



**Seminar 570  
Seminar in Corporate Social Responsibility**

Spring Term 2015

**Course Objective**

The course assesses the landscape of Corporate Social Responsibility (CSR) in theory and practice. It introduces the major themes and players that currently drive the agenda. The aim of the class is to bridge theory and practice of CSR by highlighting the implementation challenges of CSR. These challenges are closely linked to the perceived legitimacy of corporate activities.

The course sensitizes students for ethically critical issues and highlights aspects of responsibility on the organizational level and the individual level. The students will develop and present relevant topics of this field and will learn more about ongoing research projects of the Chair of Foundations of Business Administration and Theories of the Firm.

The class sessions will be interactive, with emphasis on discussion. Students will be expected to write a seminar paper and prepare a presentation.

**Lecturer**

Dr. Christian Vöggtlin  
Email: [christian.voegtlin@uzh.ch](mailto:christian.voegtlin@uzh.ch)

Hannah Trittin, M.A.  
Email: [hannah.trittin@business.uzh.ch](mailto:hannah.trittin@business.uzh.ch)

**Administrative Details**

Time: Tuesdays from 8:00h to 12:00h.  
Location: Seminarraum UNK-E-2, Universitätsstr. 84, 8006 Zürich  
(Tram-Station Winkelriedstr., Line 9 & 10).

In the first session the course outline will be presented and students have to sign up for a topic. In order to get credit for the course, students have to write a seminar paper, present their findings to the class, and participate in the seminar meetings. The deadline for the module-booking of this course is March 13, 2015. The successful completion of the seminar accounts for **3 ECTS-Points**, which can be credited to MA: BWL 5. The students will be provided access to the reading material at the beginning of the course.





**The deadline for handing in the seminar papers is June 8, 2015.** Yet, we strongly advise all participants to use the second half of the semester to finish the papers and hand them in before the other exams start. The papers have to be written in English.

All questions concerning the seminar can be directed to the lecturer:  
[christian.voegtlin@uzh.ch](mailto:christian.voegtlin@uzh.ch) or [hannah.trittin@business.uzh.ch](mailto:hannah.trittin@business.uzh.ch)

### **Introductory Literature on How to Write Scientific Papers:**

Bänsch, A., & Alewell 2009. **Wissenschaftliches Arbeiten**, München: Oldenbourg.

Huff, A. S. 1999. **Writing for scholarly publication**, Thousand Oaks, USA: Sage.

Huff, A. S. 2009. **Designing research for publication**, London: Sage.

Sachs, S., & Hauser, A. 2002. **Das ABC der betriebswirtschaftlichen Forschung: Anleitung zum wissenschaftlichen Arbeiten**, Zürich: Versus.

Theisen, R. 2012. **Wissenschaftliches Arbeiten: Technik-Methodik-Form**, 15. Auflage, München: Vahlen.

For further guidelines on how to write scientific papers, please refer to the download box on our homepage: <http://www.business.uzh.ch/professorships/as/themenliste.html>

### **Handbooks Related to the Seminar Topics:**

Brenkert, G.G., & Beauchamp, T.L. 2010. **The Oxford handbook of business ethics**. Oxford, New York: Oxford University Press.

Crane, A., McWilliams, A., Matten, D., Moon, J., & Siegel, D.S. 2008. **The Oxford handbook of corporate social responsibility**. Oxford, New York: Oxford University Press.

Doh, J.P., & Stumpf, S.A. 2005. **Handbook on responsible leadership and governance in global business**. Cheltenham: Edward Elgar.

Ihlen, Ø., Bartlett, J., & May, S. 2011. **Handbook on communication and corporate social responsibility**. 1st ed.. Oxford: Wiley-Blackwell

Scherer, A.G., & Palazzo, G. 2008. **Handbook of research on global corporate citizenship**. Cheltenham: Edward Elgar.

Yukl, G. 2012. **Leadership in organizations**. 8th ed.. New Jersey: Pearson Prentice Hall.

