

**CORPORATE SOCIAL RESPONSIBILITY  
SYLLABUS  
Masaryk University  
Professor Earl A. Molander,  
Profess Emeritus, School of Business Administration  
Portland State University (USA)  
[emolander@yahoo.com](mailto:emolander@yahoo.com)  
Spring Semester 2019**

**OVERVIEW**

This course, **CORPORATE SOCIAL RESPONSIBILITY** is designed to introduce the international business or economics student to how non-economic factors in the corporate environment influence business operations and decision-making. These non-economic factors include: the actions of government and non-governmental organizations, social issues, culture, changes in technology, international relations and ecological problems in particular as they are presented to the business enterprise and manager as issues of corporate social responsibility and sustainability.

**MANAGERIAL PERSPECTIVE**

It is important to understand that this course is taught *from the perspective of the enterprise, with the business manager or enterprise as the focal decision maker*. The student who successfully completes this course will have the majority of the analytical tools necessary to confront the full range of issues that fall within the broad framework of “corporate social responsibility” or “CSR” and sustainability.

**ENTRY-LEVEL EMPLOYEE PERSPECTIVE**

At the end of Modules 3-11, we also offer a special note on the *perspective of the entry-level employee*, someone like yourselves who would encounter CSR and sustainability issues in an entry-level position. These notes emphasize that while the key decisions in this area will be made by managers, often entry-level employees are asked to contribute to those decisions in important ways.

**TEXT MATERIAL**

In US business schools, similar courses (which go by many different names) typically use a large, hardcover textbook that focuses primarily on the business environment in the US. Such a textbook is therefore is not useful for a course taught to an international student audience with a strong international focus. Rather, in this course, we rely on a series of Modules generally consisting of short readings and cases focused on key topics, with assignments to highlight the major issues that each topic presents to the business manager and develop one’s analytical skills and their direct application to business decision making dilemmas.

Always feel free to ask questions by email if you do not understand any of the conceptual content in the Modules or the case analysis assignments.

## **COURSE STRATEGY**

The course strategy is to introduce the background and conceptual foundations of the course in the first Module (Installment A) and then in subsequent Modules introduce key topic areas, the models and tools of analysis for these topic areas, and how to apply them to the issues of CSR and Sustainability as they are presented to enterprises and managers.

## **COURSE STRUCTURE AND REQUIREMENTS**

The course structure will consist of a total of 11 Modules organized into three separate Installments (A, B, and C). In general, it is expected that the student will complete each module weekly. Submission of case analyses have deadlines associated with the Module and week in which they are scheduled.

The course requires the submission of two introductory assignments with **Modules 1-4** in Installment A, two foundation assignments for **Modules 5-7** in Installment B, and 4 more detailed written analyses of the cases associated with **Modules 8-11** in Module C.

Note that you do not have to do analyses of all of the cases in each Installment. Essentially, you need to do 2/3 of the cases in each of the three Installments. Cases will also assume mastery of the concepts and tools of previous Modules.

## **CASE ANALYSIS EVALUATION**

Case analyses will be evaluated on the basis of the effectiveness with which the concepts and tools of the course are applied to the case questions, as well as on completeness and clarity. In almost all cases, **the cases are designed to apply the concepts and tools in the module of the same #**, i.e., Case #5 is designed to give you the opportunity to demonstrate your working knowledge of the concepts and tools of Module 5, etc.

## **COURSE STRUCTURE AND REQUIREMENTS**

**There are no exams in the traditional sense in this course, only case analyses. The final exam is a comprehensive case analysis.**

## GRADING

The method of grade calculation will be as follows:	<u>Points</u>
A. 2 Preliminary Case Exercises (Module 2, 3 or 4) 2 @ 4 pts each	8
B. 2 Elementary Case Analyses (Modules 5, 6 or 7) 2 @ 8 pts each	16
C. <u>Advanced Case Analyses</u>	
4 (Modules 8-11; Cases 8-13) 4 @ 15 pts each*	60
Final Exam Comprehensive Case ( <i>due during Week 11</i> )	25
<b>Total</b>	<b>109</b>

NOTE: This odd #-109 points—is partly to emphasize that your total score in this course has no direct correspondence to any grade scale based on 0-100! Grades in the course are given on an A-F scale without +'s or -'s.

If your university uses +'s and -'s, on request they will be provided. In your university requires a numerical grade, you must supply that scale before the end of the semester with an indication of the % of students at various numerical levels.

