

Gambling Industry and Corporate Social Responsibility – the Czech Experience

LIBĚNA TETŘEVOVÁ, JAN SVĚDÍK

Department of Economy and Management of Chemical and Food Industry

University of Pardubice

Studentská 95, 532 10 Pardubice

CZECH REPUBLIC

Libena.Tetrevova@upce.cz, Jan.Svedik@upce.cz, <http://www.upce.cz/fcht/kemch.html>

Abstract: This article deals with the context of the social responsibility of enterprises and the gambling industry, and it illustrates these interactions and links on the example of gambling operators in the Czech Republic. The introduction defines the term of the corporate social responsibility within an alternative concept and discusses possible areas of the corporate social responsibility. Furthermore, the attention is paid to the methods of measuring social responsibility and to its indicators from the general point of view. Subsequently, we suggest indicators of corporate social responsibility measurement in the gambling industry in the economic, social, environmental, ethical and philanthropic areas. On the basis of these indicators, we assess behaviour of gambling operators in the Czech Republic and recommend the areas and measures of possible changes.

Key-Words: corporate social responsibility, areas of corporate social responsibility, indicators of corporate social responsibility, gambling, gambling providers, gambling industry, stakeholders.

1 Introduction

Gambling providers are generally considered as entities that cannot be connected with a socially responsible behaviour, as well as the armaments and tobacco industries, or producers of alcoholic beverages. The reasons can be mainly seen in the negative externalities that are connected with gambling.

It is a well-known fact, that gambling is connected with a number of negative externalities relating to, above all, pathological gamblers (financial problems, family breakdown, suicide, crime, health system costs etc.), and potential non-transparent monetary transactions (e.g. money laundering) or displacement of existing business and spending [15]. On the other hand, it is also necessary to take the positive externalities into account, i.e. where gambling is an important source of income of the public budgets, a source of job opportunities, and a supporter of a number of public activities.

And it is the nature of gambling with its various effects that evokes the necessity to discuss these problems and apply the corporate social responsibility concept principles to the gambling industry. This article aims to define the main areas of the corporate social responsibility as the basis for identification of the corporate social responsibility

indicators, to suggest the corporate social responsibility indicators for gambling providers and evaluate, using these indicators, the corporate social responsibility of gambling providers in the Czech Republic.

The authors of the paper used the following research methods: interpretative-theoretical research, descriptive research, correlation research and structured interviews.

The professional literature pays minimum attention to the problems of gambling. The paper enhances the knowledge of the given area, and its main contribution can be seen in redefinition of the corporate social responsibility areas and in identification of the corporate social responsibility indicators from the point of view of the gambling industry.

2 CSR and its Areas

Literature includes a number of definitions of the corporate social responsibility (CSR), see Table 1. It is a subject matter of the interest of both academicians and a number of institutions to define this term. In the efforts to achieve the author's originality, each of them accentuates another aspect. However, most of the authors agree to voluntariness of the corporate social responsibility.

Table 1 - Corporate Social Responsibility - Selected Definitions

Study	Conceptions of Social Responsibility
Bowen, H. R. (1953)	Businessmen have an obligation to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of the objectives and values of our society.
Davis, K. (1960)	The social responsibility refers to businessmen's decisions and actions taken for reasons at least partially beyond the firm's direct economic or technical interest.
Davis, K. & Blomstrom, R. L. (1960)	The social responsibility refers to a person's obligation to consider the effects of his decisions and actions on the whole social system.
Frederick, W. C. (1960)	The social responsibility means that businessmen should oversee the operation of an economic system that fulfils the expectations of the public.
McGuire, J. W. (1963)	The firm has not only economic and legal obligations, but also certain responsibilities to society which extend beyond these obligations.
Johnson, H. L. (1971)	A social responsible firm is one whose managerial staff balances a multiplicity of interests. Instead of striving only for larger profits for its stockholders, a responsible enterprise also takes into account employees, suppliers, dealers, local communities, and the nation.
Manne, H. G. & Wallich, H. C. (1972)	The main aspect of corporate social responsibility is that the behaviour of the firms must be voluntary.
Eilbert, H. & Parket, I. R. (1973)	The corporate social responsibility concept involves two phases. On one hand, it means not doing things that spoil the neighbourhood. On the other, it may be expressed as the voluntary assumption of the obligation to help solve neighbourhood problems.
Backman, J. (1975)	The social responsibility refers to the objectives or motives that should be given weight by business in addition to those dealing with economic performance (e.g. profits).
Sethi, S. P. (1975)	The social responsibility implies bringing corporate behaviour up to a level where it is congruent with the prevailing social norms, values, and expectations.
Steiner, G. A. (1975)	The corporate social responsibility is a continuum of responsibilities ranging from "traditional economic production" to "government dictated" to a "voluntary area" and lastly to "expectations beyond reality".
Hay, R. D., Gray, E. R. & Gates, J. E. (1976)	The social responsibility requires the firm to make decisions and actually commit resources of various kinds in some of the following areas: pollution problems, discrimination problems, consumerism and other social problem areas.
Carroll, A. B. (1979)	The social responsibility of business encompasses the economic, legal, ethical, and discretionary expectations that society has of organizations at a given point in time.
Jones, T. M. (1980)	The corporate social responsibility is the notion that corporations have an obligation to constituent groups (stakeholders) in society other than stockholders and beyond that prescribed by law and union contract.
Wartick, S. L. & Cochran, P. L. (1985)	Business exists at the pleasure of society; its behaviour and methods of operation must fall within the guidelines set by society. Like government, business has a social contract – an implied set of rights and obligations.
European Commission (2001)	The corporate social responsibility is a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis.

