

Program	Leaders at Work
Course title	Corporate Responsibility- A Business Perspective
Number of ECTS	4
Language of Teaching	English
Year and semester	Spring semester 2023
Lecturer name	Dr. Dana Landau-Raviv
Lecturer telephone	
Lecturer email	<a href="mailto:danaland@mta.ac.il">danaland@mta.ac.il</a>
Office hours	After session, by appointment

### Course Details:

Course description	<p>The application of ethical and responsible principles to the world of management examines whether and how business organizations respect the wide interests of their society by taking responsibility and understanding their influence on central significant stake holders. Lately, we have been witnessing intensive inquiry in scientific research as well as the business one, into ethical and responsible behavior of business organizations.</p> <p>One obvious conclusion deriving from this inquiry is that companies identified as ethical and responsible, achieve greater support from their shareholders as well as the general public. Furthermore, behaving ethically and responsibly, business wise, is considered critical to achieve business legitimacy which leads, eventually, to business excellence and success.</p>
Learning Outcomes	<p>After completing this course, the student should be able to:</p> <ul style="list-style-type: none"> <li>• Explore current challenges and opportunities facing companies in areas of corporate responsibility.</li> <li>• examine and critically evaluate contemporary trends in corporate responsibility.</li> <li>• Integrate social values into corporate objectives and balance those objectives with responsibility to shareholders.</li> <li>• Understand the roles of governments, corporations, legal systems, societies,</li> </ul>

	<p>individuals and the environment in the context of 'responsibility'.</p> <ul style="list-style-type: none"> <li>Understand, analyze, rationalize (defend) and formulate CSR mandates for companies.</li> </ul>										
Teaching Methods	<p>This course will introduce students to the field of corporate responsibility through a series of lectures and projects. The course will examine best practices used by companies to engage in socially responsible business. Students will learn from a variety of methods in this course: readings, discussions and debates, lectures, case analysis, and more.</p>										
Assignments and Requirements	<p>Students are expected to prepare for each class and to participate actively in the discussions. Class discussion encourages the active exchange of ideas and is one of the primary ways that you will learn the material in this course.</p> <p>Your evaluation is based on both individual and team contributions to the class. Specific assignments and grade proportions are described below.</p>										
Grade composition	<b>Individual Work</b>										
	<ul style="list-style-type: none"> <li>➤ <i>Class Preparation</i>: Attendance and class participation in group work. (20%)</li> </ul>										
	<table border="1"> <tr> <td colspan="4"><b>Team Work</b></td> </tr> <tr> <td colspan="4"> <ul style="list-style-type: none"> <li>➤ <i>Team case report</i>: Written report (50%) class presentation (30%).</li> <li>➤ Presentation grade is personal and will be given separately for each presenter.</li> </ul> </td> </tr> </table>				<b>Team Work</b>				<ul style="list-style-type: none"> <li>➤ <i>Team case report</i>: Written report (50%) class presentation (30%).</li> <li>➤ Presentation grade is personal and will be given separately for each presenter.</li> </ul>		
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Work Parameters (Per week-13 weeks)	Contact hours in lecture form	Assignments (hours)	Reading (hours)	Self-Study (hours)							
	2	2	2	2							
Attendance	<p>Students must attend 80% of the sessions. Unexcused absences exceeding 20% (more than 3 during the semester) will result in an “incomplete” grade in the course.</p>										

**INDIVIDUAL WORK: CLASS PREPERATION (20%)**

Class preparation has three major components: attendance, reading, and one minute memos.

### Attendance

This course uses learning methods that require active involvement (e.g., discussions, exercises, etc.). Thus, attendance is required for every class session. Absence, lateness, and lack of preparation each have a negative impact on the class participation grade. More than four absences will reduce your class preparation grade.

