

Instructor: Susana Velez-Castrillon, Ph.D.

Office: Miller Hall 2321

Email: svelez@westga.edu

Phone: 678-839-4847

Office Hours: Tuesday and Thursday 10:00 a.m. to 12:00
2:00 p.m. to 3:00 p.m.
5:00 to 7:00 p.m.

During office hours I am available in my office and also online using CouseDen's Blackboard tool.

Also available by appointment

Class Schedule: Tuesday and Thursday 12:30 -1:50 p.m. Miller Hall Room 2202

COURSE DESCRIPTION

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.

LEARNING OUTCOMES AND OBJECTIVES

The objectives of this course are:

- To be able to define and explain the main concepts of CSR
- To develop analytical skills to examine CSR issues from different perspectives.
- To explain how different external factors affect CSR expectations.

These objectives support the following learning goals of the Richards College of Business:

1. Effectively communicate with different stakeholders in order to develop socially responsible strategies (LG1)
2. 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)

3. Utilize general and management-specific knowledge and skills in the analysis of business and economic problems considering the perspectives of different stakeholders. (LG6)

COURSE MATERIALS

Required Textbook: No textbook is required for this class. *This does not mean that no reading is required for the course.* I have selected freely available readings for each topic and you must read them according to the class schedule. Most of the readings are available as pdf files in CourseDen, while others are available on different websites (I provide the links for those).

Required simulation: “Strategic CSR Simulation” available here:
<http://www.strategiccsrsim.com/registerstudent.asp?SimAccess=541217479>
If this link does not work, you can go to this page
<http://www.strategiccsrsim.com/default.asp> and enter the following access code (Simulation ID): **541217479**

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

DETERMINANTS OF THE TERM GRADE

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%

Two exams (Each one 15 points)	= 30%
Simulation results and press kit (30 points)	= 30%
- Pre-simulation memo: 3 points	
- Company performance: 12 points	
- Press kit: 15 points	
In-class exercises (15 points)	= 15%
Homework (15 points)	=25%
Plagiarism 2 points	
Personal mission statement and values: 7 points	
Company Mission Statement 3 points	
Company Code of Conduct 3 points	
Product Lifecycle 10 points	
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Total (100 points)	= 100%

Exams (30 points total – 15 points each): Three exams will be given. The lowest exam grade will be dropped. 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 CourseDen may be included in the exam. Moreover, students are responsible for content presented in the readings and presentation files that may not have been covered in class.***

A missed exam will count as zero. The exams are not cumulative. 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. *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.
3. 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 (30 points total): 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 CourseDen. You cannot participate in the speed dating if you don't bring this form.
2. During the speed dating session identify potential team members whose class schedule, work hours, and other responsibilities are compatible with yours.
3. Once you have chosen your team, create a "Group Expectations Document". Brief guidelines are available on CourseDen:
 - a. All members of the team must sign this document.
 - b. Give one copy of the document to your instructor.
 - c. Your team cannot start using the simulation without turning this document in.
4. Before the simulation starts each member of the team must submit a "Ratings of ethics transgressions". This activity is available on the simulation website (<http://www.strategicccrsim.com/default.asp>). Because this is an individual assignment, all team members must have their own subscription to the simulation.
5. Read the player's guide and familiarize yourself with the simulation.
6. After you are familiar with the simulation, your team must submit a "pre-simulation memo" on the simulation website.

This is a group assignment. Please note that this is supposed to be a memo, and should be formatted and written as a professional business memo. You may find example of how to write business memos online.

7. Once the simulation starts, your team will be responsible for submitting a decision every two weeks. *You can submit your decision at any time before the due dates which are usually on Sunday by 11:00 p.m.*
8. 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.

Again, these are memos and should be formatted as such (see point 5 above).

9. Results of each round will be available five minutes after decisions are closed (Sunday at 11:05 p.m.)
10. 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:

¹ Source: <http://www.allbusiness.com/marketing/public-relations-press-kit/445-1.html#ixzz2H38EL9uN>

Accessed on 12/17/2014

- a. Cover Letter
- b. Press Release
- c. Background
- d. Bios with each executive's photograph
- e. Brochure
- f. Post-simulation memo (this one is also supposed to look and read like a professional memo)

Your team's raw grade on the simulation is calculated as follows:

- Pre-simulation memo: 3 points
- Company performance: 12 points
- Press kit: 15 points

Further details about the simulation and the press kit are available in CourseDen, inside the folder "Things I need for the simulation".

Your individual 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 CourseDen.

In-Class Exercises (15 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.

These in-class exercises total 15 points, and number of points per exercise varies.

Homework:

Plagiarism tutorial (2 points): Complete the three parts of the plagiarism tutorial available in CourseDen:

- A pre-tutorial test available online. Make sure to e-mail a copy of the results to svelez@westga.edu
- A post-tutorial test available online, after you have read the tutorial. Make sure to e-mail a copy of the results to svelez@westga.edu
- A signed document of the plagiarism statement. Bring this to class on or before the due date.

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. This assignment has two parts.