**CSR Blog of two renowned scholars in the field:** <http://craneandmatten.blogspot.ch/>



## **A Note on Plagiarism**

Plagiarism is defined as the use of another person's ideas, knowledge, or language without appropriate crediting of the source. Plagiarism is theft of intellectual property, and therefore is a serious offense. It cannot be tolerated in academic work. Any evidence of plagiarism in a student paper will result in a failing grade for the course. It is also inappropriate to use very long quotes from an author even if the material is properly cited and enclosed in quotation marks. Such a practice raises the possibility that students do not really understand the material they are quoting. Ideas should be expressed in the students' own words except for the occasional use of quotations from other sources to highlight or support specific points. For further information see the *Harvard Guide for Using Sources* and its guidelines on avoiding plagiarism: <http://isites.harvard.edu/icb/icb.do?keyword=k70847&tabgroupid=icb.tabgroup106849>

## **Course Outline**

In the following you will find the themes we will address during the course. The readings listed under each theme provide you with a preliminary introduction to the literature in that field. The references in italics are for those of you who are interested in an introduction to the topic, we encourage all students to read them before class. Reading them will facilitate group discussions in class. These texts will be provided to you by the course instructor. The students preparing the presentations should do further literature research. As a starting point, students can use the introductory references attached to each theme.

The following research questions can guide you in preparing your presentations as well as your papers:

- (1) What is the theoretical/scientific relevance of the phenomenon you study?
- (2) What is the practical relevance of the topic you analyze?
- (3) What are the challenges for multinational corporations or their employees in relation to the topic you analyze?
- (4) What are possible solutions?
- (5) What are theoretical and practical implications that can be derived from these solutions?

## **Grading Weights**

Seminar Paper	60%
Presentation	30%
Attendance and participation in class discussion	10%



### **Theme 1: Introduction into the Field of CSR: The Implications of Globalization**

The seminar will start with a general introduction into the field of Corporate Social Responsibility (CSR). An emphasis will be placed on the challenges of globalization and the post-national constellation for the multinational corporation. Further, the general themes of the seminar will be introduced and the research program of the Chair of Foundations of Business Administration and Theories of the Firm in relation to issues of CSR will be presented.

#### References:

Beck, U. 2000. **What is globalization?** Cambridge: Polity Press.

Habermas, J. 2001. **The postnational constellation: Political essays.** Cambridge, UK: Polity Press.

Scherer, A.G., & Palazzo, G. 2008. *Globalization and corporate social responsibility.* In A. Crane, A. McWilliams, D. Matten, J. Moon & D.S. Siegel (Eds.) **The Oxford handbook of corporate social responsibility: 413-431.** Oxford: Oxford University Press.

Scherer, A.G., Palazzo, G., & Matten, D. 2009. Globalization as a challenge for business responsibilities. **Business Ethics Quarterly**, 19(3): 327-347.

### **Theme 2: How to Write your Seminar Paper**

In the first session you will get an additional introduction on how to write your seminar paper. We will examine the structure and content of a scientific paper and highlight the important aspects you need to consider when preparing your presentation and paper.

### **Theme 3: Case Study**

A current case study that deals with issues in CSR will serve as an introduction to the course. The study will be distributed at the beginning of the seminar and will be discussed in class.

### **Theme 4: Theoretical Foundation: Corporate Social Responsibility (CSR)**

In an ongoing globalization process, organizations are faced with changing environmental conditions and growing demands of internal and external stakeholders. This in turn enhances the pressure on firms to engage in corporate social responsibility initiatives in order to address these challenges.

The expanding role of the business corporation in society is discussed in the scholarly literature under the umbrella term of corporate social responsibility. CSR is becoming a broad field within management research. Its scholarly roots can be traced back to the 1950s.



Yet, it gained momentum in the 1990s and evolved into a concept that is discussed from very different theoretical perspectives and that is defined in multiple ways. The aim of this session would be, first to give an overview of the concept of CSR and its related theories and critically evaluate them in the light of the globalization challenges and current empirical developments.

