

PROGETTO DIDATTICO/FORMATIVO

1. Dipartimento	Giurisprudenza, Economia, Politica e Lingue moderne
2. Corso di studi in	Management and Finance – LM77
3. Insegnamento	Corporate Strategy and Social Responsibility
4. Periodo insegnamento	First Semester
5. N. ore insegnamento	40
6. Settore Scientifico-Disciplinare (SSD)	SECS-P/07
7. N. tot. Crediti Formativi Universitari (CFU) / ECTS	6
8. Cognome e nome	PERRONE ORIANA
9. E-mail da pubblicare sul web	o.perrone@lumsa.it
10. Titolo del corso (solo per la L-12)	Italiano/inglese
11. Contenuti del corso <i>Massimo 3600 caratteri, spazi inclusi</i>	Italiano:
	<p>Inglese:</p> <p>This course is for students interested in corporate social responsibility studies and the related implications for business and society. The global scenario, at the economic, political, and social levels, focuses on companies' responsibilities to manage the business goals on environmental and social issues. By adopting a multidisciplinary approach that combines the strategic management issues, the relevant international norms and guidelines on the topics, the market implications and requirements, the responsible business conduct and the social impact of firms will represent the lens of the study and the fil rouge characterizing the entire course program. The relevant issues related to the implications of the corporate business conduct for the business strategies and models, and for society, will be analysed.</p> <p>The course will help students to understand how business can trigger positive change and to assess social and environmental responsibility to ensure that sustainability is embedded into the core strategy of the business and driven by leadership.</p> <p>The program will provide:</p> <ul style="list-style-type: none"> • an overview of the evolution of Corporate Social Responsibility (CSR). The class will be encouraged to describe, classify and critically discuss the concept of CSR and sustainability from a holistic perspective; • an overview of the international framework and its inputs; • knowledge of the mechanisms and procedures to integrate the CSR into the business models with a particular focus on CSR due diligence,

	<p>disclosure and the supply chain management (according to the recent EU Directive, OECD Guideline, UN Principles);</p> <ul style="list-style-type: none"> • skills to set out a CSR strategy that suits the requirements of stakeholders and market. <p>A relevant point of interest, also from the local scenario perspective, is how sustainability issues can be related to a company's business model to manage the integration of sustainable issues into the business strategies, and its implications. From a business perspective this means to have the ability to integrate the responsibility conduct issues into the business models, and in particular into all department and division procedures and mechanisms (HR, Finance, Procurement, etc.). The course aims to develop the skills required to understand the complexity of the responsible approach, complying with legal requirements and international frameworks and inputs.</p> <p><u>For the attending students</u>, the comprehension of the relevant topics will be based on how much done in class, the materials analyzed and discussed during the lessons, and the required readings.</p> <p><u>For the non-attending students</u>, the learning will be based on the required readings.</p>
12. Testi di riferimento	<p>The course consists of lectures, practical examples and discussions. Readings, case studies and further materials are made available by the lecturers during the course, as well as the most recent studies and directives from civil society and institutions that are relevant to study the core topics of the course (such as the OECD guidelines, IIRC frameworks, industry analysis, case studies...) in form of handouts.</p> <p><u>For the attending students</u>, the learning of the course's contents will be based on how much done in class: scientific papers analyzed, business cases studies and presentations discussed in class, and the required readings.</p> <p>Required readings for the attending students:</p> <ul style="list-style-type: none"> - "Corporate Social Responsibility", McWilliams A., Oxford Research Encyclopedias, Business and Management, Online Publication Feb 2020 DOI: 10.1093/acrefore/9780190224851.013.12 - "Corporate Social Responsibility", Blowfield M. and Murray A., Oxford University Press, 2019, ISBN: 9780198797753. Also available as Ebook <p><u>For the non-attending students</u>, the learning will be based on the required readings.</p> <p>Required readings for the non-attending students:</p> <ul style="list-style-type: none"> - "Corporate Social Responsibility", McWilliams A., Oxford Research Encyclopedias, Business and Management, Online Publication Feb 2020 DOI: 10.1093/acrefore/9780190224851.013.12 - Corporate Social Responsibility, Blowfield M. and Murray A., Oxford University Press, 2019, ISBN: 9780198797753. Also available as Ebook - "Strategy and Society: The Link Between Competitive Advantage and Corporate Social Responsibility", Michael E. Porter and Mark R. Kramer, Harvard Business Review (December 2006), 84 (12), 78-92 - "Creating Shared Value", Porter, M.E. Kramer, M.R., Harvard Business Review, 89(1/2): 62-77, 2011 - "European Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions, A renewed EU strategy 2011-14 for Corporate Social Responsibility Communication of the European Commission", Brussels, COM (2011) 681, EU COMM, 2011 - OECD Guidelines for Multinational Enterprises, OECD Publishing, 2011, http://dx.doi.org/10.1787/9789264115415-en ISBN 978-92-64-11528-6 (print) ISBN 978-92-64-11541-5 (PDF)

