MGSM868

Strategic Corporate Social Responsibility

Term 2 North Ryde 2018

MGSM Degree Programs

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General Information

Unit convenor and teaching staff
Associate Professor
Debbie Haski-Leventhal
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Contact via +61 (2) 9850 7860
Block Class: May 19-20, June 1-3 2018

Credit points
4

Prerequisites
Admission to MBA or MMgt or MMgmt or PGCertMBAExt or GradCertMgtPostMBA or MSusDev or MSocEntre or GradCertSocEntre or GradDipMgt

Corequisites

Co-badged status

Unit description
With the changing expectations of consumers, employees and regulators, being best in the world is no longer enough. Businesses are now also expected to be best for the world: to be socially and environmentally responsible, sustainable and ethical. For financial, moral and other reasons, business leaders need to know how to be more strategic about their CSR, create shared value and work with their internal and external stakeholders. It is essential to look into the organisational strategy, value chain, and core operations in order to shift from a nice-to-have sideshow CSR to a strategic CSR. Strategic CSR is about tying CSR to the company's competitive advantage and to what it is best at, working from a multi-stakeholder perspective and a long-term focus. In this unit we will look into what strategic CSR is and what it involves in theory and in practice, including: corporate behaviour and identity, stakeholder management, engaging employees in CSR, measuring social impact, auditing and reporting, CSR marketing and more.

Important Academic Dates

Information about important academic dates including deadlines for withdrawing from units are available at https://www.mq.edu.au/study/calendar-of-dates

Learning Outcomes

On successful completion of this unit, you will be able to:

Integrate Strategic Corporate Social Responsibility (CSR) into the organisation's strategy

and core operations and lead responsible organisations (Leadership).

Use a multi-stakeholder approach to CSR, involve stakeholders and work with them in order to develop strategic CSR and benefit the organisation and society at large (Global Mindset).

Critically reflect on and integrate ethical, social & environmental factors into business decision-making and management practice in order to develop a holistic approach to CSR (Citizenship).

Demonstrate how organisations, which are strategic about their CSR, effectively create and deliver sustainable value: financially, socially and environmentally (Sustainable Value).

Assessment Tasks

Name	Weighting	Hurdle	Due
Class participation	10%	No	Ongoing
Syndicate Group Presentation	15%	No	03/06/2018
Group Report	15%	No	09/06/2018
Individual Assignment	60%	No	18/06/2018

Class participation

Due: **Ongoing**
Weighting: **10%**

Students will be assessed on the quality and quantity of their in-class participation. To receive a high mark in this assessment component, the student needs to participate in the class discussions often, making meaningful contributions to the discussion, based on knowledge and readings, while also being respectful to others in class. An excellent participation demonstrates critical analysis that is knowledgeable (not just argumentative), engaging and thought provoking (not just provocative). Asking questions and making comments that contribute to the quality and clarity of the lecture and the discussion will be highly assessed.

On successful completion you will be able to:

- Integrate Strategic Corporate Social Responsibility (CSR) into the organisation's strategy and core operations and lead responsible organisations (Leadership).
- Use a multi-stakeholder approach to CSR, involve stakeholders and work with them in order to develop strategic CSR and benefit the organisation and society at large (Global Mindset).

- Critically reflect on and integrate ethical, social & environmental factors into business decision-making and management practice in order to develop a holistic approach to CSR (Citizenship).
- Demonstrate how organisations, which are strategic about their CSR, effectively create and deliver sustainable value: financially, socially and environmentally (Sustainable Value).

Syndicate Group Presentation

Due: **03/06/2018**
Weighting: **15%**

Length

45 minutes (30 minutes presentation + 15 minute class discussion)

Date

03/06/2018

You will each need to be a member of a syndicate group for this unit. On the first day of the unit students will be given the opportunity to create their own groups.

Syndicate groups will be required to make a 30-minutes presentation and then run a discussion about the issues raised in the presentation for 10-15 minutes.