References:

- Aguinis, H., & Glavas, A. 2012. What we know and don't know about corporate social responsibility. **Journal of Management**, 38(4): 932-968.
- Carroll, A.B. 1999. Corporate social responsibility: Evolution of a definitional construct. **Business & Society**, 38(3): 268-295.
- Garriga, E., & Melé, D. 2004. *Corporate social responsibility theories: Mapping the territory*. **Journal of Business Ethics**, 53: 51-71.
- Matten, D., & Moon, J. 2008. "Implicit" and "explicit" CSR: A conceptual framework for a comparative understanding of corporate social responsibility. **Academy of Management Review**, 33(2): 404-424.

**Theme 5: Guest Lecture (TBD)**

**Theme 6: Theoretical Foundation: Corporate Citizenship and the Firm as a Political Actor**

Globalization can be understood as the intensification of social interrelations among distant locations. This process is initiated and advanced by a number of decisive factors (e.g., political decisions on deregulation and liberalization; political upheavals; technological advancements; and socio-cultural processes). As a result, the regulatory power of nation state governance is eroding and multinational corporations begin to operate increasingly in a complex and uncertain environment with gaps in regulation and ill-defined rules of appropriate business conduct.

It can be observed that business organizations have started to change their role from one of simply following the rules to one of co-creating the rules of the economic game. They already assume social and political responsibilities that once were regarded as belonging to government (e.g., the production of public goods). As such, business firms engage in political activities or behave as political actors on a global level. These developments have implications for the role of the firm. Theoretical conceptualizations have begun to address this new, political role. The aim is to provide an overview of the challenges of globalization for the firm, as well as critically reflect on the political role organizations are assuming.

References:

- Crane, A., Matten, D., & Moon, J. 2008. The emergence of corporate citizenship: Historical development and alternative perspectives. In A.G. Scherer & G. Palazzo



(Eds.) **Handbook of research on global corporate citizenship**. Cheltenham: Edward Elgar, S. 25-49.

Matten, D., & Crane, A. 2005. Corporate citizenship: Toward an extended theoretical conceptualization. **Academy of Management Review**, 30(1): 166-179.

Mirvis, P., & Googins, B. 2006. Stages of corporate citizenship. **California Management Review**, 48(2): 104-126.

*Scherer, A.G., & Palazzo, G. 2011. 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. Journal of Management Studies, 48(4): 899-931.*

### **Theme 7: The Corporation in Global Business: Global Governance and Self-Regulatory CSR Initiatives**

Global governance is concerned with how to govern global activities and how to impose rules and regulations in a transnational context. Due to the globalization process, nation states lose part of their regulatory power over the multinational corporation. However, the capacity of nation state governance is only partly compensated by the contributions of international organizations and private or civil society actors, such as industry associations, business firms or NGOs.

In global governance, private actors and civil society actors engage with the production of public goods either with the help of governmental institutions or without their support. The aim is to analyze the interplay between the different actors who participate in global governance and to discuss the purpose, legitimacy and effectiveness of selected self-regulatory initiatives.

#### References:

Abbott, K.W., & Snidal, D. 2010. International regulation without international government: Improving IO performance through orchestration. **Review of International Organizations**, 5(3): 315-344.

Gilbert, D.U., Rasche, A., & Waddock, S. 2011. Accountability in a global economy: The emergence of international accountability standards. **Business Ethics Quarterly**, 21(1): 23-44.

*Wolf, K.D. 2008. Emerging patterns of global governance: The new interplay between the state, business and civil society. In A.G. Scherer & G. Palazzo (Eds.), Handbook of research on global corporate citizenship. Cheltenham: Edward Elgar, S. 225-248.*

Levy, D.L., & Kaplan, R. 2008. Corporate social responsibility and theories of global governance: Strategic contestation in global issue arenas. In A. Crane, A. McWilliams, D. Matten, J. Moon & D.S. Siegel (Eds.), **The Oxford handbook of corporate social responsibility**: 432-451. Oxford: Oxford University Press.



## Theme 8: CSR and Communication: The Role of New Media for Building and Maintaining Organizational Legitimacy

Gaining and maintaining organizational legitimacy is one of the main challenges organizations in global business are facing. Legitimacy is crucial for an organization, as it improves its survival chances, grants better access to resources, and reduces the chances of opposition for the organizations constituencies. However, in today's networked society, this has become an increasingly challenging.