	<ul style="list-style-type: none"> - <i>"Integrated Reporting Quality, an empirical analysis"</i>, Pistoni A, Songini L., Bavagnoli F., <i>Corporate Social Responsibility and Environmental Management Journal</i>, 2018, Volume 25, Issue 4, Pages 489 – 507 - Directive 2014/95/EU, https://ec.europa.eu/info/business-economy-euro/company-reporting-and-auditing/company-reporting/non-financial-reporting_en <p>Optional readings for attending and non-attending students:</p> <ul style="list-style-type: none"> - <i>"The New Political Role of Business in a Globalized World: A Review of a New Perspective on CSR and its Implications for the Firm, Governance, and Democracy."</i> <i>Journal of Management Studies</i>, 48(4): 899-931, 2011 (Scherer A. G., Palazzo G.) - <i>"The Path to Corporate Responsibility," Harvard Business Review</i> (December 2004), (Simon Zadeck) - <i>"Strategic Management: a stakeholder approach."</i> Cambridge University Press, 2010 (Freeman, R. E.) - <i>"The how and why of a firm's approach to CSR and sustainability: a case study of a large European company"</i>, Songini L., Pistoni A, Perrone O., <i>Journal of Management and Governance</i>, ISSN 1385-3457 Volume 20, No. 3, Springer 2016 - ISSN: 1572-963X, online publication 2015 - <i>"The SDGS in the reports of the Italian companies"</i>, research document n.16, Venturelli A., Minoja M., Perrone O. et al., (GBS), Franco Angeli, 2019, ISBN 9788891797537 - <i>"Corporate Social Responsibility and Human Rights Abuses. A comparison of the Strategies adopted by Advanced Country and BRIC Multinationals"</i>, Giuliani E, Perrone O. et al., <i>Politeia</i> p.34-54, v.106, 2012 - <i>"Leading Sustainable Change, An Organizational Perspective"</i>, (Edited by Rebecca Henderson, Ranjay Gulati, and Michael Tushman), Oxford University Press, 2015
<p>13. Obiettivi formativi della disciplina Massimo 3600 caratteri, spazi inclusi</p>	<p>Italiano:</p> <p>Inglese:</p> <p>The idea that a firm has responsibilities towards society seems to be enjoying a growing consensus in the international community. However, compliance and the implementation of responsible behaviour by companies is difficult to establish, since there remains the critical issue of how to combine sustainability with the current logic of the market and business processes. This course is for students interested in corporate social responsibility studies and related implications for business and society. To manage the corporate conduct issues today means to be able to integrate the external and internal interests into the business strategy, and to manage the external relations and the internal processes and mechanisms in line with the business goals and the stakeholders' pressures at the same time. The course aims, in particular, to help students to improve their knowledge and skills related to the social and environmental aspects of the business dimension. They will learn how to assess human rights risks in a business and exercise due diligence through stakeholder engagement.</p> <p>Starting first from the definition of Corporate Social Responsibility, Sustainability and Share Value, then going through the business tools the company and the practitioners can use to value their best practices and skills outside. The scope is to develop the ability to identify the core issues related to the link between Business and Society in order to highlight the strategic point of interest and the related processes to implement the best practices and maximize the return on the business goals.</p> <p>Furthermore, the students will apply their learnings with professionals from the private sector through case studies, exercises and role-play which will help to build their practical skills.</p>
<p>14. Prerequisiti Es. conoscenza di lingue</p>	<p>To have knowledge related to Business Management, Business Strategy, Corporate Governance is strongly suggested, as well as to participate in class using a</p>