The group presentation will be based on an analysis of a company's strategic CSR, as defined and applied in this unit. You will need to find a company that has a CSR and/or sustainability program. This can be a company one of the group members has work(ed) in or a well-known company.

Through analysis of the select company's website, reports and documents you will need to:

1. Describe the company, its vision, mission and business strategy

2. Describe what the company does in regards to CSR, how and why. Also analyse the stakeholder management in this company;

3. Analyse the level of strategic CSR (all six aspects) and offer three suggestions to improve it.

Presentation: you will need to present all the elements detailed in the company you have chosen. It needs to be interesting, engaging, and demonstrating knowledge on the case, class materials and additional research. If you choose to use a PowerPoint presentation, use no more than 20 slides.

Discussion: A class discussion is to follow the presentation. To do so you need to come up with interesting and focused questions to present to the class on your last slide. You also need to engage the class in a lively discussion throughout the entire presentation, by asking questions and leading debates.

Materials: the following materials need to be submitted before **5pm on the 01/06/2018** to Debbie.Haski-Leventhal@mgsm.edu.au :

1. A 1-2 pages executive summary: this should summarise your case and answers to the above questions. Please include a title page with the group number and group members' names and a reference list (all in one file);

2. Presentation: you will need to submit the PPT or PDF file of your presentation. If you use Prezi, please submit a PDF file (this does not have to be the final version). Please note you can alter it after you receive the lecturer's feedback.

3. A group cover sheet, **detailing** the individual contribution of each member.

All the files sent should include your group number and organisation's name as part of the file name (e.g. "mgsm868_group 3_COLES.ppt")

Assessment and Marking

Each member of the group will receive a mark based on the group performance, as well as on the individual performance during the presentation. The group mark will be given to the group face-to-face on the the same day and will be sent to the group in the following morning. The individual mark will be used for the calculation of your final mark.

Please check that you have met the criteria below before submitting:

Presentation - Assessment Criteria

1 = Very Poor. 10 = Very Good

Analysis

Description of the firm

1

2

3

4

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10

Analysis of the firm's CSR

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2

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Stakeholders analysis

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2

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10

Practical applications and suggestions for improvement

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Discussion

Promotion of discussion throughout the presentation

1

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Level of post-presentation discussion

1

2

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Theory and models

Using models/concepts learned in class

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2

3

4

5

6

7

8

9

10

Using additional models and concepts

1

2

3

4

5

6

7

8

9

10

Research and references

1

2

3

4

5

6

7

8

9

10

Other

Administrative compliance

1

2

3

4

5

Visuals

1

2

3

4

5

FINAL MARK

What you did well

What you could have done differently

On successful completion you will be able to:

- Integrate Strategic Corporate Social Responsibility (CSR) into the organisation's strategy and core operations and lead responsible organisations (Leadership).
- Use a multi-stakeholder approach to CSR, involve stakeholders and work with them in order to develop strategic CSR and benefit the organisation and society at large (Global Mindset).
- Critically reflect on and integrate ethical, social & environmental factors into business decision-making and management practice in order to develop a holistic approach to CSR (Citizenship).
- Demonstrate how organisations, which are strategic about their CSR, effectively create and deliver sustainable value: financially, socially and environmentally (Sustainable Value).

Group Report

Due: **09/06/2018**
Weighting: **15%**

Length

3000 words (excluding appendices and references)

Based on the study and analysis you have done for the class presentation, you will need to write a 3000 words report, which is well based on the relevant literature. Find relevant articles within the class reading materials but also independently look for additional literature. This is an opportunity to enclose materials that you had no time to present in class as appendices. The report must be based on equal contribution by group members.

The report needs to have the following five sections:

1. **Introduction and rationale**: The company that you have chosen as a case study and **why** you chose it (no more than half a page).
2. **Literature review**: Summarise at least five academic sources (books and journal articles) in addition to the at least five unit readings that are related to the company and

its CSR (about 2 pages)

3. **Case study**: analyse the strategic CSR of the company you have chosen in light of the above theories and literature. Make sure you are not only descriptive, but analytical as well (about 2 pages).
4. **Suggestions for improvement:** based on your analysis, what can this company do to improve all six aspects of strategic CSR? (about 2 pages)
5. **Discussion and conclusion**: What are your conclusions? What did you learn from this analysis and what do you take from it? (about 1 page).

