



COURSE INFORMATION

Course Number: MGT 862
Course Title: Introduction to Corporate Responsibility
Term and Year: Fall 2016
Class Meeting Time, Day: T/Th at 10:10 – 11:30
Course Support: Rhona Ceppos

CONTACT INFORMATION

Professor(s)	TA(s)
Name: Todd Cort Office Location: Evans 3557 Telephone Number: 203 436 9651 E-mail Address: todd.cort@yale.edu Office Hours: By Appt and directly after each class	Name: Logan Ashcraft E-mail Address: logan.ashcraft@yale.edu
Review Sessions: <i>On Request</i>	

TEXTBOOKS AND RECOMMENDED/REQUIRED READINGS

Textbook(s): *N/A*
Required Readings: *See Course Reserves and Class Canvas website*
Recommended Readings: *See Course Reserves and Class Canvas website*

COURSE DESCRIPTION AND OBJECTIVES

Course Description: This is an introductory course to the principles and tools of Responsible Business (including the concepts of ‘Sustainability’, ‘Corporate Responsibility’, ‘Corporate Social Responsibility’, and ‘Corporate Citizenship’). The first part of the course is designed to provide an introduction to sustainability and the role of corporations in promoting environmental and social benefits. We will use the oil and gas sector specifically to introduce the key aspects of CR: strategy, management systems, governance structures and stakeholder engagement. The second half of the course explores more subjective areas of corporate responsibility such as reputation, marketing and voluntary reporting. Here we will use wine and agriculture case studies to explore the benefits and challenges of being a ‘responsible corporation’. Although we will use these two sectors specifically to explore these concepts, the learning from this course will be applicable to any corporate sustainability endeavor as well as more applied sustainability courses such as Managing Sustainable Operations (Alizimir), Tools and Indicators in Corporate Responsibility (Cort) and Corporate Environmental Management and Strategy (Chertow and Cashore).

Course Outline: See detailed outline of class sessions

Course Objectives: At the end of the course, students will:

- Understand the breadth and scope of sustainability challenges facing companies today;
- Recognize the predominant principles and tools that companies use to guide their approach to CR and sustainability;
- Appreciate the complexity of interactions between society and the environment and how companies can begin to understand and address these complexities; and
- Develop an appreciation of the trade-offs and nuance surrounding sustainability issues that affect the appropriate approach taken by today's companies.

COURSE REQUIREMENTS AND SPECIFIC GRADING POLICY

Course Requirements

NRG Case Part 1: Strategy	October 4, 10:00 AM EST	25%
NRG Case Study 2: Implementation	October 24, 10:00 AM EST	25%
Yale West Campus Business Plan	November 17, 10:00 AM EST	25%
Frog's Leap Case Study	December 13, 10:00 AM EST	25%

This course covers topic areas that are subjective in nature and continuously evolving, therefore, the major skills to be developed in this course are around reasoning and application of tools to intractable problems faced by businesses and society. The assignments are therefore graded based on the following characteristics:

- 1) Recognition of the critical elements and factors impacting business strategy
- 2) Knowledge of the relevant tools that can be brought to bear against the problem
- 3) Critical reasoning and the ability to balance competing, but frequently incomparable priorities
- 4) Development of argument to support conclusions and recommendations including clear statements of reasoning, compelling argument, appropriate use of evidence and succinct presentation

Grades

There are five grades at Yale SOM: High Honors, Honors, Proficient, Pass, and Fail. The grade distribution that faculty use, and the policy with respect to the reporting of grades on official transcripts, are described below.

HH: High Honors. Up to top 10 percent of class. Reported on transcript.

H: Honors. Next 25 percent. Reported on transcript.

PR: Proficient. Next 55 percent. Not reported on transcript.

P: Pass. Lowest 10 percent in core courses; guideline of 5 percent in electives. Not reported on transcript.

F: Fail. An absolute standard; no minimum requirement. To the extent it is used, the F grade counts toward the 10 percent Pass category. Not reported on transcript.*

Once grades are officially recorded, they may not be changed except in cases in which a mathematical error has been made in computing the grade or a clerical error has been made in recording it. Students

seeking correction to a grading error must contact the instructor within two weeks (ten working days) from the receipt of the grade.

If a student takes a course in another school at Yale, the SOM registrar will ask the instructor to submit the grade according to the SOM grade scale.

*F grades in core courses require remediation. The failed core course is not reflected on the official transcript until remediated. Elective courses with F grades are not reflected on the official transcript. Students must replace failed electives with other electives to meet total credit requirements for graduation.

