MGMT 3625-01: CORPORATE SOCIAL RESPONSIBILITY

Monday and Wednesday 3:30 - 4:50 p.m.  RCOB 2201

Instructor: Susana Velez-Castrillon, Ph.D.

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Office Hours:  Monday and Wednesday 2:00 to 3:30 p.m. and 5:00 to 7:00 p.m.
Thursday 1:00 to 5 p.m. or by appointment

COURSE DESCRIPTION AND OBJECTIVES

Corporate Social Responsibility (CSR) is the broad concept that firms should not only driven by profits, but also by the purpose of benefitting society. CSR is about sustainable wealth creation that involves an organization’s many stakeholders. Because it involves many different – and even competing interests- CSR is concerned with wide areas in the interface between business and society.

Much of this course is dedicated to the examination of current CSR trends and to discussion of different perspectives on issues that affect organizational effectiveness. CSR is about decision-making that considers multifaceted organizational and societal implications.

Throughout this course, we will study CSR theories and apply them to current CSR topics. We will develop concepts and frameworks for analyzing sometimes controversial issues. It is your responsibility to prepare for class, and to respectfully engage in discussion.

The objective of this course is to familiarize you with the main concepts of CSR and to develop analytical skills to examine CSR issues from different perspectives. At the end of this course, you should be able to:

1. Understand how ethical decision-making affects organizations and to demonstrate the ability to analyze issues and situations with ethical and legal implications for business (LG5)
2. Utilize general and management-specific knowledge and skills in the analysis of business and economic problems considering the perspectives of different stakeholders. (LG6)
3. Effectively communicate with different stakeholders in order to develop socially responsible strategies (LG1)

USE OF Desire2Learn: Desire2Learn is an absolutely necessary resource for this class. All information, instructions, and updates will be posted on Desire2Learn. Also, Desire2Learn is the preferred method of communication with your instructor and classmates. You should get in the habit of checking Desire2Learn frequently.

COURSE MATERIALS:

ISBN-10: 1412974534
Available from the bookstore or from several online retailers (see link)

**Required simulation:** “Strategic CSR Simulation” available here

If this link does not work, you can go to this page http://www.strategicccrsim.com/default.asp and enter the following access code (Simulation ID): 53823781

The cost of the simulation is $9.95.

### DETERMINANTS OF THE TERM GRADE

<table>
<thead>
<tr>
<th>Component</th>
<th>Weightage</th>
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<tbody>
<tr>
<td>Two exams (Each one 15 points)</td>
<td>30%</td>
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<tr>
<td>Simulation results and press kit (30 points)</td>
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<tr>
<td>In-class exercises (20 points)</td>
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<td>Mission statement and values (10 points)</td>
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<tr>
<td>LinkedIn Profile (10 points)</td>
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<td><strong>Total (100 points)</strong></td>
<td><strong>100%</strong></td>
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**Grade Scale**

- **A**: 90.0 – 100%
- **B**: 80.0 – 89.9%
- **C**: 70.0 – 79.9%
- **D**: 60.0 – 69.9%
- **F**: 0 – 59.9%

**EXAMS:** Three exams will be given. Exams may consist of short essays, multiple choice, fill-in-the-blank, or any other type of question. Each exam is worth 15 points. The class notes provide a foundation, but all discussions, cases, in-class exercises, and material used or presented in class or Desire2Learn may be included in the exam. A missed exam will count as zero. The first two exams are not cumulative. The final exam covers all the material presented in the course. The lowest exam grade will be dropped. No one should enroll who cannot take the exams as scheduled.

1. Be on time to take tests. Being late is not a good reason to request a make-up exam. No one arriving 15 minutes after the start of an exam will be allowed to take it. Tests will be collected 70 minutes after the start of the class.
2. An English dictionary would be available during the exam. Anyone can use this, and only this, dictionary during the exam. You are not allowed to use your own dictionary or translator.
3. *If you are doing poorly on exams, please see the instructor as soon as possible*; waiting will not increase your chances of improving your grade.
4. Exams are the property of the instructor and the University of West Georgia and may not be taken or duplicated.

