



DETAILED MODULE OUTLINE

CR501E_S RESPONSIBLE MANAGEMENT

| | | |
|---------------------------|---|--|
| DEPARTMENT | : | MANAGEMENT & ORGANIZATION |
| PROGRAMME | : | Summer Session: 11-22 June 2018 |
| TEACHING TEAM, ESC RENNES | : | Don Minday (coordinator), don.minday@rennes-sb.com Irena Descubes Carley Hauck Sarah Hudson Delphine Jegoudez Monica Macquet Irina Purcarea Helene Tran |
| FORMAT | : | On-line assignment before arrival in Rennes 30 classroom hours (including final exam) over two weeks in Rennes |
| CREDITS | : | 6 ECTS (Europe) / 3 U.S. Credits Each ECTS credit corresponds to 25 hrs. of work (including reading, preparation, classroom time, assessment) |

PRE-REQUISITE MODULES:

Students are expected to have followed undergraduate courses in management or organizational behavior, marketing, and business strategy.

MODULE OBJECTIVES:

The purpose of this course is to help students develop awareness of the importance of CSR (corporate social responsibility) and to provide them with a conceptual framework for analyzing situations in which managers make decisions taking into account economic, social, and environmental imperatives.

MODULE INTENDED LEARNING OUTCOMES (ILOs):

By the end of this module, students will be able to:

1. Make a strong argument for CSR;
2. Identify a company's stakeholders' issues and make corresponding recommendations;
3. Explain how managers develop a sustainability strategy and build it into their company's "DNA."
4. Make recommendations to companies regarding environmental and social responsibility.

MODULE DESCRIPTION:

This module is designed to enable students to build social and environmental responsibility into the "DNA" of the business. CSR is no longer an optional extra, but a strategic imperative. The main subjects covered include:

- Introduction to CSR: concepts and frameworks
- CSR & the Environment
- Responsible leadership
- Stakeholder management
- Developing and implementing a sustainability strategy

- CSR and suppliers
- CSR and consumers
- CSR and investors
- CSR and employees

LINKS WITH COMPANIES: Through company examples in class, company visits / guest speakers

TEACHING METHODS:

- Pre-arrival assignment.
- In Rennes, preparation outside of class: reading of articles and case studies and team presentation preparation.
- The classroom sessions are designed to be interactive lectures and classroom debate based on the readings which students have completed before coming to class.
- Company visits and guest speakers.
- Project preparation in multicultural teams.

METHODS OF ASSESSMENT:

Continuous assessment: 50% of the final grade – see below

1. 25% of the final grade will be based on an individual presentation which requires **preparation before class**.
2. 25% of the final grade will be based on the post-arrival team presentation.

Final examination: 50% of the final grade

All of the module's intended learning outcomes (ILOs) will be tested through the three assessment methods.

| Assessment | Individual / Group | Written / oral | Length, Dates | Grade Weight | ILOs assessed (see p. 1) |
|--|--|---|--|---------------------|--------------------------|
| 1. Pre-arrival assignment | Individual Identification of a CSR issue, an individual and an institutional "hero" | Written & oral | 5-7 mn. individual presentation in week 1 Deadline: Monday 11 June, 5 PM French time. | 25% of module grade | 1 and 3 |
| 2. Team transition presentation | Teams of 4-5 students | Written & oral Team presentation in class on a "transition" topic – see page 4. Format: PowerPoint or Prezi | 20 mn. presentation in week 2. Deadlines for posting on Moodle site page: Grp. 1: 18 June 12 PM (noon) Grp. 2: 19 June 12 PM Teams designated on Day 1. | 25% | 3 |
| Final exam | Individual | Written exam, open book, open source. | 3 hour in-class exam, essay question format Fri. 22 June, 9 AM – 12 PM | 50% | 1,2,3,4 |

The two continuous assessments are explained on the following pages.