### Participation

I do not explicitly grade class participation in this course. However, students are expected to prepare for each class and to participate actively in the discussions. Class discussion encourages the active exchange of ideas and is one of the primary ways that you will learn the material in this course. Working in groups involves students in short, informal discussions, often in response to a particular question and/or short reading. Students will discuss or answer a prepared question, define or give examples of key concepts. The best discussions are those in which students make judgments regarding the relative merits, relevance, or usefulness of an aspect of the lecture. A general class discussion, in which students share ideas or questions that arose within their subgroups, will be held in class

### GROUP CASE REPORT AND PRESENTATION

Within course requirements, you must hand- in a small group project. The project will involve selecting a situation in a real company and performing an organizational diagnosis of it. The organization can be one you research through public sources, or it can be a company where one of you works or has access to.

### Deliverables:

- **Class 5: 29.3-** Teams submit a 1-2-page proposal for their final report.
- **Class 10: 24.5** - - we will have a 'team consultation' meeting during our class session. During this meeting, project teams will use class time to work on their project outlines. I will be on-hand in the classroom to answer questions and provide assistance if needed.
- **Class 13: 14.6** - - Deliver 15 minute final presentation on the last day of class.
- **Submission of final paper: 14.7 - by mail.**

### **Presentations:**

Team presentations should be professional, polished and engaging. Presentation time should not exceed 15 minutes. All presentations will take place at the last meeting/s of class. PowerPoint slides or other visual aids should be used to enhance the clarity of the presentation. Preparation and time management are critical. Key style criteria include smooth delivery, use of visual aids/equipment, pacing, creativity, clarity and innovation. Presentation grade will be given to each presenter on an individual basis, according to the quality of the presentation.

The final written assignment should adhere to the following guidelines:

- Double-spaced, single-sided, size 12 font, 8.5x11 paper.
- Use subheadings (sections) to enhance clarity.
- Ensure that the use of course concepts is explicit and appropriate.
- Use only one term per concept or issue – avoid synonyms.
- Be concise – avoid passive voice and long sentences.
- Emphasize the evidence – eliminate unfounded speculation and opinion.
- Use correct spelling and grammar.
- Designate a “team chief editor” to ensure continuity and a common voice.
- Be sure to include APA-formatted citations of the Web sites or other sources you used for your research.

### **Final Assignment: Corporate Social Responsibility**

Corporate social responsibility (CSR) is a form of corporate self-regulation integrated into a business model. The aim is to increase long-term profits and shareholder trust through positive public relations and high ethical standards as well as to reduce business and legal risk by taking responsibility for corporate actions. CSR strategies encourage the company to make a positive impact on the environment and stakeholders including consumers, employees, investors, communities, and others.

Every year, **Reputation Institute**, (<https://www.reputationinstitute.com>) a private global consulting firm based in New York, invites about 47,000 consumers, across fifteen markets, to participate in a study that ranks the world’s one hundred most reputable companies—all multinational businesses with a global presence. One of their recent studies found that 42 percent of how people feel about a company is based on their perceptions of the firm’s corporate social responsibility (CSR). See the following link for further explanation: [Reputation and CSR](#)

### **Your assignment**

- Select a company (domestic or international) that will be the basis for your research.
- Research the company’s record in the area of CSR. Be sure to look at both their domestic and well as international reputation.
- Complete a written assignment that contains the following parts:

**Part A: CSR and the company- close examination**

1. A brief (one-paragraph) summary of the business you selected.
2. According to your research, how does the company rank with regard to CSR? Be sure to provide a source for this ranking!
3. Provide examples of corporate actions, which can be linked to the company's ranking.
4. Does the company's approach to CSR influence business its business decisions or business model? How?
5. Has the Corona pandemic changed the SCR policy of the company? If yes- in what ways?

**Part B: Your ersonal impact:**

6. Reviewing the issues discussed in class, what would you choose to implement in your current position or in the future managerial position you aspire to achieve?
7. As current or future managers, which significant doubts or question marks accompany the issues taught in class?
8. Has this course changed anything, in what you think or how you perceive, social responsibility and business Ethics? Elaborate.

