



MGMT 4083 & 5083: Corporate and Social Responsibility Spring 2018

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<https://www.facebook.com/SpearsOnline/>

Required Materials

Text Book: David Chandler, **Strategic Corporate Social Responsibility**, 4/e, Sage, 2017

Simulation*: Strategic CSR Simulation (<http://www.strategicccrsim.com/>) is an online simulation developed to test students' abilities to apply the stakeholder theory frameworks we discuss in class in a realistic corporate setting.

**Login information will be sent to each student on January 22, 2018. The pre-simulation exercises need to be completed by January 29, 2018.*

Overview of the Course

This course introduces students to the concept of CSR and highlights the value creation opportunities for businesses and organizations of all sizes. Students will be exposed to issues surrounding managerial responsibility, corporate governance, environmental pollution, ethics codes, employee safety and many others that involve the dynamic interaction among the firm's stakeholders. In particular, students will explore how the firm creates value, broadly defined, by investigating the concept of strategic corporate social responsibility (strategic CSR). Strategic CSR draws on what we know about economic exchange and human psychology to explain how markets work (or don't) and how value is added (or subtracted) across the range of the firm's stakeholders. Understanding these processes allows managers to build a strategic competitive advantage for the firm. Thus, strategic CSR is at the center of business success in the 21st century.

Computer Requirements

- A broadband internet connection
- Windows 7 or Mac OS Mavericks or newer operating system are preferred
- Google Chrome or Mozilla Firefox web browser*
- [VLC Viewer](#) video player (click on link to download)

Lecture videos are **not compatible with Internet Explorer or Edge*

Course Learning Goals and Objectives:

What any individual learner takes away from an exploratory-based course is, of course, highly variable. The successful completion of this course assumes that students will:

- **Gain an understanding of the scope of CSR issues.**
- **Develop a multi-stakeholder perspective in viewing CSR issues.**
- **Explore the connections among strategy and CSR.**
- **Understand that multiple, often conflicting or differing, viewpoints and tradeoffs exist around each CSR issue.**
- **Take away a more sophisticated and sensitive understanding of the complex issues confronting corporate and societal leaders.**
- **Develop a sound foundation for your further study of CSR.**

Below is the list of learning goals and learning objectives of the CSR course:

Learning Goals	Learning Objectives
1. Ethical Decision Making	<ul style="list-style-type: none"> a) Introduce students to various ethical theories, rules and/or principles to <u>evaluate ethical dilemmas</u> b) Introduce students to current topics in <u>ethical problems in corporations</u> as well as problems as it pertains to globalization c) Practice <u>making decisions</u> when faced with real-world type ethical dilemmas
2. Business Knowledge and Competency	<ul style="list-style-type: none"> a) Demonstrate the correct use of <u>CSR vocabulary</u> through written and oral communication. b) Improve <u>communication skills</u> through consistent group experiential exercises c) Evaluate alternatives, develop recommendations, and argue convincingly for specific <u>CSR strategies</u> firms should employ. d) Locate and utilize appropriate information about business firms, their environment, and their stakeholders. e) Integrate previous learning into an <u>understanding of firm performance.</u>
3. Problem Solving	<ul style="list-style-type: none"> a) Students will be able to <u>evaluate information</u> to select optimal solutions b) Articulate well-reasoned analysis of <u>how and why CSR matters.</u>
4. Written Communication	<ul style="list-style-type: none"> a) Students will be able to produce effective, written, business communications that: <ul style="list-style-type: none"> - Are written in a business-like fashion that is appropriate to the audience; - Are well-organized and concise; and - Use correct grammar, spelling, and mechanics.
5. Interpersonal Skills (Teamwork and Leadership)	<ul style="list-style-type: none"> a) Students will be able to interact well in teams to make ethical decisions and build on ideas. b) Students will understand and be able to demonstrate the basic rules of etiquette



Course Requirements:

1. Cases (5)	= 100 points (10%)
2. Discussion Board (15)	= 150 points (15%)
3. Quizzes (15)	= 200 points (20%) + 25 bonus points (2.5%)
4. Simulation (Memorandums, Scores & Final Paper)	= 350 points (35%)
5. Final Exam (1)	= 200 points (20%)
6. Case Study Quizzes (5)	= 50 points (5%) Bonus
MGMT 4083 Total Available Points	= 1000 points (100%)
7. Book Review (MGMT 5083 Only)	= 100 points (9%)
MGMT 5083 Total Available Points	= 1100 points (100%)

Estimated Grading Scale MGMT 4083:

A = 90%+	Outstanding Work = 900-1000 points
B = 80%+	Very Good Work = 800-899 points
C = 70%+	Acceptable Work = 700-799 points
D = 60%+	Needs Improvement = 600-699 points
F = -60%	Unacceptable Work = Less than 600 points

Estimated Grading Scale MGMT 5083:

A = 90%+	Outstanding Work = 990-1100 points
B = 80%+	Very Good Work = 880-989 points
C = 70%+	Acceptable Work = 770-879 points
D = 60%+	Needs Improvement = 660-769 points
F = -60%	Unacceptable Work = Less than 659 points

Description of Course Requirements and Grading Rubric

1. Cases = 100 points

The textbook is divided into 5 parts of 3 chapters each (15 chapters total). The case studies that complete each of the five parts of *Strategic CSR* reflect the extent to which CSR affects all aspects of a firm’s operations. The cases are all designed to stimulate further investigation and discussion, while demonstrating the productive value for firms of understanding and implementing **strategic CSR**.

- **Part I: Religion**
- **Part II: Impact Investing**
- **Part III: Financial Crisis**
- **Part IV: Supply Chain**
- **Part V Employees**

After every three chapters, you will prepare a **brief analysis of the case study (250-300 words, 12 point font, double spacing)**. Each analysis is worth **20 points**.



2. Discussion Board = 150 points

Interaction in the CSR course is essential and weekly participation in the discussion board is expected. The discussion board is our forum to share our thoughts and learn from others. It allows students to view and respond the work of others.

Participation is expected and represents **150 points** of your final grade. Being part of this course also means being engaged—please be prepared to discuss the readings on Brightspace.

I strive to create a comfortable online classroom experience where everyone is invited to share their thoughts, ask questions, learn from others, and contribute their unique perspective with the rest of the class. Because we, as a class, hold many varied beliefs, opinions and values, it is important that we share with (and learn from) each other, we are also careful to be respectful of each other.

Please note that **quality** is much preferred over **quantity** of contribution. To allow everyone an opportunity to contribute, please refrain from dominating class discussion. We will also have a platform for discussion on Brightspace.

Use the following discussion board rubric to improve the quality of your discussion contributions.

Discussion Board Rubric:

Criteria	Unacceptable 0 Points	Acceptable 7 Point	Good 8 Points	Excellent 10 Points
1. Initial Assignment Posting	Posts no assignment.	Posts adequate assignment with superficial thought and preparation; doesn't address all aspects of the task.	Posts well developed assignment that addresses all aspects of the task; lacks full development of concepts.	Posts well developed assignment that fully addresses and develops all aspects of the task.
2. Frequency	Participates not at all.	Participates 1-2 times on the same day.	Participates 2-3 times on the same day.	Participates 2-3 times throughout the week.
3. Follow-Up Postings	Posts no follow-up responses to others.	Posts shallow contribution to discussion (e.g., agrees or disagrees); does not enrich discussion.	Elaborates on an existing posting with further comment or observation.	Demonstrates analysis of others' posts; extends meaningful discussion by building on previous posts.
4. Content Contribution	Posts information that is off-topic, incorrect, or irrelevant to discussion.	Repeats but does not add substantive information to the discussion.	Posts information that is factually correct; lacks full development of concept or thought.	Posts factually correct, reflective and substantive contribution; advances discussion.
5. References & Support	Includes no references or supporting experience.	Uses personal experience, but no references to readings or research.	Incorporates some references from literature and personal experience.	Uses references to literature, readings, or personal experience to support comments.
6. Clarity & Mechanics	Posts long, unorganized or rude content that may contain multiple errors or may be inappropriate.	Communicates in friendly, courteous and helpful manner with some errors in clarity or mechanics.	Contributes valuable information to discussion with minor clarity or mechanics errors.	Contributes to discussion with clear, concise comments formatted in an easy to read style that is free of grammatical or spelling errors.