Source: Modified according to [8, 10, 12, 28, 30, 31].

In our opinion, the corporate social responsibility represents a superstructure of the corporate statutory responsibility, where the firm management and staff behave the way they not only fulfil the corporate economic mission itself, but they also facilitate

meeting the intentions and objectives of all stakeholders.

Not only can we meet a number of definitions of the corporate social responsibility, there is also a

wide range of opinions on the corporate social responsibility areas.

According to Carroll the corporate social responsibility consists of economic, legal, ethical and philanthropic responsibilities. The economic responsibility represents the obligation to produce goods and services that society wants and to sell them at a profit. The legal responsibility is determined by the laws and regulations under which firm is expected to operate. The ethical component of the CSR includes additional activities and behaviours that are not codified into law but nevertheless are expected of business by society. The philanthropic responsibility rests mainly in implementation of giver activities [8].

Muijen [23], Pavlík & Bělčík [24] define 3P of social responsibility, which refer to the economic area (Profit), the social area (People) and the environmental area (Planet).

Another point of view of the focus of social responsibility can be found in the work of Steinerová & Makovski [27], who distinguish four main components of the CSR - the market (focus on transparent business, positive relationships to the investors, the customers, the suppliers and other business partners, the company's positive impact on the economy), the working environment (focus on the employees, their remuneration, working environment, quality and loyalty), the local community (establishing good relationships with the neighbours, and taking part in solving local problems), and the environment (i.e. diminishing the negative impacts on the environment, and activities in the area of the environment).

Blowfield & Murray [5] identify seven areas of corporate responsible activities and divide them into 31 classes of activities - leadership, vision and values (defining and setting the corporate purpose, values, and vision; translating this into policies and procedures; putting it into practice, including empowering and embedding; ethical leadership and championing), marketplace activities (responsible customer relations, including marketing and advertising; product responsibility; using corporate responsibility product labelling; ethical competition; making markets work for all), workforce activities (employee communication and representation; ensuring employability and skills development; diversity and equality; responsible/fair remuneration; work-life balance; health, safety, and well-being; responsible restructuring), supply chain activities (being a fair customer; driving social and

environmental standards through the supply chain; promoting social and economic inclusion via the supply chain), stakeholder engagement (mapping key stakeholders and their main concerns; stakeholder consultation; responding to and managing stakeholders; transparent reporting and communication), community activities (financial donations; volunteering employee time; giving gifts in kind; being a good neighbour), environmental activities (resource and energy use; pollution and waste management; environmental product responsibility; transport planning).

If we proceed from the classical concept by Carroll and take into account both the idea of voluntariness of the CSR beyond the framework of law, and the alternative opinions concerning the CSR areas, we can state that the CSR covers the following five areas (see Figure 1):

- economic area – provision of products and services that are useful for the society in the required quantity and quality and for reasonable price, together with generation of an adequate profit for the owners;
- social area – respecting a wide range of needs and interests of the human resources;
- environmental area – preventing occurrence of negative externalities and pro-active environmental measures;
- ethical area – creation, fulfilment and promotion of wide application of ethical standards;
- philanthropic area – support of volunteer activities of the employees and donor ship.

