

Draft Speaker Order May Change

CMGT 577: Communicating Corporate Social Responsibility (CSR) Beyond Rhetoric to Action

Fall 2013, 6:30-9:20 pm Tuesday in ASC 328

Susan Resnick West, Ph.D.

Clinical Professor, Annenberg School of Communication & Journalism

ASC 121E

sresnick@usc.edu

Office Hours: Tuesday 4:00– 5:00 pm

Thurs. 5:00 – 6:30 pm

If you would like to stop in for office hours, please send me an email. I'll make sure I'm in the office. You may also make an apt to see me other times.

"I believe that to really make [CSR] meaningful, your people have to see it. Your customers have to see it. It has to be built into the substance of the company. And there really should be a track record that offers the substantive evidence that this is something the company's deeply engaged in, and not just something that we understand is popular to talk about."

- Anne Mulcahy, Former CEO, Xerox (*Wall Street Journal*, March 9, 2009)

"Given the current economic situation and the fourth estate's scrutiny of companies receiving federal funds and not spending wisely begs for companies to stand up and say, 'we are socially responsible'.... Certainly every single company is taking something from the public good, and they have to give some of that back."

- Ric Grenell, Former SVP, Communications, DaVita (*Personal communication*, March 31, 2009)

Are these opposing or complementary thoughts? Should CSR be seen by the public but not heard too loudly to interfere with the primary business of a company? Does communicating CSR appear self-aggrandizing and therefore detract from the overall goal? Should companies stand up and say they are socially responsible or simply go quietly about their business assuming everyone will notice, assuming that public opinion and fourth estate scrutiny will favor them? Do the shareholders care about CSR or just the value of the stock? Communicating corporate social responsibility is a complex task, one for which there is no universal formula. The above quotes illustrate just two of the many perspectives examined in this course.

Course Summary

Corporate Social Responsibility (CSR), Corporate Citizenship, Triple Bottom Line, and Sustainable Business have all become catchphrases for movements developing within corporations to address the very serious and growing vulnerabilities facing our nation and the world. For simplicity, we will refer to these movements as CSR. CSR includes a company's social and environmental impacts as well as treatment of employees across its supply chain. Reflecting the values of the organization, these impacts and initiatives have the power to also influence an organization's identity.

Once thought to be a method for protecting reputation, research has reinforced the business case for CSR and the role it plays in shaping corporate reputation. With multiple stakeholders including NGO's, governments, the Social Responsible Investment (SRI) community and employees all demanding transparency, communicating CSR is complex. And, as our organizations and world become increasingly connected, stakeholders in and outside the organization are looking for opportunities to participate in

and shape CSR initiatives. Corporate communicators frequently find themselves at the center of these movements charged with extracting the organization’s “story” revolving around a continuum of activities from CSR reporting to employee and stakeholder engagement to the initiation of joint ventures. Communicators operating in this space carry the enormous responsibility of developing and sharing the language by which a company knows itself, and CSR, being all pervasive to an organization, becomes both a strategy and way of being that is highly reliant on people who know how to write well and leverage all available channels to communicate the organization’s CSR message. These roles will become increasingly important as our connectivity increases. All that “connectivity” requires content that has the power to move people who have the power to choose their allegiances.

The course provides an overview of corporate social responsibility, its evolution, various models, metrics and stakeholders as well as key issues in communicating CSR including the use of social media.

At the end of this course students will:

- Understand the roots of CSR
- Understand the critical elements of a CSR initiative
- Understand the CSR communication paradox
- Understand the implementation issues of a CSR initiative
- Be able to conduct an audit of a CSR strategic communication plan for CSR

Assignments/Course Grades	% Of Grade
<p>Individual Class Assignments including:</p> <ul style="list-style-type: none"> • Class reading assignments, case preparation and individual mini-cases describing what you would do in specific situations. <p>These assignments will be graded on a pass/fail basis. All assignments are due before class and should be sent to usc.cmgt577@gmail.com. Full credit will only be given for assignments turned in prior to class.</p>	15
Writing Assignment	5
<p>Individual Paper and Brief Pecha Kucha Presentation: Instructions to be provided separately. Topics to be approved by week 4 Due: Before the start of class Week 8</p>	35
<p>Final Project: The final project is a team paper and presentation. Experience has taught me that students take this course for multiple reasons. Some students want to prepare for a corporate communications job with an emphasis on CSR, others want to “do something” in the field of social responsibility and still others would like to create a socially responsible company. To this end, there are two options for the final project.</p> <p>Option 1: Develop a business plan for a CSR innovation. We will have access to the Annenberg Innovation Lab to assist in project development. Students are encouraged to use this opportunity to develop a project for this years CRUNCH, a competition which awards monetary prizes to fund innovative projects. If you choose this option, please see Dr. West for detailed instructions.</p> <p>Option 2: Conduct a CSR communications audit of an existing Company’s CSR efforts. This option requires students to identify a company/organization with an existing CSR effort or one who would like to start a CSR effort. As</p>	35