Students are expected to demonstrate appropriate “**netiquette**” in the Discussion Board.

Discussion Board Netiquette Guidelines

A melding of the words "network" and "etiquette", **netiquette** refers to the manner in which communication is conveyed in an electronic environment (email, chat, discussion boards, and live Sessions)

Here are some guidelines for communication within this course:

- REFRAIN FROM USING ALL CAPS. It is considered SHOUTING when communicating online.
- Do not post or forward offensive or racially insensitive jokes or comments.
- Be careful with humor and sarcasm.
- Don't respond to personal attacks: Contact the instructor for action and referral.
- Always add in the subject line a concise statement describing the email or discussion post.
- Respect others' opinions. If you disagree with what another has said, post your thoughts in an objective, respectful manner. Do not make remarks that can be taken personally.
- Reflect upon the text you have entered before posting.
- Keep the discussion within the scope of the course material.
- Communication should be grammatically correct. Adhere to correct sentence structure, grammar, and spelling conventions. Proofread for errors before posting a message.
- Before you respond to a threaded message, read all the messages related to that message that have been previously posted.
- Send out an email to a group using the blind carbon copy field – Bcc does not allow your recipients to view who was sent the email.

3. Quizzes = 200 points

Each week, you should read the assigned text and video lectures and then take the online quiz to assess your comprehension of chapter topics.

4. Simulation (Memorandums and Score) = 350 points

In the simulation, each group (3-5 students) will act as the newly appointed **Corporate Responsibility and Ethics Officer (CREO)** for a fictional cell phone company, **K-Tai Inc.** As the firm's new CREO, you will work within a budget to set up the CREO's office, employ personnel, and respond to various scenarios that are presented to you over multiple years of operations. The scenarios emerge from the firm's wide range of stakeholders, and the CREO's responses have consequences at the individual, firm, and industry levels.

The focus of the simulation, therefore, is to present you with a range of issues that you should address from a broad stakeholder perspective. Think through the implications of each decision for each of the firm's stakeholders, attempting to create the most value for as many stakeholder groups as possible.



The more you take into account the interests and needs of the firm's broad range of stakeholders, the better you will perform on the simulation.

As shown in the Course Outline and Semester Schedule, there are 5 years of operations in the simulation. In addition, there are two pre-simulation exercises that should be completed before you begin.

Short Memo: After each year of decisions, your group will be asked to write a **brief memo (at least 1 page)** justifying the choices that you made. After each round of the simulation, at the beginning of the next class, we will discuss the different decisions and your reasons for making them.

<http://www.strategiccsrsim.com/>

Final Paper: There will be **one individual final Simulation paper** during the semester. The objectives of this paper are to generate an individual memorandum at the end of the Strategic CSR Simulation and a final summary of lessons learned throughout the 5 years simulation (**750-1,000 words, 12 point font, double spacing**). For specific instructions on how to complete this written assignment, please refer to the instructions document located on Brightspace. **Due date: April 29, 2018.**

5. **Final Examination=200 points**

Students will take a final exam at the end of the semester and will be delivered via Brightspace (D2L). The final examination will consist of multiple choice questions and short essay writing of selected textbook chapters. They will be based upon the textbook and video lectures. The exam date is included in the Topical Course Outline (**May 9 at 8:00 am to May 11 at 11:00 pm**).

You are expected to complete your final exam **UNAIDED**. Failure to do so will result in an **F** for you and those who were foolish enough to help you.

ACTION: within the first week of the course start date (January 15-22, 2018):

- Go to the Spears School of Business Online Learning website to choose a proctor at: spearsonline.okstate.edu
- Click on "**Select Proctors**" at the top right of the page
- Follow the instructions to identify your proctor site

Up to one week before the final exam start date, **make your appointment directly with your testing center to take each exam**. The exam and/or exam instructions will be sent to your proctor site **3 days prior to the exam start date**. Contact the Spears School Online Learning office at spearsonline@okstate.edu, or call (405) 744-4048 if you have any questions regarding the proctoring process. You may also visit <http://spears.okstate.edu/online/guide>.