Exam weighting and number are subject to change at the discretion of the instructor.
SIMULATION RESULTS AND PRESS KIT: The class will be divided into groups of 3-4 students for the simulation. Since you may not know other students in this course, we will have ‘speed dating’ to learn more about each other and help you in forming the teams. Here are the step-by-step instructions to get started:

1. Create your Teamwork Profile and bring it to the speed dating. The form is available on Desire2Learn. If you don’t bring this completed, you cannot participate in the speed dating.
2. Once you have chosen your team, create a “Group Expectations Document”. Brief guidelines are available on Desire2Learn. Give one copy (not the original) of the document to your instructor. Your team cannot start using the simulation without turning this document in.
3. Read the player’s guide and familiarize yourself with the simulation.
4. Once the simulation starts, your team will be responsible for submitting a decision every two weeks on Sunday by 11:00 p.m.
   **Be careful!** In order to give you more time between getting the final results and having to submit the press kit and peer reviews, the last decision (Year 5) is due one week (not two) after Year 5 opens. That is, Year 5 opens on Monday 03/25 and the decision is due on Monday 04/01.
5. Every decision must be documented in a “Team Decision Justification Memo” which is available in the simulation. Because you need to provide analysis for each decision a team cannot just get lucky and guess the right decision. On the other hand, if you are unlucky and your decision just does not work out as planned, you can show in your memo that you actually gave some thought to the decision - it just did not work as expected.
   Results of each round will be available five minutes after decisions are closed (Sunday at 11:05 p.m.)
6. At the end of the simulation, you need to hand-in a press (or media) kit.
   “A press kit, also known as a media kit, is a packet of promotional material created for the media and its representatives as well as your prospective clients, vendors, investors, and others. It essentially serves as your company’s calling card.”¹ Your press kit should include the following:
   a. Cover Letter
   b. Press Release
   c. Background
   d. Bios
   e. Brochure
   f. Post-simulation memo
   g. Folder (designed by you)

    Your *raw* grade on the simulation is calculated as follows:
    - Pre-simulation memo: 3 points
    - Company performance: 12 points
    - Press kit: 15 points

Accessed on 01/04/2013
Further details about the simulation and the press kit will be provided in class.

Your final grade on the simulation is a combination of my assessment and a review by your peers of your participation, punctuality, contribution, and team work. The peer-review rubric is available on Desire2Learn.

IN-CLASS EXERCISES (20 points): there are several team or individual assignments to be completed during a class period. Some, but not all, of these exercises are listed in the class schedule. Excused (with acceptable documentation) absences for the projects will be permitted to make up the absence by providing written essay answers (3 pages minimum, double spaced, 12 point New Times Roman font) related to topics assigned by the instructor. A maximum of one make-up assignment will be allowed for absences and must be completed by the date specified by the instructor.

These in-class exercises total 20 points, and number of points per exercise varies.

LINKEDIN PROFILE (10 points): All students are required to create a profile in LinkedIn (http://www.linkedin.com), a professional networking website. This profile must be thorough and include a good, business-appropriate photograph. Additionally, you are required to:

- Connect with at least 6 UWG classmates
- Join the Richards College of Business at the University of West Georgia Group – I recommend you do this quickly because it takes several days for the group to accept your request to join.
- Join at least two other professional interests groups

Further details about the LinkedIn profile will be available on Desire2Learn.

MISSION STATEMENT AND VALUES: This assignment has two parts.

1. Corporate Mission Statement and Values (3 points): Find the mission statement and values of a public or private company. Print them or write them down in large format (large enough that all the class can see it) without printing or writing down the name of the company. Write the name of the company on the back of the paper. Bring this to class on the assigned date.
2. Personal mission statement and values (7 points): The aim of this assignment is to give you an opportunity to reflect about your own goals, how do you hope to achieve them, and which principles will guide you as you pursue these goals. Write your personal mission statement a-what you hope to achieve in your personal and professional life. Write also your core values (no more than 4-6). The mission statement and values will be evaluated on:
   a. Clarity and Brevity of mission statement: You should be able to memorize your mission statement.
   b. Description of core values: List and describe 4-6 values that identify you and that you think will help you to succeed professionally. (1-2 pages, 12-point Times New Roman, Double space, 1-inch margins)
Do not write the mission statement of a company you hope to start in the future. This is your personal mission statement.

EXTRA CREDIT: While there are no extra credit opportunities built into the class, from time to time such opportunities may arise. If an extra credit opportunity arises it will be made available to the entire class.

