
MBM013 Corporate Social Responsibility – 15 hours **JULY 2020 – FULLY ONLINE VERSION**

An **ebook** by C.B Bhattacharya will be provided to help you progress CSR/sustainability at your organization after the module.

Bhattacharya, C. B. 2019. *Small Actions, Big Difference: Leveraging Corporate Sustainability to Drive Business and Societal Value*. Routledge.

If you search for resources to embed CSR/sustainability at your organization, please consult this website that provides **links to numerous online resources**:

<https://www.embeddingproject.org/resources>

DAY 1 – MORNING

Session 1 – Context and Introduction to Corporate Governance and Social Responsibility (Morning – 4h00)

Notice: The icebreaker to make the case for the module in 2020 & 2021 consisted in discussing the Sir John Cass Business School controversy as the students are key stakeholders, in light of the Black Live Matters movement.

Pre-Reading (to be completed before the class)

Friedman, M. 1970. The social responsibility of business is to increase its profit. A doctrine by Milton Friedman. *The New York Times Magazine*, September 13: 32-33, 122, 124, 126. (reprinted version, **4 pages**)

Stout, L. A. 2012. The problem of corporate purpose. *Issues in Governance Studies*, 48: 1-12. (**12 pages**)

Supplementary reading (provided in electronic version)

Overview of the CSR field

Aguinis, H., & Glavas, A. 2012. What we know and don't know about corporate social responsibility: A review and research agenda. *Journal of Management*, 38: 932–968.

Frynas, J. G., & Stephens, S. 2015. Political corporate social responsibility: Reviewing theories and setting new agendas. *International Journal of Management Reviews*, 17(4): 483-509.

Garriga, E., & Melè, D. 2005. Corporate social responsibility: Mapping the conceptual territory. *Journal of Business Ethics*, 53: 51-71.

Historical and political foundations of CSR

Acquier, A., Gond, J.-P. & Pasquero, J. 2011. Rediscovering Howard R. Bowen's legacy: The unachieved agenda of *Social Responsibilities of the Businessman* and its continuous relevance. *Business and Society*. 50(4): 607-648.

Bansal, T., & Song, H.-C. 2017. Similar but not the same: Differentiating corporate sustainability from corporate responsibility. *Academy of Management Annals*, 11(1): 105-149.

Chin, M. K., Hambrick, D. C. & Treviño, L. K. 2013. Political ideologies of CEOs: The influence of executives' values on CSR. *Administrative Science Quarterly*, 58(2): 197-232.

Gond, J.-P., Kang, N., & Moon, J. 2011. The government of self-regulation: On the comparative dynamics of CSR. *Economy and Society*, 40:640–671.

Matten, D., & Crane, A. 2005. Corporate citizenship: toward an extended theoretical conceptualization. *Academy of Management Review*, 30(1): 166-179.

DAY 1 – AFTERNOON

CSR and Consumers – Do Consumers Drive CSR? Session 2 (Afternoon – 2h00)

Pre-Reading (to be completed before the class)

Bhattacharya, C.B., Sen, S. & Korschun, D. 2009. Strengthening stakeholder–company relationships through mutually beneficial corporate social responsibility initiatives. *Journal of Business Ethics*. 85: 257–272. (15 pages)

Exercise to be completed before the session

Please, choose one product in your home and search for information about whether the company that produces it is socially responsible. Do not hesitate to contact the organization producing the good in order to obtain more information. *Please, address the following questions: How was this good produced? What are the environmental effects related to the production and distribution of this product? What are the life and work conditions of the people who produce this good? What are the relationships between the people, companies and organizations engaged in the production of this good? (Because you bought this product... you are already a stakeholder of the producer).*

CSR and Employees – How Do Employees React to CSR? Session 3 (Afternoon – 1h30)

Pre-Reading (to be completed before the class)

Pfeffer, J. 2010. Building sustainable organizations: The human factor. *Academy of Management Perspective*, 24(1): 34-45. (11 pages)

Exercise to be completed before the session

Please download and read the last CSR/Sustainability report or statement of your organization (if any, otherwise, please simply ask why there is no such report). Be prepared to discuss how you reacted, as an employee of your organization, to your reading of this report.

Supplementary reading (provided in electronic version or with a link)

Bhattacharya, C.B., Sen, S. & Korschun, D. 2008. Using corporate social responsibility to win the war for talent. *MIT Sloan Management Review*, 49(2): 37-44.

- El-Akremiti, A., Gond, J.-P., Swaen, V., DeRoeck, K. & Igalens, J. 2018. How employees perceive corporate social responsibility? Development and validation of the Corporate Stakeholder Responsibility (CStR) scale. *Journal of Management* 44(2): 619-657.
- Girschik, V., Svystunova, L., & Lysova, E. I. 2020. Transforming corporate social responsibilities: Toward an intellectual activist research agenda for micro-CSR research. *Human Relations*, doi: 10.1177/0018726720970275.
- Gond, J.-P., El-Akremiti, A., Swaen, V. & Babu, N. 2017. The psychological micro-foundations of corporate social responsibility: A systematic and person-centric review. *Journal of Organizational Behavior*, 38(2): 225-246.
- Gond, J.-P. & Moser, C. 2021. The reconciliation of fraternal twins: Integrating sociological and psychological approaches to 'micro' corporate social responsibility. *Human Relations*, 74(1): 5-40.
- List, J. A., & Momeni, F. 2017. When corporate social responsibility backfires: Theory and evidence from a natural field experiment (December 2017). NBER Working Paper No. w24169. Directly available at SSRN: <https://ssrn.com/abstract=3095130>
- Mirvis, P. 2012. Employee engagement and CSR: Transactional, relational and developmental approaches. *California Management Review*, 54(4): 93-117.