- Personal mission statement (3 points): Write your personal mission statement a- what you hope to achieve in your personal and professional life. Do not write the mission statement of a company you hope to start in the future. This is your personal mission statement.

The mission statement will be evaluated on:

- a. Clarity: It should be clear from the mission statement what you expect to accomplish in your personal and professional life
 - b. Brevity: You should be able to memorize your mission statement.
- *Description of core values (4 points):* List and describe at least 4 values that identify you and that you think will help you to succeed professionally. For each value you need to provide:
 - a. A definition
 - b. Why is it important to you
 - c. Why do you think it is important in your expected career

Turn this in in CourseDen using the Dropbox tool. The Originality Check (Turnitin) function is active, so you may check your file for any plagiarism issues before submission,

Format: 1-2 pages, 12-point Times New Roman, Double space, 1-inch margins

Company Mission Statement (3 points):

- a. Find online the mission statement of an organization (it can be a company, a charity, a civic group, a religious institution, etc.) that you admire. You can also use the mission statement of an organization you work for.
- b. Remove any identifying information (company's name, logo, etc.)
- c. Print the mission statement in 1 page.
- d. On the other page (same sheet), write the name of the organization using a small font.
- e. Bring this to class on the date specified on the syllabus.

Company Code of Conduct (3 points):

- a. Find online the code of conduct of an organization (it can be a company, a charity, a civic group, a religious institution, etc.) that you admire. You can also use the code of conduct of an organization you work for.
- b. Print the code of conduct.
- c. Bring this to class on the date specified on the syllabus.

Group Homework - Product Lifecycle (10 points):

- a. Conduct a lifecycle assessment on a simple product. I suggest you choose something of interest that would be helpful to you going out into the job market. For instance, a student interested in fashion might pick blue jeans or a t-shirt. The key is to pick a product that is not too complicated.

- b. Prepare a lifecycle diagram that outlines the key environmental and social aspects of this product's full lifecycle.
- c. Produce a report that would be useful both for the company's senior executives and the product design team. The focus should be on identifying the pathways, knowing what needs to be quantified, and getting a sense of where to target improvements to the sustainability of the product.
- d. You may support the analyses using external sources, but you are not required to conduct detailed calculations. If you come across quantities or comparisons, I encourage their inclusion in order to illustrate the key choices along the lifecycle, but it's not necessary to quantify all impacts.
- e. It is necessary to demonstrate where you are getting the information about the process and the potential impacts.

More detailed information will be available in CourseDen.

Extra Credit: From time to time extra credit 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 that meet the requirements specified above, will be permitted to make up in-class exercises 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.

COMMUNICATION POLICY

I am available during office hours (Tuesday and Thursday 10:00 a.m. to 12:00; 2:00 p.m. to 3:00 p.m.; and 5:00 to 7:00 p.m.) or by appointment.

During office hours I am available in my office and also online using CourseDen's Blackboard.

The preferred method of communication is through CourseDen's e-mail tool. I will try to respond to your e-mail within 48 hours, except on weekends.

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"

Mandatory Plagiarism tutorial: Every student must take the plagiarism tutorial as indicated on the syllabus and CourseDen. 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

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.

The instructor reserves the right to make changes to this syllabus.

Course Schedule

Date	Topic	Required readings <i>CD indicates CourseDen</i>	Assignments Due	Simulation (Decision due on Sundays at 11:00 pm)
	Course Introduction			
Jan 6 (Tu)	Why do we need to start with business ethics?	Syllabus		
PART I: BUSINESS ETHICS				
Jan 8 (Th)	Introducing Business Ethics	<i>The ethical enterprise:</i> (Available in CD) Read the sections <ul style="list-style-type: none"> • Introduction (Page vii) • A short history of business ethics (page ix) • What’s Driving Business Ethics Today? (pages 1-12) 		
Jan 12 (M)	Students who withdraw from a full term - 15 week class between 12:01 am Sep 3 and midnight Oct. 17 will receive a grade of W (Full Session Courses).	Withdrawal "W" period begins for Full Term-15 week courses.		
Jan 13 (Tu)	Ethics Bowl: Making decisions in business ethics	<i>Ethics and Leadership</i> (Available in CD)		
Jan 15 (Th)	Speed dating		Complete the Teamwork profile (CD) and bring it to class	
Jan 20 (Tu)	Movie: Inside Job	<i>The 10 Most Shameful Scandals of 2013</i> (CD)	Homework: Plagiarism statement (all instructions are in CD) E-mail pre- and post-test to svezel@westga.edu	
Part II: PERSONAL AND PROFESSIONAL PRACTICE				
Jan 22 (Th)	Personal Values and Mission In class exercise: is management a profession?	<i>It’s Time to make management a Profession</i> (CD)	Homework: Personal Mission Statement and values. Further instructions on page 5. Submit through CourseDen’s Dropbox tool	

