

GSB 623: Corporate Social Responsibility Spring Semester 2017 Syllabus

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Office Hours: By appointment

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Course Description

This course explores the relationship between the self-interest of the corporation to create value and generate profits, and the concept of corporate citizenship and the responsibilities of business to the society in which it operates. It focuses on the economic, legal and ethical considerations involved in addressing the responsibilities of businesses to all of the corporate stakeholders, including shareholders, employees, customers, regulators, suppliers, communities, and society generally.

Course Objectives

1. To sensitize students to the basic ethical methodologies used in business decision-making.
2. To cause students to examine their own views on the purpose of business and compare it to a variety of other perspectives that exist in today's society.
3. To enable students to explore whether business has social obligations and responsibilities and, if so, the origins of such obligations and responsibilities.
4. To provide students with a foundational understanding of the socially responsible investing movement.
5. For students to consider whether business can take on a hybrid approach that enables it to simultaneously seek profit and the social good.
6. For students to improve their public speaking, writing and presentation skills.
7. For students to consider how global issues such as poverty, climate change, consumption trends, and other issues relate to their particular future fields in business and how that might impact their participation in that career or in particular types of business ventures.
8. For students to consider the possible partnerships that business can have with governments and not-for-profit organizations.

Required Materials

1. *The Elements of Moral Philosophy* by James Rachels, Seventh Edition by Stuart Rachels, published by McGraw-Hill, Copyright 2015, ISBN 978-0-07-811906-4 (paperback)(referred to in this Syllabus as “**EMP**”).
2. *Alleviating Poverty through Profitable Partnerships: Globalization, Markets and Economic Well-Being* by Werhane, Kelley, Hatman and Moberg, published by Routledge in 2010, ISBN 978-0-415-80153-9 (paperback)(referred to in this Syllabus as “**AP**”).

Course Requirements

1. Course Tracks: The course will attempt to have both a theoretical focus and a practical description of how corporate social responsibility is applied in today's world. The theoretical track will be focused on the philosophical underpinnings of business ethics and corporate social responsibility and the business and ethical concepts that are fundamental foundations for corporate social responsibility. It will also explore certain traditional approaches to business thinking that can affect the ability of business to play an effective role in solving societal problems (using global poverty as the focus). The applied track will be focused on the actual application of these underpinnings and foundations to business practice in today's world.

1. Class attendance: The presence and participation of each person enhances the learning process for all. Absences from class not only take away from the learning process that particular day, but frequent absences result in deficiencies in students' abilities to synthesize the course materials and participate fruitfully in discussions. As a result, students are expected to attend every class for the entire class period. All absences will impact a student's ability to synthesize the material for all assignments, particularly the essays and final project. More than one absence may jeopardize the student's ability to satisfactorily complete different aspects of the course. Participation in all final project group meetings is required.

3. Class preparedness: The preparedness of all students for each class period results in a more dynamic, educative, and interesting learning environment. For that reason, students are expected to read assigned texts, think about how the text for each day fits into the overall focus of the course, and be prepared to discuss the reading content and issues or cases highlighted by the instructor. Class preparedness will be assessed through a student's participation in class discussions that will count for up to 30 points towards the final grade. Additionally, each student will be assigned to a team of students (a "**CSR Team**") that will be responsible for a presentation associated with a chapter in the *AP* book or for one or more of the articles that may be assignments for a particular week. The presentation should be designed to bring the subject of the chapter or article into life. Further information will be provided at the first class session. CSR Team assignments will take place the second week of class. Students may not be reassigned to another chapter date unless there are serious extenuating circumstances such as hospitalization. The CSR Team assignment is worth 100 points toward the final grade.

4. Quiz: There will be a single quiz focusing on the content of the EMP book. It will be worth 50 points towards your total grade. It will be designed to ensure that students are reading the EMP book and are therefore going to be able to accomplish the Case Studies Assignment discussed below.

5. Ethical Theory Case Studies Assignment: This course includes materials that cover various ethical methodologies often used in business decision-making. Each student will complete an assignment where he or she will demonstrate that he or she understands and

can apply the methodology to a current business ethics issue being reported in the mainstream media. Students can use a case provided by Mr. Vail for their application or they can choose another in their own particular professional area of interest. A detailed assignment sheet will be provided for explaining the case study assignments. The five case studies are due on the date indicated in this Syllabus and each is worth 40 points for a total of 200 points toward the final grade. The assignment sheet will explain how all 40 points are earned. **All case study assignments will be due on Canvas by midnight on the applicable due date.**

6. **CSR Essay Assignments:** Students will write three essays due on the dates given below. These essays require integration of the course materials/objectives with students' experiences. The assignments and details of the grade components will be posted on Canvas. The first and second essays will each be worth 80 points and the third essay will be worth 160 points for a total of 320 points toward the final grade.