DAY 2 – MORNING

Session 4 – CSR and Investors – Embedding CSR in the Financial Marketplace, Mobilizing Investors for CSR (Morning – 2h00)

Pre-Reading (to be completed before the class)

Case Study: Serafeim, G., Eccles, R. G. & Armbrester, K. 2015. Aviva Investors. *Harvard Business School Case 9-112-0147*. Provided electronically. (17 pages)

Supplementary reading

- Crifo, P., Durand, R. & Gond, J.-P. 2019. Encouraging investors to enable corporate sustainability transitions: The case of responsible investment in France. *Organization & Environment*. 32(2): 125-144.
- Giamporcaro, S. & Gond, J.-P. 2016. Calculability as politics in the construction of markets: The case of responsible investment in France. *Organization Studies*. 37(4): 465-495.
- Gond, J.-P., Boxenbaum, E. 2013. The glocalization of responsible investment: Contextualization work in France and Québec. *Journal of Business Ethics*, 115(4): 707-721.
- Gond, J.-P., O'Sullivan, N., Slager, R., Homanen, M., Mosonyi, S., & Viehs, M. 2018. *How ESG Engagement Creates Value for Investors and Companies*. *United-Nations Principle for Responsible Investment*. Available online: <https://www.unpri.org/download?ac=4637>.
- Kotsantonatis, S., Pinney, C. & Serafeim, G. 2016. ESG integration in investment management: myths and realities. *Journal of Applied Corporate Finance*, 28(2): 1216.-
- O'Sullivan, N. & Gond, J.-P. 2016. *Engagement: Unlocking the black-box of value creation*. Sustainalytics & Cass Business School Report. Available online: http://www.longfinance.net/images/reports/pdf/Engagement%20Report_ElectronicFinal.pdf
- Piani, V. & Gond, J.-P. 2014. Facilitating investor engagement on ESG issues: The PRI initiative in action. *Rotman International Journal of Pension Management*, 7(1): 14-22.

Slager, R., Gond, J.-P. & Moon, J. 2012. Standardization as institutional work: The regulatory power of a responsible investment standard. *Organization Studies*, 33(5-6): 763-790.

Relevant web-links (to find updated facts about SRI and ESG disclosure):

<https://www2.deloitte.com/content/dam/Deloitte/lu/Documents/sustainable-dev/lu-european-sri-study-2018.pdf>

<http://www.ussif.org/>

<https://www.unpri.org/>

<https://www.fsb-tcfd.org/>

Session 5 – CSR and the Community (Morning – 2h00)

Notice: No Pre-reading – the whole session consists in analysing a movie about Cree people and their fight against Hydro Quebec on the early 1990s. The students adopt the perspective of the Cree through the case study.

Supplementary reading

Gond, J.-P., Barin Cruz, L., Raufflet, E. & Charron, M. 2016. To frack or not to frack? The interaction of justification and power in a sustainability controversy. *Journal of Management Studies*. 53(3): 330-360.

Muthuri, J., Moon, J., & Chapple, W. 2009. Implementing 'community participation' in corporate community involvement: Lessons from Magadi Soda company in Kenya. *Journal of Business Ethics*, 85: 431-444.

Senge, P. M., Lichtenstein, B. B., Kaeufer, K., Bradbury, H., & Carroll, J. S. 2007. Collaborating for systemic change. *Sloan Management Review*, 48(2): 44-53.

DAY 2 – AFTERNOON

Session 6 – Strategic Perspectives and the CSR Business Case: Does it Pay to Be Good? (Afternoon – 2h00)

Pre-Reading (to be completed before the class)

Case Study: Barin-Cruz, L. & Colombo, J. Energy, poverty and the market: The CSR strategy of Coelce in Brazil. *International Journal of Case Studies in Management*, 9(2): 1-20. (20 pages)

Porter, M. E. & Kramer, M. R. 2006. Strategy and society. The link between competitive advantage and corporate social responsibility. *Harvard Business Review*, 12: 78-92. (14 pages)

Porter, M. E. & Kramer, M. R. 2011. Creating shared value. *Harvard Business Review*, 89(1): 62-77. (15 pages)

Supplementary reading

Bénabou, R. & Tirole, J. 2010. Individual and corporate social responsibility. *Economica*, 77(305): 1-19.

