

Management Development Institute Gurgaon
Course Outline
POST GRADUATE DIPLOMA IN MANAGEMENT

Title of the Course : Corporate Social Responsibility **Course Credit** : 1.5

Core/Elective : CORE **Term** : III

Introduction/Description of the Course

This course is designed keeping in view the role that modern corporations play in creating desirable social and environmental outcomes for the society. Most goods and services which were provided by governments are now put before the corporate organizations as emerging challenges for them to address. The Companies Act 2013 gives the mandate to certain class of companies to design and implement social and environmental initiatives as part of their CSR agenda. Needless to say, the provisioning of goods and services, defined as public/social goods, by the private sector has to follow sound business logic. The new challenges of meeting “welfare objectives” with business ethos create a need for new competencies among future managers and corporate leaders. The need for these new challenges and competencies is highlighted by many multilateral agencies, global as well as national industry alliances, governments, civil society groups, communities, citizens, and employees in diverse forums.

This signifies a radical shift in the corporate landscape where in addition to creating value for shareholders, the companies are now under increasing pressure to simultaneously address the concerns of “triple bottom line”. In the rapidly changing business environment, corporations can effectively use socially responsible business practices for competitive advantage and at the same time create larger public good. This is true for large global companies as well as for national, medium, small and micro level enterprises.

The general approach taken in this course is that it is now mandatory for future generations of managers to realize how important the social and environmental issues are in societies across the globe. Therefore, there is a need to understand and assess the social and environmental impacts and consequences of their actions. Such a reflective understanding and questioning, is likely to motivate them as leaders to view organizations and their performance in the larger context of global as well as national concerns.

Course Objectives

- To provide a perspective on the realities of interface between business and society;
- To analyse and appreciate the need for socially responsible decision making in managerial and leadership roles in organizations;
- To sensitize the students about the manner in which organizations ought to practice CSR; and
- To discuss sustainable business as the emerging goal of companies.

On completion of this course students should be able to:

- Explain corporate social responsibility and its relevance for business organizations;
- Differentiate and categorize organizations in terms of different stages of CSR practices
- Reflect on the ways through which CSR can be integrated with other business functions
- Critically examine situations where companies are facing CSR issues in addition to appreciating interests of various stakeholders
- Recommend a CSR based approach to business development and sustainable business strategies.

Text Book

Title: Strategic Corporate Social Responsibility

Authors: David Chandler

Publisher: Sage

Content and Session Plan

1. Understanding business-society interface
2. CSR: Definition, Nature and Significance
3. CSR as Business Practice: Decision-making and key concerns
4. CSR as Stakeholder Management
5. Leveraging NGOs for CSR
6. CSR as Social Business
7. CSR as Sustainable Business
8. Sustainability and Business Model Innovation
9. CSR in Cross-cultural Context
10. CfP vs. CsP: Group Projects

Detailed Session Plan:

Session	Topic	Learning Objective	Readings
1	Understanding business-society interface and CSR	Understanding the role of corporations in modern societies in a business history perspective.	Frederick, W.C.1994 From CSR1 to CSR2: The maturing of business and society thought. <i>Business and Society</i> ,33(2):150-164 Watching a 20 minutes clip of popular Hindi movie Sarkar Raj showing conflicts and interplay of wasted interest groups in a business context.
2	CSR: Definition, Nature and Significance	Understand CSR and its significance for modern business organizations.	Strategy and Society: The Link Between Competitive Advantage and CSR (HBR, Dec. 2006)
3	CSR as Business Practice: Decision Making and Key Concerns	Think critically on the role of a manager and CSR imperatives	The Path to Corporate Responsibility (Zadek, HBR 2004)
4	CSR as Stakeholder Management	Appreciate stakeholder theory of the firm and its significance for CSR practice	Mitchell, R. K., Agle, B. R., & Wood, D. J. (1997). 'Toward a theory of stakeholder identification and salience: defining the principle of who and what really counts'. <i>Academy of Management Review</i> , 22(4): 853-886.
5	CSR as Partnership with Civil Society Organisations/ Community-based Organisations/ NGOs	Focus on different partners in the implementation and management of CSR projects	Co-creating Business's New Social Compact (HBR, February 2007)
6	CSR and Social Business	Understanding the need for creating social business as part of CSR agenda of firms	Case: From Shadows to Sunshine to Shadows again.
7	CSR as Sustainable Business	Understanding the significance of integrating environmental dimension to CSR	Triple Bottom Line and ESG parameters. The Case on Sustainable Business Strategy of HUL
8	Sustainability and Business Model Innovation	Understanding the significance of social innovation in business strategy	Business Model Innovation for Sustainability: The Case of Boond
9	CSR in Cross Cultural Context: Dilemmas of MNCs regarding social responsibility	Cross-cultural dimension of social responsibility	Case to be circulated for discussion
10	Relation between CFP and CsP: Does it pay to be socially responsible?	Does investment in social responsibility pay in terms of the firm's financial performance?	Firm's internal performance evaluation in terms of social and environmental outcomes.

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