Please note the following in regard to the preparation and presentation of your project:

1. The report must involve the interaction of conceptual materials (theories, models and related research) with the data that are collected on the case study.
2. The report should be clearly written and argued, and well supported with evidence from the literature and original sources as appropriate.
3. Each member of the group is required to participate equally in the assignment.
4. **Plagiarism of any kind will result in a fail mark.**

The group is to submit a soft copy of the assignment on the iLearn **by 5pm on the due date (09/06/2018). Please copy all the group members to this email.** You will also need to submit a cover sheet and detail the individual contribution of each group member. **Please submit a word file (not PDF) and include the group number and the company's name (e.g. "MGSM868_group 7 report_COLES.doc")**

Your group is responsible for ensuring that the report is produced and submitted consistent with required procedures, including originality and submission by the due date.

The written assignment should have the following structure:

1. A title page with your group number, all students' names and numbers, word count of the text.
2. Body of the report structured with paragraphs and with appropriate headings and citations.
3. Complete reference list of material cited in text according to APA (see below)
4. Appendices as appropriate (this is your chance to make your case come to life)

Referencing: must be in American Psychological Association (APA) style. This means that when referring to an article or book in the text, you indicate the author's name followed by the year of publication (Jones, 1989). When you cite several source, you need to list them alphabetically (Albus, 2016; Carroll, 1991; Jones, 1989). For multiple authors include all names (Jones, Smith, & Wilson, 1990). If you use a direct quote put the quoted words in "quotation marks" and include the page number with the reference (Jones, 1989, p. 76). A reference list should be presented in alphabetical order at the end of the paper. Note that APA style references are used for the

reading list of articles at the end of this outline. Further information on APA style is available at http://libguides.mq.edu.au/APA

Assessment and Marking

Similarly to the group presentation, each member of the group will receive 50% of the mark for this assignment based on the overall performance of the group and 50% based on your individual contribution. In the cover sheet, you will need to detail what role each member of the group had in writing the report. The lecturer could also ask each group member to rate the contribution of other group members which may affect your individual mark (higher or lower).

You should pay particular attention to the assessment criteria in the marking schedule below, as this will be the basis for deciding your mark. You should also pay attention to submitting on time and in required length. Marks may be deducted for noncompliance with administrative requirements.

Group Report - Assessment Criteria

1 = Very Poor. 10 = Very Good

Approach

Focus & flow

1

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Research and depth

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Content

Introduction & rationale

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Literature review

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Case study analysis

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Case study: Quality of data

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10

Tying the literature to the case study

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Suggestions

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Conclusion

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General

Visual aspects of the report

1

2

3

4

5

Administrative compliance

1

2

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4

5

FINAL MARK

On successful completion you will be able to:

- Integrate Strategic Corporate Social Responsibility (CSR) into the organisation's strategy and core operations and lead responsible organisations (Leadership).
- Use a multi-stakeholder approach to CSR, involve stakeholders and work with them in order to develop strategic CSR and benefit the organisation and society at large (Global Mindset).
- Critically reflect on and integrate ethical, social & environmental factors into business decision-making and management practice in order to develop a holistic approach to CSR (Citizenship).
- Demonstrate how organisations, which are strategic about their CSR, effectively create and deliver sustainable value: financially, socially and environmentally (Sustainable Value).

Individual Assignment

Due: **18/06/2018**
Weighting: **60%**

Prior to the first day of class you will receive a case study. Based on class materials, the readings of this unit as well as any additional readings relevant to the course, you will need to analyse the case study and answer 4 out of 4 questions, which will also be provided to you with the case study.