<i>straniere o altro tipo di conoscenze</i>	proactive approach and working in groups.
15. Metodi didattici	The course consists of lectures, practical examples and discussions, interactive lessons supported by power point presentations and case studies analysis. The students are encouraged to work in groups and to carry out presentations of their critical analysis on the relevant business practices. Seminars and/or meeting with experts will be also provided. Possibility to host some business managers and other representatives of the important stakeholders in the strategic corporate responsibility conduct issues. The opportunity to work with professionals will be proposed to students in order to foster knowledge, share experience and hone practical skills. The active participation in class is encouraged.
16. Descrizione delle modalità e dei criteri di verifica dell'apprendimento	<p>Italiano:</p> <p>Inglese:</p> <p>The final exam is intended to verify the student's comprehension of the topics analyzed during the lessons. The final evaluation aims to verify the understanding of the relevant issues related to the implications of the corporate business conduct for the business strategies and models, and for society. The acquisition of instruments to manage these implications and the relative risks, at global and local level, represent the key element of success to pass the exam.</p> <p><u>For the attending students</u>, the final exam is oral, based on a discussion with the professor about the core issues explored during the course, and on the candidate's critical capacity to support his/her final opinion about the relevant subjects and items of the course. The final evaluation will be made of two parts: teamwork with presentation and discussion in class (50% of final evaluation); and an essay on a specific business case and the final oral exam (50% of final evaluation). The evaluation approach will consider the results of the working groups, the comparison between a previous test and a final test based on open questions aimed at evaluating the knowledge acquired, the essay, and the oral exam. In detail the criteria for the evaluation are based on: the level of the knowledge acquired, students' active participation in classroom, their ability to fully understand and critically analyze the concepts and the literature presented in the classrooms or assigned at home (from 5 to 10 marks), and the active and regular participation to the course (3 marks, the 70% of attendance is required), the working groups (2 marks, based on the students' ability to prepare and effectively present the subjects assigned and on the students' ability to work in team). The final essay and the oral exam are necessary to pass the exam.</p> <p><u>For the non-attending students</u>, the final exam will be made of two parts: the written exam, a test with close and open questions (50% of final evaluation); and the oral exam (50% of final evaluation).</p>
17. Criteri per l'assegnazione dell'elaborato finale	In order to verify the student's comprehension of the main topics of the course, <u>for the attending students</u> , the final essay is based on the core issues explored during the lessons, in particular on the business cases analyzed. <u>For the non-attending students</u> , the written exam is based on a test with close and open questions.
18. Risultati di apprendimento atteso (secondo i descrittori di Dublino): <i>Conoscenza e capacità di comprensione</i>	Students will have the possibility to improve their knowledge of business strategies and mechanisms so as to be able to integrate the social instances into the firms' visions and processes to be competitive in the global market, including multinational companies as well as small companies in different ways. In particular, students will understand the complex process whereby to manage business goals from a company perspective and in consideration of the stakeholders' pressures on the corporate business conduct with regards to the social and environmental issues at global and local level.
19. Risultati di apprendimento atteso (secondo i descrittori di Dublino):	The course participants will be able to learn the disclosure implications of corporate social responsibility and sustainability frameworks, also thanks to the analysis of the tools and mechanisms concerning corporate social responsibility, corporate positioning and the reporting procedures. The main approaches and

<i>Conoscenza e capacità di comprensione applicate</i>	relative implications for the business management and competitiveness results will be analyzed. Also, through the support of scientific papers and case analysis, students will be able to critically learn advanced topics regarding the possibility to manage the social responsibility issues as an opportunity to improve business advantages and to reduce risks or, on the contrary, as representing a problem for company goals. The students will also learn how to assess the impact of their strategies and how to report them to different audiences in a better way.
20. Risultati di apprendimento atteso (secondo i descrittori di Dublino): <i>Autonomia di giudizio</i>	Thanks to the analysis of the main case studies and relevant scientific papers on the topics, the students will be able to improve their ability to develop a critical point of view and make judgements, also through the working group sessions and presentations of the main cases analyzed in class, and the final essay on their observations in this regard.
21. Risultati di apprendimento atteso (secondo i descrittori di Dublino): <i>Abilità comunicative</i>	Students will learn the technical language and knowledge related to the core topics of the course, based on the relevant papers, books and other materials suggested to prepare the final exam. Moreover, the working groups and presentation sessions will help the students to improve their knowledge of the topics and related communications skills and approaches.
22. Risultati di apprendimento atteso (secondo i descrittori di Dublino): <i>Capacità di apprendere</i>	Students will be supported to understand and learn how to analyze the complex scenario from both the points of view (business and society), to focus on the core implications of corporate social responsibility issues for companies (large and small), institutions, and civil society. They will also learn to identify the relevant mechanisms and tools of the topics of the course. In particular, their abilities to develop a critical point of view and an analytical approach will be improved, as well as their capacity to compare different cases and problems through simulation sessions in class.

3 April 2021, Copenhagen
 ORIANA PERRONE

