

**UCEAP FRANCE PROGRAM
PARIS, FRANCE**

**SOCIAL JUSTICE IN BUSINESS: CORPORATE SOCIAL RESPONSIBILITY (CSR) IN FRANCE
BUSINESS ADMIN 151**

WINTER 2020

1. COURSE INFORMATION

Class Times: 10am-12pm T/TH (unless otherwise indicated on course schedule)
Class Location: ACCENT Study Center
Language of Instruction: English
UC Quarter/Semester Credits: 5/3.33
UCEAP Course Subject Area(s): Business Admin, Legal Studies, Sociology, French
Course Duration (weeks): 10 weeks

2. FACULTY INFORMATION

Faculty: Ruchi Anand, Ph.D.
Faculty Contact Information: ruchi.anand@ags.edu
Office: UC Paris Study Center
Office Hours: by appointment

3. COURSE DESCRIPTION

Twelve French companies appear in the top 100 on Corporate Knights 2017 list of most sustainable companies. France with the UK stood at 11th position whereas the US at 19th position for global leadership in corporate social responsibility, or CSR. Companies subject to the legislation surrounding CSR must establish and implement a stringent and enforceable plan that not only aspires to identify but also to prevent human rights' violations, breaches of fundamental freedoms, violations of health and safety rights of people, as well as environmental damages. CSR, defined by the European Commission as "companies taking responsibility for their impact on society," is an increasingly important issue on the international agenda and is the subject of negotiations within many bodies. These negotiations deal with environmental, social and societal issues, thus covering many areas (e.g. human rights, corruption, supply chain, transfer prices, taxation, bio-diversity) and are taking place within very diverse institutions.

This course on CSR in France aims at 1) developing an interest in the corporate world from a 'social responsibility perspective' and with a specific focus on French companies 2) evaluating whether organizations should diversify and expand their focus from serving stockholders to diverse stakeholders (e.g., environment, women, minorities), 3) asking and attempting to answer complex questions without arriving at simple solutions. Questions include the obligations that French businesses have to the society in which they operate and whether (and if so, under what conditions) can the interests of corporations and their outside stakeholders be aligned, 4) understanding the meaning of CSR, its definitions, how to map out stakeholders, how to combine ethics and corporate behavior, how to conduct performance evaluations and reporting, the impact of globalization and strategies for CSR, the roles and styles of leadership for successful CSR, 5) Interrogating CSR using real world examples of corporations in France (e.g., BNP, Air France, Coke, Starbucks, Honda, Nike, Allianz etc.), 6) interactive exchanges in written and oral forms to allow students to develop skills that they can use as future managers, employees or social actors who suffer injustice at the hands of corporations.

4. COURSE MATERIALS

Course Reader [CR]

5. COURSE LEARNING OUTCOMES

- Developing an interest in the corporate world from a 'social responsibility perspective' by focusing on France.
- Examining the scope and complexity of CSR

- Familiarizing students with theoretical frames and practicalities of CSR
- Demonstrating a multi stakeholder perspective in viewing CSR issues.
- Explaining the vision and mission of corporations to society at large.
- Evaluating the level of commitment to CSR of different organizations and show its competitive advantage.
- Analyzing the impact of CSR on corporate culture.

6. PREREQUISITES

There are no prerequisites for this course.

7. METHODS OF INSTRUCTION

Relying on lectures, powerpoint presentations, short videos, interactive case studies, debates, student participation, discussion leading and student presentations; this class requires high levels of student interest and participation.

8. COURSE REQUIREMENTS

Lectures

Class meetings will last 2.0 hours per session. Class time will be divided between lectures and group discussions in which active student participation is required. Students are expected to read the material assigned for each class and be prepared to discuss the material.

Class Participation

Attendance and active participation are required. Students are expected to do the readings assigned for each class meeting beforehand, and to actively participate in class discussions.

There is a list of study questions attached to every week. Students should come prepared to class to answer questions in relation to the study questions. Both discussion and comments in class are crucial to students' success in this course.

Discussion Leading

Each student is expected to lead discussion on (at least) 1 day of class. Discussion leading implies introducing the subject of the day and giving a list of key arguments from the readings. Students are expected to discussion lead for at least 10 minutes of the class session with some critical evaluation and two discussion questions.