The word limit is 3000 words, excluding references and appendices. The assignment should be

submitted on the iLearn on 18-06-2018 **by 5pm**. The file submitted must be a word document (**not PDF**) and include your full name in the file name (e.g. David Smith MGSM868 Final Assignment.docx).

The written assignment should have the following structure:

1. A title page with the unit name and number, your name and student number and word count of the text;
2. Body of the report structured with paragraphs and with appropriate headings and citations;
3. Complete reference list of sources cited in text **only** (according to APA).
4. Appendices as appropriate.

Referencing:

Referencing must be in American Psychological Association (APA) style. See instructions under the group report guidelines.

Assessment and Marking

You will be assessed on the how well you answered each question (Q1-Q4), understanding of the case study, critical analysis, knowledge on CSR, using and understanding of the literature, and the overall quality of the report.

You should pay particular attention to the assessment criteria in the marking schedule below, as this will be the basis for deciding your mark.

You should also pay attention to submitting on time and in required length. Marks may be deducted for non-compliance with administrative requirements. **Plagiarism of any kind will result in a fail mark.**

Individual Report - Assessment Criteria

1 = Very Poor. 10 = Very Good

Approach

Understanding the case and analytical ability

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Additional research on the case

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Content

Q1

1

2

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4

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10

Q2

1

2

3

4

5

6

7

8

9

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Q3

1

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3

4

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Q4

1

2

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Literature review quality

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10

Tying the literature to the case study

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10

Conclusion

1

2

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10

General

Overall quality of the report

1

2

3

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10

FINAL MARK

On successful completion you will be able to:

- Critically reflect on and integrate ethical, social & environmental factors into business decision-making and management practice in order to develop a holistic approach to CSR (Citizenship).
- Demonstrate how organisations, which are strategic about their CSR, effectively create and deliver sustainable value: financially, socially and environmentally (Sustainable Value).

Delivery and Resources

Required textbooks and materials

Textbook: Haski-Leventhal, D. (2018). Strategic CSR: Tools and Theories for Responsible Management. London: SAGE.

Suggested further reading: Mackey, J. and Sisodia, R. (2014) Conscious capitalism: Liberating the heroic spirit of business. Boston: Harvard Business Review Press.

MGSM ILEARN AND OTHER REQUIRED TECHNOLOGY You will receive information, including your ID/password, for accessing your MGSM iLearn unit when you have enrolled. You can log in (using your id and password) to your MGSM iLearn unit at: https://ilearn.mq.edu.au/login/MGSM/ Use the MSGM iLearn unit to access the unit content, additional readings;

exercises, assignments and links. To access resources and assessment tasks in your MSGM iLearn unit, you will need a computer with access to the internet. Your MSGM iLearn unit will operate on the following web browsers (upgrade your browser to its most recent, non-testing, version):

- Mozilla Firefox
- Google Chrome
- Apple Safari
- Microsoft Internet Explorer (version 8 or later)

Session Topics and Readings

SESSION 1	
Topics	**Introduction to strategic corporate social responsibility** The evolving world and the evolution of CSR Readings: Textbook chapters 1-2
SESSION 2	
Topics	**Stakeholder Management and involvement** Moving beyond shareholders: Internal and external stakeholders
Readings	Textbook chapter 3, 7 Donaldson, T. and Preston, L. E. (1995) 'The stakeholder theory of the corporation: Concepts, evidence, and implications', *Academy of management Review*, 20(1): 65-91. Freeman, R. E. (1994) 'The politics of stakeholder theory: Some future directions', *Business ethics quarterly*, 4(04): 409-421. Grant, A.M., 2012. Giving time, time after time: Work design and sustained employee participation in corporate volunteering. *Academy of Management Review*, *37*(4), pp. 589-615. Haski-Leventhal, D., 2013. Employee engagement in CSR: The case of payroll giving in Australia. *Corporate Social Responsibility and Environmental Management*, *20*(2), pp. 113-128. Mackey, J. and Sisodia, R. (2014) *Conscious capitalism: Liberating the heroic spirit of business*. Boston: Harvard Business Review Press. pp. 69-75, 167-177.
SESSION 3	
Topic	**Business Ethics** How philosophy can help us make ethical decisions in today's business

