Course title: Managing Sustainability in Transnational Business
Course code: BUSI 3006 SBLC / MGMT 3001 SBLC
Programs offering course: Accelerated Chinese Language, Business, Language and Culture, China in a Global Context
Language of instruction: English
U.S. semester credits: 3.00
Contact hours: 45.00
Term: Spring 2021

Course Description

This course will provide an overview on the development of Corporate Social Responsibility (CSR) in China in comparison with North American and European countries. It aims to help students build a global perspective of CSR and sustainable business, with a strong mindset of applying practical knowledge to local issues. We will explore all essential CSR subjects, including environmental footprint, community involvement & development, fair operating practices, labor practices, and supply chain management, in a context of addressing challenges faced by transnational companies engaging various sets of stakeholders in different geographic territories. With a special emphasis on China, students will study actual cases in MNCs’ China operation. This course also plans to cover more advanced topics such as Corporate Social Innovation and CSR-related public policy in China if time permits.

Learning Objectives

By completing this course, students will:

- Use the concepts, principles and theories of CSR to explain the rationale of companies actively pursuing a Corporate Citizenship to gain sustainable competitiveness.
- Reference and identify best CSR practices of multinationals, including the strategy and structure applied, as well as approaches taken in all CSR aspects.
- Analyse stakeholder relationship in a complex business environment, apply managerial tools and formulate strategy to address varied CSR/Sustainability issues.
- Exhibit an open-minded global perspective and possed capability to handle complex cross-board business challenges.

Course Prerequisites

Knowledge in international relations, public policy, general management, microeconomics, accounting, finance, marketing, organizational behavior and human resource will be helpful but not compulsory.

Methods of Instruction

Lectures: lectures will consist of an open discussion on real business scenarios faced by U.S. companies in China followed by a PowerPoint presentation based on the readings. Other activities will include debates and role plays.

Field trips: The whole class will have the opportunity to visit two U.S. companies and their stakeholders in Shanghai and have conversations with the senior executives. A community service field trip will be part of this program for the students to gain better understanding on civil society development in China.

Guest lectures: We are inviting CSR experts and business/NGO leaders to provide insight and first-hand expertise on related CSR subjects.

Students will be expected to read around fifty pages per week on average. Readings are expected to be completed before each class session.

Assessment and Final Grade

1. Companies Research Project 25%
2. Company Visit Report 15%
3. Op-ed Essay 15%
4. Final Paper/Proposal 25%
5. Class Participation 20%
TOTAL 100%

**Course Requirements**

**Companies Research Project**

Students will work with their peers (up to four students in one group) to get a close look at a U.S. invested company in China. Using the toolkit and applying the knowledge from the course, students are expected to 1) collect the corporate profile, including the organizational structure, the major business scope and product lines, the market and its competitors, the employees, and the financial position, 2) carry out a company stakeholders mapping exercise and to figure out the relationships among company and its stakeholders.

**Company Visit Report**

Students will work with their peers (up to four students in one group) on a company visit report. The report consists of two parts: the pre-visit part should include the company profile (company history, core business, mission statement, etc.) and objectives of the visit. The after-visit part should include group observations and learnings, a conclusion, and references.

**Op-ed Essay**

Students are required to submit a 900-1200 word op-ed. It must be a strong argument about an issue related to CSR or Sustainable Development.

**Final Paper/Proposal**

For the final paper, students will be asked to write a proposal for the company they investigated during the group project. The proposal is for a new project/program/initiative or the improvement of the design/implementation of a current project/program that will lead to a better engagement with the company’s key stakeholder(s).

The following criteria will be applied in assessing the paper:

1. Student’s ability to define the NEED that derives from a specific business and social context.
2. The idea, project, program or improved approach proposed should be innovative, implementable and result-oriented.
3. Ideally, the proposal will demonstrate how a business could work with other stakeholders by leveraging its resources and expertise to address existing social issues in a more effective or efficient way.

**Class Participation**

In addition to encouraging a productive academic community and high academic standards, monitoring student attendance helps CIEE staff ensure that repeated absences are not the result of a student’s physical or mental illness. Attendance in all area studies courses will be taken by the instructor of record or CIEE staff within the first fifteen minutes of each class. Students arriving after enrollment is taken should speak to the instructor after class, but may be marked absent at the discretion of the instructor. Students are expected to arrive prepared for each class and to remain for the entire class period. Arriving late to class or leaving class early may affect your final grade and is considered very disrespectful in Chinese culture. There is no excused absence for area studies courses.

**Absenteeism**

The CIEE Study Center in Shanghai observes a strict attendance policy and absenteeism is subject to disciplinary actions. Absenteeism involves situations where the student is absent, without documentation (unexcused absence) in any area studies course, or is absent for more than 2 days, without documentation, in language classes.

**Attendance**

Regular class attendance is required throughout the program, and all absences will result in a lower participation grade for any affected CIEE course. Due to the intensive schedules for Open Campus and Short Term programs, absences that constitute more than 10% of the total course will result in a written warning.

Students who transfer from one CIEE class to another during the add/drop period will not be considered absent from the first session(s) of their new class, provided they were marked present for the first session(s) of their
For CIEE classes, excessively tardy (over 15 minutes late) students must be marked absent.

