Course Title: Corporate Social Responsibility

Course code: PPM 114	**No. of credits:** 2	**L-T-P:** 20-00-00	**Learning hours:** 20

Pre-requisite course code and title (if any):

Department: Policy & Management Studies

Course coordinator (s):	**Course instructor (s):** Ms. Jayati Talapatra
Contact details:	**Course offered in:** Semester 2

Course type: Core

Course description

There is no denying that Corporate Social Responsibility (CSR) has gained widespread acceptance within the business community (Freeman, 1984; Carroll, 1991) as a result of pressure from primary and secondary (or internal and external) stakeholders. There are a number of interpretations of the term social responsibility; nevertheless; it is commonly understood to be the obligation of decision makers to take actions which protect and improve the welfare of society whilst achieving their own interests. The definitions of CSR are abound. For instance, World Business Council for Sustainable Development (WBCSD, 2000, p. 3) defines "Corporate social responsibility [as] the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as local community and society at large". Since CSR was mandated as part of the Companies Act 2013 for select organizations, an increasing number of Indian companies are drawn towards making CSR investments in a planned manner.

Companies are also conscious of the impact of their investment in terms of community development and corporate reputation. Maximizing the impact of investments require that CSR is dealt with specifically trained human resource. It is one of the skills required especially for MBA (Business Sustainability) as many of them go for CSR profiles. The fact that there is a rise in demand of CSR professionals in India backs the rationale for introduction of a separate course.

Course objectives

The objectives of this course are to:

1. Familiarize the students with understanding rationale and motivations behind CSR Enhance their understanding of CSR practices and initiatives of firms Equip them with conventional and contemporary theories of CSR
2. Impart practical learning regarding design and implementation of CSR programmes Equip them with skills related to CSR strategy formation and evaluation

Course content

Module	Topic	L	T	P
	Introduction to CSR: Definitions and Theories of CSR, Drivers of CSR, The Business Case for CSR, Pyramid of CSR, CSR framework and Strategy, Creating Shared Value Case: Four Case Studies on Corporate Social Responsibility: Do Conflicts Affect a Company's Corporate Social Responsibility Policy? Case: Tata Steel: A century of Corporate Social Responsibility	4	0	
	Designing and Implementing CSR Programmes: Need Mapping, prioritization, Roll-out of CSR Programmes; Structure, Systems, Roles and Responsibilities; Creating Local Partnerships, Implementing, evaluating and scaling up CSR to maximize shared value, Cross-sectoral Collaborations, Challenges in Implementing CSR Case: Integrating and Implementing CSR: A Case of Concor in India Case: CSR and sustainable Livelihoods: A Case Study of Bharat Coking Coal Ltd.	8	0	
	Integrating CSR with Business : CSR and Financial performance; Beyond Spending: CSR and Corporate Reputation; Creating impact in the community; Distinguishing strategic community involvement from sponsoring and philanthropy; Advanced involvement: Contributing corporate core competences; Employee	4	0	

	volunteering as a strategic HR tool; Involving employees: Tools for motivating and activating; Embedding Socially responsible behavior in employees (corporate culture); CSR across supply chain, CSR in SMEs Case: Tata Power: CSR and Sustainability Case: Apple and its Suppliers: Corporate Social Responsibility			
	Measuring and Reporting CSR Corporate Social Performance, CSR Audit, Measuring CSR Impact, Impact assessment methodologies, CSR Communication, managing negative publicity and conduct related to CSR, Writing BRR (Business 4 2 - Responsibility Report) Case: Genzyme's CSR Dilemma: How to play its hand?	5	0	
	Total (in hours)	**20**	**0**	

Evaluation criteria

Following evaluation criteria will be adopted

- Minor 1 Exam (Written exam)- 20%
- Minor 2 Exam (Case Analysis)- 20%
- Minor 3 Exam (Case Study Writing/Presentation)- 20%
- Major Exam (Written Examination)- 40%

Case Study Writing (Group Assignment): The students will choose one case company (preferably Indian) and prepare a case study covering their CSR strategy, initiatives, planning and management and communication. The students are also expected to cover the drivers and challenges while implementing CSR by the company

Case Analysis (Individual presentation): Students are required to present analysis of the cases assigned (No 4)

Learning outcomes

At the end of the course, the students would have gained understanding of interrelationship between business, Government and Society and would be able to relate and describe multidisciplinary, strategic and evolving nature of CSR (Test 1, Test 2) organize, plan and manage CSR projects and communicate CSR activities of organization (Test 2 and 3) conduct CSR audits and aid in making CSR strategy at the organizational level create shared value for business with society (Test 2, 3, 4)

Pedagogical approach

The course largely relies on case study-based approach to learning. The case studies listed in the course outline would be discussed in all the modules. The students are expected to make presentations on the analysis of the cases. These will be preceded by theoretical presentations by the instructor in each module. The students would learn hands on training related to organizing, managing and implementing CSR projects through industry engagement and case study writing project. The students are encouraged to debate and discuss on various aspects of CSR planning and management from point of view of different stakeholders. Reading material (Listed in next section) for each module will be provided.

