



MGMT*3020*01 Corporate Social Responsibility

Winter 2019

0.5 credit weight

General Course Information

Instructor:	Ruben Burga, PhD, MBA, BAsC., P.Eng.
Email:	rburga@uoguelph.ca
Office Location:	MAC220 (MacDonald Hall); 519-824-4120 x54463
Office Hours:	By appointment
Department/School:	Management
Class Schedule:	Wednesday, 7:00pm – 9:50pm, Rozanski (ROZH) Rm. 101
Pre-requisites:	9 credits
Co-requisites:	N/A

Course Description

This course provides students an opportunity to examine a comprehensive range of topics and issues related to business and sustainability and aims to explore the implications of changing stakeholder expectations, and opportunities for organizational sustainable value creation. Key topics will include CSR theories and frameworks, global issues and role of business in society, socially responsible investing, green consumption, CSR and firm competitive advantage, reputation, corporate governance and ethics, regulation and social/environmental reporting.

Course Learning Outcomes (LO)

Upon successful completion of this course, you will be able to:

1. Assess complex issues and judgments based on established principles and techniques within the strategic management field;
2. Analyse corporate social responsibility (CSR) in relation to innovation;
3. Analyse corporate social responsibility (CSR) in relation to Bottom of Pyramid (BOP) market development;
4. Support a sustained argument in written form while communicating managerial ideas, issues, and conclusions;
5. Analyse corporate social responsibility (CSR) in relation to performance management and governance;
6. Analyse corporate social responsibility (CSR) in relation to investment;
7. Demonstrate competence in the research process by applying CSR knowledge in the critical analysis of a specific case;
8. Analyse corporate social responsibility (CSR) in relation to strategy and implementation;
9. Demonstrate employability skills by participating in decision making, exercising ethical behaviour, and contributing to the group process.

Indicative Content

Week	Date	Topic	Readings (to be read for that week) – additional readings may be assigned	In Class Activities and Reminders*
1	Jan. 9	Introduction to CSR Unit 1: Introduction – Part 1. What is CSR?	Introduction to course, assignments, expectations, etc. Chandler (2017): Chapter 1 - What is CSR, Chapter 2 – The Driving Forces of CSR	Set up teams and team contracts for Group Ass. #2.
2	Jan. 16	Unit 1: Introduction – Part 2. A Global View of CSR	Chandler (2017): Chapter 3 – Corporate Rights and Responsibilities Haertle et al. (2017). PRME: Building a global movement on responsible management education. <i>International Journal of Management Education</i> , 15(20), 66-72. Calton et al. (2013). Building partnerships to create social and economic value at the Base of the Global Development Pyramid. <i>Journal of Business Ethics</i> , 117(4), 721-733.	Group Contracts are due & CORE certificates are due
3	Jan. 23	Unit 2: A Stakeholder Perspective of Corporate Strategy. Part 1. Understanding Stakeholders	Chandler (2017): Chapter 4 – Stakeholder Theory, Chapter 5: Corporate Stakeholder Responsibility	
4	Jan. 30	Unit 2: A Stakeholder Perspective of Corporate Strategy. Part 2. Stakeholder Perspective and Profit	Chandler (2017): Chapter 7 – The Pursuit of Profit Houston (2017) For Goodness Sake (read pp. 10-65)	
5	Feb. 6	Unit 3: CSR – An Economic Perspective. Part 1. Viewing CSR through an Accountability Lens	Chandler (2017): Chapter 9 - Accountability, Waddock (2008). Building a new institutional infrastructure for corporate responsibility. <i>Academy of Management Perspectives</i> , 22(3). 87-108.	Ass. #2 Aim2Flourish Assignment – Group - Phase 1 (15%)
6	Feb. 13	Unit 3: CSR – An Economic Perspective. Part 2. Viewing CSR through a Sustainability Lens	Chandler (2017): Chapter 13 - Sustainability Houston (2017) For Goodness Sake (read pp. 66 - 101)	
7	Feb. 27	Unit 4: CSR as a Constraint. Part 1. Corporate Strategy and CSR Constraints	Chandler (2017): Chapter 10 – Strategy + CSR, Chapter 11 – CSR as a Strategic Filter	Ass. #2 – Group - Phase 2 (15%)

