



Sungkyunkwan University (SKKU) International Summer Semester (ISS) 2017
"New Experience, New Engagement"

Sustainability and Corporate Social Responsibility

Prof. George Frynas, Middlesex University Business School, UK

SHORT COURSE DESCRIPTION

The course begins by introducing the concepts of corporate social responsibility (CSR) and sustainability. Different perspectives on CSR and sustainability are explained, including social science theories, strategic perspectives and developmental perspectives. We explain the crucial role of governments and corporate governance for CSR and sustainability. We then examine how sustainability and CSR are understood and practised in different contexts, including reporting, financial investment, industry context and small enterprises. We finish by considering the key criticisms of CSR and sustainability, and their likely future.

READING MATERIALS

Readings for each topic are specified in the course schedule. They are mostly academic journal papers. **Students should be able to find them online and download copies themselves before arriving at Sungkyunkwan University.** You can download the readings by Prof. Frynas at: https://www.researchgate.net/profile/George_Frynas/publications

For those who are interested in deepening their knowledge of the subject and would like to purchase a book on the subject for themselves, we recommend the following textbook:
Blowfield, M. & Murray, A. 2014. *Corporate Responsibility* (3rd ed). Oxford University Press

COURSE REQUIREMENTS AND GRADING

Students are expected to read the recommended reading materials as assigned. Please come to class prepared to discuss this material in order to maximize your learning.

Grading scheme:

Attendance	15 points
Group Project Presentation	15 points
Group Project Report	20 points
Final Exam	50 points

Assessment criteria:

Attendance: students will get one point for attending each session. Students are required to attend at least 80% of all lectures and workshops according to SKKU regulations.

Group Project Presentations and Reports: The Group Project require students to submit an essay on the topic of sustainability and CSR issues, practices and regulations in their home countries. The group project will have the following deliverables: (i) A presentation to the Class, and (ii) A written report. Each group is required to give a presentation on the assigned topic. The group project presentation and report will be assessed according to students' understanding to the topic, quality of presentation and appropriate use of references.

Final exam: The last session will be a two-hour final exam with a mix of multiple choice and true-false questions.

COURSE SCHEDULE

– WEEK I –

Tuesday (27 June)

Lecture topic: Corporate Social Responsibility and Globalization

This session discusses the concepts surrounding Corporate Social Responsibility (CSR), and the emergence of CSR within a globalizing world.

Preparatory reading:

Frynas, J. G. and Mellahi, K. 2014. *Global Strategic Management*, Oxford University Press (3rd ed), chapter 12, pp.379-390.

Wednesday (28 June)

Lecture topic: Sustainability versus Corporate Social Responsibility

This session introduces the concept of sustainability, and contrasts it with the concepts of 'Business Ethics' and 'Corporate Social Responsibility'.

Preparatory reading:

Kuhlman, T. and Farrington, J. 2010. "What is Sustainability?", *Sustainability* 2(11), pp. 3436-3448 (available at <http://www.mdpi.com/2071-1050/2/11/3436/htm>).

Thursday (29 June)

Lecture topic: Theoretical explanations of CSR

This session explains and discusses various academic theories that can be used to explain why organizations pursue Corporate Social Responsibility, such as stakeholder theory, institutional theory and resource-based view of strategic management.

Preparatory reading:

Frynas, J. G. and Yamahaki, C. 2016. "Corporate Social Responsibility: Review and Roadmap of Theoretical Perspectives", *Business Ethics: A European Review* 25(3), pp. 258–285.

Friday (30 June)

Lecture topic: Practical tools for CSR

This session explains the different tools that can be used for managing CSR issues in companies such as ISO26000, Global Compact, codes of conduct, risk assessments and CSR guidelines – all of which are part of the professionalization of CSR management within large corporations.

Preparatory reading:

SOMO. 2013. "Corporate responsibility instruments – A comparison of the OECD Guidelines, ISO26000 and the UN Global Compact", Centre for Research on Multinational Corporations. Available at:

<https://www.somo.nl/wp-content/uploads/2013/12/Corporate-Responsibility-Instruments.pdf>

– WEEK II –

Monday (3 July)

Lecture topic: Sustainability and CSR in different countries

This session shows how the meaning and the practice of sustainability and CSR differ between different countries, bringing in examples from around the world.