DEADLINES, MAKE-UP ASSIGNMENTS AND EXAMS, AND LENGTH LIMITS: Please let me know if under rare and extreme circumstances you will be late in submitting an assignment. A minor delay (less than a week) will result in a penalty of 10% of the grade. A major delay (over a week) will result in 0 points for the assignment.

A similar policy is in place for projects that exceed length limits. Minor excesses (10% or less) will normally result in penalties of 5% of the grade, and significant excesses (more than 10%) in a penalty of 10% of the grade.

Make-up exams, assignments, case studies, in-class exercises will be given only in the event of extraordinary circumstances and university-accepted documented situations:

1. You need to contact the instructor and provide all relevant documentation, 72 hours before the exam for pre-scheduled events (such as university-endorsed functions), and up to 72 hours after the exam for fortuitous events (such as illness).
2. Absences for the in-class exercises will be permitted to make up the absence by providing written essay answers (3 pages minimum, double spaced, 12 point New Times Roman font) related to topics assigned by the instructor. A maximum of one make-up assignment will be allowed for absences.
3. Scheduling of all make-up assignments and exams is at the discretion of the instructor.

TECHNOLOGY: The use of technology (i.e. laptops) in the classroom will be permitted as long as these devices are used for classroom related activities and do not distract from the lecture or class discussion. If at any point the use of these devices becomes problematic to the class, all such devices will be banned for the remainder of the semester. Cell phones should always be turned off or on silent and NEVER used during class.

THE HONOR CODE: At the University of West Georgia we believe that academic and personal integrity are based upon honesty, trust, fairness, respect and responsibility. Students at West Georgia assume responsibility for upholding the honor code. West Georgia students pledge to refrain from engaging in acts that do not maintain academic and personal integrity. These include, but are not limited to, plagiarism*, cheating*, fabrication*, aid of academic dishonesty, lying, bribery or threats, and stealing.

Definitions:

• Cheating - “using or attempting to use unauthorized materials, information or study aids”

• Fabrication - “falsification or unauthorized invention of any information or citation”

• Plagiarism - “representing the words or ideas of another as one’s own. Direct quotations must be indicated and ideas of another must be appropriately acknowledged”
Every student must take the plagiarism tutorial as indicated on the syllabus and Desire2Learn. *Any violation of the honor code will result in a grade of F* and an official notification to the relevant authorities. Further details regarding Student Conduct can be found in Appendix A of the UWG Connection and Student Handbook.

**CREDIT HOUR POLICY (3 credit hours):** For approximately fifteen weeks, students in this class will generally spend 150 minutes with direct faculty instruction (either face-to-face or online) and work about 360 minutes outside of the classroom each week. This out-of-class work may include, but is not limited to, readings, simulations, assignments, projects, group work, research, and test preparation.

**OTHER IMPORTANT INFORMATION:** Students, please carefully review the information available at this link: [http://www.westga.edu/assetsDept/vpaa/Common_Language_for_Course_Syllabi.pdf](http://www.westga.edu/assetsDept/vpaa/Common_Language_for_Course_Syllabi.pdf)

It is your responsibility to read the information available in this website, as it contains important material pertaining to your rights and responsibilities in this class. Because these statements are updated as federal, state, university, and accreditation standards change, you should review the information at least once each semester.
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<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Required readings</th>
<th>Assignments Due</th>
<th>Simulation (Decision due on Sundays at 11:00 pm)</th>
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<tbody>
<tr>
<td>Aug 26 (M)</td>
<td>Course Introduction</td>
<td>Syllabus</td>
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<tr>
<td>Aug 28 (W)</td>
<td>Movie: Enron: The Smartest Guys in the Room</td>
<td>If Colin Powell had Commanded Enron (D2L)</td>
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<td>Sep 2 (M)</td>
<td>Labor Day – No classes</td>
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<td>Sep 4 (W)</td>
<td>Introducing Business Ethics</td>
<td>A tissue of lies (Available in D2L)</td>
<td>Plagiarism</td>
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<tr>
<td>Sep 9 (M)</td>
<td>Speed dating</td>
<td></td>
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<tr>
<td>Sep 12 (Th)</td>
<td>What is CSR</td>
<td>Chapter 1</td>
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<tr>
<td>Sep 16 (M)</td>
<td>Corporate Strategy: A Stakeholder Perspective</td>
<td>Chapter 2</td>
<td>Group Expectations</td>
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<tr>
<td>Sep 18 (W)</td>
<td>Documentary: Is Walmart Good for America?</td>
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<tr>
<td>Sep 23 (M)</td>
<td>How much does CSR matter?</td>
<td>Chapter 3</td>
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<td>Ratings of ethics transgressions (individually)</td>
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<td>Sep 25 (W)</td>
<td>Mission Statements and Values</td>
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<td>Sep 30 (M)</td>
<td>In-class exercise: Google in China</td>
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**Simulation (Decision due on Sundays at 11:00 pm)**