In recent years, corporations have experienced a change in their public perception. Business organizations and their representatives are increasingly confronted with increasing societal scrutiny that transcends mere economic performance through a growing concern for social and environmental issues. New media make it possible for all kinds of social actors to criticize publicly and openly organizational behavior. This in turn has increased the need for organizations to secure or (re-)build their (moral) legitimacy through the use of new media.

This challenge offers a starting point for the evaluation of how organizations aim to legitimize their conduct through the use of new media, such as social media. The aim is therefore, to analyze the challenges of and possible reactions to gaining and maintaining organizational legitimacy in new media.

### References:

- Capriotti, P. 2011. Communicating corporate social responsibility through the internet and social media. In Ø. Ihlen, J. Bartlett, & S. May (Eds.). **The handbook of communication and corporate social responsibility**: 358-378. Oxford, UK: Wiley.
- Palazzo, G. & Scherer, A.G. 2006. Corporate legitimacy as deliberation: A communicative framework. **Journal of Business Ethics**, 66(1): 71-88.
- Suchman, M.C. 1995. Managing legitimacy: Strategic and institutional approaches. **Academy of Management Review**, 20(3): 571-610.
- Veil, S. R., Sellnow, T., & Petrun, E. (2011). Hoaxes and the paradoxical challenges of restoring legitimacy: Dominos' response to its YouTube crisis. **Management Communication Quarterly**, 26(2): 322-345.

## Theme 9: The Corporation in Global Business: CSR and the Consumer

Business corporations' engagement with CSR is triggered by consumer choices. However, while, on the one hand, consumers can affect the extent corporations engage with CSR, corporations on the other hand can use CSR signals to differentiate products, attract new customers and get a price premium for CSR products. The customer, as a crucial stakeholder of a corporation, becomes even more powerful, but also more approachable in the role of the consumer. The CSR engagement of corporations selling products directly to the consumer can become a competitive advantage or a liability, if not accounted for.



There are two possibilities of approaching this topic. First, the focus can be placed on the impact of the consumer on the CSR engagement of business firms, addressing issues like the impact of consumer boycotts. The challenges of a specific industry can be used to illustrate the problematic. The second possibility to present this topic is to focus on the impact of CSR on the consumer, addressing issues like the influence of CSR on purchase decisions, price, or the impact of CSR related product labelling.

References:

- Ballet, J., Bhukuth, A., & Carimentrand, A. 2014. *Child Labor and responsible consumers: From boycotts to social labels: Illustrated by the Indian hand-knotted carpet industry.* **Business & Society**, 53(1): 71-104.
- Mohr, L.A., & Webb, D.J. 2005. The effects of corporate social responsibility and price on consumer responses. **Journal of Consumer Affairs**, 39(1): 121-147.
- Singh, J., Iglesias, O., & Batista-Foguet, J. 2012. Does having an ethical brand matter? The Influence of consumer perceived ethicality on trust, affect and loyalty. **Journal of Business Ethics**, 111(4): 541-549.
- Torelli, C.J., Monga, A.B., & Kaikati, A.M. 2012. Doing poorly by doing good: Corporate social responsibility and brand concepts. **Journal of Consumer Research**, 38(5): 948-963.

**Theme 10: Guest Lecture (TBD)**

**Theme 11: Implementing CSR: The Role of Communication**

After focusing on the macro-level of the business firm in an international context, we now turn to questions on implementing CSR. We start this part of the seminar with an evaluation of the role of CSR communication for organizations. Relevant topics include the organizational need and purpose of CSR communication, the relation between implementation ('action') and communication ('talk') on CSR (including the danger of "greenwashing" and the idea of aspirational talk) as well as the role of organizational structures in implementing and communicating CSR. The aim is to give an introduction of the challenges of implementing and communicating CSR for the organization, thereby highlighting relevant aspects on the organizational level.

