

MASTER COURSE
DEVELOPMENT ECONOMICS
AND
INTERNATIONAL STUDIES
INTERNATIONAL BUSINESS ETHICS II (IBE II)

(SEMINAR)

WINTER TERM

I. COURSE DESCRIPTION

This seminar builds on the foundation laid throughout IBE I held in the summer semester. As in the last term, the theoretical foundation of business ethics, CSR and sustainability was laid, it is the purpose of IBE II to address the practical implementation of these concepts.

Despite the fact that CSR and sustainability are given increasing attention in all realms of society, many for-profit and non-profit-organizations have not succeeded in implementing sustainability and CSR on a strategic level. Instead, their efforts remain cosmetic or “window-dressing”, as Milton Friedman called it, and thus do not contribute a significant value to the organization and society. In these cases, CSR and sustainability usually do not reach the core business and remain outside of the value chain.

It is the purpose of this module to convey how a strategic CSR and sustainability concept can be developed and implemented in an organization. To support this aim, we will do “real life” case studies, meaning cases of firms from different continents that have successfully or unsuccessfully integrated CSR into their core business.

II. REQUIREMENTS

The final grade consists of a text and case study presentation (40%) and a seminar paper (60%). Moreover, students also have to show a 80% rate of attendance. Students enrolled in the BA or Teacher Training Programs (Lehramt) can choose between a certificate of attendance or a certificate of achievement. The grades are based on the presentation and the seminar paper

Text and Case Presentation: Throughout this course students are **to form groups of two, three or four, depending on the number of participants**. Each group has to present a case study. **Every case study comes with a text that helps you to deal with the crucial issues addressed by the case.**

- Regarding the case study, the cases given to you provide the basic dilemma and problems, and include some background information. **However, students are urged to collect additional information on the companies in question and their initiatives. All the cases assigned to students are “real-life” examples**, so there is substantial information to be found.

- **Each case is related to one specific step or area of CSR management. Make sure to pay special attention to this area.**

- Thus, students are assigned to do the following:
 1. give short summary of the case
 2. identify the challenges for the company and its problems
 3. assess the situation of the company and what it has done so far
 4. collect additional information
 5. state the options available
 6. make the recommendations on what the company should do to address the challenges and problems

Please note that some cases already contain questions at the end of the case that you should consider.

The presentation of the case should take about 20 to 25 minutes! Please note that you are free to choose how you want to present the case, but a ppt-presentation might be helpful. However, it is not mandatory. *Regardless, all group members have to present.*

Seminar Paper: You can freely choose a topic on an aspect of CSR management. One possibility is the **development of a CSR strategy**: Each student should select one company – preferably you select the company you work for or have worked for – and **develop a CSR strategy for that company following the steps of the model we will use**. If the company has already become involved with CSR, you should consider that when developing your strategy. Analyze what the company is currently doing with regard to CSR. In other words, what is each firm doing *well* with regard to its CSR activities? What is each firm doing *poorly*? **Is it strategic what the company is doing?**

There are many sources you can use:

- The experiences you have made in the company.
- Use and analyze the firm's homepage and reports and other first-hand materials
- In addition to published materials by your focal firm, utilize sources in the business press, business journals and of competitors to build a composite picture of the social and environmental performance of your firm.

Final Paper Deliverable:

- Your report shall be of a length of in between 3.500 and 4.000 words, not including appendices and bibliography.
- The date when the seminar paper will have to be handed it will be determined jointly.
- Please apply the formal instruction guide for the preparation of seminar papers, Bachelor theses or Master theses at the Institut für Wirtschaftswissenschaft, which is available online.

III. GENERAL NOTES

A seminar is a form of interactive knowledge generation which draws on the knowledge of the participants on the one hand and their participation in the discourse on the other. It is expected of you that you engage in discussion and field questions to your classmates that are presenting.

The slides are available for download on studon. The password is: ibe2_ws1516

IV. CONTACT

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V. TIME TABLE

Date	Subjects, Texts and Cases	Groups and Students Assigned
Oct. 17	Resit Exam IBE I	
Oct. 24	<ol style="list-style-type: none"> 1. Introduction to the Course 2. Assigning Presentation Topics 3. The Business Case for CSR - I 	
Oct. 31	1. The Business Case for CSR - II	
	Text: Porter, M.E. and Kramer, M.R. 2006. "Strategy and Society: The Link Between Competitive Advantage and Corporate Social Responsibility."	To be read at home in preparation for the class
Nov. 7	I. Committing to and Leading CSR	
	Case: Marks & Spencer: How Serious is Sustainability?	This case is for all students to read before class.
	Case: Nike – Governance and Sustainability (pay special attention to the organization of CSR) Supporting Text: Kakabadse et al. (2009). "CSR-Leaders Road Map".	Group 1
Nov. 14	II. Stakeholder Management	

	Case: Brent Spar Revisited Supporting Text: Fifka, M. and Loza Adai, C. (2014). "Managing Stakeholders for the Sake of Business and Society".	Group 2
Nov. 21	III. Assessing External Impacts on the Organization ("Megatrends")	
	Case: Sustainability at Siemens (pay special attention to the megatrends) Supporting Text: Iyer and Donovan (2012) – China - Urbanization	Group 3
Nov. 28	IV. Assessing the Internal and External Impact of the Organization	
	Case: IKEA's Global Sourcing Challenge: Indian Rugs and Child Labor Supporting Text: Smith, N.C. et al. (2010). "Consumer Perceptions of Corporate Social Responsibility."	Group 4
Dec. 5	V. Strategy Development	
	Case: Novo Nordisk – Managing Sustainability at Home and Abroad, Especially in China Supporting Text: Galbreath, J. 2009. "Building Corporate Social Responsibility into Strategy."	Group 5
Dec. 12	VI. Implementing CSR – Corporate Governance	
	Case: Tyco International – Corporate Governance Supporting Text: OECD (2009). "Implementing Governance".	Group 6
Jan. 9	VI. Implementing CSR – Business Ethics	
	Case: Siemens – How the Greased Wheel Slit off the Ethical Track Supporting Text: Anand et al. (2004). "Business as usual: The acceptance and perpetuation of corruption in organizations".	Group 7
Jan. 16	VI. Implementing CSR in the Market – Customers and Suppliers	
	Case: illycaffè - Value Creation through Responsible Supplier Relationships Supporting Text: NZBC (2003). "Practical Guide to a Sustainable Supply Chain".	Group 8
	VI. Implementing CSR – Employees	
Jan. 23	VI. Implementing CSR – Environment	

	Case: IBM – Environmental Management Supporting Text: WRAP (2013). “Guide to Environmental Management Systems”.	Group 9
	VI. Implementing CSR – Community	
Jan. 30	VII. Measuring and Reporting CSR	
	Case: China Ocean Shipping Company – Implementing Sustainability Supporting Text: Fifka (2013) – Sustainability Reporting – A Challenge Worthwhile	Group 10