



Syllabus 2016
CSR & SUSTAINABLE DEVELOPMENT

MSc. Christian Tiscornia Biaus
[UNSAM]

Monday, Tuesday & Wednesday
Total Load: 96 hours

Course Description

The proliferation of the concept of Corporate Social Responsibility (CSR) represents one of the most significant trends in business management and governance over the past decades. It has gained steady momentum in national and international public policy, and is increasingly adopted as a benchmark for good business practice by the private sector worldwide. While the traditional notion of corporate responsibility was limited to regulatory compliance and the generation of profits, companies are now expected to address a much wider range of responsibilities, and to mainstream social, ethical and environmental concerns into their core business operations.

This course provides a comprehensive overview of the CSR debate, and gives the student a thorough understanding of why to integrate CSR into corporate strategies and decision-making, to add both financial and non-financial value to the company and society in which it operates. CSR is taught through an interdisciplinary social science/humanistic approach.

The CSR & Sustainable Development course corresponds to a second year on a bachelor degree of Argentina and can be included as part of any bachelor degree in the School of Business and Economics at the University of San Martín.

Objectives

The course objectives are:

- Provide students with a high level of understanding of the concept of CSR and how CSR can contribute to sustainable development.
- Enable students to understand CSR in an international and national context.
- Expose students to the principles of CSR and the impact these have on the economic, social/cultural & legal/political environment.
- Have insight into central academic questions regarding stakeholder theory, responsible consumption and business ethics.
- Understand how CSR directly affects current and future regulatory practices.
- Understand and contextualize society's expectations of a socially responsible organization.



Required Textbooks:

Vogel, D. (2005). *The Market for Virtue. The Potential and Limits of Corporate Social Responsibility*. Washington, Brookings.

Crane, A., Matten, D. & Spence, L. (2014). *Corporate Social Responsibility. Readings and Cases in a Global Context*. New York, Routledge.

Material from lectures and seminars.

CONTENT & COURSE CALENDAR

The course is divided into 3 main sections.

1. The Role of Corporate Social Responsibility in Governance for Sustainable Development

This section aims to give the student a thorough understanding of the societal context in which the concept of corporate social responsibility has emerged. In doing so, different approaches to understanding CSR will be debated, and various political and socio-economic drivers for the increasing proliferation of CSR related activities will be examined. There will also be a review of the development of CSR governance initiatives, and an evaluation of the limits and potentials of CSR as a device for promoting sustainable development.

2. CSR: The southern and northern context

In this section we will examine the way in which CSR is being managed within companies, comparing the experiences of different countries, industries and regions, and also identifying the common lessons.

3. Key areas for Corporate Social Responsibility implementation

This section will consider key arenas where the philosophy and practice of CSR can be meaningfully applied. It will examine specific fields of practice in which the interests of particular stakeholder groups can be usefully considered.

This calendar may be subject to changes. The instructor will announce changes in class and distribute updated versions.

WEEK I – Introduction to the course. The origin and evolution of Corporate Social Responsibility. A definitional debate of the CSR concept. Governance for sustainable development and the role of business.

Readings

Crane, A., Matten, D. and Spence, L. (2014) "CSR in a Global Context" *Corporate Social Responsibility. Readings and Cases in a Global Context*. New York: Routledge. pp.3-22



Vogel, D. (2005). Ch. 1: "The Revival of Corporate Social Responsibility" *The Market for Virtue. The Potential and Limits of Corporate Social Responsibility*. Washington, Brookings.

Ruggie, J. G. (2003). "Taking Embedded Liberalism Global: The Corporate Connection." In: David Held and Mathias Koenig-Archibugi (eds.) *Taming Globalization: Frontiers of Governance*. Cambridge, Polity Press.

Fuchs, D. and M. M. L. Lederer (2007). "The Power of Business." *Business and Politics*9(3): 1-17.

Pattberg, P. (2006). "The Influence of Global Business Regulation: Beyond Good Corporate Conduct'." *Business and Society Review* 113(3): 241-268.

Moon, J. and D. Vogel (2008). "Corporate Social Responsibility, Government and Civil Society" in: Andrew Crane, Abigail McWilliams, Dirk Matten, and Jeremy Moon, *The Oxford Handbook of Corporate Social Responsibility*. Oxford: Oxford University Press.