References:

- Baumann-Pauly, D., Wickert, C., Spence, L., & Scherer, A. G. 2013. *Organizing corporate social responsibility in small and large firms: Size matters.* **Journal of Business Ethics**, 115: 693-705.
- Christensen, L.T., Morsing, M., & Thyssen, O. 2013. CSR as aspirational talk. **Organization**, 20(3): 372-393.
- Golob U., Podnar K., Elving W.J., Nielsen A.E., Thomsen, C., & Schultz, F. 2013. CSR communication: quo vadis? **Corporate Communications: An International Journal**, 18(2): 176-192





Schoeneborn, D., & Trittin, H. 2013, "Transcending transmission: Towards a constitutive perspective on CSR communication", **Corporate Communications: An International Journal**, 18(2): 193-211.

### **Theme 12: Implementing CSR: Challenges and Implications for Diversity Management**

Diversity management can be understood as an important area of CSR in a globalized world. By managing diversity, organizations seek to benefit from the differences of their members while simultaneously reducing the costs that may arise by such differences. Thus, diversity management comprises the implementation of human resource management practices such as awareness and value trainings, recruitment and retention procedures, the implementation of quota systems as well as the introduction of diversity management offices and responsible managers. However, diversity management also confronts organizations with ethical challenges, such as the in- and exclusion or stigmatization of particular organizational members, such as ethnic minorities. The aim of this session is to analyze the challenges of engaging in diversity management for organizations, their members and society at large.

#### References:

- Janssens, M., & Zanoni, P. 2005. Many diversities for many services: Theorizing diversity (management) in service companies. *Human Relations*, 58(3), 311–340.
- Jonsen, K., Tatli, A., Özbilgin, M. F., & Bell, M. P. 2013. The tragedy of the uncommons: Reframing workforce diversity. *Human Relations*, 66(2), 271–294.
- Scott, K. A., Heathcote, J. M., & Gruman, J. A. (2011). *The diverse organization: Finding gold at the end of the rainbow*. *Human Resource Management*, 50(6), 735–755.
- Trittin, H., & Schoeneborn, D. (Under review). Diversity as polyphony: Diversity management reconstructed from a communication-centered perspective. Working paper. Available at OLAT.

### **Theme 13: Implementing CSR: The Role of Responsible Leadership**

An ongoing globalization process that is present in all relevant parts of social life, from economic to cultural globalization, has implications for the way leaders in business organizations interact. Leaders working in organizations are on the one hand faced with a growing global competition and the increased economic pressure to maximize profits exerted by their shareholders and international stockholders. On the other hand, they have to respond to growing demands of multiple internal and external stakeholders. This challenge of interacting with many different stakeholder groups in a pluralizing society has triggered research on responsible leadership.

The complexity and dynamic of global business require from organizations a continuous adaption to new circumstances. These challenges of securing the legitimacy of the



organization and the reaction to unforeseen stakeholder demands are difficult to anticipate and to incorporate in a strict process of planning. Leaders in organizations have first, the position power, the resources and the discretion; and second the flexibility in contrast to structural solutions to react to short term events adequately and in due time. The questions that remain are: what do these challenges imply for leadership? And how can leaders address them?

References:

Pless, N. M., Maak, T., & Stahl, G. K. 2011. Developing responsible global leaders through international service-learning programs: The Ulysses experience. **Academy of Management Learning & Education**, 10: 237-260.

*Pless, N.M., Maak, T., & Waldman, D.A. 2012. Different approaches toward doing the right thing: Mapping the responsibility orientations of leaders. **Academy of Management Perspectives**, 26(4): 51-65.*

Voegtlin, C., Patzer, M., & Scherer, A.G. 2012. Responsible leadership in global business: A new approach to leadership and its multi-level outcomes. **Journal of Business Ethics**, 105(1): 1-16.

Waldman, D.A. & Galvin, B.M. 2008. Alternative perspectives of responsible leadership. **Organizational Dynamics**, 37(4): 327-341.

#### **Theme 14: Case Study**

A case study that deals with issues in CSR will serve as the foundation of further in-class discussion and will give the students the change to apply the knowledge they have gained throughout this seminar. The study will be distributed at the beginning of the seminar and will be discussed in class.