- BBT Lectures in Free Enterprise
  - Jessica Jackley: Founder, Former Chief Marketing Officer - KIVA
  - Not a class activity but Extra Credit will be offered

**Assignments Due**

- Personal and Company Mission Statements
- Group Expectations Document
- Exam 1: Chapters 1, 2, 3
- Crafting a Message that Sticks, McKinsey Quarterly
- Google in China
- Documentation related to the simulation

**Required readings**

- Syllabus
- A tissue of lies (Available in D2L)
- “At UBS it was the culture that was rogue” (D2L)
- Chapter 3
- Chapter 2
- Chapter 1

**Updated on 8/23/2013**
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<th>Date</th>
<th>Topic</th>
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<th>Assignments Due</th>
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<tbody>
<tr>
<td>Oct 2 (W)</td>
<td>The Strategic Context of CSR</td>
<td>Chapter 4</td>
<td>Pre-simulation memo</td>
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<tr>
<td>Oct 7 (M)</td>
<td>Globalization</td>
<td>The Shakedown (D2L)</td>
<td>Year 1 Starts</td>
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<td>In-class exercise: The Shakedown</td>
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<td>Oct 9 (W)</td>
<td>Sustainability</td>
<td>The Innovation Bottom Line (D2L)</td>
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<td>Oct 14 (M)</td>
<td>Corporate reputation</td>
<td>Rebuilding Corporate Reputations (D2L) Reputations</td>
<td>Year 2 Starts</td>
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<td>Warfare (D2L)</td>
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<td>Oct 16 (W)</td>
<td>Social entrepreneurship</td>
<td>The for-benefit company (D2L)</td>
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<tr>
<td>Oct 21 (M)</td>
<td>Exam 2: Chapter 4, Globalization, Sustainability, Reputation, Social entrepreneurship</td>
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<td>Year 3 Starts</td>
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<tr>
<td>Oct 23 (W)</td>
<td>Implementation</td>
<td>Chapter 5</td>
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<tr>
<td>Oct 28 (M)</td>
<td>Organizational Stakeholders: Shareholders, Employees, Managers, and Unions</td>
<td>It's hard to be good (D2L) Read: American Apparel Part A (D2L)</td>
<td>Year 4 Starts</td>
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<td>In-class Exercise: American Apparel</td>
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<td>Nov 6 (W)</td>
<td>Organizational Stakeholders Case Studies</td>
<td>Chapter 6</td>
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<tr>
<td>Nov 11 (M)</td>
<td>Economic Stakeholders: Customers, Competitors, Creditor, Distributors, Suppliers</td>
<td>Outsourcing at Resilient Resins (D2L)</td>
<td>Year 5 Starts</td>
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<td>In-class exercise: Outsourcing at Resilient Resins</td>
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<tr>
<td>Nov 13 (W)</td>
<td>Economic Stakeholders Case Studies</td>
<td>Chapter 7</td>
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<tr>
<td>Nov 18 (M)</td>
<td>Societal Stakeholders: Government, Communities, Nonprofits, NGOs, Environment</td>
<td>Calming the flap over crowded hen houses (D2L) A new climate change consensus (D2L)</td>
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<tr>
<td>Nov 20 (W)</td>
<td>Societal Stakeholders Case Studies</td>
<td>Chapter 8</td>
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<td>Nov 25 –</td>
<td>Thanksgiving Break- No Classes</td>
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<td>Nov 29</td>
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<td>Dec 2 (M)</td>
<td>Conclusion and Final Thoughts</td>
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<td>Press Kit</td>
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<tr>
<td>Dec 4 (W)</td>
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<td>Exam 3 – Chapters 6, 7, 8</td>
<td>Peer reviews</td>
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The schedule is tentative and may change due to situational factors.