

INTERNATIONAL MANAGEMENT INSTITUTE, BHUBANESWAR
Post Graduate Diploma in Management (PGDM)
CSR and Sustainable Development (ST513)
CREDIT: Full credit (Two credits)
SESSION DURATION: 60 Minutes

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Course Introduction

Operations of business organizations are under tight scrutiny from multiple stakeholders including regulators, shareholders and investors, customers, pressure groups, and the public at large. With increasing public outcry against increasing magnitude of corporate scandals in India and elsewhere, business organizations are realizing that they cannot afford to display irresponsible business practices. Concern for responsible business behavior has become as important as that for market share and profitability in boardroom discussions these days. In this context, corporate social responsibility (CSR) assumes greater importance and relevance than ever before. After promulgation of mandatory provisions for CSR in Indian companies in the Companies Act, 2013, Indian corporations are suddenly pushed to pay more attention to CSR. However, Indian executives are still grappling with questions such as how to strategize CSR, how to align it with their business goals and how to tackle the pressure from various stakeholders such as the community, government, customers and suppliers. The course on CSR will deal with many of these issues and will try to dispel some of the myths about CSR.

Course Objective

The objective of the course is to provide a sound understanding of CSR and its linkages with various business related issues including stakeholder management, sustainability, and supply chain. The course would make students understand the current approaches to CSR and sustainability by leading organizations in India and abroad. At the end of the course, students would be able to design sound CSR strategies for business organizations by including latest concepts in the CSR domain.

| Learning Outcomes | Description |
|---------------------------------|---|
| L01 Subject Knowledge | To make students aware of the fundamentals of CSR and related concepts such as Sustainability, Strategic CSR, Stakeholder management, etc. |
| L02 Application | To acquaint students with CSR concepts and linking it to real problems faced by corporations. To enable them to apply the learnings, analytical tools and techniques acquired during the course while solving real business problems. |
| L03 Communication | To be able to convey effectively to various stakeholders about CSR strategies and response mechanisms towards various social and environmental problems faced by the firm. |
| L04 Responsible Business | To be able to understand social, environmental and ethical aspects of business and conduct it responsibly. |

Pedagogy

This course will require you to read books, articles, case studies and perform literature search. Sessions would be interactive where attempt will be made to understand the theories and concepts through discussion of the readings and their application in cases. Hence a high degree of preparation is expected from the student. Readings, case analysis, and role plays will be required for you to effectively participate in class and make impromptu or scheduled presentations of issues and learnings. Besides the readings, groups of students will have to work on a comprehensive research project to investigate and validate some of the key learnings in a real world situation.

Course Requirements

Class Participation: Students would be evaluated on the basis of their meaningful preparation for the class and active participation in classroom discussions including case discussions.

Quizzes: Quizzes will be based on the course covered in the previous classes Therefore keeping pace with the course covered will be important. There will be quizzes spread across the duration of the course.

Term Project: Each student is expected to work on the term project allocated by the instructor. Project evaluation will be based on the viva and report submitted by the group.

Evaluation

The course grade will be based on the following:

| Components | Learning Outcomes | Weightage |
|-------------------------------------|--------------------------|------------------|
| Quiz | LO1, LO2 | 10 |
| Case Analysis & Class Participation | LO1, LO2, LO3, LO4 | 10 |
| Project | LO1, LO2, LO3, LO4 | 20 |
| Mid-term | LO1, LO2, LO3 | 25 |
| End Term | LO1, LO2, LO3 | 35 |

References:

Reference Books

- Strategic Corporate Social Responsibility : Stakeholders in a Global Environment, by William B Werther, David Chandler, Sage South Asia, Latest edition **(TB)**.
- The Market for Virtue, David Vogel, Brookings Institution Press.
- The Fortune at the Bottom of the Pyramid. C. K. Prahalad, Pearson.
- Corporate Governance, Bob Tricker, Oxford University Press.

Journals:

- Harvard Business Review
- California Management Review
- Academy of Management Journal

- Journal of Business Ethics
- Business and Society

Daily/Periodical:

- Economic Times
- Business Standard
- The Economist

Online e-resources

Session Plan

| <i>Session No.</i> | <i>Topic</i> | <i>Essential Reading</i> | <i>Learning Outcomes</i> |
|--------------------|--|--|--------------------------|
| 1-3 | Understanding CSR: Business Case for CSR; Various Related Concepts on CSR; Socially Responsible Investing; Rules, Standards and Guidelines; New Companies Act, 2013; Circular Economy: 3Rs, Circular Economy Business Models & Management Challenges | TB: Chapter 1 Additional reading: 1. It's hard to be good 2. Introducing Circular Economy: New Thinking with New Managerial & Policy Implications 3. CSR in Indian PSUs: Strategic Vs. Philanthropic | LO1, LO2, LO3, LO4 |
| 4-6 | Strategic CSR: Theories on CSR; Value Chain Analysis - Inside out and Outside in Approach, Approaches to Strategic CSR; Strategic CSR Management | TB: Chapters 3, 4, and 5 Additional readings: 1. Strategy and Society, HBR article 2. Strategizing CSR Case 1: Finolex: Developing an Integrated Corporate Social Responsibility Strategy | LO1, LO2, LO3, LO4 |
| 7-9 | CSR and Stakeholder Management: Stakeholder Typology; Understanding Saliency, Stakeholder Management Strategy & Social Issue Maturity; Stakeholder Mapping and Implementing Stakeholder Engagement Strategy | TB: Chapter 2 Additional reading: 1. How Gap Inc. Engaged with its Stakeholders Case 2: Starbucks and Conservation International | LO1, LO2, LO3, LO4 |
| 10-12 | CSR and Sustainability: Understanding Sustainability & Triple Bottom Line; Internalization of Pollution Cost; Addressing Sustainability Challenges & Executing Sustainability Strategies; Sustainability Reporting. | Reading: 1. A Strategic Approach to Sustainability Case 3: Unilever's New Global Strategy: Competing through Sustainability | LO1, LO2, LO3, LO4 |

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| 13-15 | CSR & Supply Chain: CSR/Ethical Issues in Global Supply Chains; Supply Chain Disclosure & Standards; Case of Apparel Industry | Reading: What's your Strategy for Supply Chain Disclosure Case 4: Apple and Its Suppliers: Corporate Social Responsibility | LO1, LO2, LO3, LO4 |
| 16-18 | Social Enterprise: Core Dimensions; Type of structures – hybrid & mixed; Sustaining Social Enterprises | Case 5: Udayan Care: Achieving Growth in a Social Enterprise | LO1, LO2, LO3, LO4 |
| 19-22 | Corporate Talk/Visit/ Field Project | | LO1, LO2, LO3, LO4 |