1. Pre-arrival assignment: approximately 10-15 hours of individual work before arriving in Rennes – 25% of module grade. Facilitator: Professor Minday (don.minday@rennes-sb.com)

| | | Output |
|--------------|---|---|
| Pre-readings | <p>4 articles emailed to students as PDF files:</p> <ul style="list-style-type: none"> ▪ Unilever’s approach to sustainability ▪ Acceture: “Can Business Do Well by Doing Good?” ▪ Chapter 1 “CSR in a Global Context” from Matten, Spence, & Crane, 2nd edition (2014), <i>Corporate Social Responsibility, Readings and Cases in a Global Context</i> ▪ "Changing Face – the story of Interface flooring and Ray Anderson (PDF file). See also the Interface sustainability site | None per se, but come prepared to discuss in 1 st class session. |
| CSR heroes | <p>Students will identify a</p> <ol style="list-style-type: none"> 1. An individual CSR hero 2. An institutional CSR hero | <p>7 minute individual presentation on both heroes to be made in class.</p> <p>Deadline: Post files on Moodle site or email to don.minday@rennes-sb.com by Monday June 12 at 5 PM French time</p> |

Pre-arrival assignment description: CSR issues and players

| | |
|---|--|
| <p>1. Individual CSR hero</p> <p>Identify - using whatever reliable information sources are available to you (books, journal articles, magazine articles, the internet) - an individual who has made significant and substantive contributions to the understanding as well as the implementation of CSR / sustainability. This person might have done research, written articles and books, made presentations, founded an NGO, or run a not-for-profit organization in which CSR is embedded. This person:</p> <ol style="list-style-type: none"> 1. Must have had at least a national impact, and preferably an international impact. 2. Should be from your home country <u>or</u> has worked extensively in your home country. If not possible, select someone from another country. 3. This is NOT a business manager / company director. | <p>Outputs:</p> <ol style="list-style-type: none"> 1. Register your individual on the table on a to-be-designated Moodle site. 2. Create 2-3 PowerPoint slides that summarize the highlights of this individual’s contributions to CSR and why you chose this “hero.” Short videos welcome. <p>As soon as you know who you want to research, register your individual’s name on the Moodle page entitled, “Assignment Sign-up Sheet for Individual CSR Heroes.”</p> <p>Warning: <u>First come, first served</u>, no duplication of individuals!</p> |
| <p>2. Identify an Institutional CSR hero</p> <p>Identify - using whatever reliable information sources are available to you a Non-Governmental Organization (NGO) or a Not-for-Profit Organization (NPO) that has made significant and substantive contributions to the understanding as well as the implementation of CSR/sustainability. Use these criteria for your choice:</p> <ol style="list-style-type: none"> 1. The NGO or NPO must have a regional, national, or international scope. 2. Try to find if possible an organization that is linked to or located in your home country. If you select an organization with international scope, use your home country’s branch of the organization. 3. Do NOT choose a for-profit business organization. | <p>Outputs:</p> <ol style="list-style-type: none"> 1. Register your institution on the table on the course Moodle site. 2. Create 3-5 PowerPoint slides that summarize the highlights of this organization’s contributions to CSR and explain why you chose it. Short videos encouraged. <p>Warning: First come, first served, no duplication of institutions!</p> <p>As soon as you know who you want to research, register your individual’s name on the Moodle page entitled, “Assignment Sign-up Sheet for Institutional CSR Heroes.”</p> |

Each student will make one combined presentation of her/his 2 heroes (7 mn. maximum) during class. Grades will be based on content and style - an evaluation sheet will be posted on Moodle before class.

2. Team transition topic presentation

The world system as it is today is in a mega crisis and is not sustainable. If the world's temperature increases by 4°C by 2060, our world will become uninhabitable. A transition is inevitable, and has already started. It will not be enforced by governments or the United Nations. It will be led by economic and social institutions, including business. Solutions they propose will require vision and foresight. **Students may choose from the list of topics on the last page** of this module outline. You may choose a specific angle of a topic, such as the side effect of drugs in the health care industry

Content:

- Stakes and issues for business and society
- Opportunities – how companies can develop business and be change agents with respect to your topic. Illustrate with at least one company example.
- Trends and future prospects related to your topic.
- It is recommended to **include a relevant 2-3 minute-long video** on the topic (part of the 20 minutes)

Format: Powerpoint or Prezi

Length of presentation: 20 minutes maximum.

Team make-up: Presentation teams will be formed before the class in order to maximize gender and national diversity. This diversity is one of the big advantages of the course. Students will learn what team they are in on Day 1 in Rennes.

Topic choice. Students should study the list of topics on the last page of this document before arriving in Rennes and be ready to propose a topic to their team on the first day of class. **Choices are allotted on a first come, first served basis. No two teams may choose the same topic.**

Preparation time. Student teams can prepare their presentation in free time built into the schedule, after class or in the evenings.