**\*You may submit 5 15-point case analyses from Installment C and have the best 4 grades count in your grade calculation. This option does not exist for Installments A and B.**

### NOTE ON DUE DATES

1. The Due Date refers to midnight of that day, CZ time.
2. If for reasons of illness, you cannot submit an assignment at the scheduled time, advise me of your circumstances (e.g., illness), and, assuming those circumstances are credible, I will accept a late submission up to 24 hours after the due date. No submissions are accepted after 24 hours as examples of good case analyses are often sent to everyone 24 hours after the due date. If you fail to meet the deadlines for submitting cases (two of 2, 3 & 4), (two of 5, 6 & 7) and (four of 8-13), you will be given a 0 score for the missing case.

### NOTE ON FORMAT:

**All case analyses must be in WORD format, not pdf.**

**The only exception to this rule is power diagrams and scenarios for Cases 8-13, in which case WORD is optional for these diagrams—a pdf is acceptable.**

### NOTE ON MAXIMUM LENGTH LIMITATIONS:

Many cases have maximum word lengths, either for the case as a whole or for individual questions within the cases. If you exceed the maximum length, I deduct 1% of your grade for each 1% you exceed the maximum limit, e.g., if you go over 25 words on a 250 word maximum, I deduct 10% of whatever the assignment was worth. **If no maximum length limit is specified, there is no maximum length.** However, this is not an invitation to unnecessary case review or digressions away from the questions asked at the end of the cases. Think of yourself as a junior subordinate advising your superior on how to handle the case. Assume she or he knows the essential facts of the case! So even if there is no maximum limit specified, you will be penalized grade-wise for superfluous material in your analysis.

#### **NOTES ON CASE DIFFICULTY:**

Each case in each Installment is more difficult than the case that precedes it. Also, cases can require revisiting earlier Modules, e.g., in Cases from 8-13 there may be questions referring to themes from Modules 3, 4 or 5.

#### TEXTS AND MATERIALS

There are limited materials requirements for the course:

1. This Syllabus
2. Modules 1-11 plus Exhibits 8.1 and 8.2
3. Cases 2-13
4. Format for Student Bio Questionnaire (Ungraded Assignment #1)
5. Examples of “Good Case Analyses” by your colleagues distributed throughout the semester, typically 24-48 hours after the assignment is due.

# Installment A

## Week 1 (2-8 March)

Module 1 Introduction to the Course. Overview of the Conceptual Content and the Corporate and Managerial Decision Making Perspective of the Course.

**UNGRADED ASSIGNMENT #1: Student Bio Questionnaire** Send to Professor Molander ([emolander@yahoo.com](mailto:emolander@yahoo.com)) by **Friday, 6 March**

**You must submit analyses of 2 of the next 3 cases [2a or 2b, 3a or 3b (but not both) or 4a or 4b (but not both)]. Each is worth 4 points**

## Week 2 (9-15 March)

Module 2 The History of CSR and Sustainability in the US and Developed Countries:

Case 2a. Who Will Save You from Your Phone and Internet Addiction?

or

Case #2b. Wendy's Faces Campus Protests about Tomatoes

**[Do Case 2a or 2b but not both]**

**GRADED ASSIGNMENT #2 (4 points).** Send your answer to Professor Molander ([emolander@yahoo.com](mailto:emolander@yahoo.com)) **Due 9 March (Monday of Week 2)**

Module 3 Business Ethics and Resolving Ethical Dilemmas

Case #3a. Coffee Companies and Brazilian Agricultural Workers

or

Case #3b. An Ethical Crocodile Handbag?

**[Do Case 3a or 3b but not both]**

**OPTIONAL GRADED ASSIGNMENT #3 (4 points):** See the end of the case for questions to be answered. Send your answer to Professor Molander ([emolander@yahoo.com](mailto:emolander@yahoo.com)) (**maximum length**: 300 words) **Due 14 March (Saturday, of Week 2).**

**Week 3 (March 16-22)**

Module 4      Sustainable Business Practice and Sustainable Development; Shared Values

Case #4a. Patagonia's Balancing Act

or

Case #4b, Sime Darby, Palm Oil and Sustainability

or

Case #4c. H&M Rain Forests, Leather and Sustainability

**[Do Case 4a, 4b or 4c but not all three]**

**OPTIONAL GRADED ASSIGNMENT #4 (4 points):** See the end of the case for questions to be answered. Send your answer to Professor Molander ([emolander@yahoo.com](mailto:emolander@yahoo.com)) (**maximum length**: 300 words) **Due 17 March (Tuesday of Week 3).**

## **Installment B**

**[You must submit an analysis of 2 of the next three cases— #5 , #6 or #7. Note each case has a different due date. Case Questions are at the end of all future cases. Each is worth 8 points. ]**

