



DETAILED MODULE OUTLINE

ST525 RESPONSIBLE MANAGEMENT

DEPARTMENT	:	HUMAN RESOURCE MANAGEMENT
PROGRAMME	:	Summer Session: Tuesday 16 June – Friday 26 June 2015
TEACHING TEAM	:	Nathalie Crutzen, HEC Liège, Belgium Don Minday, ESC Rennes School of Business (coordinator) Another professor from an ESC Rennes partner university to be confirmed.
FORMAT	:	On-line assignment before arrival in Rennes 30 classroom hours over two weeks in Rennes
CREDITS	:	6 ECTS (Europe) / 3 U.S. Credits Each ECTS credit corresponds to 25 hrs. of work (including reading, preparation, classroom time, assessment)

PRE-REQUISITE MODULES:

Students are expected to have followed undergraduate courses in management or organizational behavior, marketing, and business strategy.

MODULE OBJECTIVES:

The purpose of this module is to provide students with a conceptual framework for understanding how organizations and managers can optimize the triple bottom line - economic, social, and environmental sustainability – through a successful Corporate Social Responsibility (CSR) strategy.

MODULE INTENDED LEARNING OUTCOMES:

By the end of this module, students will be able to:

1. Critically assess – discuss, compare, summarize - the main theoretical and conceptual approaches to CSR;
2. Identify a company's stakeholders, their issues, and make recommendations on how to manage them.
3. Identify and analyse the strategic opportunities provided by CSR and sustainability;
4. Formulate CSR-related recommendations at the managerial level, whether they be of an environmental, social, or strategic nature

MODULE DESCRIPTION:

This module is designed to enable students to build social and environmental responsibility into the "DNA" of the business. CSR is no longer an optional extra, but a strategic imperative. The main subjects covered include:

- CSR concepts and frameworks
- Stakeholder management
- Leadership & corporate governance
- Incorporating CSR into a company's strategy
- Ethics in finance and socially responsible investment
- Sustainability & green business
- CSR and employees
- CSR and consumers
- The institutional environment of CSR

LINKS WITH COMPANIES: Through company examples and case studies used in class as well as company visits

TEACHING METHODS:

- Pre-arrival assignment.
- In Rennes, preparation outside of class: reading of articles and case studies, and sustainability reports; group presentation preparation.
- The classroom sessions are designed to be interactive lectures and classroom debate based on the readings which students have completed before coming to class.
- Group presentations defending or criticizing company sustainability reports

METHODS OF ASSESSMENT:

Continuous assessment: 50% of the final grade – see below

1. 25% of the final grade will be based on an individual presentation which requires preparation before class.
2. 25% of the final grade will be based on the post-arrival group presentation.

Final examination: 50% of the final grade

All of the module's intended learning outcomes (ILOs) will be tested through the three assessment methods.

Assessment	Individual / Group	Written / oral	Length	Grade Weight	ILOs assessed
1. Individual presentation	<u>Individual</u> Reading to understand CSR concepts "Transition" presentation	Presentation prepared before arrival and given during the class. Format: PowerPoint or equivalent	A 10-mn. presentation Your fill will be given to your professor on a USB key the day of your presentation.	25% of module grade	2 and 3
2. Group presentation	Groups of 4-5 students	Group presentation in class Format: PowerPoint or Prezi	A 20-25 mn. presentation during a designated session. Groups will be designated by the instructors.	25%	All 4
Final exam	Individual	Written exam	3 hour in-class exam, essay question format, on last afternoon of class.	50%	All 4

1. Pre-reading and individual presentation: 10-15 hours of individual work before arriving in Rennes

Facilitator: Professor Minday (donald.minday@esc-rennes.fr)

Assignment		Output
Readings	2 articles: <ul style="list-style-type: none">▪ "Can business do well by doing good?"▪ "CSR in a Global Context" (Ch. 1, Matten & Crane)	None, but come prepared to discuss in 1 st class session.
Individual "Transition" presentation	Students will analyze the key issues and opportunities related to a topic related to the transition towards a more sustainable world*, and present their findings to the class. See more details below and topics on page 7.	A 10-minute presentation on a topic related to the transition. Format: Powerpoint or Prezi Each student will prepare her/his presentation before arriving in Rennes and give it during the 2-week class at a designated time to be communicated to you.

The TRANSITION presentation

The world system as it is today is in a mega crisis and is not sustainable. If the world's temperature increases by 4°C by 2060, our world will become uninhabitable. A transition is inevitable, and has already started. It will not be enforced by governments or the United Nations. It will be led by economic and social institutions, including business. Solutions they propose will require vision and foresight.

Students may choose from the list of topics on page 7 of this module outline. You may choose a specific angle of a topic, such as the side effect of drugs in the health care industry

The key points to address in the presentation are:

- Trends and future prospects related to your topic.
- Stakes and issues for business
- Opportunities – how companies can be change agents with respect to your topic. Illustrate with at least one company example.
- It is recommended to **include a relevant 2-3 minute-long video** on the topic (part of the 10 minutes)

Each student will choose a different topic, which means that each class section will hear a presentation on more than 20 transition topics! **Students must e-mail their 1st and 2nd choice of topics to Prof. Don Minday (donald.minday@esc-rennes.fr) as soon as possible. Topic requests will be granted on a first come, first serve basis.** Once the topics are settled, Prof. Minday will e-mail a schedule specifying who presents on what day. The first presentations will begin on the first day of class.