Attendance policies also apply to any required co-curricular class excursion or event, as well as to any required field placement. Students may not miss placement/work hours at an internship or service learning site unless approved in advance by the Academic Director and placement supervisor. All students must complete all of the requisite 100 minimum work hours on site at the internship or service learning placement to be eligible for academic credit.

Students who miss class for personal travel, including unforeseen delays that arise as a result of personal travel, will be marked as absent. No make-up or re-sit opportunity will be provided.

Attendance policies also apply to any required class excursion, with the exception that some class excursions cannot accommodate any tardiness, and students risk being marked as absent if they fail to be present at the appointed time.

Absences for classes will lead to the following penalties:

<table>
<thead>
<tr>
<th>Percentage of Total Course Hours Missed</th>
<th>Minimum Penalty</th>
</tr>
</thead>
<tbody>
<tr>
<td>Up to 10%</td>
<td>Participation graded as per class requirements</td>
</tr>
<tr>
<td>10 – 20%</td>
<td>Participation graded as per class requirements; 3% grade penalty &amp; written warning</td>
</tr>
<tr>
<td>More than 20%</td>
<td>Automatic course failure, and possible expulsion</td>
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</tbody>
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N.B. Course schedule is subject to change due to study tours, excursions, or local holidays. Final schedules will be included in the final syllabus provided to students on site.

**Weekly Schedule**

**Week 1**

**Class:** Introduction to Class

Debate: “What Does CSR Mean to You?”

The first session will be devoted to an introduction on Corporate Social Responsibility and Sustainable Development and help students identify multi-dependencies and inter-relationships between economic, social and environmental interests.


**Week 2**

**Class:** Business, Society, and Stakeholders

Students will explore the business and society relationship, and learn about key terms of Corporate Social Responsibility.

- Carroll and Buchholtz 2008, Part One, Chapter 1 & 2
- Zadek and Forstater et al. 2012

**Week 3**
A CSR Practitioner's Perspective on CSR and SD

A CSR manager will share an in-depth account of his/her working experience/observations/thoughts/reflection on the company’s CSR strategy and practice.

*More than a Market 2018 – CSR & SD Cases Studies from Foreign Invested Enterprises in China* (Extensive Reading)

**Week 4**

**Class:** The Stakeholder Approach and the Primary Stakeholders in China

The session introduces students to the origins of the stakeholder concept, applications of the stakeholder approach in management and adaptations of the toolkit of this approach to situations in China.

- Carroll and Buchholtz 2008, Part One, Chapter 3
- Lawrence 2013
- Kinnicutt and Carapinha et al. 2009

**Week 5**

**Class:** CSR Strategy and Programs; Integrating CSR throughout an Organization

The class will meet with a U.S corporate executive to gain a better understanding of how CSR is part of the business operations of a multinational company, and learn about that company’s business and social challenges in China.

*Company visit to Bayer/Intel/Coca Cola*

**Week 6**

**Class:** Strategic Philanthropy

The session begins with a lecture on the key terms, history, recent development, and future outlook of strategic philanthropy, followed by a structured Q&A session and debate.


*Due date for submission of Company Visit Report*

**Week 7**

**Class:** Meet and Analyze the Key Stakeholders (Government, NGOs and Community)

The class will visit a local operational foundation, charity and community center. The goal is to explore how non-profits interact with businesses, and to understand key challenges and limitations while working with NGOs.

*Site visit to Shanghai Young Bakers Charity program / Shanghai A Dream Foundation / AmCham Shanghai / Local Community Center*

**Week 8**

**Class:** Managing Business Ethics in China

This session will help students understand key terms and concepts of business ethics, and introduce them to models of management ethics through exercises dealing with the development of moral judgement. A second focus will be on managing organizational ethics and on how to move from moral decisions to moral organizations.

- Carroll and Buchholtz 2008, Part Three, Chapter 7 & 8
- Flannery 2010
- Hennig 2010
- Dew 2010
- Park and Vanhonacker 2007

**Week 9**

**Class:** Managing Business Ethics in China – Stimulation / Role Play
The session will be devoted to a business stimulation game to emulate the business decision-making process of a multinational company regarding ethical dilemmas in the business environment.

**Presentation on Company Research Project**

**Due date for submission of Company Research Project**

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**Week 10**

**Class:** How to Design a CSR Project & Employee Involvement (EV) and Community Investment

During this session, students will analyze commonly used frameworks for building an effective CSR program and use different approaches to create a solid CSR program for a multinational company in China.

EV and CI are the most common and widely used approaches for companies to practice their social responsibilities. In this session, students will learn through exercises how a company can directly support a community.

- Keys and Malnight et al. 2009
- Carroll and Buchholtz 2008

**Due date for Op-ed Essay**

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**Week 11**

**Class:** Social Innovation and Creating Shared Value

This session will present an initial overview of the Creating Shared Value (CSV) approach and the meanings of social innovation from the perspective of business administration. Recent trends and developments of social innovation in China, USA and Europe will be discussed.

- Jr and Deiglmeier et al. 2008
- Porter and Kramer 2011

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**Week 12**

**Class:** Final Presentation and Group Discussion

**Due date for submission of the Final Paper / Proposal**

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**Course Materials**

**Readings**


Lawrence, Susan V. “Understanding China’s Political System”. Congressional Research Service, 2013.
More than a Market 2018 – CSR & SD Cases Studies from Foreign Invested Enterprises in China.