Make-up Policy

Students are expected to take each exam on the date given and submit each assignment in a timely manner. If for any reason a student cannot attend an exam or submit an assignment, he or she must notify the instructor prior to the examination.



6. Case Study Quizzes (up to 5% Bonus)

Every three chapters after completing the Case Study you will have an opportunity to take a 5 questions bonus quiz (optional). The maximum bonus points per each quiz is 10.

Extra credit opportunities will be provided throughout the semester at my discretion. **I do not provide a “curve” at the end of the course**, so please consider this your opportunity to earn your own “curve.”

7. Book Review – ONLY for MGMT 5083*= 100 points

***John Mackey’s Conscious Capitalism Book Review (MGMT 5083 Students Only)**

Students enrolled in **MGMT 5083** will do an additional written paper. A **group book review** of *John Mackey’s Conscious Capitalism*. Each group will have 4-5 members. Keep the length of the book review should be between **2,000 words (minimum) and 2,500 words (12 point font, double spacing)**.

A **book review** is more than a book report or summary of a book's contents. A **review** is a **critical** essay evaluating the merits of an academic work. Its purpose is **not** to prove that you read the **book** (which is understood as a given) but to show that you can think **critically** about what you've read. **Due date: April 29, 2018.**

Preparation and Professional Conduct

PREPARATION: You are expected to be prepared to answer questions about the assigned material.

RESPECT: Please be respectful of your classmates, yourself, and me. This is a hallmark of professionalism, behaving as if everyone’s comfort and welfare is as important as your own. This means giving each individual your full attention, refraining from side conversations, and being fully present and focused during class.

If you consistently behave in a civil and professional manner, you can expect to be rewarded accordingly.

E-MAIL: ***Check your OSU email account and Brightspace site regularly.*** Failure to do so may result in your missing important information about this course, including extra credit announcements. You should feel free to email me with questions, concerns, or comments throughout the semester.

Please include my Graduate Teaching Assistant on the emails (jparrap@okstate.edu) and begin the email title with “MGMT 4083” or “MGMT 5083”.

INSTRUCTOR RESPONSE: Either my Graduate Teaching Assistant or I will respond to student inquiries within ***24 hours during Monday-Friday business hours.*** Students will expect grades for assignments to be posted to the Gradebook in Brightspace within one week of turning in the assignment.

University Policy:

DROP POLICY:

Information about university drop policy and dates is at this website: <http://registrar.okstate.edu/>
To drop this course, contact the Registrar’s office, (405) 744-6876, or drop through Banner Self Service: <http://my.okstate.edu>



ACADEMIC INTEGRITY:

Oklahoma State University is committed to the maintenance of the highest standards of integrity and ethical conduct of its members. This level of ethical behavior and integrity will be maintained in this course. Participating in a behavior that violates academic integrity (e.g., unauthorized collaboration, plagiarism, multiple submissions, cheating on examinations, fabricating information, helping another person cheat, unauthorized advance access to examinations, altering or destroying the work of others, and fraudulently altering academic records) will result in your being sanctioned. Violations may subject you to disciplinary action including the following: receiving a failing grade on an assignment, examination or course, receiving a notation of a violation of academic integrity on your transcript (F!), and being suspended from the University. You have the right to appeal the charge. Contact the Office of Academic Affairs, 101 Whitehurst, 405-744-5627, <http://academicintegrity.okstate.edu/>.

ACCESSIBILITY:

Any student in this course who has a disability that may prevent him or her from fully demonstrating his or her abilities should contact the instructor as soon as possible, so we can discuss accommodations necessary to ensure full participation and facilitate your educational opportunity. For more information about OSU Student Disability Services, go to <http://sds.okstate.edu>

Syllabus attachment

For more student resources, go to: <https://academicaffairs.okstate.edu/content/resources-students>

SPRING 2018 COURSE OUTLINE AND SEMESTER SCHEDULE

Though the course schedule below could change, the dates of the final exam **will not change**. So, you should plan your personal calendar and proctored exam date accordingly.