2. Group presentation – sustainability report

Within each section of students, the teaching staff will form teams of 4-5 members on the basis of cultural diversity. The first group presentation on the sustainability report of a designated company will be on Friday of Week 1. Your task is twofold: 1) as ADVOCATES, summarize what the company is doing well in terms of CSR policies; 2) as CRITICS, analyze weaknesses in the report and in actual practice. Information on the latter will require doing research on the Internet. The companies presented in 2013 are listed on the schedule on the next page: Adidas, Toyota, GSK, L'Oréal.

BIBLIOGRAPHY:

Recommended Textbook:

- CRANE, A., MATTEN, D. & SPENCE, L. (Eds.) (2013) Corporate Social Responsibility: Readings and Cases in a Global Context, London and New York: Routledge. See companion website for links to related articles: <http://www.routledge.com/cw/crane-9780415683258/>

Other Readings:

- CARROLL A.B. & BUCHHOLTZ A.K. (2012), Business & Society. Ethics and Stakeholder Management, South-Western, Cengage Learning.
- CLARKE T. (Ed.) (2004), Theories of Corporate Governance, London, Routledge.
- CRANE A., MCWILLIAMS A., MATTEN D., MOON J. & SIEGEL D. (Eds.) (2009), The Oxford Handbook of Corporate Social Responsibility, Oxford, Oxford University Press.
- DE BETTIGNIES H.-C. & LÉPINEUX F. (Eds.) (2009), Business, Globalization and the Common Good, "Frontiers of Business Ethics" series, Oxford, Peter Lang Academic Publishers.
- DE BETTIGNIES H.-C. & LÉPINEUX F. (Eds.) (2009), Finance for a Better World: The Shift Toward Sustainability, London, Palgrave Macmillan **E-book available**.
- DE WOOT P. (2005), Should Prometheus Be Bound? Corporate Global Responsibility, London, Palgrave MacMillan.
- EDWARDS A.R. (2005), The Sustainability Revolution: Portrait of a Paradigm Shift, Gabriola Island (Canada), New Society Publishers.
- HARTMAN L.P. & WERHANE P.H. (Eds.) (2009), The Global Corporation: Sustainable, Effective and Ethical Practices. A Case Book, London, Routledge.
- HEAL G. (2008), When Principles Pay – Corporate Social Responsibility and the Bottom Line, Columbia University Press.
- KOTLER P. & LEE N. (2005), Corporate Social Responsibility – Doing the Most Good for Your Company and Your Cause, Hoboken (NJ), John Wiley & Sons.
- MURPHY P.E., LACZNIAK G.R., BOWIE N.E. & KLEIN T.A. (2005), Ethical Marketing, Upper Saddle River, Pearson Prentice Hall.
- POST J., PRESTON L. & SACHS S. (2002), Redefining the Corporation: Stakeholder Management and Organizational Wealth, Stanford University Press.
- SAVITZ A.W. & WEBER K. (2006), The Triple Bottom Line – How Today's Best-Run Companies Are Achieving Economic, Social and Environmental Success, San Francisco, Jossey-Bass.
- SMITH C. & LENSSEN G. (Eds.) (2009), Mainstreaming Corporate Responsibility, Chichester (England), John Wiley & Sons.
- FERRELL O.C., THORNE D. & FERRELL L. (2010), Social Responsibility and Business, Boston, South-Western, Cengage Learning, 4th edition.
- WERHANE P.H., KELLEY S.P., HARTMAN L.P. & MOBERG D.J. (2009), Alleviating Poverty through Profitable Partnerships: Globalization, Markets and Economic Well-Being, Routledge.
- ZADEK S. (2006), The Civil Corporation. The New Economy of Corporate Citizenship, London, Earthscan.

ACADEMIC JOURNALS:

Some major academic journals are available in electronic format in full-text via the Library Databases (Library website / click on "Find a Journal" to access "A to Z Journal Finder" then search by the title).

The library gives you access to the following journals:

- Business and Society Review.
- Business Ethics Quarterly.
- Business Ethics: A European Review.
- Business & Society.
- Corporate Governance.
- Journal of Business Ethics.
- Journal of Corporate Citizenship.
- Social Responsibility Journal.

WEBSITES:

There are hundreds of websites on CSR and sustainability. Here are a few.