Readings	Textbook chapter 4 Brooks, L. J., & Dunn, P. (2012). *Business & professional ethics for directors, executive & accountants.* Melbourne: Cengage. Chapter 4, 170-197. Joyner, B. E. and Payne, D. (2002) 'Evolution and implementation: A study of values, business ethics and corporate social responsibility', *Journal of Business Ethics*, 41(4): 297-311. Lencioni, P. M. (2002) Make your values mean something. *Harvard Business Review*, 80(7): 113-117. McDonald, G (2000). Business Ethics: Practical Proposals for Organizations. *Journal of Business Ethics*, 25(2), 169-184. Shaw, W. H., Barry, V., & Sansbury, G. (2009). *Moral issues in business: First Asia-Pacific edition.* Melbourne: Cengage. Chapter 10, 505-530.

SESSION 4	
Topic	**Environmental sustainability** From externalities to responsibility
Readings	Textbook chapter 5 Eccles, R. G., Perkins, K. M., & Serafeim, G. (2012). How to Become a Sustainable Company. *MIT Sloan Management Review*, 53(4), 42-50. Epstein, M. J., & Roy, M. J. (2001). Sustainability in action: Identifying and measuring the key performance drivers. *Long Range Planning*, *34*(5), 585-604. Griggs, D., Stafford-Smith, M., Gaffney, O., Rockström, J., Öhman, M. C., Shyamsundar, P., ... and Noble, I. (2013) 'Policy: Sustainable development goals for people and planet', *Nature*, 495(7441): 305-307 Haski-Leventhal, D. (2016) 'Sustainable Development Goals: The roles and opportunities for business', *European Financial Review*, October-November, 2016: 48-50. Nidumolu, R., Prahalad, C. K., & Rangaswami, M. R. (2009). Why sustainability is now the key driver of innovation. *Harvard Business Review*, *87*(9), 56-64.
SESSIONS 5-6 **CSR Tour**	

SESSION 7	
Topics	**CSR Measuring and Communication** From measuring and auditing to reporting and marketing

Readings	Textbook chapters 8-11 Koerber, C. P. (2009). Corporate Responsibility Standards: Current Implications and Future Possibilities for Peace Through Commerce. Journal of business ethics, 89, 461-480. KPMG (2008). Count me in: The readers' take on sustainability reporting. KPMG. Maignan, I., Ferrell, O.C., & Ferrell, L. (2005). A stakeholder model for implementing social responsibility in marketing. *European Journal of Marketing*, 39, 956 – 977. Porter, M. E., & Kramer, M. R. (2002). The competitive advantage of corporate philanthropy. *Harvard Business Review*, Dec pp. 5-16. Porter, M. E., & Kramer, M. R. (2006). Strategy and Society: The Link Between Competitive Advantage and Corporate Social Responsibility. *Harvard Business Review*, Dec, 5-16.
SESSION 8	
Topics	**Responsible Leadership**
Readings	Textbook chapter 6 Brown, M.E. and Treviño, L.K. (2006) 'Ethical leadership: A review and future directions', *The Leadership Quarterly*, 17(6): 595-616. Groves, K. S. and LaRocca, M. A. (2011) 'Responsible leadership outcomes via stakeholder CSR values: Testing a values-centered model of transformational leadership', *Journal of Business Ethics*, 98(1): 37-55. Maak, T. (2007) 'Responsible leadership, stakeholder engagement, and the emergence of social capital', *Journal of Business Ethics*, 74(4): 329-343. Mackey, J. and Sisodia, R. (2014) *Conscious capitalism: Liberating the heroic spirit of business*. Boston: Harvard Business Review Press. pp. 177-215. Pearce, C. L., Wassenaar, C. L. and Manz, C. C. (2014) 'Is shared leadership the key to responsible leadership?', *The Academy of Management Perspectives*, 28(3): 275-288.
SESSION 9	
Topics	**Making the shift: The way Forward** Implementing CSR, The future of CSR
Readings	Textbook chapter 12 Hunting, S. A., & Tilbury, D. (2006). *Shifting towards sustainability: Six insights into successful organisational change for sustainability*. Sydney: ARIES. Linnenluecke, M. K., & Griffiths, A. (2010). Corporate sustainability and organizational culture. *Journal of world business*, *45*(4), 357-366. Maon, F., Lindgreen, A., &Swaen, V. (2009). Designing and implementing corporate social responsibility: An integrative framework grounded in theory and practice. *Journal of Business Ethics*, *8*, 71-89.