MGNT 3625: Contemporary Issues in Management – Corporate Social Responsibility

Date	Topic	Required readings <i>CD indicates CourseDen</i>	Assignments Due	Simulation (Decision due on Sundays at 11:00 pm)
Jan 27 (Tu)	Internal Context of CSR: Culture, Mission Statements and Values In class exercise: Google in China	Generation Flux's Secret Weapon (CD) or http://www.fastcompany.com/3035975/generation-flux/find-your-mission	<i>Homework:</i> Find the mission statement of a company you admire, or work for, or would like to work for. Print it and bring it to class. More detailed instructions on page 6.	
Jan 29 (Th)	Managing ethics in the workplace Introduction to the Strategic CSR simulation	The Ethical Enterprise: The State-of-the-Art in Ethics (pages 14-20) (CD)	<i>Homework:</i> Find the code of conduct of a company you admire, or work for, or would like to work for. Print it and bring it to class. More detailed instructions on page 6.	
PART III: CORPORATE SOCIAL RESPONSIBILITY				
Feb 3 (Tu)	What is CSR	Creating Shared Value (CD)	Group Expectations Document (Complete the template available in CD and turn it in class)	Ratings of ethics transgressions (Individual). Available on the simulation website
Feb 5 (Th)	Corporate Strategy: A Stakeholder Perspective	Balancing stakeholders needs (CD)		
Feb 10 (Tu)	The Importance of CSR: How much does CSR matter?	The business case for CSR (CD)		Pre-simulation memo (Group) Year 1 Starts
Feb 12 (Th)	Documentary: Is Walmart Good for America? http://www.pbs.org/wgbh/pages/frontline/shows/walmart/view/			
Feb 17 (Tu)			Exam 1	
Feb 19 (Th)	The Strategic Context of CSR	Just Good Business (CD)		

MGNT 3625: Contemporary Issues in Management – Corporate Social Responsibility

Date	Topic	Required readings <i>CD indicates CourseDen</i>	Assignments Due	Simulation (Decision due on Sundays at 11:00 pm)
Feb 22 (Su)				Year 1 decision due Year 2 starts
Feb 24 (Tu)	Globalization In-class exercise: Culture Clashes in the Boardroom	Culture clashes in the boardroom (CD)		
Feb 26 (Th)	Sustainability	The Innovation Bottom Line (CD)	<i>Group Homework:</i> Product lifecycle: Choose a product you are passionate about (for instance, if you like fashion choose a pair of jeans as your product) and draw diagram of this product's life cycle.	
Feb 27 (F)	Last day to withdraw with a grade of W from Full Term- 15 week courses. Students withdrawing from full term courses after midnight will be awarded a grade of WF. Note: A WF grade is calculated as an F in the GPA.			
Mar 1 (Su)				Year 2 decision due Year 3 starts
Mar 3 (Tu)	Social entrepreneurship Guest Speaker: Crystal Atwood, Director of Operations Community Foundation of West Georgia	The for-benefit company (CD)		
Mar 5 (Th)		Exam 2: Chapter 4, Globalization, Sustainability, Social entrepreneurship		
Mar 10 (Tu)	Organizational Stakeholders: Shareholders	The Myth of shareholder capitalism (CD) Preparing for bigger, bolder, shareholder activists (CD)		
Mar 12 (Th)	Organizational Stakeholders (II): Employees, Managers, and Unions	The CEO of Anglo American on Getting Serious About Safety (CD)		
Mar 15 (Su)				Year 3 decision due Year 4 starts
Mar 16 – Mar 20		Spring Break – No Classes		

MGNT 3625: Contemporary Issues in Management – Corporate Social Responsibility

Date	Topic	Required readings <i>CD indicates CourseDen</i>	Assignments Due	Simulation (Decision due on Sundays at 11:00 pm)
Mar 24 (Tu)	Economic Stakeholders: Customers	Business ethics and customer Stakeholders (CD)		
Mar 26 (Th)	Economic Stakeholders II: Competitors, Creditor, Distributors, Suppliers	Use of 'Conflict Minerals' Gets More Scrutiny (CD)		
Mar 29 (Su)				Year 4 decision due Year 5 Starts
Mar 31 (Tu)		Honors Convocation All classes are cancelled from 12:00 to 5:00 pm.		
Apr 2 (Th)	Societal Stakeholders (I): Government	Why It Pays to Become a Rule Maker		
Apr 7 (Tu)	Societal Stakeholders (I): Communities, Nonprofits, NGOs, Environment In class exercise: Lululemon	A new climate change consensus (CD) Greenpeace's Arctic Drilling Video Sinks Lego's Deal With Shell		
Apr 9 (Th)	CSR Implementation	Balanced Scorecard (CD)		
Apr 12 (Su)				Year 5 decision due
Apr 14 (Tu)	Primer on negotiation	Introduction to Negotiation: A Primer for "Getting to Yes"		
Apr 16 (Th)	In-class exercise: Outsourcing at Resilient Resins	Outsourcing at Resilient Resins (CD)	Press Kit Peer reviews	
Apr 23 (Th) at 11:00 am		Exam 3 – Chapters 6,7, 8		

The schedule is tentative and may change due to situational factors.