Oral Assessment – Presentations

In groups of two, students are required to research a French company and evaluate it for its CSR. The presentation must be guided by a specific research question related to the Company's principles, policies, laws, strategies, successes and failures. The chosen topics will be approved by the professor after students turn in a topic and a preliminary outline on the day of the mid-term exam. Students will be graded on the clarity, accuracy, and the depth of research of the oral presentation, as well as the ability to answer questions. Presentations should be no more than 20 minutes. Each group will turn in a 1-page handout summarizing the content of their presentations.

Written Assessment – Research Paper

Critical thought and analytical writing are fundamental components of the course and the final grade. The research paper is based on the oral presentation. Students will compose a 6-8 page research paper, in which the oral presentation topic is developed.

Essays will be 6-8 pages long and will include a title, introduction, main body, and conclusion. Essays must be typed, double-spaced in Times New Roman (12pt), and 2.5cm/1-inch margins on all four sides. The essay will be submitted in class on the date specified on the course schedule. No late submissions will be accepted.

Midterm Exam and Final Exam

The midterm and final exams aim at evaluating students' knowledge base, their ability to apply their analytical skills to discussions surrounding the theories and issues of CSR raised in class, their ability to appreciate and discuss the various issues through environmental, social, political, ethical, business, managerial and/or

economic lenses, as well as the actors in CSR. Both the midterm and final exams will cover the material read and discussed in class up to the date of the exam. The exams will be comprised of essay questions.

9. ASSESSMENT AND GRADING CRITERIA

The course will be graded on a 100-point scale, and the final grade will be determined as follows:

➤ Participation	15%
➤ Discussion Leading	5%
➤ Oral Presentation	10%
➤ Research Paper	25%
➤ Midterm Exam	20%
➤ Final Exam	25%

The numerical average will correspond to the following degrees of competence:

90 – 100	<i>Outstanding degree of competence</i>
80 – 89	<i>Good degree of competence</i>
70 – 79	<i>Adequate degree of competence</i>
60 – 69	<i>Basic degree of competence</i>
0 – 59	<i>Failure to demonstrate a basic degree of competence</i>

10. ATTENDANCE POLICY

Attendance is expected in all course meetings, course-related activities and visits/excursions on UCEAP programs.

- Students should plan to arrive on time to all course meetings. Students will be marked absent if they are not present at the start of class. Students will also be marked absent if they skip out early.
- Roll will be called as a matter of course. The class register is the official record of student attendance.
- Absences will adversely affect course participation grades.
Students will be required to meet with the Academic Director if it is determined that their lack of participation in a course has a negative impact on the other students in the class (e.g., group presentations). When appropriate, the Academic Director will confer with UCEAP on disciplinary measures to take, including probation and dismissal from the program.
- No MAKE-UPS for missed work: if a student is absent on a day when there is some form of assessment (quiz, test, presentation, exam, etc.), there will be no make-ups.
- NO LATE ASSIGNMENTS: No late assignments will be accepted and no extensions will be given.
- No guests are allowed to participate in any UCEAP courses or site visits.

11. CLASS ETIQUETTE

Students studying abroad are ambassadors for the University of California and as such, should act with decorum and respect for others at all times. As participants on the UCEAP Winter Quarter Program in Paris students are subject to student conduct policies of UCEAP and ACCENT.

Students should seek to play their part in making the class a success. Students should arrive punctually for classes, taking special care to allow for journey times between the various venues. They should come to class with the necessary materials for taking notes, and bringing with them any books or suchlike required for the class. Students will be responsible for obtaining their own copies of any missed assignments and materials.

Food and drink may NOT be brought into the classroom or consumed during class. Cell phones and other electronic devices should be switched off upon entering the classroom or lecture room.

For more information, please consult the UCEAP Student Conduct and Discipline Policy at http://eap.ucop.edu/Documents/Policies/student_conduct_discipline.pdf.

12. ACADEMIC INTEGRITY

Students should remember that they are still subject to the academic integrity provisions of the University of California. The principle of honesty must be upheld if the integrity of scholarship is to be maintained by an academic community.