And at the same time, each business should be socially responsible towards all its stakeholders (interest groups, constituencies or publics) in the specified areas. A stakeholder is “any group or individual who can affect or is affected by the achievement of an organization's purpose” [14], “any individual or group who can affect or is affected by the actions, decisions, policies, practices, or goals of the organization” [9], any group “with a direct interest in the survival of the corporation; without its support the corporation might cease to exist” [2]. The typical corporate stakeholders are customers, suppliers, employees, owners, competitors, trade associations, governments and their institutions, communities, environmental groups, consumer protection groups and media.

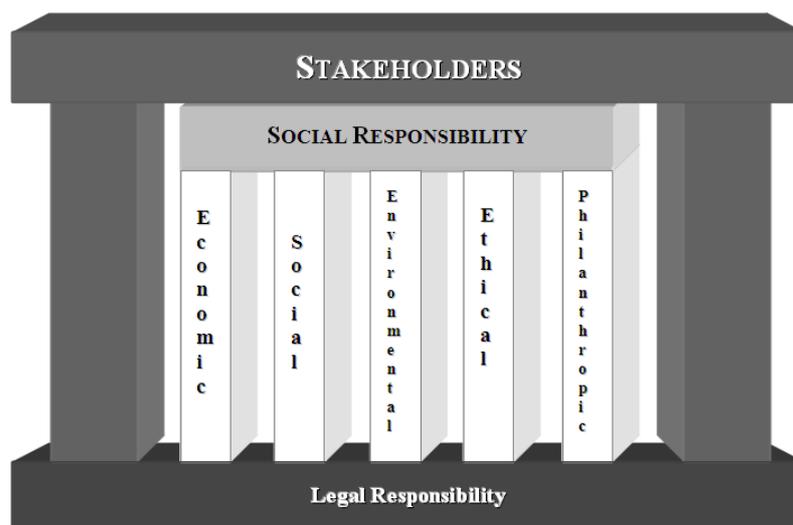


Figure 1 - CSR Pillars

3 CSR Assessment and Indicators

The problems broadly discussed in connection with the social responsibility also include the possibilities of measuring and assessing the CSR (see e.g. [4, 6, 7, 11, 13, 16, 30]).

The following methods can be considered as the main ones: measurements based on analysing of the contents of annual reports, pollution indices, perceptual measurements derived from questionnaire-based surveys, corporate reputation indicators (e.g. Dow Jones Sustainability Index,

Ethibel Sustainability Index, FTSE4Good, Domini 400 Social Index, Calvert Social Index) and data produced by measurement organizations [16]. Then, we can consider structured interviews or analyses of the contents of companies' websites as alternative methods.

While assessing the CSR, attention is focussed on various areas and subsequently on various aspects of the CSR. Table 2 shows the possible CSR indicators.

Table 2 - CSR Indicators

Areas of CSR	DJSI	Ethibel	FTSE4 Good	Domini 400	Calvert
Economic					
Customer Relationship Management	x	x			
Scorecards/Strategic Planning	x				
Product Quality/Future Value		x		x	
Environmental					
Presence of Environmental Policy	x	x	x		x
Environmental Reporting	x	x	x		
Measurement of Company Impacts	x		x	x	x
Measurement of Product Impacts		x			x
Environmental Management Systems		x	x		
Production Initiatives		x		x	
Monitoring of Suppliers	x	x			
Employee Training					x
Social – Internal					
Equal Opportunities and Diversity	x	x	x	x	x
Human Capital Development	x	x	x	x	
Employee Participation	x			x	
Health & Safety of Workers	x		x		x
Employee Relations	x	x	x	x	x

Table 2 - CSR Indicators (cont'd.)

Areas of CSR	DJSI	Ethibel	FTSE4 Good	Domini 400	Calvert
Social – External					
Stakeholder Consultation	x	x	x	x	
Corporate Citizenship/Philanthropy	x	x	x	x	x
Social Reporting	x		x		
Product Safety & Social Impact				x	x
Human Rights Policy & Monitoring	x	x	x	x	x
Human Rights Impact Assessment			x		
Indigenous Peoples' Rights			x		x
Supplier monitoring	x	x			
Corporate Governance					
Board Composition	x	x			x
Audit Issues	x				
Governance & Ethics	x	x	x		x
Investor Relations	x				
Risk & Crisis Management	x				

Source: [4, 22].

4 CSR Indicators in the Gambling Industry

The gambling industry represents a specific branch of the national economy. As the research carried out in the form of structured interviews with the representatives of gambling providers operating in the Czech Republic implies, it is necessary to modify some of the general CSR indicators to be applicable to the gambling industry.