**COURSE SCHEDULE AND TOPICS**

**Introduction: In the Name of CSR**

(Class meetings: 1.3; 8.3)

- When Challenges Turn to Values

**Part One: On Responsibility, Business and Everything In Between**

(Class meetings: 15.3-9.4)

- 'Promises are not enough' OR Do you 'walk the talk' or 'talk the walk'?
  - Canales, r. et-al (2010). "Promises Aren't enough: Businesses Need to do a Better Job Teaching Students Values." promises arent enough
  - Carucci, R. 2016. Why Ethical People Make Unethical Choices. HBR. <https://hbr.org/2016/12/why-ethical-people-make-unethical-choices>.
  - McNeill, S. The cost of unethical behavior. Cost of unethical

- "Let's get Together": When responsibility meets business.
- Anderson, M. Why we created the MBA oath. June 2009. HBR.  
<https://hbr.org/2009/06/why-we-created-the-mba-oath>
- Bazerman, M.H. and Tenbrunsel, A.E. Ethical Breakdowns. April 2011. HBR.  
<https://hbr.org/2011/04/ethical-breakdowns>
- Responsibility please Why and what for?
- Gellerman, S.W. Why "good" Managers make bad ethical choices. July, 1986. HBR.  
<https://hbr.org/1986/07/why-good-managers-make-bad-ethical-choices>

## **Part Two: Where did we come from and where are we heading?**

(Class meetings: 3.5-7.6)

### 1. Historical Roots of CSR

- <https://www.vox.com/2018/8/15/17683022/elizabeth-warren-accountable-capitalism-corporations>
- Friedman, M. (1990). "The social responsibility of business is to increase its profits." The New York Times Magazine, September 13, 33, 122-126.
- Latapi, A. et-al (2019). A literature review of the history and evolution of corporate social responsibility (Review article). International Journal of Corporate Social Responsibility, 4(1), 1-23.  
<https://jcsr.springeropen.com/track/pdf/10.1186/s40991-018-0039-y.pdf>
- Porter, M.E., & Kramer, M.R. (2011). "The Big Idea: Creating Shared Value." Harvard Business Review, January-February, 1-11.
- Porter, M. (2011). Rethinking Capitalism.  
[https://www.youtube.com/watch?v=LrsjLA2NGTU&feature=player\\_embedded](https://www.youtube.com/watch?v=LrsjLA2NGTU&feature=player_embedded)
- Schechter, A. Where Friedman was wrong. July, 27<sup>th</sup>, 2017. Pro-Market.  
<https://promarket.org/where-friedman-was-wrong/>

### 2. CSR: Myth or Reality- Myth and Reality?

- Doane, D. (2005). The myth of CSR. *Stanford Social Innovation Review*, 3(3), 22-29.
- Karnani, A. (2017). The case against CSR. Wall Street Journal, August 23<sup>rd</sup>, 2010.  
<https://www.wsj.com/articles/SB10001424052748703338004575230112664504890>

- Mukhopadhyay, D. (2021). CSR- A Myth or Reality?  
<https://www.dailyexcelsior.com/corporate-social-responsibility-a-myth-or-reality/>

### 3. Corporate responsibility in the age of Corona - the next challenge

- Gonçalves, A. “3 Lessons Corporate CSR Can Learn”. (8.4.20, youmatter Communication & Marketing Management Of Stakeholders).  
<https://youmatter.world/en/coronavirus-lessons-csr-corporate-responsibility/>
- Kramer, M. “Coronavirus Is Putting Corporate Social Responsibility to the Test”. HBR, April 1<sup>st</sup>, 20. <https://hbr.org/2020/04/coronavirus-is-putting-corporate-social-responsibility-to-the-test>
- “Corporate Social Responsibility in the Age of Coronavirus (COVID-19)”. Prowly.  
<https://prowly.com/magazine/corporate-social-responsibility-in-the-age-of-covid-19/>

### **Part Three: Course summary and wrapup**

(Class meetings: 14.6)

- Class presentation
- Course summary