WEEK II – Evolution of the most relevant CSR theories. The Business Case of CSR. Critical perspectives.

Readings

Mele, D. (2008) "Corporate Social Responsibility Theories" in A. Crane, A. McWilliams, D. Matten, J. Moon and D. Siegel (eds.) *The Oxford Handbook of Corporate Social Responsibility*. Oxford, Oxford University Press.

Freeman, E. (2008) "Stakeholder Management: framework and philosophy" in Crane A. Matten D. and Spence L. (eds) *Corporate Social Responsibility. Readings and cases in a global context*. Oxon, Routledge

Vogel, D. (2005). Ch. 2: "Is there a Business Case for Virtue?" *The Market for Virtue. The Potential and Limits of Corporate Social Responsibility*. Washington, Brookings.

Williamson D., Lynch-Wood G. and Dragneva-Lewres R. (2010) "Exploring the regulatory preconditions for business advantage in CSR" in Louche C., Idowu S. and Filho W (eds) *Innovative CSR. From Risk Management to Value Creation*. Sheffield, Greenleaf Publishing limited. 37-61

Karnani, A. (2010) "The case against CSR", in Crane, A., Matten, D. and Spence, L. (eds.) *Corporate Social Responsibility. Readings and Cases in a Global Context*. New York: Routledge. pp 61-65

Friedman, M. (1970): "The Social Responsibility of Business is to increase its Profits." *New York Times Magazine*. September 1970



WEEK III - CSR & the transition to a sustainable economy. A global perspective. Seminar “The Business case for CSR”

Readings

World Wide Fund (2010) “*Living Planet Report 2010. Biodiversity, Biocapacity and Development*” Switzerland

http://www.panda.org/about_our_earth/all_publications/living_planet_report/2010_lpr/

Capra, F. and Luisi, P.L. (2014) “Systemic Solutions” in *The Systems View of Life. A Unifying Vision*. United Kingdom: Cambridge University Press. 394-452

BITC and Doughty Centre for Corporate Responsibility (2011) “*The Business Case for Being a Responsible Business*” Bedfordshire: Cranfield Press.

Elankumaran S., Seal R. and Hashmi A. (2007) “Transcending Transformation: Enlightening Edeavors at Tata Steel” in: Crane A. and Matten D. *Corporate Social Responsibility. Volume 3: CSR in Global Context*. London: Sage Publications Ltd . 182-194.

WEEK IV – The development, role and impact of voluntary regulation through international initiatives and codes of conduct. The United Nations Global Compact in Argentina.

Readings

Kell, G. (2004). “Introduction” in: *Learning to Talk. Corporate Citizenship and the Development of the Global Compact*. London: Greenleaf Publishing. pp. 11-27

May Ch. (2006) “Global Corporate Power and the UN Global Compact” In: Christopher May (Ed.) *Global Corporate Power*. Colorado: Lynne Rienner Publishers. pp. 273-282

United Nations Global Compact (2010). *Un Global Compact Management Model*. New York, Global Compact (26p).

https://www.globalcompact.de/sites/default/files/jahr/publikation/un_global_compact_management_model.pdf

WEEK V - CSR in the Community. An examination of the role of CSR in poverty reduction. Seminar “CSR & Poverty”

Readings

Prahalad C.K. and Hammond A. (2007) “Serving the World’s Poor” in: Crane A. and Matten D. *Corporate Social Responsibility. Volume 3: CSR in Global Context*. London: Sage Publications Ltd

Rangan, K. V. Quelch, J., Herrero, G and Barton, B. (2007) “Business solutions for the global poor”. Chapter ten: Bringing Natural Gas service to poor areas. Pages117-123. San Francisco: John Wiley & Sons, Inc



WEEK VI - Responsible Consumption and Fair Trade. Circular Economy.