Preparatory reading:

Dikeç, A., Kane, V. and Çapar, N. 2017. Cross-Country and Cross-Sector CSR Variations: A Comparative Analysis of CSR Reporting in the U.S., South Korea, and Turkey”, chapter in D. Jamali (ed.), *Comparative Perspectives on Global Corporate Social Responsibility*, IGI Global.

Tuesday (4 July)

Lecture topic: Sustainability and CSR in different industries

This session shows how the meaning of sustainability and CSR can differ across industries and, specifically, how they differ between the garment/shoe industry and the oil/gas industry.

Preparatory readings:

Frynas, J. G. 2003. “The Transnational Garment Industry in South and South-East Asia”, chapter in: J. G. Frynas and S. Pegg (eds.) *Transnational Corporations and Human Rights*, Palgrave.

Frynas, J. G. 2009. “Corporate Social Responsibility in the Oil and Gas Sector”, *Journal of World Energy Law & Business* 2(3), pp. 178-195.

Wednesday (5 July)

Lecture topic: Sustainability and CSR in small firms

Preparatory reading:

Spence, L., Frynas, J. G., Muthuri, J. and Navare, J. 2017. *Research Handbook on Small Business Social Responsibility*, Edward Elgar, chapter 1.

Thursday (6 July)

Lecture topic: Sustainability and CSR reporting

This session shows how companies disseminate information on their CSR activities.

Preparatory readings:

Ali, W., Frynas, J. G. and Mahmood, Z. 2017. “Determinants of Corporate Social Responsibility (CSR) Disclosure in Developed and Developing Countries: A Literature Review”, forthcoming article in *Corporate Social Responsibility and Environmental Management*.

BP Sustainability Report 2015 available at:

<https://www.bp.com/content/dam/bp/pdf/sustainability/group-reports/bp-sustainability-report-2015.pdf>

Friday (7 July)

Group Presentations

Preparatory reading: Student choice

Assignment: group reports are due for submission on Monday

– WEEK III –

Monday (10 July)

Lecture topic: CSR as management and strategy

This session discusses the use of Corporate Social Responsibility as management and strategy, i.e. how social and environmental activities can help the firm to improve its overall economic performance and encourage innovation.

Preparatory readings:

Frynas, J. G. and Mellahi, K. 2014. *Global Strategic Management*, Oxford University Press (3rd ed), chapter 12, pp.391-401.

Frynas, J. G. 2015. "Strategic CSR, value creation and competitive advantage", chapter in: T. C. Lawton and T. S. Rajwani (eds.) *The Routledge Companion to Non-Market Strategy*, Routledge.

Tuesday (11 July)

Lecture topic: CSR as human development

This session views CSR from the perspective of wider society, asking to what extent CSR activities can help achieve developmental goals such as poverty alleviation and better health.

Preparatory readings:

Frynas, J. G. 2005. "The False Developmental Promise of Corporate Social Responsibility: Evidence from Multinational Oil Companies", *International Affairs* 81(3), pp. 581-598.

Frynas, J. G. 2012. "Is Corporate Social Responsibility effective in reducing poverty in Africa?", *BBC Focus on Africa* magazine, January-March.

Wednesday (12 July)

Lecture topic: The role of government and corporate governance

This session explains the role of government and corporate governance for CSR practices.

Preparatory readings:

Knudsen, J. S., Moon, J. and Slager, R. 2015. "Government policies for corporate social responsibility in Europe: A comparative analysis of institutionalization", *Policy & Politics* 43(1), pp. 81-99.

Yamahaki, C. and Frynas, J. G. 2016. "Institutional Determinants of Private Shareholder Engagement in Brazil and South Africa: The Role of Regulation", *Corporate Governance: An International Review* 24(5), pp. 509-527.

Thursday (13 July)

Lecture topic: Socially responsible investment

This session discusses the emergence of socially responsible investment (SRI) and its role in the promotion of CSR and the governance of corporations. We review related issues such as screening, shareholder activism and investment fund indices.

Preparatory reading:

Blowfield, M. & Murray, A. 2014. *Corporate Responsibility*, chapter 10.

Friday (14 July)

Lecture topic: Criticism of CSR and the future of CSR

Preparatory reading:

none

– WEEK IV –

Monday (17 July)

Final Exam