COURSE DESCRIPTION AND OBJECTIVES

A recent article in the Financial Times (4/20/09) discussed why, despite the recession, corporate responsibility is a survivor. This course explores: the global trends of business awareness of customer and employee involvement, the definitions, models and metrics of CSR (the triple bottom line and focus on environment, social and governance issues), the influence of socially responsible investing (SRI), and the blurred global boundaries between corporations, nonprofits and governments. The course uses a multidisciplinary approach. Guest participants from corporations and nonprofits will highlight key points through practical examples. Learning will be interactive and require your participation. You will be expected to hand in two short papers and a final paper.

COURSE LEARNING OBJECTIVES

Students who complete this course will be able to:

- Understand the concepts, frameworks and consumer demands related to Corporate Social Responsibility (CSR)
- Discuss current trends - socially responsible investing (SRI), customer demand, executive focus
- Understand the link between branding and CSR
- Apply learning to practical experience

COURSE REQUIREMENTS

Professors Pilling and Goldschein expect all students to read the course outline before the course begins, complete all assigned reading prior to each class, read the bios and organization websites of all guest lecturers, prepare discussion questions for each class.

Prompt attendance is expected at all classes. If there are extenuating circumstances requiring students to be late they are required to (a) alert Professors Pilling and Goldschein in advance and (b) arrange with another student to debrief on the missed segment.

To increase the ability of students and guest lecturers to engage with each other, each student must email a short bio (no more than 200 words) to lucille.pilling@nyu.edu by Monday May 11, 2009. The compiled list of student bios will be distributed to all students and guest lecturers, so that everyone participating will know about each other in advance of the discussions.

Students are expected to actively participate at each interactive session and to have prepared discussion questions in advance. The syllabus includes a list of required preparatory reading to be completed prior to each class. Additional readings will be posted on Blackboard for further exploration.

Assignments

Discussion questions for each class: Each student is expected to complete all assigned reading prior to each class, read the bios and organization websites of all guest lecturers, and prepare discussion questions for each class. Email the questions to Jennifer Goldschein (jgonzalezny@yahoo.com) by
Sunday morning before the class on Monday. Jennifer will compile the questions and distribute them. Informed participation, active listening and dynamic discussion is expected.

Final Assignment: Students select a Corporation from the Global 100 listing (http://www.global100.org/2009/index.asp) and vet its CSR program/partnerships using class discussion/guest lecturers, readings and outside sources as a resource (ie. How does it fit into its overall business strategy? Does it have an ESG focus (environment, social, governance)? Is it part of the brand?). Identify its weaknesses and strengths and opportunities for furthering its name as leader in CSR. As a management consultant to this corporation, what changes in strategy would the you recommend for the corporation you studied. The paper will likely consider such issues as the following:

- Overview of CSR in the industry
- Analysis of what has been achieved by the corporation and identify gaps
- Analysis of what competitors are doing
- Analysis of what consumers are saying regarding the industry involved by geographic location
- Analysis of stakeholders (customers, employees) and what are their expectations
- Identification of partners in the nonprofit and corporate sectors
- Strategy to engage Senior Management
- CSR Communication and Marketing Strategies

This paper should be no longer than 20 pages in APA style.

OR Choose a 501(c) (3) designated organization, research its programs and goals and identify how they may be furthered through a corporate partnership selected from the Global 100. Identify your strategy for choosing the corporate partner, outreach and develop a plan that includes marketing, communication, implementation, etc. As you develop a proposal for a nonprofit, take into consideration the list of questions above.

Each paper must meet the professional standards expected of graduate students: (a) a well reasoned analysis, (b) systematically organized, (c) methodologically sophisticated, and (c) concisely well-written. Professors Pilling and Goldschein will neither accept "laundry lists" of the many lessons learned nor papers lacking lucid, well-ordered, reader-friendly structure. Conveying complex concepts in a tight, coherent and compelling fashion is a critical skill for effective communication in the field of CSR. The paper’s grade will contribute 40% towards the final grade for the semester. The final paper should be no longer than 20 pages in APA style.

Due Dates:
- June 1: Inform Professors of the corporation chosen for final paper
- Sundays: discussion questions are due at the latest by Sunday noon prior to the Monday class
- June 29: Final paper due
- June 29: Complete a course review

Student Grading and Assessment
Student grades will be based the following:

- Discussion questions for each class: 10%
- Final Assignment: 50%
- Attendance and informed participation: 40%

Note – Session 4 and 5 (June 15 and 22) will be one hour longer (6:00-8:30) in order to make up for July 6 class which will not be convened.
Session 1 May 18: Overview of CSR

Session 1 Teaching Goals
- Review the course syllabus
- Discuss assignments
- Provide an overview of the evolution of CSR, its current definitions and metrics
- Identify key stakeholders

Required Readings:
Attaining sustainable growth through corporate social responsibility. 2008. IBM Institute for Business Value

Optional Readings

Session 2 June 1: CSR and Climate Change (Blaine Collison, Director, Green Power Partnership, US, Environmental Protection Agency)

Session 2 Teaching Goals
- Discuss sustainability and CSR
- Provide examples of corporate sustainability programs
- Review current trends and opportunities

Required Readings:
Llewellyn, J. 2007. The Business of Climate Change Challenges and Opportunities. Lehman Brothers
Llewellyn, J, Chaix, C. 2007. The Business of Climate Change II Policy is accelerating, with major implications for companies and investors. Lehman Brothers