As for the economic area, the gambling industry specifics show mainly in the area of their relation to their stakeholders, particularly to gamblers and the state authorities. From the point of view of the gambling provider, a gambler is a customer, where as well as in the case of any other entrepreneur, the gambling provider tries to attract customers and thus increase the demand for their products. However, in view of the nature of gambling, it is necessary to choose both the target groups and the applied means carefully. At the same time, it is also necessary to show care for gamblers from the point of view of their protection from unhealthy gambling. As for the relation between the gambling providers and the state authorities, they are very close relationships, resulting from the strict legal regulation of gambling and the necessity to obtain a licence to operate it, where there is even an effort to establish a state monopoly on gambling in some countries. However, we also cannot forget transparency of this entrepreneurial activity, particularly from the point of view of the information openness concerning the winning ratios.

From the point of view of the social area, the specifics may include education of employees in the

area of client relations, where it is necessary to ensure training of the employees in the area of responsible gambling. "Responsible gambling refers to a safer approach to gambling involving informed and educated decision making by consumers. Responsible gambling also incorporates harm minimization approaches." [21] The employees of gambling providers that deal personally with gamblers should, above all, learn how to recognize potential problem gamblers, and they should know the procedures and methods how to ensure help for them.

Very important specifics can be found in the ethical area. As a result of the necessity to obtain a licence for provision of gambling and the limited number of entities that can get this licence, this area of business is often connected with bribery. Another problem resides in the codes of ethics that would be binding for gambling providers, where a number of gambling providers are not bound by any code of ethics.

The essential specifics can be seen in the philanthropic area. In most countries, gambling providers have a legal obligation to give a part of their yields to the public purposes. From the point of view of the CSR, it is necessary to pay attention to the volumes and purposes of the financial means beyond the framework of the legal obligations. At the same time, we cannot forget the possibility of using the means for the public purposes by the donor's friendly companies.

For the proposed recommended CSR indicators from the point of view of gambling providers, see Table 3.

Table 3 - CSR Indicators of Gambling Providers

<p style="text-align: center;">Economic Area</p> <ul style="list-style-type: none"> • Corporate governance principles • Relationships with stakeholders <i>(especially clients, employees, government bodies, suppliers, competitors and the public)</i> • Corporate transparency • Quality and safety of the provided products and services 	<p style="text-align: center;">Social Area</p> <ul style="list-style-type: none"> • Staff training and qualifications growth • Remuneration Policy • Working conditions • Equal opportunities in the workplace • Employee participation
<p style="text-align: center;">Environmental Area</p> <ul style="list-style-type: none"> • Recycling • Resource savings • Investments into environmental technologies 	<p style="text-align: center;">Ethical Area</p> <ul style="list-style-type: none"> • Corruption disclaimer • Code of ethics • Intellectual property protection
<p>Philanthropic Area</p> <ul style="list-style-type: none"> • Sponsorship and endowment activities • Cooperation with not-for-profit organizations 	

5 CSR and Gambling Providers in the Czech Republic

In the Czech Republic, gambling is governed by Act No. 202/1990, on lotteries and other similar games. According to this Act, gambling is defined as games in which persons who pay bet take a voluntary part while no return on the bet is guaranteed. It is a chance, a circumstance unknown in advance or an event in accordance with the gaming conditions that decides on a win or a loss. Gambling can have the form of cash or non-cash lotteries based on lots, a raffle, a number lottery, an instant lottery, gambling machines, betting on match scores and other sports results, a bingo, odds bets, horse bets, or betting games in casinos. [1]

Nowadays (June 2011), the Ministry of Finance has granted a licence to operate lotteries and betting games in the area of the Czech Republic to 119 operators [18]. They are legal entities that, in compliance with the legal requirements, have in

most cases the legal form of a joint-stock company, while their registered capital must be at least CZK100 million (i.e. about EUR4 million) and their shares are registered.

The lottery and betting games market leader, with the market share of 6.9%, is Sazka, a.s. The reason is, above all, its competition advantage given by the tradition of this company, which was established in 1956, and until 1990 it enjoyed a monopoly position in the Czech Republic.

See Table 4 for an overview of the results of the lottery and other similar games operators in the Czech Republic in 2009. You will find not only the bets, paid winnings and the resulting income of the gambling providers, but also the operators' expenditure related to the administrative and local fees, the charges for the state supervision and payments going to the public purposes, and all of that divided by the kinds of game.

