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.strategiccsrsim.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:

<table>
<thead>
<tr>
<th>Learning Goals</th>
<th>Learning Objectives</th>
</tr>
</thead>
</table>
| **1. Ethical Decision Making** | a) Introduce students to various ethical theories, rules and/or principles to **evaluate ethical dilemmas**  
                        b) Introduce students to current topics in **ethical problems in corporations** as well as problems as it pertains to globalization  
                        c) Practice **making decisions** when faced with real-world type ethical dilemmas |
| **2. Business Knowledge and Competency** | a) Demonstrate the correct use of **CSR vocabulary** through written and oral communication.  
                        b) Improve **communication skills** through consistent group experiential exercises  
                        c) Evaluate alternatives, develop recommendations, and argue convincingly for specific **CSR strategies** firms should employ.  
                        d) Locate and utilize appropriate information about business firms, their environment, and their stakeholders.  
                        e) Integrate previous learning into an **understanding of firm performance.** |
| **3. Problem Solving** | a) Students will be able to **evaluate information** to select optimal solutions  
                        b) Articulate well-reasoned analysis of **how and why CSR matters.** |
| **4. Written Communication** | a) Students will be able to produce effective, written, business communications that:  
                        - 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)** | 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:**

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


**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](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**

*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/](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](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.

<table>
<thead>
<tr>
<th>Week (Monday – Sunday)</th>
<th>Topic</th>
<th>Assignment</th>
<th>Due</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.- January 15</td>
<td>Course Introduction</td>
<td>Self-Intro</td>
<td>Discussion Board Sunday night</td>
<td>5 (bonus)</td>
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<td></td>
<td></td>
<td>Syllabus Quiz</td>
<td>Quiz - Sunday night</td>
<td>5 (bonus)</td>
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<td></td>
<td>Glossary Quiz</td>
<td>Quiz - Sunday night</td>
<td>10 (bonus)</td>
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<tr>
<td>2.- January 22</td>
<td>What is CSR?</td>
<td>Chapter # 1</td>
<td>Discussion Board Sunday night</td>
<td>10</td>
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<td></td>
<td></td>
<td>Quiz</td>
<td>Quiz - Sunday night</td>
<td>15</td>
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<td></td>
<td></td>
<td>Pre-Simulation Exercises</td>
<td>CSR Simulation - Sunday night</td>
<td>10 (bonus)</td>
</tr>
<tr>
<td>3.- January 29</td>
<td>The Driving Forces of CSR</td>
<td>Chapter # 2</td>
<td>Discussion Board Sunday night</td>
<td>10</td>
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<td></td>
<td></td>
<td>Quiz</td>
<td>Quiz - Sunday night</td>
<td>15</td>
</tr>
<tr>
<td>4.- February 5</td>
<td>Corporate Rights and Responsibilities</td>
<td>Chapter #3</td>
<td>Discussion Board Sunday night</td>
<td>10</td>
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<td></td>
<td></td>
<td>Case Study 1: Religion</td>
<td>Dropbox Sunday night</td>
<td>20</td>
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<td>Quiz</td>
<td>Quiz - Sunday night</td>
<td>15</td>
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<td></td>
<td>Case study Quiz</td>
<td>Sunday night</td>
<td>10 (bonus)</td>
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<tr>
<td>Week</td>
<td>Topic</td>
<td>Chapter</td>
<td>Discussion Board</td>
<td>Quiz</td>
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<td>5.- February 12</td>
<td>Stakeholder Theory</td>
<td>#4</td>
<td>Sunday night</td>
<td>10</td>
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<td>6.- February 19</td>
<td>Corporate Stakeholder Responsibility</td>
<td>#5</td>
<td>Sunday night</td>
<td>10</td>
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<tr>
<td>7.- February 26</td>
<td>Who Owns the Corporation?</td>
<td>#6</td>
<td>Sunday night</td>
<td>10</td>
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<td>8.- March 5</td>
<td>The Pursuit of Profit</td>
<td>#7</td>
<td>Sunday night</td>
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<tr>
<td>9.- March 12</td>
<td>Incentives and Compliance</td>
<td>#8</td>
<td>Sunday night</td>
<td>10</td>
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<tr>
<td>10.- March 19</td>
<td>Accountability</td>
<td>#9</td>
<td>Tuesday night</td>
<td>10</td>
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<tr>
<td>11.- March 26</td>
<td>Strategy + CSR</td>
<td>#10</td>
<td>Sunday night</td>
<td>10</td>
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<tr>
<td>12.- April 2</td>
<td>CSR as a Strategic Filter</td>
<td>#11</td>
<td>Sunday night</td>
<td>10</td>
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<tr>
<td>13.- April 9</td>
<td>Strategic CSR</td>
<td>#12</td>
<td>Sunday night</td>
<td>10</td>
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<tr>
<td>14.- April 16</td>
<td>Sustainability</td>
<td>#13</td>
<td>Sunday night</td>
<td>10</td>
</tr>
</tbody>
</table>

*Simulation Year 1*: CSR Simulation on Sunday night
*Simulation Year 2*: CSR Simulation on Sunday night
*Simulation Year 3*: CSR Simulation on Sunday night
*Simulation Year 4*: CSR Simulation on Sunday night
*Simulation Year 5*: CSR Simulation on Sunday night

*Case study Quiz*: 10 (bonus)
<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Assignments</th>
</tr>
</thead>
<tbody>
<tr>
<td>15.- April 23</td>
<td>Implementing CSR</td>
<td>Chapter #14 Discussion Board Sunday night</td>
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<tr>
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<td></td>
<td>Quiz - Sunday night</td>
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<td></td>
<td></td>
<td>Book Review (MGMT 5083 only) Sunday, midnight</td>
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<tr>
<td></td>
<td></td>
<td>-Simulation Final Paper Sunday, midnight</td>
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<tr>
<td>16.- April 30</td>
<td>Sustainable Value Creation</td>
<td>Chapter #15 Discussion Board Sunday night</td>
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<td>Quiz - Sunday night</td>
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<td></td>
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<td>-Case Study 5: Employees Dropbox Sunday night</td>
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<td></td>
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<td>Case study Quiz Sunday night</td>
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<tr>
<td>17.- May 7</td>
<td></td>
<td>FINAL EXAM May 9 8:00 am to May 11 11:00pm</td>
</tr>
</tbody>
</table>