8	Mar. 6 Note that the 40th day is Mar. 8	Unit 4: CSR as a Constraint. Part 2. A Strategic CSR Perspective	Chandler (2017): Chapter 12 – Strategic CSR Kurucz, Colbert, & Wheeler (2013): Chapter 3 – Learning our way forward Husted, B. W. (2003). Governance choices for corporate social responsibility: to contribute, collaborate or internalize? <i>Long Range Planning</i> , 36(5), 481-498.	
9	Mar. 13	Unit 5: Implementing CSR. Part 1. Strategic CSR Decision-making	Chandler (2017): Chapter 14 – Implementing CSR Chapter 15 – Sustainable Value Creation	
10	Mar. 20	Unit 5: Implementing CSR. Part 2. Sustainable Value Creation	Surroca, Tribo, & Waddock (2010). Corporate responsibility and financial performance: the role of intangible resources. <i>Strategic Management Journal</i> , 31, 436-490.	Ass. #2 Group - Phase 3 (15%)
11	Mar. 27	Unit 6: Integrating CSR. Part 1. Managing Sustainability	Simons, R. (1994). How new top managers use control systems as levers of strategic renewal. <i>Strategic management journal</i> , 15(3), 169-189. Arjalies, D., & Mundy, J. (2013). The use of management control systems to manage CSR strategy: A levers of control perspective. <i>Management Accounting Research (24)</i> , 284-300.	Ass. #3 Individual Reflection (15%)
12	Apr. 3	Unit 6: Integrating CSR. Part 2. A Sustainability Mindset	Rimanoczy (2014). A matter of being: Developing sustainability-minded leaders. <i>Journal of Management for Global Sustainability</i> , 2(1), 95-122.	Ass. #4 – Individual Essay (16%)

Course Assessment

Assessment	Weight	Description	Associated Learning Outcomes	Due Date/ location
Assessment 1:	24%	Learning Reflections (Course reflections marked weekly - 2% x 12)	LO 1, 2, 3, 4, 5, 6, 8	Weekly by Friday 11:59 p.m. - Dropbox
Assessment 2:	45%	Phase 1: Aim2Flourish Innovation Project (Group) (15%) Phase 2: CSR Analysis of Aim2Flourish Client (Group) (15%)	LO 1, 2, 4, 5, 6, 7, 8, 9	CORE Cert. – Jan. 16 Group Contract – Jan. 16 Phase 1 – Feb. 6 Phase 2 – Feb. 27 Phase 3 – Mar. 20

		Phase 3: CSR Recommendations for Aim2Flourish Client (Group) (15%)		
Assessment 3:	15%	Aim2Flourish Case Individual Case Reflection (15%)	LO 1, 4, 7	Mar. 27
Assessment 4	16%	Individual Essay (16%)	LO 1, 3, 4, 8	Apr. 3
Total	100%			

Teaching and Learning Practices (as appropriate)

Lectures: Our approach is to create a learning environment through the use of cases, discussions, and experiential activities, where students can interact with the instructor, each other, and course material to explore and discuss management and organizational related issues to generate ideas and solutions both in class and on the course website. We believe that learning occurs when there is value creation and when exploration into the course concepts and ideas generate the need to ask questions and challenge assumptions. We expect students to engage in the learning and discuss topics and issues through critical analysis and use multiple perspectives in the exploration of the course concepts. To enhance learning and application, students are expected to go beyond the course material and integrate knowledge from events in the media and other related and relevant resources.

Course Resources

This course uses a variety of materials and resources. One of your primary resources will be the course website (<http://courselink.uoguelph.ca>). All announcements, links to required and recommended readings, information on activities and exercises, assignments, and updates will be posted here. You will also be able to access any handouts you may have missed through this site. Check this site often.

On-Line Communication:

- This course has a website (see <http://courselink.uoguelph.ca/>). Please post any questions you may have on this website. Please use this website to communicate with the course learning community outside the classroom.
- I will be communicating with you via your central email account <mail.uoguelph.ca> from time to time. You are required to check this account on a regular basis. Please be advised that I will not edit my mailing list to your hotmail/yahoo etc. account.
- While I endeavour to check my email daily, students can reasonably expect a response from me within 48/72 hours business hours under normal circumstances.
- Please note that in-class reflections will be done for every class. Students may be asked to discuss the reflective question in-class. They will submit their answers into the appropriate Dropbox folder.

Required Texts:

Strategic Corporate Social Responsibility, 4th Edition

Author: David Chandler

Publisher: Sage Publications, Inc.

ISBN: 978-1-5063-1099-2

For Goodness' Sake; Satisfy the hunger for meaningful business

Authors: Chris Houston with Jordan Pinches

Available through the University of Guelph book stores or from www.telosity.net/for_goodness_sake or at <https://aerbook.com/store/Telosity>

Required Readings: All readings are required to be done prior to class. Additional readings may be added throughout the semester
Articles as may be described throughout the course are available through the Guelph Library. You may be required to access some readings on websites as indicated on the course schedule.

Recommended Texts:

In addition to the required readings, supplementary readings have been identified to assist you in your coursework. These items will also be available at the University of Guelph Library.