Optional Readings

Session 3 June 8 How to Develop a Public Private Partnership (panel of representatives from New York Cares, Heather Nesle, Vice President Community and Philanthropic Services, HSABC, and Rain Forest Alliance)

Session 3 Teaching Goals
- Identify key stakeholders in global PPPs
- Review steps of strategic business planning to develop partnerships
- Discuss the current global state of innovation among international donors
- Discuss the blurred boundaries between for-profit and nonprofit today
- Review the ‘101’ of how to develop a proposal
Required Readings:
http://www.onphilanthropy.com/site/News2?page=NewsArticle&id=7591&security=1&news_iv_ctrl=1044&printer_friendly=1

Optional Readings
http://www.nonprofitfinancefund.org/docs/Looking%20Glass,%20NPQ%20website.pdf

Session 4 June 15: Attaining Sustainable Growth through Corporate Social Responsibility (Jeff Hittner, Director of CSR, Business Strategy Consulting Practice, IBM Global Business Services, Scott Osman, Scott Osman, Global Director, Citizenship Branding Group, Landor Associates, Ariane van Buren, Director of Investor Engagement, Ceres)

Session 4 Teaching Goals
- Review how Corporations impact society through CSR
- Discuss CEO and C level knowledge of CSR and Sustainability
- Identify roles of key stakeholders

Required Readings:
Attaining sustainable growth through corporate social responsibility. 2008. IBM Institute for Business Value
The Enterprise of the Future. 2008. IBM, Global CEO Study

Optional Readings


Session 5 Teaching Goals
- Review Sarbanes-Oxley
- Review human rights issues
- Review business ethics
- Understand the supply chain issues of the apparel industry
- Discuss real-life applications and examples
- Review role of stakeholders – customers, employees, governments, civil society

Required Readings:
John Ruggie’s 2008 report to the Human Rights Council, “Protect, Respect and Remedy”
Review key business & human rights cases before the class, on chart of allegations at http://www.business-humanrights.org/Documents/Chart-Responses.doc
Small, Smart and Sustainable: Experiences of SME Reporting in Global Supply Chains. 2008. GRI

http://www.hks.harvard.edu/m-rcbg/CSRI/publications/workingpaper_45_nelson.pdf

Optional
Jordan, Stephen Can Ethical Restraint be Part of the solution to the Financial Crisis? Caux round Table
2009.
Bader, C. Beyond CSR. Stanford Social Innovation Review; Fall 2008; 6, 4; ABI/INFORM Global.
http://ezproxy.library.nyu.edu:2082/pqdl?index=0&did=1558348091&SrcMode=1&sid=1&Fmt=6&VInst=PROD&VType=PQD&RQT=309&VName=PQD&TS=1225223858&clientId=9269
Avery, C. The difference between CSR and Human Rights. 2006. Corporate Citizenship Briefing
"Why all companies should address human rights (and how the Business & Human Rights Resource
Centre can help)"; by Chris, my colleague Greg and I, published by Institute for Corporate Culture Affairs

Session 6 June 29: Final Presentations and Course Evaluation

Session 6 Teaching Goals
- Review the course, its goals and objectives
- Student teams will present the results of their project assignments
- Conduct final evaluation

Required Readings:
Alumni Stats, Zeal for Rankings Spur Rate Inflation
Websites of interest:

Boston College Center for Corporate Citizenship, [http://www.bccc.net/](http://www.bccc.net/)
Business for Social Responsibility [www.bsr.org](http://www.bsr.org)
Business in the Community [www.bitc.org.uk](http://www.bitc.org.uk)
The Center for Corporate Citizenship at Boston College [www.bc.edu/cccr](http://www.bc.edu/cccr)
Committee to encourage corporate philanthropy – US [www.corphilanthropy.org](http://www.corphilanthropy.org)
Cone LLC - [http://www.coneinc.com/](http://www.coneinc.com/)
Conference Board [www.conference-board.org](http://www.conference-board.org)
Corporate Social Responsibility Forum [www.pwblf.org](http://www.pwblf.org)
CSR Europe [www.csreurope.org](http://www.csreurope.org)
FTSE4Good Index [www.ftse4good.com](http://www.ftse4good.com)
The Global Compact [www.unglobalcompact.org](http://www.unglobalcompact.org)
Global Reporting Initiative [www.globalreporting.org](http://www.globalreporting.org)
The Good Business Network [www.thegoodbusinessnetwork.com](http://www.thegoodbusinessnetwork.com)
International Organization for Standardization [www.iso.org/iso/home.htm](http://www.iso.org/iso/home.htm)
The JustMeans Team [info@justmeans.com](mailto:info@justmeans.com)
Links to environmental, social, CSR and sustainability reports [www.sustainability-reports.com](http://www.sustainability-reports.com)
Sustainable Brands Weekly [connect@sustainablelifemedia.com](mailto:connect@sustainablelifemedia.com)
Social Accountability International (SAI) [www.sa-intl.org](http://www.sa-intl.org)
Transparency International [www.transparency.de](http://www.transparency.de)
True Impact [true-impact.com](http://true-impact.com)
World Business Council for Sustainable Development [www.wbcsd.ch](http://www.wbcsd.ch)

Financial investment sites:

Innovest: [http://www.innovestgroup.com](http://www.innovestgroup.com)
KLD: [http://www.kld.com](http://www.kld.com)
Responsible Investor: [http://www.responsible-investor.com](http://www.responsible-investor.com)
CFA Institute: [http://www.cfainstitute.org](http://www.cfainstitute.org)