The minimum that you must do to complete this unit includes:

- Attend all classes - The interactive environment of the classroom is central to the MGSM

experience. Students are required to attend all classes and participate in the discussions. However, we recognise that exceptional circumstances may occur – circumstances such as unavoidable travel on behalf of your organisation or the serious illness or injury of you or a close family member. Special consideration may be given for a maximum of 20% non-attendance for such circumstances as long as, where possible, lecturers are notified in advance and supporting documentation provided. Failure to abide by these conditions may result in a Fail grade being recorded.

- Complete assigned readings
- Actively participate in class discussions
- Contribute fully to group assignments
- Complete and submit all assignments according to the guidelines in this unit guide

Unit Schedule

Block Class: May 19-20, June 1-3 2018

The unit will be presented over 10 sessions as follows:

Session	Topic	Session will start on	Book chapter(s)*
1	Introduction to Strategic CSR	19th May 2018	1,2
2	Stakeholder Management and Involvement		3, 7
3	Business Ethics	20 May 2018	4
4	Environmental Sustainability		5
5	CSR tour: Optus, Woolworths, Fuji Xerox	1 June 2018	N/A
6			N/A
7	CSR Measuring and Communicating	2 June 2018	8-11
8	Responsible Leadership		6
9	Making the shift: Organisational change towards sustainability and responsibility	3 June 2018	12
10	Group presentations		

Policies and Procedures

Macquarie University policies and procedures are accessible from Policy Central (https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central). Students should be aware of the following policies in particular with regard to Learning and Teaching:

- Academic Appeals Policy
- Academic Integrity Policy
- Academic Progression Policy
- Assessment Policy
- Fitness to Practice Procedure
- Grade Appeal Policy
- Complaint Management Procedure for Students and Members of the Public
- Special Consideration Policy *(**Note:** The Special Consideration Policy is effective from 4 December 2017 and replaces the Disruption to Studies Policy.)*

Undergraduate students seeking more policy resources can visit the Student Policy Gateway (https://students.mq.edu.au/support/study/student-policy-gateway). It is your one-stop-shop for the key policies you need to know about throughout your undergraduate student journey.

If you would like to see all the policies relevant to Learning and Teaching visit Policy Central (https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central).

Student Code of Conduct

Macquarie University students have a responsibility to be familiar with the Student Code of Conduct: https://students.mq.edu.au/study/getting-started/student-conduct

Results

Results shown in *iLearn*, or released directly by your Unit Convenor, are not confirmed as they are subject to final approval by the University. Once approved, final results will be sent to your student email address and will be made available in eStudent. For more information visit ask.mq.edu.au.

Student Support

Macquarie University provides a range of support services for students. For details, visit http://students.mq.edu.au/support/

Learning Skills

Learning Skills (mq.edu.au/learningskills) provides academic writing resources and study strategies to improve your marks and take control of your study.

- Workshops

- StudyWise
- Academic Integrity Module for Students
- Ask a Learning Adviser

Student Services and Support

Students with a disability are encouraged to contact the Disability Service who can provide appropriate help with any issues that arise during their studies.

Student Enquiries

For all student enquiries, visit Student Connect at ask.mq.edu.au

IT Help

For help with University computer systems and technology, visit http://www.mq.edu.au/about_us/offices_and_units/information_technology/help/.