7. **Final Project:** Each student will participate in a final group project where he/she applies the content of the *AP* book to one contemporary industry. This project is worth 300 points toward the final grade. The student will be graded on the research, content, and preparation of the project, the final presentation of the project, and how he/she works within the group. This project will be discussed further in class once the content of the book has been covered.

Course Grading

The following indicates the breakdown of percentages for each area of the course that will contribute to your final grade:

CSR Team Assignments	100 points
Class Participation:	30 points
Quiz	50 points
Ethical Theory Case Studies Assignment:	200 points
CSR Essays 1 and 2:	160 points
CSR Essay 3:	160 points
Final Project	300 points

Total Points: 1000 points

Grading Scale

940-1000 A	780-800 C
920-930 A-	760-770 C-
890-910 B+	750 or below F

860-880 B
840-850 B-
810-830 C+

Grade Definitions:

An "A" indicates that a student has achieved the highest degree of accomplishment. It represents not only a mastery of the course materials, but also a significant degree of originality, creativity and/or critical application of the course materials.

A "B" indicates academic achievement above average academic accomplishment, including some originality, creativity and/or critical application of the course materials.

A "C" denotes that a student has completed all course requirements satisfactorily.

Failing indicates that a student has not completed the requirements of the course satisfactorily.

Academic Policies:

The following excerpts are taken from the Academic Policies of the Brennan School of Business. Students are encouraged to read the entirety of the policy, as well as the examples of plagiarism found at the following link:

https://jicsweb1.dom.edu/ics/Schools/Brennan_School_of_Business/Academic_Policies.jnz

Since its founding, the Brennan School of Business has insured that all its academic programs provide students with an understanding of the concepts and theories of ethical decision-making, as well as numerous opportunities to practice and apply those concepts during their study. This is done through a variety of curricular and co-curricular programs, ranging from case study analyses and service-learning courses to student sponsored lectures and off-campus volunteer programs. The first endowed chair in the Brennan School of Business was designated by its donors to be the Christopher Chair in Business Ethics. This chair has enabled the business program to place an ever-increasing focus on ethical business practices through annual lectures, workshops and other faculty and student initiatives that ensure that ethics are taught and practiced in every part of the curriculum.

Academic Integrity:

Whatever the assignment, students are encouraged to engage in critical thinking and to use quoted or paraphrased material in ways that appropriately support their own ideas. In written or oral work, a student may make fair use of quotations, ideas, images, etc., that appear in others' work only if the student gives appropriate credit to the original authors,

thinkers, owners or creators of that work. This includes material found on the Internet and in electronic databases. Student plagiarism is the deliberate presentation of the writing or thinking of another, as the student's own. Failure to maintain academic integrity will not be tolerated.

Cheating entails the use of unauthorized or prohibited aides in accomplishing assigned academic tasks. Obtaining unauthorized help on examinations using prohibited notes on closed-note examinations, and depending on others for the writing of essays or the creation of other assigned work are all forms of cheating. A student who assists another in cheating will be held to the same standard.

Academic dishonesty may also include other acts intended to misrepresent the authorship of academic work or to undermine the integrity of the classroom or of grades assigned for academic work. Deliberate acts threatening the integrity of library materials or the smooth operation of laboratories are among possible acts of academic dishonesty.

Sanctions for Violation of Academic Integrity:

If an instructor determines that a student has violated the academic integrity policy, the instructor may choose to impose a sanction, ranging from refusal to accept a work product, to a grade of "F" for the assignment, to a grade of "F" for the course. When a sanction has been imposed, the instructor will inform the student in writing. The instructor must also inform the student that she/he has the right to appeal this sanction, and refer the student to the academic appeals process described below. Whenever a sanction is imposed, regardless of its severity, the instructor will send written notification to the Dean of the Brennan School of Business. The Dean will note whether a student has committed multiple violations of the academic integrity policy over time, and in such cases the Dean may impose further sanctions, including suspension or expulsion from the University.

The grade of Incomplete (I) may be given at the discretion of the instructor for work of acceptable quality that is unfinished at the close of the term due to serious illness or other extraordinary unforeseen circumstances. A student must request this grade from the instructor. In consultation, the student and instructor will set up a plan of completion that will allow the student to resolve the Incomplete by the end of the following term. At that time the instructor will report a grade within the ordinary range of scholarship, a grade of "F" or a grade of "No Credit". No more than six hours of Incomplete grades may be accumulated at one time. Students with six hours of Incomplete grades will be restricted from further registration until incomplete course work is resolved.

Instructor Availability Outside of Class:

Please email (jvail@dom.edu) or speak to Mr. Vail ahead of time to schedule an appointment if you wish to meet outside of class. Mr. Vail will almost always be available right before and after this class; however, every effort will be made to accommodate student schedules for necessary meetings on other weekdays. Face to face

communication is preferred whenever possible. Email is to be used for general communication such as absence due to unforeseen circumstances, clarification of an assignment or requesting an appointment. Email is not appropriate for requesting Incompletes, discussing ramifications of multiple absences/tardiness, or grade-related discussions. When communicating via email, please allow 24 hours for a response.