This means that all academic work—research papers, exams, and/or other assignments—will be done by the student to whom it is assigned, without unauthorized aid of any kind. Likewise, any act of academic misconduct, such as cheating, fabrication, forgery, plagiarism, or facilitating academic dishonesty, will subject a student to disciplinary action.

For more information, please consult UCEAP Academic Conduct Policy at http://eap.ucop.edu/Documents/Policies/academic_conduct.pdf.

13. STUDENT ACCOMMODATIONS

UCEAP is committed to facilitating welcoming and reasonably accessible programs. Any student who because of a disability may require special arrangements in order to meet course requirement should present appropriate verification from the campus Disability Student Office to UCEAP advisors during the application process, and should contact Paris Director upon arrival to confirm the approved accommodations. No requirement exists that accommodations be made prior to completion of this approved university procedure. Disability status is confidential and should always be discussed in private.

For more information, please consult UCEAP Official website at <http://eap.ucop.edu/Diversity/Pages/students-with-disabilities.aspx>.

14. COURSE SCHEDULE

Date	Contents & Readings	Coursework & Site Visits
WEEK 1	<p>TOPIC: Introduction to the Course and Requirements</p>	<p>Study Questions</p> <ol style="list-style-type: none"> 1. What is CSR? 2. What and why are you interested to know? <p>What have you noticed about businesses in France that is different from your home countries?</p>
	<p>READINGS: What is CSR? Chapter 1, David Crowther and Gular Aras (2008). Corporate Social Responsibility, pp. 10-18. Available at: https://www.kantakji.com/media/3473/z126.pdf</p>	
WEEK 1	<p>TOPIC: France and CSR: Principles, Context, Actors,</p>	<p>Study Questions</p> <ol style="list-style-type: none"> 1. What are some principles of CSR? 2. What does CSR mean in France? 3. What are the various levels of analysis of CSR? 4. What are the 10 principles of the UN Global Compact?
	<p>READINGS: Ministère de l'Europe et des Affaires étrangères (2018). France and Corporate Social Responsibility. Available at: https://www.diplomatie.gouv.fr/en/franch-foreign-policy/economic-diplomacy-foreign-trade/corporate-social-responsibility/</p>	
WEEK 2	<p>TOPIC: Context of CSR-Globalisation</p>	<p>Study Questions?</p> <ol style="list-style-type: none"> 1. How does Globalization affect CSR? 2. Is Globalization a threat to CSR?

	<p>READINGS: Chapter 2 & 7 (Principles of CSR & Globalization and CSR). David Crowther and Gular Aras (2008). Corporate Social Responsibility, pp. 10-18. Available at: https://www.kantakji.com/media/3473/z126.pdf</p> <p>Philip H. Gordon and Sophie Meunier (2002). The French Economy's Adaptation to Globalization Has Been Remarkable, Brookings (Tuesday, April 16, 2002). Available at: https://www.brookings.edu/on-the-record/the-french-economys-adaptation-to-globalization-has-been-remarkable/</p> <p>European Commission (2018). Country Report France 2018 Including an In-Depth Review on the prevention and correction of macroeconomic imbalances Executive summary, pp. 1-3. Available at: https://ec.europa.eu/info/sites/info/files/2018-european-semester-country-report-france-en.pdf</p>	<p>3. How has France adapted to Globalization?</p>
<p>WEEK 2</p>	<p>TOPIC: Theories of CSR</p> <hr/> <p>READINGS: Maimunah Ismail (2009). Corporate Social Responsibility and its Role in Community Development: An International Perspective, <i>The Journal of International Social Research</i>, pp. 199-2009.</p> <p>Chapter 3 (Stakeholders and the Social Contract). David Crowther and Gular Aras (2008). Corporate Social Responsibility, pp. 10-18. Available at: https://www.kantakji.com/media/3473/z126.pdf</p> <p>Blanche Segrestin, Kevin Levillain, & Armand Hatchuel Nov. 29, 2018. French Law Revisits Corporate Purpose, Stanford Social Innovation Review Available at:</p>	<p>Study Questions</p> <ol style="list-style-type: none"> 1. What do theories of CSR seek to do? 2. What is the difference between Utilitarian, Managerial and Relational theories of CSR? 3. Which of these theoretical models does France follow?