When using the University's IT, you must adhere to the Acceptable Use of IT Resources Policy. The policy applies to all who connect to the MQ network including students.

Graduate Capabilities

PG - Capable of Professional and Personal Judgment and Initiative

Our postgraduates will demonstrate a high standard of discernment and common sense in their professional and personal judgment. They will have the ability to make informed choices and decisions that reflect both the nature of their professional work and their personal perspectives.

This graduate capability is supported by:

Learning outcomes

- Integrate Strategic Corporate Social Responsibility (CSR) into the organisation's strategy and core operations and lead responsible organisations (Leadership).
- Demonstrate how organisations, which are strategic about their CSR, effectively create and deliver sustainable value: financially, socially and environmentally (Sustainable Value).

Assessment tasks

- Class participation
- Syndicate Group Presentation
- Group Report
- Individual Assignment

PG - Discipline Knowledge and Skills

Our postgraduates will be able to demonstrate a significantly enhanced depth and breadth of knowledge, scholarly understanding, and specific subject content knowledge in their chosen fields.

This graduate capability is supported by:

Learning outcomes

- Integrate Strategic Corporate Social Responsibility (CSR) into the organisation's strategy and core operations and lead responsible organisations (Leadership).
- Use a multi-stakeholder approach to CSR, involve stakeholders and work with them in order to develop strategic CSR and benefit the organisation and society at large (Global Mindset).
- Critically reflect on and integrate ethical, social & environmental factors into business decision-making and management practice in order to develop a holistic approach to CSR (Citizenship).
- Demonstrate how organisations, which are strategic about their CSR, effectively create and deliver sustainable value: financially, socially and environmentally (Sustainable Value).

Assessment tasks

- Class participation
- Syndicate Group Presentation
- Group Report
- Individual Assignment

PG - Critical, Analytical and Integrative Thinking

Our postgraduates will be capable of utilising and reflecting on prior knowledge and experience, of applying higher level critical thinking skills, and of integrating and synthesising learning and knowledge from a range of sources and environments. A characteristic of this form of thinking is the generation of new, professionally oriented knowledge through personal or group-based critique of practice and theory.

This graduate capability is supported by:

Learning outcomes

- Integrate Strategic Corporate Social Responsibility (CSR) into the organisation's strategy and core operations and lead responsible organisations (Leadership).
- Use a multi-stakeholder approach to CSR, involve stakeholders and work with them in order to develop strategic CSR and benefit the organisation and society at large (Global

Mindset).

- Critically reflect on and integrate ethical, social & environmental factors into business decision-making and management practice in order to develop a holistic approach to CSR (Citizenship).
- Demonstrate how organisations, which are strategic about their CSR, effectively create and deliver sustainable value: financially, socially and environmentally (Sustainable Value).

Assessment tasks

- Class participation
- Syndicate Group Presentation
- Group Report
- Individual Assignment

PG - Research and Problem Solving Capability

Our postgraduates will be capable of systematic enquiry; able to use research skills to create new knowledge that can be applied to real world issues, or contribute to a field of study or practice to enhance society. They will be capable of creative questioning, problem finding and problem solving.

This graduate capability is supported by:

Learning outcomes

- Critically reflect on and integrate ethical, social & environmental factors into business decision-making and management practice in order to develop a holistic approach to CSR (Citizenship).
- Demonstrate how organisations, which are strategic about their CSR, effectively create and deliver sustainable value: financially, socially and environmentally (Sustainable Value).

Assessment tasks

- Syndicate Group Presentation
- Group Report
- Individual Assignment

PG - Effective Communication

Our postgraduates will be able to communicate effectively and convey their views to different social, cultural, and professional audiences. They will be able to use a variety of technologically supported media to communicate with empathy using a range of written, spoken or visual formats.

This graduate capability is supported by:

Learning outcomes

- Use a multi-stakeholder approach to CSR, involve stakeholders and work with them in order to develop strategic CSR and benefit the organisation and society at large (Global Mindset).
- Demonstrate how organisations, which are strategic about their CSR, effectively create and deliver sustainable value: financially, socially and environmentally (Sustainable Value).