Deadlines for submitting team presentation on the Moodle e-learning site:

1. **Group 1: Monday 18 June at 12:00 noon.**
2. **Group 2: Tuesday 19 June at 12:00 noon.**

BIBLIOGRAPHY:

Recommended:

- CRANE, A., MATTEN, D. & SPENCE, L. (Eds.) (2013). *Corporate Social Responsibility: Readings and Cases in a Global Context*, London and New York: Routledge. See companion website for links to related articles: <http://www.routledge.com/cw/crane-9780415683258/>

Other Reading:

- CARROLL A.B. & BUCHHOLTZ A.K. (2012), *Business & Society. Ethics and Stakeholder Management*, South-Western, Cengage Learning.
- ESTY, D. C. & SIMMONS, P. J. (2011), *The Green To Gold Business Playbook: How to Implement Sustainability Practices for Bottom-Line Results in Every Business Function*, John Wiley & Sons.
- FERRELL O.C., THORNE D. & FERRELL L. (2010). *Social Responsibility and Business*, (4th edn). South-Western, Cengage Learning.
- SAVITZ A.W. & WEBER K. (2006), *The Triple Bottom Line – How Today's Best-Run Companies Are Achieving Economic, Social and Environmental Success*, San Francisco, Jossey-Bass.
- SMITH C. & LENSSEN G. (Eds.) (2009), *Mainstreaming Corporate Responsibility*, Chichester: John Wiley & Sons.

ACADEMIC JOURNALS:

Students have access to the resources of the ESC Learning Center (Library), where they can access journals such as *Business and Society Review*, *Business Ethics Quarterly*, and *Business & Society*, and *Journal of Business Ethics*, among others

WEBSITES:

There are hundreds of websites on CSR and sustainability. Here are a few.

- <http://www.aspeninstitute.org/>
- <http://www.globalreporting.org>
- <http://www.csr-news.net/>
- <http://www.csreurope.org/>
- <http://www.bsr.org/>
- <http://www.forceforgood.com/>
- <http://www.ethicalcorp.com/>
- <http://www.ethicalperformance.com/>
- http://www.ftse.com/Indices/FTSE4Good_Index_Series/index.jsp
- <http://www.sa-intl.org/http://www.srinews.com/>
- <http://www.greenfacts.org/>
- <http://www.rainforest-alliance.org/>
- <http://www.socialinvest.org/>
- <http://www.sustainability-indexes.com>
- <http://www.unepfi.org/>
- <http://www.unglobalcompact.org/>
- <http://www.unpri.org/>
- <http://www.vigeo.com/>
- <http://www.wbcds.ch/>

CR501E_S Responsible Management Timetable

27 classroom hours plus outside study and exam – schedule subject to slight modifications

Each class group will be made up of 30 students.

HBBA students: Follow the schedule below and **not** the one on ISIS (school's online schedule)

Color code: Classes – *Company visits or related events* – *Tourism and other activities* – *Student prep outside of class*