<p>part of this option, you are required to make recommendations for improving the organization's CSR efforts. See instructions on blackboard for more information.</p> <p>Option 3: Develop a CSR case study on the current CSR communication challenges and/or opportunities of an organization. Your case study should also include teaching notes as if you were designing this case for a CSR course. See instructions on blackboard for more information.</p> <p>Team and Organization Selection: done by week 4 Presentation: Week 15 Paper Due: The Monday after the presentation</p>	
<p>Feedback: Because two-way communication is critical, after each class session, 1/2 of you will provide written feedback. A feedback schedule will be distributed in class. The feedback should address what's going well and what might be improved and should be emailed to Professor West at usc.cmgt577@gmail.com. She will compile it and share it at the next session. All shared feedback will be anonymous. Since timely feedback will improve our class experience, feedback is due within 24 hours (i.e. by 9:30 pm on Friday).</p> <p>Full credit will only be given for feedback received within 24 hours.</p>	5
<p>Participation: Due to the nature of this course, attendance and participation are crucial for an effective learning environment.</p> <ul style="list-style-type: none"> • Attendance will be taken in each class. • Any absences will be noted and reflected as deductions in the final grade. • For those who constructively participate in class, and contribute to the class's learning the effort will be reflected favorably in your grade. Ask good questions! Help the class learn! 	5
<p>Speakers' Committee: Throughout the semester we will have high-profile guest speakers who are at the forefront of implementing and communicating CSR. A speakers' committee will help coordinate the speakers. Members of this committee will be responsible for introducing the speakers, keeping the speakers abreast of current class activities, and helping the speakers' link the content of their presentations to the course content. Members of the committee will also have dinner with the speakers. You may volunteer to serve on this committee. Extra credit will be given to those who volunteer and do a good job.</p>	TBD

Academic Integrity Policy

The Annenberg School for Communication is committed to upholding the University's Academic Integrity code as detailed in the SCampus Guide. It is the policy of the School of Communication to report all violations of the code. Any serious violation or pattern of violations of the Academic Integrity Code will result in the student's expulsion from the Communication major or minor. It is particularly important that you are aware of and avoid plagiarism, cheating on exams, fabricating data for a project, submitting a paper to more than one professor, or submitting a paper authored by anyone other than yourself. If you have doubts about any of these practices, confer with a faculty member.

Disability Policy

Students requesting academic accommodations based on a disability are required to register with Disability Services and Programs (DSP) each semester. A letter of verification for approved

accommodations can be obtained from DSP when adequate documentation is filed. Please be sure the letter is delivered to me (or to the TA) as early in the semester as possible. DSP is open Monday-Friday, 8:30-5:00. The office is in Student Union 301 and their phone number is (213) 740-0776.

Topics, Readings, and Assignments

Please note: Because of the distinction of our speakers and the demands of their schedules, all appearances are subject to change.

Except for cases available at the HBR online site and books, all readings are on Blackboard. Books may be purchased at the USC Bookstore or online. Instructions for purchasing the HBR cases are listed on Blackboard and at the end of the syllabus. Specific reading and assignments are listed on blackboard by week.

Schedule

Week 1 August 26	Topic: Intro, Overview and Experiential Activity
Week 2 Sept 3	Topic: The Triple Bottom Line Sweet Spot
Week 3 Sept. 10	Topic: Shared Value Porter and Kramer – From Strategy and Society to Shared Value Readings on Shareholder Value Cases: Burts Bees, GAP and Forest Ethics, the “Greening of Paper” and Victoria Secrets
Week 4 Sept 17	Topic: Lessons on Launching and Sustaining Sustainability Efforts Case: Wal-Mart
Week 5 Sept 24	Topic: Strategic Alliances Case: Timberland
Week 6 Oct 1	Topic: GRI and Communicating in the CSR Environmental space Guest: Candace Hodder – GRI Certified Consultant and Sustainability Communication Manager Clean Agency
Week 7 Oct 8	Topic: Employee Engagement and the War for Talent Exercise: Energy Diagnostic
Week 8 Oct 15	Midterm Presentations
Week 9 Oct 22	Topic: CSR @Cisco Case: Partnership for Lebanon and Cisco Systems Guest: Ron Ricci Senior Vice President for Corporate Positioning Cisco
Week 10 Oct 29	Topic: Anatomy of a CSR report Guest: Kirk Stewart Executive Vice President and Leader of the Corporate Communication Practice APCO Worldwide
Week 11 Nov 5	Topic: CSR, Cultural Context and The Internet Cases: Novo Nordisk, Google in China, Coke in India and Socially Responsible to Whom?
Week 12 Nov 12	Topic: CSR in the Entertainment Industry Guest: Sally Lee, VP CSR Warner Bros.
Week 13 Nov 19	Topic: Levi’s Water<Less™ Jeans Guest: Jason McBriarty Director, Global Community Affairs Levi Strauss Foundation
Week 14 Nov 26	Team Meetings Thanksgiving Weeks
Week 15	Final Group Presentations

Instructions for Harvard Reader

Dear Student,

You have registered for Cmgt 577: Communicating CSR F13 (21765).

This message explains how to get the course materials you need for class on the Harvard Business Publishing for Educators web site.

Course link:

<https://cb.hbsp.harvard.edu/cbmp/access/20461202>

You need to register on the site to create a user name if you do not already have one.

Some course materials are PDF documents and you can open them with Adobe Reader.

eLearning materials include a link you can use to gain access to them.

Some course materials may not be available in digital format and these will be shipped to you.

You will have access to the course materials for 6 months.

After you register, you can get to the coursepack at any time by doing the following:

1. Visit hbsp.harvard.edu and log in.
2. Click **My Coursepacks**, and then click Cmgt 577: Communicating CSR F13

I hope you find this a convenient way to get your required course materials. If you have any questions, please contact me at sresnick@usc.edu.

Thank you.

COURSE DETAILS

Professor: Susan Resnick West

Coursepack Name: Cmgt 577: Communicating CSR F13

Course Number: 21765

Course Start Date: Aug 18, 2013

Course End Date: Feb 18, 2014

Reference Code: 20461202

For technical assistance, please contact the Harvard Business Publishing Tech Help line at [\(800\) 810-8858](tel:8008108858) (outside the U.S. and Canada, call [617-783-7700](tel:6177837700)); or email techhelp@hbsp.harvard.edu. Our business hours are 8 am - 8 pm ET, Monday-Thursday, and 8 am - 7 pm ET on Friday.