	<p>https://www.forbes.com/sites/stevedenning/2018/05/13/france-attacks-the-worlds-dumbest-idea-maximizing-shareholder-value/#4bd53be246f7</p>	
WEEK 3	<p>TOPIC: International Law and MNCs</p> <p>Reading: Ilias Bantekas (2004). Corporate Social Responsibility in International Law, Boston University International Law Journal, Vol. 22, pp. 309-347.</p> <p>Available at: https://www.researchgate.net/publication/265142836_CORPORATE_SOCIAL_RESPONSIBILITY_IN_INTERNATIONAL_LAW</p>	<p>Study Questions</p> <ol style="list-style-type: none"> 1. What are the sources of CSR in International Law? 2. Can international law of CSR be enforced?
WEEK 3	<p>TOPIC: Legal Aspects of MNCs and CSR</p> <p>READINGS: Tineke Lambooy, 'Legal Aspects of Corporate Social Responsibility' (2014). 30(78) Utrecht Journal of International and European Law 1, Available at: http://dx.doi.org/10.5334/ujiel.bz Published: 28 February 2014</p> <p>Tara Van Ho (2017). International Legal Personality of Corporations.</p> <p>Available at: https://www.justsecurity.org/45543/international-legal-personality-corporations-investment-law-answers-supreme-court-question-jesner/</p>	<p>Study Questions</p> <ol style="list-style-type: none"> 1. Are MNCs subjects of international law? 2. Can the UN principles be enforced?
WEEK 4	<p>TOPIC: CSR as a Business Strategy</p> <p>READINGS: José Milton de Sousa Filho, Lilian Soares Outtes Wanderley, Carla Pasa Gómez, Francisca Farache (2010). Strategic Corporate Social Responsibility Management for Competitive Advantage. BAR, Curitiba, v. 7, n. 3, art. 5, July/Sept. 2010, pp. 294-309.</p>	<p>Study Questions</p> <ol style="list-style-type: none"> 1. Explain why CSR is a Business Strategy? 2. How is CSR related to competitive advantage? 3. What are the advantages of a good company image and reputation? 4. How does Carrefour use CSR as a business strategy? <p>Carrefour has received several CSR related awards in France (and other countries).</p>

	<p>Available at: https://www.researchgate.net/publication/45718447_Strategic_Corporate_Social_Responsibility_Management_for_Competitive_Advantage</p>	<p>Ask someone who shops at Carrefour if they know the CSR of the Company (to gauge if that makes a difference)</p> <p>Tell someone who shops at another grocery store about Carrefour to assess if they would be motivated to change where they shop?</p>
WEEK 4	<p>TOPIC:</p> <p>The Importance of Corporate Reputation</p> <hr/> <p>READINGS:</p> <p>Olivier Forlini et Laurent Reynes (2016). <i>Measuring Corporate Reputation: Results from France</i>. CSR RepTrak 2016.</p> <p>Available at: https://www.reputationinstitute.com/sites/default/files/pdfs/2016-France-CSR-RepTrak.pdf</p>	<p>Study Questions:</p> <ol style="list-style-type: none"> 1. What is Corporate Reputation? 2. How is Corporate Reputation measured? 3. What is the conceptual difference between Corporate Reputation and CSR? 4. What do companies with strong reputations have in common? <p>Ask (at least 2) consumers in France (French, if possible) what they care about when choosing between product choices. Do they care about Company reputation?</p> <p>Goal is to evaluate: "What drives trust and support with general public?" (See RepTrak page # 15)</p>
WEEK 5	<p>MID-TERM EXAM REVIEW</p>	<p>Topic and Outline of your final research presentation due (1-2 pages with sources)</p> <p>Please prepare a list of terms, concepts and issues that we've discussed until now (with answers) and be prepared for a Mid-Term Review</p>
WEEK 5	<p>MIDTERM EXAM</p>	
WEEK 6	<p>TOPIC:</p> <p>NGOs and CSR</p> <hr/> <p>READINGS:</p> <p>Sylvaine Poret (2014). Corporate-NGO Partnerships in CSR Activities: Why and How?</p> <p>Available at: https://www6.versailles-grignon.inra.fr/aliss/content/download/3816/37403/version/1/file/AlissWP_2014_04_Poret(CSR).pdf</p> <p>NGO Monitor, February 25, 2015. CSR (Corporate Social</p>	<p>Study Questions</p> <ol style="list-style-type: none"> 1. How do NGOs participate in CSR? 2. What tactics do they use? 3. Is the role of NGOs in checking actions a positive development?

