

780 Corporate Social Responsibility

Introduction

780 CORPORATE SOCIAL RESPONSIBILITY focuses on how managers can implement effective strategies in relation to corporate sustainability and corporate social responsibility issues in their organisation. Some of the topics covered include cultural change, value versus values and leadership in sustainability. The emphasis is on the change strategies – incremental and transformational – required to shift organisations towards sustainability. The subject examines the role played by chief executives, business managers, employees and other stakeholders as change agents for sustainability.

Case studies

Real-life case studies are incorporated into the subject to provide opportunities for students to apply theory into practice in an authentic context. Students are asked to access the latest corporate sustainability and responsibility reports of global companies, such as *Toyota Motor Co* (Japan), *BHP Billiton* (Australia), *The Body Shop* (UK), *BP* (UK), *Ford Motors* (USA) and *Monsanto* (USA), and submit reports on their corporate sustainability programmes.

Who should attend

- Executives wishing to enhance their understanding of corporate sustainability issues
- Managers seeking to implement effective strategies and manage change in relation to corporate sustainability
- Decision makers who are involved in planning the organisation's transition towards corporate social responsibility

Learning objectives

Upon completion of this subject, students should be able to

- make the business case for corporate sustainability and responsibility
- understand the issues related to the successful implementation of corporate sustainability and responsibility agendas
- manage the corporate sustainability process effectively and efficiently
- prepare useful change strategies and change agent roles for corporate sustainability

Delivery method

The subject is delivered online over a 12-week period, with an assigned Professor acting as mentor. The class will comprise students from different countries and industry backgrounds. Practical case studies and discussions help to stimulate learning and knowledge exchange, while an examination at the end of the subject will help students review and apply the knowledge and skills learnt.

Assessment

Case analyses (team and individual)	45%
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Discussion board activities	30%
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Final examination	25%
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Prerequisites

None

Syllabus

Segment 1: Introduction

Students are introduced to the syllabus, the resources and communication tools available within the course.

Segment 2: Drivers of Corporate Sustainability

The segment examines the broader external and internal forces that are forcing corporations to shift to a more socially and ecologically responsible position. External pressures come from governments, community activists, consumers, customers, market expectations, other corporations, industry associations and non-government organisations. Internal drivers include corporate leaders and change agents within the company who recognise and promote the benefits of a strong business case for corporate sustainability and responsibility.

Segment 3: The Business Case for Corporate Sustainability

Students are introduced to the concept of corporate sustainability, integrating two alternate approaches – human and ecological. The segment explains how companies can derive competitive advantages from corporate sustainability and responsibility approaches. At the same time, it distinguishes between compliance as a cost and compliance as leading to further opportunity-enhancing positions for corporations. The challenges associated with building sustaining corporations are discussed.

Segment 4: Phases of Corporate Sustainability

The segment examines a comprehensive sustainability phase model that outlines the developmental phases through which corporations progress toward human and ecological sustainability. Students learn how to monitor and assess the corporate sustainability orientation of different organisations and industries, decide what actions are needed to capitalise on the current phase and plan for the next stages. The phase model helps managers anticipate increased compliance standards and identify strategic opportunities.

Segment 5: Incremental Change to Corporate Sustainability

The segment discusses the various approaches to the implementation of sustainability initiatives. While some organisations prefer to make changes gradually and incrementally, others push through more widespread and radical changes at a rapid pace. The segment looks at the types of programmes associated with incremental changes and how organisations can implement these programmes effectively.

Segment 6: Transformational Change to Corporate Sustainability

Students also learn about the rapid, transformational changes that amount to strategic repositioning and may require a redefinition of the company's core business area or its key manufacturing processes. Transformational change is a deep change, involving risk and new ways of thinking. The segment examines key challenges for management to enable the organisation to make an imaginative leap which is both proactive and flexible.

Segment 7: Leadership and Change to Corporate Sustainability

The segment examines the actions that various change agents play in progressing corporate sustainability. The range of potential change agents includes those who work within the organisation and those external to the organisation. Key leadership positions for effecting change are identified, as are key stakeholders. The segment assesses the effectiveness of third party audits and explains the major debates on achieving and leading corporate sustainability and responsibility change.

Required textbook

Dunphy, D., A. Griffiths and S. Benn. *Organisational Change for Corporate Sustainability*. London: Routledge, 2003.

Global Faculty

Subject Author

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U21Global subjects are created by acknowledged experts in their field, usually senior academics who have strong understanding of postgraduate requirements. The subject content is further reviewed by academic specialists who appraise the subject from an independent perspective, ensuring a high-quality, professional product.

780 CORPORATE SOCIAL RESPONSIBILITY was created for U21Global by **Andrew Griffith**, Associate Professor at UQ Business School, University of Queensland, Australia. His areas of interest include the management of corporate change and innovation, strategic issues relating to the pursuit of corporate sustainability and the development of human capital and eCommerce and innovation. He has published three books: *The Sustainable Corporation* (1998), *Sustainability* (2000) and *Organisational Change for Sustainability* (2003) (with Dexter Dunphy and Sue Benn). He has published extensively in international journals and conferences and worked with a range of organisations in the public and private sectors in the areas of strategic change, innovation management and corporate sustainability.

The subject was reviewed by **Helen Lange**, Professor Emeritus of U21Global. Her career spans professional roles in the banking and finance industry, as well as academic positions in banking and finance, and management. Dr Lange's areas of expertise are financial management, enterprise risk management, corporate governance, financial risk management and bank management. She is a Fellow of the Financial Services Institute of Australia, a founding board member of the Turnaround Management Association in Australia, and a member of a number of international finance and economics associations. She has a PhD from Macquarie University.

Professors

Students' progress will be guided by dedicated Professor Facilitators based around the world. They provide an international perspective and impart knowledge through a wealth of experience in their field of specialisation. Our Professor Facilitators will help students make sense of the information to enable students to transform the information into knowledge and creative solutions.



Carol CONNELL

Carol Connell taught Strategic Management in the Aviation MBA programme at Danau-Universitat, Austria, and International Business in the Pharmaceutical MBA programme at University of the Sciences in Philadelphia, US. Dr Connell is a consulting professional with a strategy, marketing and research background in technology and consumer packaged goods. She has been published in journals that attract a senior practitioner audience such as Emerald's *Business Strategy Series* (previously known as *Handbook of Business Strategy*) and in international management and business history journals such as *Management Decision*, *Enterprise & Society*, *Business History Journal* and *Journal of Management History*. Dr Connell earned her PhD in Strategic Management from the University of Glasgow and her MBA from Columbia University Business School.