Module 5      Property Rights and Social Contract

Case #5a. Germany, Israel and Rock Music

**or**

Cases #5b. Alibaba Deals with “Brushing” and Counterfeit Goods on Its Web Sites **(8 points)**

**[Do Case 5a or 5b but not both]**

**OPTIONAL GRADED ASSIGNMENT #5: (8 points)** You must answer the questions at the end of the case. **Due 21 March (Saturday of Week 3)**

**NOTE: The rights of government agencies and NGOs are not at issue in the cases in this course and should not be included in any analysis of rights conflicts! However, these actors do advocate on behalf of the *rights of others* in many cases.**

**Week 4 (23-29 March)**

Module 6 Non-governmental Organizations (NGOs) and Other New Stakeholders Challenging Business

**[Do Case 6a, 6b or 6c]**

Case #6a. McDonald’s and Childhood Obesity

or

Case #6b. European Regulators and WhatsApp Data-Sharing Plan with Facebook

or

Case #6c. Mighty Earth Challenges Cargill on Burning in the Amazon Forest

**OPTIONAL GRADED ASSIGNMENT #6 (8 points)** You must answer the questions at the end of the case. **Due 26 March (Thursday of Week 4) (maximum length: 400 words)**

Module 7 Environmental Monitoring (See also Exhibit 7-1)

**Do Case 7a or 7b but not both**

Case #7a. Internet Companies and Data-gathering from Apps for Children

or

Case #7b. China's One Pure Faces Problems with Access to Water

**OPTIONAL GRADED ASSIGNMENT #7 (8 points) Due 30 March (Monday of Week 5)**

## **Installment C**

**Week 5 (30 March-5 April)**

**[You must submit analyses of 4 of the next 6 cases.  
Each is worth 15 points.]**

Module 8 Analyzing and Diagramming Power Relations (see also Exhibit 8-2)

**[Do Case 8 or 8b]**

Case #8a. The International Fur Federation Faces a New York City ban

or

Case #8b. Video Game Makers Face an Addiction Charge

**Case Analysis #8 Due 5 April, Sunday of Week 5**

**[NOTE: From now to the end of the semester, all cases are due on Sunday]**

**Week 6 (6-12 April)**

Module 9 Environmental Forecasting and Scenario Building  
(See also Exhibit 8-2)

**Do Case 9a or 9b but not both**

Case #9a. U.S. Internet Giants vs. European Publishers

or

Case #9b. A U.S. Company Competes Against Government-Supported Chinese Firms in Uganda



**Case Analysis #9 Due 12 April, Sunday of Week 6**

**Week 7 (13-19 April)**

Module 10 The Public Policy Process in a Pluralist Democracy

**Do Case 10a or 10b but not both**

Case #10a. Rattlesnakes in Texas

or

Case #10b. Sweden vs. Maine Lobsters

**Case Analysis #10 Due 19 April, Sunday of Week 7**

**Week 8 (20-26 April)**

Module 11 Developing a Political Strategy

**Do Case 11a or 11b but not both**

Case #11a. Hudson Valley Fois Gras vs. New York City Council

or

Case 11b. Foxconn's Labor Problems in the Czech Republic

**Case Analysis #11 due 26 April, Sunday of Week 8**

**Week 9 (27 April-3 May)**

(There is no Module 12)

Case #12a. Big Pork Tries to Speed Up Its Production Line

or

Case 12b. Museums and Scientists Face the Ethics of Collecting Specimens from the Wild

**Do Case 12a or 12b but not both**

**Case Analysis #12 Due 3 May, Sunday of Week 9**

**Week 10 (4-10 May)**

(There is no Module 13)

Case #13a. U.S. Chicken Hits a Wall in the EU and UK

**Do Case 13a or 13b but not both**

Case #13b. Huawei Faces a Security Challenge in the Czech Republic

**Case analysis #13 Due 10 May, Sunday of Week 10**

**Final Exam sent to students on Friday, 8 May**

**Week 11**

**Final Exam Written Case Analysis due Sunday, 17 May**

---

**Due Date Summary**

<b>Student Bio</b>	<b>6 March Friday</b>
Case #2	9 March Monday
Case # 3	14 March Saturday
Case #4	17 March Tuesday
Case #5	21 March Saturday
Case #6	26 March Thursday
Case #7	30 March, Monday
Case #8	5 April, Sunday
Case #9	12 April, Sunday
Case #10	19 April, Sunday
Case #11a or 11b	26 April, Sunday
Case #12	3 May, Sunday
Case #13	10 May, Sunday
<b>Final Exam Case</b>	<b>17 May, Sunday</b>