Table 4 - Overview of the Results of the Lottery and Other Similar Games Operators in the Czech Republic in 2009 (in CZK million)

	Bets	Paid winnings	Resulting income of gambling providers	Administrative fees	Charges for state supervision	Local fees	Public purposes
Lotteries	7 282,2	3 616,5	3 665,7	61,3	x	x	719,2
Odds	8 819,3	6 216,7	2 602,6	77,0	26,0	x	287,9
Bingo	28,0	19,6	8,4	0,8	x	x	0,5
Casinos	9 555,8	7 841,2	1 714,6	171,3	17,2		143,4
Gambling Machines	48 728,7	36 575,3	12 153,4	1 745,0	x	1 036,0	677,1
Technical games	53 416,7	41 101,1	12 315,6	482,0	123,2	x	1 485,8
Total	127 830,7	95 370,4	32 460,3	2 537,4	166,4	1 036,0	3 313,9

Source: [19].

If we pay our attention to the fact how the CSR indicators are met by the gambling providers in the Czech Republic, we can, on the basis of the results of structured interviews with the managers of gambling providers, analyses of the annual reports and Internet pages of the gambling providers and the documents of the Ministry of Finance of the Czech Republic, state the following. For the time being, the CSR principles are basically not applied in the

Czech Republic in the gambling industry, as well as in the other branches of the national economy. Table 5 shows that most areas respect the legal requirements. However, there are still areas where we can see efforts of most gambling providers to evade the legal requirements. Table 5 provides generalized conclusions of the research and shows the prevailing way of conduct of most gambling providers in the individual areas.

Table 5 - CSR Indicators of Gambling Providers in the Czech Republic

CSR Areas/Indicators	Evasion of the legislative requirements	Respecting the legislative requirements	Respecting the CSR principles
Economic Area			
<i>Corporate governance principles</i>		X	
<i>Relationships with gamblers</i>			X
<i>Relationships with Ministry of Finance</i>			X
<i>Relationships with other stakeholders</i>		X	
<i>Corporate transparency</i>		X	
<i>Quality and safety of the provided products and services</i>		X	
Social Area			
<i>Staff training and qualifications growth</i>			X
<i>Remuneration Policy</i>			X
<i>Working conditions</i>		X	
<i>Equal opportunities in the workplace</i>		X	
<i>Employee participation</i>		X	
Environmental Area			
<i>Recycling</i>		X	
<i>Resource savings</i>		X	
<i>Investments into environmental technologies</i>		X	
Ethical Area			
<i>Corruption disclaimer</i>	X		
<i>Code of ethics</i>		X	
<i>Intellectual property protection</i>	X		
Philanthropic Area			
<i>Sponsorship and endowment activities</i>	X		
<i>Cooperation with not-for-profit organizations</i>			X

As for the economic area, most gambling providers respect the legal requirements relating to this area. From the point of view of application of the CSR, we can see a positive relationship with selected stakeholders only. They are the gamblers and the government, but only in certain aspects of their behaviour. With regard to the gamblers, there are a number of activities aiming to keep the existing and attracting new gamblers and to prolong the time they spend playing. The tools used are both

loyalty programmes or various extra competitions for real prizes (e.g. motorbikes or cars), and the way how the gambling rooms are designed from the point of view of the players' comfort (particularly comfortable seating in the gambling rooms, privacy for gamblers). On the other hand, we can negatively evaluate the fact that the only condition that restricts access to gambling and is respected by the gambling providers is reaching the age of 18 years, as provided by law. There are also no activities aiming

to solve the problems of the gambling addicts. The relationships between the gambling providers and the government, specifically the Ministry of Finance, which is also the regulatory and supervisory body in this area and grants licences to operate lotteries and betting games, can be considered as the above-standard ones. The fact that can be particularly negatively evaluated in the economic area is the information openness, where the public has no relevant information of the winning shares or of the intentions or specific use of the individual gambling operators' means for the public purposes.

As for the social area, also there most companies meet the legal requirements only. It is the education and the related improvement in the employees' qualifications what we can generally consider as socially responsible. However, this education is mainly focussed on the professional problems from the point of view of the professional specialization of the workers and what is completely absent is education in the area of interpersonal competences focussed on the gambler. What can be positively assesses from the point of view of application of the CSR principles, it is the corporate wage policy, although some workers get the legal minimum salary only, and this salary is then illegally increased by cash in hand without paying taxes or health and social insurance. As for the social area, behaviour of small "family companies" can be evaluated as considerably positive from the point of view of both the working conditions and the employee participation.