Suggested Readings:

1. India CSR Reporting Survey, KPMG, 2017 Mervis, (2012) Employee Engagement & CSR: transactional, Relational and Development Approaches, HBS press
2. Marquis & Villa (2012) Managing Stakeholders with Corporate Social Responsibility, Harvard Business School Press.
3. Maines & Sprinkle (2010), The Benefits and Costs of Corporate Social Responsibility, HBS Press Porter et al, 2007 Redefining Corporate Social Responsibility, HBS Press
4. Porter & Kramer (2006), Strategy & Society: The link between Competitive Advantage and Corporate Social Responsibility), HBS Press

Web References:

5. Amaeshi et al. (2007), Corporate Social Responsibility in Supply Chains of Global Brands: A Boundaryless Responsibility? Clarifications, Exceptions and Implications, Journal of Business Ethics, 81, pp. 223–234.
6. Bauman, C.W. &Skitka, L.J. (2012), Corporate social responsibility as a source of employee

satisfaction, Research in Organizational Behavior 32 (2012) 63–86.
7. Bloom, P.N. &Chatterji, A.K. (2009), Scaling Social Entrepreneurial Impact, California Management Review VOL. 51, NO. 3, 114-133.
8. Carrigan, E. and Mele, D. (2004), Corporate Social Responsibility Theories: Mapping the Territory, Journal of Business Ethics, 53, pp. 51–7
9. Carroll Archie B. and Shabana Kareem M. (2010), The Business Case for Corporate Social Responsibility:A Review of Concepts, Research and Practice, International Journal of Management Reviews, 85-105 DOI: 10.1111/j.1468-2370.2009.00275.x
10. Chandler, Robert (2007), Managing the risk of ethical misconduct disasters as a business continuity strategy, Journal of Business Continuity & Emergency Planning, 1(3), pp. 279 – 291.
11. Doorey, David J. (2011). The Transparent Supply Chain: from Resistance to Implementation at Nike and Levi- Strauss, Journal of Business Ethics, 103, pp. 587–603.
12. Du, S. & Viera Jr, E.T. (2012). Striving for Legitimacy Through Corporate Social Responsibility: Insights from Oil Companies. Journal of Business Ethics, 110(4), pp. 413-427.
13. Grigore, Georgiana F. (2011),"Chapter 3 Corporate Social Responsibility and Marketing", Güler Aras, David Crowther, in (ed.) Governance in the Business Environment (Developments in Corporate Governance and Responsibility, Volume 2), Emerald Group Publishing Limited, pp. 41 – 58, http://dx.doi.org/10.1108/S2043-0523(2011)0000002006.
14. Hunter, Samuel (2012). (Un)Ethical Leadership and Identity: What Did We Learn and Where Do We Go from Here? , Journal of Business Ethics, 107, pp. 79-87.
15. Jenkins, Heledd (2009), A 'business opportunity' model of corporate social responsibility for small and medium-sized enterprises, Business Ethics: A European Review, 18 (1), pp. 21-36.
16. Korschun, D. & Du, S. (2013), How virtual corporate social responsibility dialogs generate value: A framework and propositions, Journal of Business Research, 66(9), 1494-1504.
17. Lyon, Thomas P. & Montgomery, Wren, A. (2013). Tweetjacked: The Impact of Social Media on Corporate Greenwash, Journal of Business Ethics, 118, pp. 747–757
18. Tan, J. & Tan, A.E. (2012). Business Under Threat, Technology Under Attack, Ethics Und Fire: The Experience of Google in China. Journal of Business Ethics, 110(4), pp. 469-479.
19. Desore, A, Narula, S.A. &Zutshi, A. (2015); Sustainability Practices of Hotel industry in Corporate Social Performance: Paradoxes, Pitfalls and Pathways for a Better World (Ed. Agata Stachowicz-Stanusch)
20. Thakur, A., Zutshi, A & Narula, S. A (2015). Integrating and Implementing CSR: A Case of Concor in India in CSR in Developing countries: Towards a Development Oriented Approach (Eds. Dima Jamali, Charlotte Karam & Michael Blowfield), Greenleaf Publishing
21. Subramaniam, N., Kansal, M. and Babu, S., 2017. Governance of mandated corporate social responsibility: Evidence from Indian government-owned firms. *Journal of Business Ethics*, *143*(3), pp.543-563.
22. Muttakin, M.B. and Subramaniam, N., 2015. Firm ownership and board characteristics: Do they matter for corporate social responsibility disclosure of Indian companies? *Sustainability Accounting, Management and Policy Journal*, *6*(2), pp.138-165.

Additional information (if any)

Student responsibilities

Attendance, feedback, discipline: as per university rules

Prepared by: Dr Sapna A Narula

Course reviewers:

1. Dr. Rajat Panwar, Associate Professor (Sustainable Business Management), Appalachian State University,US
2. Dr. Nava Subramanian, Director, Centre for Business, Law and Accounting, RMIT University, Australia
3. Dr.Ambika Zutshi, Associate Professor, Deptt of Management, Deakin University, Australia
4. Mr. Abhishek Ranjan, Associate Director (Marketing & CSR), Brillio Technologies, Bangalore & Advisor CSR, FKCC