Please check the class **Brightspace** site and your email regularly, as well as listen for announcements in class regarding any changes to the existing schedule.

Week (Monday – Sunday)	Topic	Assignment	Due	Points
1.- January 15	Course Introduction	Self-Intro	Discussion Board <i>Sunday night</i>	5 (bonus)
		Syllabus Quiz	Quiz - <i>Sunday night</i>	5 (bonus)
		Glossary Quiz	Quiz - <i>Sunday night</i>	10 (bonus)
2.- January 22	What is CSR?	Chapter # 1	Discussion Board <i>Sunday night</i>	10
		Quiz	Quiz - <i>Sunday night</i>	15
		Pre-Simulation Exercises	CSR Simulation - <i>Sunday night</i>	10 (bonus)
3.- January 29	The Driving Forces of CSR	Chapter # 2	Discussion Board <i>Sunday night</i>	10
		Quiz	Quiz - <i>Sunday night</i>	15
4.- February 5	Corporate Rights and Responsibilities	Chapter #3	Discussion Board <i>Sunday night</i>	10
		Case Study 1: Religion	Dropbox <i>Sunday night</i>	20
		Quiz	Quiz - <i>Sunday night</i>	15
		Case study Quiz	<i>Sunday night</i>	10 (bonus)



5.- February 12	Stakeholder Theory	Chapter #4	Discussion Board Sunday night	10
		Quiz	Quiz - Sunday night	15
		Simulation Year 1	CSR Simulation Sunday night	60
6.- February 19	Corporate Stakeholder Responsibility	Chapter #5	Discussion Board Sunday night	10
		Quiz	Quiz - Sunday night	15
7.- February 26	Who Owns the Corporation?	Chapter #6	Discussion Board Sunday night	10
		Case Study 2: Impact Investing	Dropbox Sunday night	20
		Quiz	Quiz - Sunday night	15
		Case study Quiz	Sunday night	10 (bonus)
8.- March 5	The Pursuit of Profit	Chapter #7	Discussion Board Sunday night	10
		Quiz	Quiz - Sunday night	15
		Simulation Year 2	CSR Simulation Sunday night	60
9.- March 12	Incentives and Compliance	Chapter #8	Discussion Board Sunday night	10
		Quiz	Quiz - Sunday night	15
		Simulation Year 3	CSR Simulation Sunday night	60
10.- March 19	Accountability	Chapter #9	Discussion Board Tuesday night	10
		Quiz	Quiz - Tuesday night	15
11.- March 26	Strategy + CSR	Chapter #10	Discussion Board Sunday night	10
		Quiz	Quiz - Sunday night	15
		Case Study 3: Impact Investing	Dropbox Sunday night	20
		Case study Quiz	Sunday night	10 (bonus)
12.- April 2	CSR as a Strategic Filter	Chapter #11	Discussion Board Sunday night	10
		Quiz	Friday, midnight	15
		Simulation Year 4	CSR Simulation Sunday night	60
13.- April 9	Strategic CSR	Chapter #12	Discussion Board Sunday night	10
		Quiz	Quiz - Sunday night	15
		Case Study 4: Supply Chain	Dropbox Sunday night	20
		Case study Quiz	Sunday night	10 (bonus)
14.- April 16	Sustainability	Chapter #13	Discussion Board Sunday night	10
		Quiz	Quiz - Sunday night	15
		Simulation Year 5	CSR Simulation Sunday night	60



15.- April 23	Implementing CSR	Chapter #14	Discussion Board <i>Sunday night</i>	10
		Quiz	Quiz - Sunday night	15
		<i>Book Review</i> <i>(MGMT 5083 only)</i>	<i>Sunday, midnight</i>	100
		<i>-Simulation Final</i> <i>Paper</i>	<i>Sunday, midnight</i>	50
16.- April 30	Sustainable Value Creation	Chapter #15	Discussion Board <i>Sunday night</i>	10
		Quiz	Quiz - Sunday night	15
		-Case Study 5: Employees	Dropbox <i>Sunday night</i>	20
		Case study Quiz	<i>Sunday night</i>	10 (bonus)
17.- May 7		FINAL EXAM	May 9 8:00 am to May 11 11:00pm	200