| Class session & time | Group 1 topic, instructor / staff | Group 2 topic, instructor / staff | Assignment, activity |
|--|--|---|--|
| Tuesday 12 June 2018 9 AM – 12 noon | Welcome, module overview (Don Minday) Wifi connection & other logistics issues (Laura Meunier) | | Module overview, teamwork French culture tips |
| 1 Tuesday 12 June 1:30 – 4:30 PM | Introduction to CSR Don Minday | Team presentation preparation | 6 CSR hero presentations (see p. 3) Discussion of readings, cases |
| Wednesday 13 June 9 AM - 12 PM | CSR & the environment Sarah Hudson | Introduction to CSR Don Minday | |
| 2 Wednesday 13 June 1:30 – 4:30 PM | Team presentation preparation | CSR & the environment Sarah Hudson | 6 CSR hero presentations |
| 3 Thursday 14 June 9 AM - 12 PM | Responsible leadership Carley Hauck | Stakeholder management Irina Purcarea | 6 CSR hero presentations |
| Thurs. 14 June Afternoon 2:00-4:30 Company visit 5:00-7:00 Tourism | Greater Rennes Metropolitan Area building – sustainability policy/practices Optional historical and gourmet visit of Rennes | | |
| 4 Friday 15 June 9 AM – 12 PM | Sustainable strategy Delphine Jegoudez | Responsible leadership Carley Hauck | 6 CSR hero presentations |
| 5 Friday 15 June 1:30 – 4:30 PM | Stakeholder management Irina Purcarea | Sustainable strategy Delphine Jegoudez | 6 CSR hero presentations |
| Saturday 16 June | Free time - suggested morning activity - <i>Marché des Lices</i> open-air market See Rennes site . | | |
| Sunday 17 June | Free time Suggested visits: St. Malo, Mont St. Michel. You are free to study also! | | |
| Monday 18 June Morning | Team presentation preparation Group 1 presentations due 18 June at 12 noon | 7:45 AM - Meet at school to visit Nantes. See site . Laura Meunier | |
| 6 Monday 18 June Afternoon | CSR & suppliers Helene Tran | 2:00 PM - Visit <i>Manitou</i> (material handling equipment), Nantes | Group 1: Transition topic team presentations (2) |
| 7 Tuesday 19 June 9 AM – 12 PM | CSR & consumers Irena Descubes | Team presentation preparation Group 2 presentations due 19 June at 12 noon | Group 1: Transition topic team presentations (2) |
| 8 Tuesday 19 June 1:30 – 4:30 PM | CSR & Investors Monica Macquet | CSR & suppliers Helene Tran | Groups 1 & 2: Transition topic team presentations (2) |
| 6 Wednesday 20 June Morning | 6:45 AM.- Meet at school to visit <i>Armor</i> (industrial printing), Nantes | CSR & consumers Irena Descubes | Group 2: Transition topic team presentations (2) |
| Wednesday 20 June Afternoon | 12:00 PM - Visit Nantes. See site . Laura Meunier | CSR & Investors Monica Macquet | Group 2: Transition topic team presentations (2) |
| 9 Thursday 22 June 9 AM – 12 PM | CSR & Employees Irina Purcarea | Free to study for exam | Groups 1: Transition topic team presentations (1) |
| 9 Thursday 22 June 1:30 – 4:30 PM | Free to study for exam | CSR & Employees Irina Purcarea | Group 2: Transition topic team presentations (1) |
| Thursday 22 June Rennes, 8:00 PM on | On your own, suggested - <i>La fête de la musique</i> – nationwide street music festival. See festival site . | | |
| 10 Friday 23 June 10 AM – 1 PM | Final Exam (Open Book) An essay-format exam which students may type or write by hand | | |
| Friday 23 June 1:15 – 2:15 PM | Farewell photo and finger-food lunch / drinks on campus | | |

CR501E_S Responsible Management Topic choices for team TRANSITION presentation

You will be assigned to a team on Day 1 of class.

With your team, you will pick one of the topics below to present – see content below in red.

You should think about these topics before coming to Rennes so you can suggest your preferences to the team.

1. **Food:** GMOs – for and against
2. **Food:** organic food
3. **Food** organic farming, a more sustainable agriculture model
4. **Food:** eating healthy food, the fight against obesity
5. **Water:** scarcity, risks, conservation
6. **Global demographic trends and risks**
7. **Land:** growth of crop and pasture land
8. **Land pollution: chemicals, plastic, and waste**
9. **Shale gas:** bonanza or threat?
10. **Turning waste into useful products**
11. **Energy: solar**
12. **Energy: wind**
13. **Energy: biofuels and biomass**
14. **Biodiversity**
15. **Algae** and its many uses
16. **Positive energy buildings**
17. **Eco-friendly construction** building materials
18. **Eco-friendly cities** of tomorrow
19. **Biomimicry:** emulating nature to solve human problems
20. **Climate change**
21. **Air pollution in China (or elsewhere)**
22. **Eco- or responsible tourism**
23. **Resource depletion: oceans**
24. **Resource depletion: forests** (sustainable forests,...)
25. **Resource depletion : rare earths**
26. **The importance of managing eco-systems**
27. **Health care:** holistic / human health care
28. **Health care:** prevention vs. cure – the problem of "big pharma"
29. **Fair trade**
30. **Social business or social entrepreneurship**
31. **The circular economy**
32. **Indigenous peoples**
33. **Bottom /base of the pyramid (BOP):** Is marketing to the poor a good idea?
34. **Eco-friendly product design: The cradle-to-cradle concept**
35. **Responsible leadership:** how higher education can prepare graduates to lead the transition
36. **Which car for the transition?**

Content for the 20-minute-long presentation:

- Briefly describe the topic
- Explain the main issues
- Discuss the impact on business: the opportunities the topic offers to companies, how companies can be change agents. Illustrate with a company example.
- Develop trends and future prospects relevant to the topic

Use a 1-3 mn. video to enhance your presentation