- Crane A., Palazzo, G., Spence, L. & Matten, D. 2014. Contesting the value of 'creating shared value'. *California Management Review*, 56(2): 130-153.
- Eccles, R.G., Ioannou, I., & Serafeim G. 2014. The impact of corporate sustainability on organizational processes and performance. *Management Science*, 60(11): 2835-2857.
- Gond, J.-P., Cabantous, L. & Krikorian, F. 2017. How do things become strategic? 'Strategifying' corporate social responsibility. *Strategic Organization*. DOI: 10.1177/1476127017702819. Published online.
- Ligonie M. 2018. The "forced performativity" of a strategy concept: Exploring how shared value shaped a gambling company's strategy. *Long Range Planning*. 51(3): 461-479.
- Margolis, Elfenbein & Walsh. 2007. Does it pay to be good? A meta-analysis and redirection of research on the relationship between corporate social and financial performance. Working Paper, Available at: <http://stakeholder.bu.edu/Docs/Walsh,%20Jim%20Does%20It%20Pay%20to%20Be%20Good.pdf>
- Marti, E. & Gond, J.-P. 2018. When do theories become self-fulfilling? Exploring the boundary conditions of performativity. *Academy of Management Review*, 43(3): 1-22.
- Vishwanathan, P., van Oosterhout, H. J., Heugens, P., Duran, P. & van Essen, M. 2020. Strategic CSR: A concept building meta-analysis. *Journal of Management Studies*, 57(2): 314-349.

Session 7 – Which Future(s) for CSR? Debates and Perspectives (Afternoon – 1h30)

Supplementary reading

- Gond, J.-P. & Nyberg, D. 2017. Materializing power to recover corporate social responsibility. *Organization Studies*, 38(8): 1127-1148.
- Hanlon, G. & Fleming, P. 2009. Updating the critical perspective on corporate social responsibility. *Sociology Compass*, 3(6): 937-948.

ASSESSMENT OVERVIEW – JULY 2020

Description	Weight	Criteria	Deadline
Participation during the session Evaluated online by a teaching assistant	20%	<ul style="list-style-type: none"> • Relevancy of interventions • Demonstration of an understanding of the readings through interventions • Participation in the discussions 	Make sure you prepare sufficiently the pre-session readings!
Individual exercise 1000 words (see description below)	40%	<ul style="list-style-type: none"> • Understanding of the broad consumption context and the role of CSR in consumption • Reflexivity on your personal consumption practices • Capacity to elaborate on what has been discussed in the classroom • Quality of writing and presentation 	Preparatory work (to support classroom discussion): Saturday 11th July Final document: (to submit through Moodle): Sunday 26th July 9pm
Group coursework PowerPoint presentation (see description below)	40%	<ul style="list-style-type: none"> • Understanding of the key concepts • Capacity to apply CSR concepts and frameworks in practice • Managerial relevance of conclusions and implications • Personal research • Quality of presentation 	Deadline for submitting the powerpoint presentation: Wednesday July 29th 9pm

INDIVIDUAL EXERCISE (40%)

Exercise to be prepared before the session of Saturday July 11th (nothing to be submitted)

Please, choose one product in your home and search for information about whether the company that produces it is socially responsible. Do not hesitate to contact the organization producing the good in order to obtain more information.

Please, address the following questions: How was this good produced? What are the environmental effects related to the production and distribution of this product? What are the life and work conditions of the people who produce this good? What are the relationships between the people, companies and organizations engaged in the production of this good? (Because you bought this product... you are already a stakeholder of the producer).

Final document to be submitted AFTER the session

Based on this exercise, the classroom discussions of your findings, and your own experience as a consumer, prepare a 1000-word long essay explaining the outcome of your research above and how consumer behaviour could actually influence CSR issues.

Deadline for the submission of your final document: Sunday July 26th (9pm)

Word count: 1000 words

GROUP COURSEWORK (40%)

Corporate Social Responsibility: The COVID-19 Stress Test

Your task is to **choose one company** and **assess whether and how its CSR and/or Sustainability (CSR/SD) programs helped responding to the Covid-19 crisis**, using frameworks from the module, and covering the following points:

1. **Brief description** of: (a) how the **CSR/SD strategy before the crisis** and (b) **how the crisis has affected the companies' core business** (20%);
2. **Use frameworks from the module to critically analyze whether and how CSR/SD initiatives have helped the company face the crisis**, and/or **how specific or new CSR/SD initiatives have been deployed** through the crisis in relation with key stakeholders, and/or **whether the crisis exposed or revealed some limitations to prior CSR/SD initiatives** (40%).
3. **Recommendations: critically analyze how, in light of the pandemic, the company's CSR/SD initiatives could be improved and/or redesigned** to enhance capacity to respond to future crises (incl. e.g., reputational, strategic, marketing aspects) (40%)

Key criteria:

- In your assigned groups, work collaboratively to effectively deliver this group assignment.
- To be evaluated, your group needs to produce a Powerpoint presentation and should clearly focus on the tasks described above.
- **Use the frameworks from the module to critically assess your selected company's CSR/SD initiatives in the Covid-19 context.**
- Your research should focus on a **variety of sources** including but not limited to your company's Annual, and Sustainability reports, newspaper articles, online interviews with key internal actors if possible (e.g. CSR team, executives).

Deadline for the submission:

Wednesday July 29th 9pm