Session 1: *Course Introduction*

Detailed Discussion of Syllabus and Course Overview
Discussion of Expectations with respect to Written Assignments
Reasons for Ethical Course Element
Expectations of Class
Expectations of Business
Discussion of The MBA Oath

Session 2: *Key Foundations for Corporate Social Responsibility and Ethical Decision Making; Basic Corporate Governance Principles*

Central Questions

- What is the Purpose of Business?
- Do Ethics, Economics and Law answer this question in the same way?
- Can a businessperson bring his personal values into his work? Should he or she?
- What is a corporation? Is it a person?
- Who decides what a corporation's values should be?
- Who are the various constituencies of a business?
- What are the basic steps that should be used by someone trying to make an ethical decision?
- How does an organization engage in ethical decision-making?

Readings:

- “*Does Profit-Seeking Rule Out Love? Evidence (or Not) from Economics and the Law*”, 35 Washington University Journal of Law & Policy 69-107 (2011) at <http://digitalcommons.law.wustl.edu/cgi/viewcontent.cgi?article=1165&content=wujlp>, Accessed 8-10-14.
- “*The Social Responsibility of Business is to Increase its Profits,*” Milton Friedman, The New York Times Magazine (September 13, 1970) at <http://www.colorado.edu/studentgroups/libertarians/issues/friedman-soc-resp-business.html>, Accessed 8-22-13.

- “*The Purpose of Business Is Not To Make A Profit*,” March 7, 2011 by William Cohen, Ph.D. at <http://www.humanresourcesiq.com/drucker-on-management/column/the-purpose-of-business-is-not-to-make-a-profit/>, Accessed 9-15-13.
- “*The Origin Of ‘The World’s Dumbest Idea’: Milton Friedman*” by Steve Denning, <http://www.forbes.com/sites/stevedenning/2013/06/26/the-origin-of-the-worlds-dumbest-idea-milton-friedman/#1d132100214c>, Accessed 11-03-16.
- “*Making Ethical Decisions*” by Josephson Institute of Ethics, www.josephsoninstitute.org, Accessed 9-30-13.
- “*Ethics Without the Sermon*,” Harvard Business Review 59 (1981), 79-90 at <https://hbr.org/1981/11/ethics-without-the-sermon/ar/1>, Accessed 9-30-13.

Session 3: ***What is Corporate Social Responsibility?***
The Pyramid of Corporate Social Responsibility
The Relationship between the Purpose of Business and CSR
The Role of Individual Social Responsibility

Central Questions

- What does Corporate Social Responsibility mean?
- What are the different terms used for CSR?
- What are the different dimensions of CSR?
- Is the corporation a public or private entity?
- Do we as individuals have social responsibilities?
- Do individuals shape business or does business shape individuals?
- What is the role of the consumer?

Readings:

- *Special Report: Corporate Social Responsibility, “Just Good Business,”* The Economist, January 17, 2008 at <http://www.economist.com/node/10491077>, Accessed 8-22-13.
- “*Rethinking the Social Responsibility of Business*”, Reason (October 2005) at <http://www.reason.com/archives/2005/10/01/rethinking-the-social-responsibility-of-business>, Accessed 11-14-16.

- “*Conscious Capitalism: Creating a New Paradigm for Business*,” John Mackey (2007) at http://www.wholeplanetfoundation.org/files/uploaded/John_Mackey-Conscious_Capitalism.pdf, Accessed 8-22-13
- “*The Case Against Corporate Social Responsibility*,” Aneel Karnani, The Wall Street Journal, June 14, 2012 at <http://online.wsj.com/article/SB10001424052748703338004575230112664504890.html>, Accessed 8-22-13.
- “*Businesses do – and should – play a role in creating a better society*”, Andrew Winston at <http://www.theguardian.com/sustainable-business/2015/aug/24/kingfisher-dow-unilever-pc>”.

Session 4: *What is Morality?*
The Challenge of Cultural Relativism
Ethical Egoism
The Role of Investors in the CSR Function

Central Questions:

- Are the determinations of right and wrong universal or different based upon local cultures?
- Under what standards should American businesses conduct their operations abroad?
- What role do investors have in shaping the actions of their businesses towards social responsibility?

Reading: EMP Chapters 1, 2 and 5.
Case Study Reading on Bribery and Cultural Differences

Essay # 1 Due – Turn in via Canvas by 5 p.m.

Session 5: *The Social Contract Theory (The Evolution from Hobbes to Rawls)*
The Utilitarian Approach
The Debate over Utilitarianism
The Business Case for CSR; Strategic CSR

Reading: EMP Chapters 6, 7 and 8.