Assessment tasks

- Class participation
- Syndicate Group Presentation
- Group Report

PG - Engaged and Responsible, Active and Ethical Citizens

Our postgraduates will be ethically aware and capable of confident transformative action in relation to their professional responsibilities and the wider community. They will have a sense of connectedness with others and country and have a sense of mutual obligation. They will be able to appreciate the impact of their professional roles for social justice and inclusion related to national and global issues

This graduate capability is supported by:

Learning outcomes

- Integrate Strategic Corporate Social Responsibility (CSR) into the organisation's strategy and core operations and lead responsible organisations (Leadership).
- Use a multi-stakeholder approach to CSR, involve stakeholders and work with them in order to develop strategic CSR and benefit the organisation and society at large (Global Mindset).
- Critically reflect on and integrate ethical, social & environmental factors into business decision-making and management practice in order to develop a holistic approach to CSR (Citizenship).
- Demonstrate how organisations, which are strategic about their CSR, effectively create and deliver sustainable value: financially, socially and environmentally (Sustainable Value).

Assessment tasks

- Class participation
- Syndicate Group Presentation

- Group Report
- Individual Assignment

Changes from Previous Offering

The textbook has changed

More emphasis on individual contribution to group assignments

Some criteria of the assessments

Improved and clearer instructions for the assessments

About the lecturer

Debbie Haski-Leventhal is an Associate Professor of Management at MGSM and the faculty leader of Global Citizenship. She teaches Organisational Behaviour and Strategic Corporate Social Responsibility at MGSM. As a scholar on corporate social responsibility (CSR), she initiated and led the MGSM CSR Partnership Network. Together with leading Australian companies, not-for-profits and the federal and NSW governments, the Network increased CSR knowledge and practice. She further works with the United Nations Principles for Responsible Management Education, conducting international studies on MBA students and helping to promote responsible management education worldwide. Prof Haski-Leventhal promotes the concept of Corporate Peace: the role of businesses in enhancing peace and reducing violence. She is the editor of the Journal of Business, Peace and Sustainable Development and she worked with the Institute of Economics and Peace and the UN Global Compact on the Corporate Peace Framework. In 2011, Prof Haski-Leventhal was a consultant for United Nations Volunteers and co-wrote the State of the World Volunteerism Report, launched at the General Assembly in December. She assisted the Federal and NSW Governments with their volunteering strategies and submitted a briefing paper to the PM&C on volunteering and social inclusion. Debbie teaches Organisational Behaviour, CSR and Social Entrepreneurship and in 2014 she received the Vice Chancellor Excellence in Teaching Award.

Alignment of this unit with MGSM's mission-driven attributes

Leadership: The unit covers responsible and sustainable leadership and the knowledge gained will enable students to lead sustainable organisations through purpose and impact

Global mindset: the multi-stakeholder approach, which underlies the entire unit, is about understanding the needs and perspectives holistically to benefit the organisation and society at large

Citizenship: The unit aims at developing organisational citizenship, CSR and ethical behaviour

Creating sustainable value: Organisations that are socially responsible are not only more financially sustainable, but also create sustainability for the environment and the community

Attendance Policy (MGSM)

The interactive environment of the classroom is central to the MGSM experience. Students are required to attend the full duration of all classes for the units in which they are enrolled. We recognise that exceptional circumstances may occur, such as unavoidable travel on behalf of your organization or the serious illness or injury of you or a close family member. Special consideration may be given for a maximum of 20% non-attendance for such circumstances as long as lecturers are contacted in advance, and supporting documentation provided, to request exemption from attendance. Failure to abide by these conditions may result in automatic withdrawal, with academic and/or financial penalty. The full Student Attendance Policy is published in the MGSM Student Handbook at https://students.mgsm.edu.au/handbook

Content Disclaimer

The content of this unit is provided for educational purposes only and no decision should be made based on the material without obtaining independent professional advice relating to the particular circumstances involved.