Readings

Crane, A. (2012) "Ethical Consumers and the CSR Marketplace. Revised and updated from Crane A. (2005) "Meeting the ethical gaze: issues and challenges in orientating towards the ethical market" in Crane A. Matten D. and Spence L. (eds) *Corporate Social Responsibility. Readings and cases in a global context*. New York, Routledge 371-390

Nelson, V. and Pound, B (2009) *The Last Ten Years: A Comprehensive Review of the Literature on the Impact of Fairtrade*. Natural Resources Institute (NRI), University of Greenwich

http://www.fairtrade.net/fileadmin/user_upload/content/2009/about_us/2010_03_NRI_Full_Literature_Review.pdf

WEEK VII – READING WEEK

WEEK VIII - CSR & sustainability in Latin America. The Argentinean case. The Corporate Sustainability Reporting Process: why to measure and report the economic, social and environmental impact of the companies? Seminar "Responsible Consumption"

Readings

Milberg, A., Paladino, M. and Vassolo, R. (2003) "A Review of Corporate Social Responsibility in Argentina", Presented in the III Iberoamerican Academy of Management, San Pablo, Brasil, November 2003.

Avina Foundation (2011) "In search of sustainability: The road of Corporate Social Responsibility in Latin America and Avina's Foundation's contribution". <http://csr-udesc-esag.wikispaces.com/file/view/CSR+in+Latin+America++Avina+Foundation++Libro-RSEeng-FINAL.pdf>

World Business Council for Sustainable Development (2014). *Reporting Matters*. Geneva: World Business Council for Sustainable Development.

Zadek, S., Pruzan, P. & Evans, R (eds) (2003) "How to do it" in Crane A. Matten D. and Spence L. (eds) *Corporate Social Responsibility. Readings and cases in a global context*. New York, Routledge 409-423

Kendall B., Gill R. and Cheney G. (2007) "Consumer Activism and Corporate Social Responsibility: How Strong a Connection?" in Steve May, George Cheney and Juliet Roper (eds.) *The Debate over Corporate Social Responsibility*. New York, Oxford University Press. pp. 241-264



Reinhardt F., Casadeus-Masanell R. and Hyun Jin K. (2010) "Patagonia" Harvard Business School

WEEK IX –CSR, development & human rights. Seminar "CSR & Regulation"

Readings

Buergetal, Thomas, et al (2002): "The United Nation Human Rights System" in: *International Human Rights in a Nutshell*, 3rd Ed., St Paul, Min., West Publishing Company, pp. 36 -70

Rhona K. Smith (2007): "European Convention on Human Rights" in: *Textbook on International Human Rights*, 3rd. Ed, Oxford: University Press, pp. 88-107

Vogel, D. (2005) *The Market for Virtue: The Potential and Limits of Corporate Social Responsibility*. Washington DC: Brookings Institution Press. Chapter 6: "Corporate Responsibility for Human Rights and Global Corporate Citizenship". pp. 139-161

Vogel, D. (2005) *The Market for Virtue: The Potential and Limits of Corporate Social Responsibility*. Washington DC: Brookings Institution Press. Chapter 7: "Beyond the Market for Virtue". pp. 162-173

Lumsden A., Fridman S. (2007) *Corporate Social Responsibility: the case for a self regulatory model*. Sydney: Sydney Law School Research Paper No. 07/34

Nieto Pablo (2005). *Why regulating corporate social responsibility is a conceptual error and implies a dead weight for competitiveness*. The European Enterprise Journal.

WEEK X – CSR and the Environment: concepts, methodologies and obstacles.

Readings

WRAP (2015) *Business Resource Efficiency Guide. Your Guide to Environmental Management Systems*. Banbury, Oxon: WRAP.
<http://www.wrap.org.uk/sites/files/wrap/WRAP%20EMS%20guide%20Mar2015.pdf> pp. 2-3, 6-10

IUCN (2014) *Biodiversity for Business: A guide to using knowledge products delivered through IUCN*. Gland: IUCN pp. 20-37

Mihalic, T. (2014) *Sustainable-responsible tourism discourse - Towards 'responsistable' Tourism*. University of Ljubljana, Faculty of Economics, Slovenia, Journal of Cleaner Production

WBCSD (2014) *Électricité de France – EDF. Water, Sanitation and Hygiene for Employees – The Nam Theun II Experience*. Geneva: WBCSD

Rehan, R., Nehdi, M. and Simonovic, S.P. (2005) Can. J. Civ. Eng. 32: 99–113 (2005), *Policy making for greening the concrete industry in Canada: a systems thinking*



approach, Department of Civil and Environmental Engineering, The University of Western Ontario, 1151 Richmond Street, London, ON N6A 5B9, Canada. pp. 100-105.