In the environmental area, the said indicators are fulfilled from the point of view of the requirements as provided by law, where an important indicator is the obligation to certify all gaming devices by a

state testing laboratory, where the impact on the environment is also assessed. However, there are generally no other activities beyond the legal obligations.

In the ethical area, a material problem is corruption, which, on the one hand, arises from the mentality of the nation significantly affected by the forty-year period of a totalitarian regime and, on the other hand, from the fact that provision of gambling requires getting a licence and meeting a number of administrative obligations. What can also be considered as a drawback is failing to adopt the ethical codes of the gaming industry. For instance, there is only one out of 119 gambling providers in the Czech Republic who has committed to observe the code of ethics of the European Lotteries Association. Another problem in this area resides in breaching the copyright, particularly in the area of software.

As for the philanthropic area, most gambling operators provide means for the public purposes at the amount as provided by law. They have to contribute the fixed percentage of their yield (6-20% depending on the amount of the yield) to social, health, sports, environmental, cultural, or other public purposes. Table 6 shows distribution of the means to the public purposes in 2009. However, a problem is the fact that the law does not stipulate a particular purpose for using these means, and so most of them go to friendly organizations financing activities connected with the donor. However, some of the companies sponsor selected not-for-profit organizations beyond the scope of their legal obligations. The fact is that they are usually organizations in which the family members or friends of the owners of companies providing gambling are active.

Table 6 – Distribution of the Means to the Public Purposes in 2009 in CZK Thousand and in %

Ecology	Culture	Foundations	Municipalities	Social purposes	Sport	Education	Health service	Total
36 823	228 532	342 668	735 618	136 942	1 762 784	21 954	95 971	3 361 292
1,1 %	6,8 %	10,2 %	21,9 %	4,1 %	52,4 %	0,6 %	2,9 %	100 %

Source: [20].

6 Conclusion

Gambling, i.e. games for money, is considered as a serious social problem. However, this problem shows almost exclusively in connection with problem gamblers and pathological gamblers. It is the fact that only a small part of the population is really addicted to gaming, and, in comparison with

e.g. addiction to alcohol, it is a small percentage (e.g. in 2008 in the Czech Republic, 25,293 people were treated for addiction to alcohol, while only 1,383 people were treated for pathological gambling, i.e. almost twenty times as few [3]). As a matter of fact, pathological gambling is often only used as an excuse for committing various criminal

offences. It is necessary to realize that, as stated by Pratten & Walton: “Most of the activities which individuals undertake can be harmful if taken to excess. Eating unhealthy foods can cause problems. Even drinking too much water can be lethal.” [25].

People have been playing certain games for ages as they bring them entertainment, excitement, and enjoyment of playing. The primary reason for providing gambling is to ensure human leisure activities. In the case gamblers apply the principles of responsible gambling – playing is their personal choice, they know when to stop playing, they determine the maximum acceptable loss and respect it, they do not borrow money for playing, and they perceive the game as entertainment, but not as a way how to earn money, then gambling cannot be a source of negative social effects.

However, responsible gamblers cannot exist without responsible gambling providers. Only such gambling providers that are aware of and apply the principles of the CSR can guarantee responsible gambling. As the performed research implies, there is a space for one thing in introduction of the general CSR principles in the gambling industry, for another in enforcing specific measures respecting the specifics of gambling providers.

As for the measures specific for the area of gambling, it is necessary, in the first place, to solve the problem of informational imbalance (e.g. informing not only about the winning shares, but also about the ways of using the means going to the public purposes) and support information openness in this area (particularly to inform the gamblers of the risks of gambling and of the responsible gambling principles). A way how to solve the problem lies in informational and educational campaigns focussed not only directly on the gamblers, but also on the general public, where students are an important target group, and also on senior citizens as an endangered group. Another set of measures should be focussed on the solution to problem gambling. The possibilities how to solve this include obligatory registration of gamblers and creation of a blacklist, which would prevent the problem and pathological gamblers from entering the gambling rooms in the entire area of the country (either on the basis of the gambler’s own request, or on the basis of a decision made by the gambling providers or the state authorities). Furthermore, the gambling providers should also create and sponsor help lines and problem gambling treatment centres. In this context, it is also possible to consider education of the gambling providers’ employees focussing on the relations to all the relevant stakeholders as crucial [17, 26]. An important role

within all the above activities should be played by the associations of gambling providers.

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