- <http://www.aspeninstitute.org/>
- <http://www.globalreporting.org>
- <http://www.csr-news.net/>
- <http://www.csreurope.org/>
- <http://www.bsr.org/>
- <http://www.forceforgood.com/>
- <http://www.ethicalcorp.com/>
- <http://www.ethicalperformance.com/>
- http://www.ftse.com/Indices/FTSE4Good_Index_Series/index.jsp
- <http://www.sa-intl.org/http://www.srinews.com/>
- <http://www.greenfacts.org/>
- <http://www.rainforest-alliance.org/>
- <http://www.socialinvest.org/>
- <http://www.sustainability-indexes.com>
- <http://www.unepfi.org/>
- <http://www.unglobalcompact.org/>
- <http://www.unpri.org/>
- <http://www.vigeo.com/>
- <http://www.wbcsd.ch/>

2013 sustainability report presentation links – companies subject to change in 2015

<i>Company</i>	<i>Link to sustainability page</i>	<i>Link to most recent sustainability report</i>
Adidas	http://www.adidas-group.com/SER2012/	http://www.adidas-group.com/SER2012/downloads/adidas_SPR2012_full.pdf
Toyota	http://www.toyota-global.com/sustainability/	http://www.toyota-global.com/sustainability/report/sr/pdf/sustainability_report12_fe.pdf
GSK	http://www.gsk.com/responsibility.html	http://www.gsk.com/content/dam/gsk/globals/documents/pdf/corporateresponsibility/cr-report-2012/gsk-cr-2012-report.pdf
L'Oréal	http://sustainabledevelopment.loreal.com/SubSection.aspx?topcode=CorpTopic_Co mt_DevDur&topicsection=CorpTopic_Co mt	http://sustainabledevelopment.loreal.com/Document.aspx?file=http://loreal-dam-front-resources-corp-en-cdn.brainsonic.com/ressources/afile/3094-a7636-resource-rapport-developpement-durable-2012-uk.html

ST525 Responsible Management

Topic choices for individual TRANSITION presentation – choices subject to slight modification

E-mail your 1st and 2nd choices to donald.minday@esc-rennes.fr as soon as possible starting May 15, 2014, indicating your class section (see student list on Excel file).

If you're not sure what the topic is about, look it up on the Internet.

*Choices will be granted on a first come, first served basis – **each student must choose a different topic.***

1. **Food:** GMOs – for and against
2. **Food:** organic food
3. **Food:** organic farming, a more sustainable agriculture model
4. **Food:** eating healthy food, the fight against obesity
5. **Water:** scarcity, risks, conservation
6. **Global demographic trends and risks**
7. **Land:** growth of crop and pasture land
8. **Land pollution: chemicals, plastic, and waste**
9. **Shale gas:** bonanza or threat?
10. **Waste management**
11. **Energy: solar**
12. **Energy: wind**
13. **Energy: biofuels and biomass**
14. **Biodiversity and eco-systems**
15. **Algae:** a source of food and energy, a natural ingredient for cosmetics, and lots of it.
16. **Construction:** positive energy buildings
17. **Construction:** eco-friendly architecture and building materials
18. **Cities:** the eco-friendly city of tomorrow, grass roofs and all
19. **Biomimicry:** emulating nature to solve human problems
20. **Climate change,** global warming, ozone depletion
21. **Air pollution in China (or elsewhere)**
22. **Eco / responsible tourism**
23. **Resource depletion: oceans**
24. **Resource depletion: forests** (sustainable forests,...)
25. **Rare earths**
26. **Alternative indicators to measure wealth**
27. **Health care:** holistic / human health care
28. **Health care:** prevention vs. cure – the problem of "big pharma"
29. **Health care:** a new model to rein in health care costs?
29. **Fair trade**
30. **Social business**
31. **The circular economy**
32. **Indigenous peoples** and extractive industries: oil, mining...
33. **Bottom /base of the pyramid (BOP):** Is marketing to the poor a good idea?
34. **Product design: The cradle-to-cradle concept**
35. **Responsible leadership:** how higher education can prepare graduates to lead the transition

For more information on the individual presentation, go to this Wiki page:

<http://responsiblemanagement2013.wikispaces.com/2.+Individual+transition+presentations>

2013 sustainability report presentations – companies subject to change in 2015

Company	Link to sustainability page	Link to most recent sustainability report
Adidas	http://www.adidas-group.com/SER2012/	http://www.adidas-group.com/SER2012/downloads/adidas_SPR2012_full.pdf
Toyota	http://www.toyota-global.com/sustainability/	http://www.toyota-global.com/sustainability/report/sr/pdf/sustainability_report12_fe.pdf
GSK	http://www.gsk.com/responsibility.html	http://www.gsk.com/content/dam/gsk/globals/documents/pdf/corporateresponsibility/cr-report-2012/gsk-cr-2012-report.pdf
L'Oréal	http://sustainabledevelopment.loreal.com/SubSection.aspx?topcode=CorpTopic_Comt_DevDur&topicsection=CorpTopic_Comt	http://sustainabledevelopment.loreal.com/Document.aspx?file=http://loreal-dam-front-resources-corp-en-cdn.brainsonic.com/ressources/afile/3094-a7636-resource-rapport-developpement-durable-2012-uk.html

For all necessary information on the group presentations, go to this Wiki page:

<http://responsiblemanagement2013.wikispaces.com/3.+Group+sustainability+report+presentations>