Vogel, D. (2005) *The Market for Virtue: The Potential and Limits of Corporate Social Responsibility*. Washington DC: Brookings Institution Press. Chapter 5: Corporate Responsibility for the Environment. pp. 110-138

WEEK XI – Organizational behaviour and norming CSR. CSR in the north. Comparative perspectives. Seminar “How to write an academic paper”

Readings

Dembach, J.C. (2012) “Acting As If Tomorrow Matters: Accelerating the Transition to Sustainability” Chapters 2, 5, 8

McKibben, Bill (2006) *Hype-vs-Hope, Is Corporate Do-Goodery for Real?* Mother Jones and the Foundation for National Progress.

<http://www.motherjones.com/politics/2006/10/hype-vs-hope>

Matten, D. and J. Moon (2008). "Implicit" and "Explicit" CSR: A conceptual framework for a comparative understanding of corporate social responsibility." *Academy of Management Review* 33(2): 404-424.

Crane, A., Matten, D. and Spence, L. (2014) “CSR in a Global Context” *Corporate Social Responsibility. Readings and Cases in a Global Context*. New York: Routledge. pp.3-22 (20p)

WEEK XII – Future perspectives of CSR. Seminar “The Future of CSR”

Readings

Crane, A., Matten, D. & Spence, L. (2014). Chapter 12 “Future developments in CSR” in *Corporate Social Responsibility, Readings and Cases in a Global Context*. New York, Routledge.

Capra, F. and Luisi, P.L. (2014). Chapter 18 “Systemic Solutions” in *The Systems View of Life. A Unifying Vision*. United Kingdom: Cambridge University Press. Pages 394-405 and 420-428

Capra, F. and Luisi, P.L. (2014). Chapter 18 “Systemic Solutions” in *The Systems View of Life. A Unifying Vision*. United Kingdom: Cambridge University Press. Pages 428-452



Evaluation & Grading

A) Examinations, Evaluation Criteria and Requirements:

As part of the learning activity of the CSR course, students have to write 2 assignments; (i) self study introductory assignment (the “Short Paper”) and (ii) a term paper (the “Term Paper Exam”)

The Short Paper will be assessed by your seminar leader and must qualify as “approved”. If it fails, you will be given the possibility to improve your paper within the third week of the course.

It is expected that students read the assigned texts for each class and discuss them with their fellow classmates. Student participation throughout the course is very important and highly encouraged.

In addition to studying the curriculum through lectures and individual reading, students are also expected to participate in seminars (the “Seminars”). Here you will have the opportunity to work in small groups to fulfill the seminar assignments. The groups will consist of 3-5 members, and will be formed at the beginning of the course.

Grades for the course will be assigned as follows:

40% Seminar participation.

60% Term Paper Exam.

B) Attendance Policy:

The university policy is that more than six absences (equivalent to nine hours) implies an automatic “F.” In this class, 0.5 points will be deducted from your Attendance grade for every unexcused absence. Students are responsible for getting all the material and work handed out during a class they missed. Unexcused absence on a workshop day will result in the deduction of 0.5 points on the next essay due.

Missed Exams: “Make-up” exams are a privilege, one to be extended only to students who have missed an exam with prior arrangement (one week notice) with the instructor or due to extenuating circumstances.

Participation: A high weight is placed on participation as a learning experience. A student’s grade will suffer due to actions which disrupt the group experience. For this reason **all cell phones must be turned off before class begins**. If you have a unique circumstance for which you must leave the phone on, consent from the instructor is required beforehand. Students will have a significant point total deducted from their class grade if they do not adhere to this regulation.

C) Grading Scale



Description		Percentage
10 (A)	Excellent	100-95
9 (A-)	Very Good	94-89
8 (B)	Good	88-83
7 (B-)	Above Average	82-77
6 (C)	Average	76-71
5 (C)	Below Average	70-65
4 (D)	Lowest Passing Grade	64-60
F	Failure	59-0
W	Officially withdrawn	Academic Advisor's approval
I	Incomplete	Only with Academic Advisor's approval

Plagiarism: An important objective of this course is to get students to learn how to write essays. Students are expected to do their own written work. Plagiarism not only undermines this learning process but also represents a serious breach of College policy and of academic honesty.

Outside sources should always be referenced in the essay's bibliography. Plagiarized work will receive an automatic F. If you have any doubts on what constitutes plagiarism, do not hesitate to ask the Instructor.