	<p>Responsibility) Companies and Divestment Campaigns in Europe – An Overview.</p> <p>Available at: http://ngo-monitor.org/data/images/File/overview.pdf</p> <p>NGO Monitor. February 25, 2015. France Corporate Social Responsibility (CSR) Report.</p> <p>Available at: http://ngo-monitor.org/data/images/File/France.pdf</p>	
WEEK 6	<p>TOPIC: CSR & Developing Countries</p> <p>READINGS: Kingsly Awang Ollong (2014). The Paradox of Corporate Social Responsibility in Africa: Case of French Multinational Corporations International Journal of Knowledge and Innovation in Business (IJKIB) December 2014, Vol.2, No.1, pp.39-77 Available at: https://mpra.ub.uni-muenchen.de/63777/1/MPRA_paper_63777.pdf</p> <p>17 Main Pros and Cons of Multinational Corporations List of Pros and Cons (https://greengarageblog.org/category/list-of-pros-and-cons)</p>	<p>Study Questions</p> <ol style="list-style-type: none"> 1. What are the paradoxes of CSR in Developing countries? 2. What are the pros and cons of MNCs? 3. Can issues of CSR be resolved when a developed country trades with a developed country's MNC?
WEEK 7	<p>TOPIC: Role of Leadership</p> <p>Readings: Chapter 9 (CSR and Strategy) & 10 (CSR and Leadership), David Crowther and Gular Aras (2008). Corporate Social Responsibility, pp. 10-18. Available at: https://www.kantakji.com/media/3473/z126.pdf</p>	<p>Study Questions</p> <ol style="list-style-type: none"> 1. What are some principles of corporate governance? 2. What are the tasks of a manager? 3. What are the 3 main leadership styles? <p>Find a leader in the French CSR world and talk about his/her leadership style</p>
WEEK 8	<p>TOPIC: French Companies that lead CSR</p> <p>READINGS: Terry Slavin (2018). France briefing: The Companies</p>	<p>Study Questions:</p> <ol style="list-style-type: none"> 1. Which are the best CSR companies in the World? 2. Which are the top CSR companies in France?

	<p>Leading the Pack on CSR. Ethical Corporation.</p> <p>Available at: http://www.ethicalcorp.com/france-briefing-companies-leading-pack-csr</p> <p>Karsten Strauss (2017). The 10 Companies With The Best CSR Reputations In 2017</p> <p>Available at: https://www.forbes.com/sites/karstenstrauss/2017/09/13/the-10-companies-with-the-best-csr-reputations-in-2017/1</p> <p>Companies Leading the Pack</p>	<p>3. What does this list have in common?</p> <p>4. What further work needs to be done?</p>
<i>WEEK 8</i>	<p>TOPIC: CSR Progress Report</p> <hr/> <p>READINGS: UN Global Compact Progress Report 2018.</p> <p>Available at: https://www.unglobalcompact.org/library/5637</p>	<p>Study Questions</p> <ol style="list-style-type: none"> 1. What are the highlights of the UN Compact Progress Report? 2. Is the progress report positive or negative? 3. Is it rhetoric or reality? 4. What further improvements can we expect?
<i>WEEK 9</i>	PRESENTATIONS	
<i>WEEK 9</i>	PRESENTATIONS	
<i>WEEK 10</i>	FINAL EXAM REVIEW	<p>Please prepare a list of terms, concepts and issues that we've discussed from the mid-term exam until now (with answers) and be prepared for a Final Exam Review</p>
<i>WEEK 10</i>	FINAL EXAM	