The Fortune at the Bottom of the Pyramid: Eradicating Poverty Through Profits

Revised and Updated 5th Anniversary Edition,

Author: C.K. Prahalad

Publisher: Wharton School Publishing, Pearson Education Inc.

ISBN 0-13-382913-8

Reconstructing Value: Leadership Skills for a Sustainable World

Authors: Elizabeth Kurucz, Barry Colbert, David Wheeler

Course Policies

In this course, much of your time will be spent in group interaction. This enables you to share ideas and to improve communication skills. Through interaction, you will discover for yourself the meaning of concepts, the subtleties inherent in everyday business situations, and the rationales for various solutions to managerial problems. To achieve effective interaction, I have three expectations:

1. **Attendance.** Because interaction is central, and also because your group members will be relying on you for ideas, I expect you to attend every class. Valid reasons for absence include serious illness and family emergencies. Studying for exams and completing assignments are not valid reasons to miss class.
2. **Preparation.** You are expected to read assigned material in advance and to be fully prepared for class discussion. You may be called upon to begin the class and to contribute to discussion at any time. Unsupported opinion will not substitute for informed discussion. Adequate preparation is the only way to avoid embarrassment.
3. **Group work.** You will participate in group work during the term. The group should address group problems or conflict in a timely fashion. You will have signed a group contract that should govern most conflicts that you experience. I am available to assist groups who experience problems.

Grading Policies

<http://www.uouelph.ca/registrar/calendars/undergraduate/current/c08/c08-grds.shtml>

Course Policy on Group Work:

You will organize into groups in Week 1. This will be your group for your discussions, assignments, and projects. It is essential that students ensure the groups remain cohesive and supportive if effective learning is to occur. Groups will be required to sign and submit a contract signed by all members committing to agreed-upon group norms by the start of class in Week 2. In the event of misunderstandings, the first course of action is to attempt to resolve these within the group. If this is not possible, it is the responsibility of the student(s) to raise these issues with the Instructor. The default position is that all students in a group will receive the same grade for group-based work. If there is a situation where a student is not fairly contributing to the production and completion of the group assignment and does not respond to group requests to enhance her or his efforts, the other group members should contact the Instructor. In special cases such as this, a process will be instituted to enable group members to each assess a fair allocation of marks for the work completed. This assessment may result in group members receiving different grades for the same assignment. Such instances in this course are extremely rare and the expectation is that all group members will direct their efforts toward proactively resolving internal issues working in groups, using their group contract as a basis for establishing expectations and resolving conflicts.

Course Policy regarding use of Electronic Devices and recording of lectures:

Electronic recording of classes is expressly forbidden without consent of the instructor. When recordings are permitted they are solely for the use of the authorized student and may not be reproduced, or transmitted to others, without the express written consent of the instructor.

University Policies

Academic Consideration

When you find yourself unable to meet an in-course requirement because of illness or compassionate reasons, please advise the course instructor in writing, with your name, id#, and e-mail contact. See the academic calendar for information on regulations and procedures for

Academic Consideration: <http://www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/c08-ac.shtml>

Academic Misconduct

The University of Guelph is committed to upholding the highest standards of academic integrity and it is the responsibility of all members of the University community, faculty, staff, and students to be aware of what constitutes academic misconduct and to do as much as possible to prevent academic offences from occurring.

University of Guelph students have the responsibility of abiding by the University's policy on academic misconduct regardless of their location of study; faculty, staff and students have the responsibility of supporting an environment that discourages misconduct. Students need to remain aware that instructors have access to and the right to use electronic and other means of detection. Please note: Whether or not a student intended to commit academic misconduct is not relevant for a finding of guilt. Hurried or careless submission of assignments does not excuse students from responsibility for verifying the academic integrity of their work before submitting it. Students who are in any doubt as to whether an action on their part could be construed as an academic offence should consult with a faculty member or faculty advisor.

The Academic Misconduct Policy is detailed in the Undergraduate Calendar:

<https://www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/c08-amisconduct.shtml>

Accessibility

The University of Guelph is committed to creating a barrier-free environment. Providing services for students is a shared responsibility among students, faculty and administrators. This relationship is based on respect of individual rights, the dignity of the individual and the University community's shared commitment to an open and supportive learning environment. Students requiring service or accommodation, whether due to an identified, ongoing disability or a short-term disability should contact Student Accessibility Services as soon as possible.

For more information, contact SAS at 519-824-4120 ext. 56208 or email accessibility@uoguelph.ca or see the website: <http://www.csd.uoguelph.ca/csd/>

Course Evaluation Information

Please refer to the [Course and Instructor Evaluation Website](#)

Drop Date

The last date to drop one-semester courses, without academic penalty, is **November 2nd, 2018**. For regulations and procedures for Dropping Courses, see the Academic Calendar:

<https://www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/c08-drop.shtml>