Read:

- “*A Strategic Approach to Corporate Social Responsibility*” by Kellie McElhaney, Executive Forum at http://claridenglobal.com/programs/CGArticle_CSRLeadership.pdf Accessed 8-23-13.
- “*The Business Case for Corporate Social Responsibility*” by Archie B. Carroll and Kareem M. Shabana, Directors Notes, The Conference Board June 2011, <http://www.conference->

board.org/retrievefile.cfm?filename=1156_1307550372.pdf&type=subsite, Accessed 9-28-13.

- “*When and How to Drive Real Value with CSR*” by Daniel Diermeier, insight.kellogg.northwestern.edu/article/when_and_how_to_drive_real_value_with_CSR (Accessed 12-1-16)
- “*Strategy and Society: The Link Between Competitive Advantage and Corporate Social Responsibility*” by Michael E. Porter and Mark E. Kramer, Harvard Business Review (December 2006) at http://sharedvalue.org/sites/default/files/resource-files/Strategy_and_Society.pdf (Accessed 10-6-13)

Session 6: *Are There Absolute Moral Rules?*
Kant and Respect for Persons
Evaluating the Corporate Social Responsibility Report

Read - EMP Chapters 9 and 10.

CSR Team Meetings

Session 7: *Feminism and the Ethics of Care*
Virtue Ethics
What Would a Satisfactory Moral Theory Be Like?
The Implications of CSR on the Supply Chain – Human Rights Issues

Read EMP Chapters 11, 12 and 13.

CSR Team Meetings

Session 8: *Catholic Social Teaching*
Stakeholder Theory

Read:

- “*Seven Themes of Catholic Social Teaching*”, United States Conference of Catholic Bishops at <http://www.usccb.org/beliefs-and-teachings/what-we-believe/catholic-social-teaching/seven-themes-of-catholic-social-teaching.cfm>, Accessed 9-28-13.
- “*Seven Principles of Catholic Social Teaching*” by Christopher Kaczor at <http://www.catholic.com/magazine/articles/seven-principles-of-catholic-social-teaching>, Accessed 9-28-13.
- “*The Business of Business is the Human Person: Lessons from the Catholic Social Tradition*,” Lloyd Sandelands, Journal of Business Ethics, DOI 10.1007/S10551-008-9751-y (2008) at

<http://webuser.bus.umich.edu/lsandel/PDFs/Business%20of%20Business.pdf>, Accessed 8-3-13.

**Essay #2 Due = Turn in via Canvas by 5 p.m.
Quiz**

Session 9: *World Poverty in the 21st Century
Failed Strategies in the Alleviation of Poverty
The Role of the United Nations and Global Governance*

**Read AP Chapters 1 and 2.
CSR Team 1 Presentation on Chapter 1 or 2**

Session 10: *Mental Models and Contributing Biases on Global
Poverty
Narratives of Multinational For-Profit Enterprises and
Corporate Social Responsibility
Creating Shared Value; The Pralahad/Karnani Debate*

**Read AP Chapters 3 and 4.
Read:**

- “*Creating Shared Value*” – *How to reinvent capitalism – and unleash a wave of innovation and growth*”, Michael E. Porter and Mark R. Kramer, Harvard Business Review, January-February 2011 at http://www.hks.harvard.edu/m-rcbg/fellows/N_Lovegrove_Study_Group/Session_1/Michael_Porter_Creating_Shared_Value.pdf, Accessed 8-23-13.
- “*Serving the World’s Poor Profitably*”, Harvard Business Review, Sept. 2002, C.K. Prahalad and Allen Hammond at <http://www.ima.kth.se/utb/MJ2693/pdf/serving.pdf>, Accessed 8-23-13.
- “*Romanticizing the Poor*”, Aneel Karnani, Stanford Social Innovation Review Winter 2009, at http://www.ssireview.org/articles/entry/romanticizing_the_poor/

Ethical Theory Case Study Assignment Due

CSR Team 2 Presentation on Chapter 3 or 4.

Final Project Teams Announced

Session 11: *Global Poverty and Moral Imagination
Institutional Barriers, Moral Risk and Transformative Business
Ventures
Social Business; Social Entrepreneurship; Venture Philanthropy*

Read AP Chapters 5 and 6.

CSR Team 3 Presentation on Chapter 5 or 6.

Final Project Team Meetings

Session 12: *Public-Private Partnerships and other Hybrid Models for Poverty Alleviation*
Future Prospects for Profitable Partnerships
CSR and Small Business

Read AP Chapters 7 and 8.

Final Project Team Meetings

Session 13: **Final Project Team Meetings**

Essay #3 Due – Turn in via Canvas by 5 P.M.

Session 14: **Final Project Team Meetings**

Session 15: **Final Project Group Presentations**