stakeholders, with its humanitarian approach Microsoft realizes the contemporarily desired idea of corporate social responsibility.

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