DESCRIPTIONS OF ASSIGNMENTS/PROJECTS

There are four case study deliverables in the class:

NRG Case Part 1: Strategy (25%)

In this case you will assume the role of the new CEO of NRG presenting an updated sustainability plan for the company. The case involves balancing financial and sustainability priorities as well as attempting to respond to both market and stakeholder pressures.

NRG Case Part 2: Implementation (25%)

This case allows students to dive into the NRG case in more depth. We will use the strategy proposals from the first assignment to propose mechanisms for implementation. For example management systems, communications, capital expenditures, acquisitions, etc are all on the table as potential means to achieve your proposed strategy.

Yale West Campus Business Plan (25%)

Although sustainability is frequently aligned to risk management, we will use the Yale West Campus to explore the opportunity side of sustainability. Specifically, student teams will propose a business plan to be implemented using the facilities and space at Yale West Campus. Business plans must integrate both 'business and sustainability'. To support the teams, we will visit the Yale West Campus and invite Justin Frieberg to speak in class.

Frog's Leap Vineyard (25%)

The final assignment places the student in the role of the owner of Frog's Leap Vineyard in Napa, CA. The case centers around the question of sustainability, price premium and consumer perception. Specifically, we ask students to re-frame the relationship between sustainability and quality of wine and then propose a marketing and/or operational strategy for Frog's Leap to create more value from their sustainability practices.

Each assignment is to be delivered by individual students or groups up to 5. Groups do not have to stay together for more than one assignment.

YALE SOM HONOR CODE

Guiding Principles

Honesty is fundamental to the profession and practice of management. It is therefore the bedrock premise of management education at Yale. To the community of students, faculty, and staff of the Yale School of Management, honesty and integrity build the trust essential to a free and lively exchange of ideas.

- The Yale SOM Honor Code is intended to foster the School's exceptional learning environment and to support conduct that will distinguish the faculty, staff, and students in their lives as managers, at school, at school-related functions, and in the larger management community. The Honor Code will be referred to as the "Code" hereafter.
- The Honor Committee has jurisdiction over all Code violations including matters of academic dishonesty and egregious violations of the social and professional norms of behavior.

Academic Integrity

The Yale SOM community, including faculty, staff, and students, supports the highest standards of academic integrity. All academic work affords an unparalleled opportunity to put forward new and innovative ideas; at SOM, we aspire to always acknowledge the ideas upon which new solutions are based.

- When working on any assignment with a team, students must clarify the expectations for each member of the team.
- Faculty will provide clear guidelines for students on the parameters of any group work, as well as guidelines for proper citation.
- A student will contact the professor for clarification if there is a question about the way in which the group work is to be completed.
- Students are encouraged to consult print resources as well as online resources, available on the SOM portal, concerning proper citation.

Community Standards

A hallmark of the Yale SOM community is its inclusive nature, which respects the diverse backgrounds and views of its members. SOM faculty, students, and alumni aspire to standards of conduct while at Yale, and as they function in the larger management community, that will further distinguish SOM as a center of integrity and fair dealing.

- Students must uphold, among themselves, the highest standards of professional behavior.
- Students must strictly adhere to ethical guidelines during the job search—with interviewers, prospective employers, and their student colleagues.
- Students must remember that they represent the School as they take part in activities in the University, New Haven, and the larger management community.
- Standards of individual responsibility in the job search, and in the use of School and University information technology resources, are detailed under Policies and Guidelines of the Career Development Office and Policies on the Use of Information Technology Facilities in this chapter.

GENERAL STATEMENTS

Attendance

Students are expected to attend classes regularly, be on time, and be prepared to contribute to class discussion. We recognize that there are times when circumstances may cause a student to miss class. If these absences are due to religious observance, unplanned hospitalization, extended illness, or a personal or family emergency that directly affects the student or an immediate family member, the absence would be considered excused. Students will be informed about whether their absence is

excused or unexcused by a program administrator. Whenever students are unable to attend class, they must inform the instructors. If the circumstances make advance notice impossible, an e-mail as soon as possible after the missed class is the next best alternative. The student must make arrangements with a classmate to get notes and copies of class handouts, and to complete all missed work.

Laptop/Device Policy

Using cell phones, browsing the Internet, or reading e-mail during class distracts the instructor and classmates and interrupts the learning experience. Cell phones and other electronic devices are to be turned off during class. Laptops and tablets are not to be used in the classroom unless explicitly permitted by the instructor.

DETAILED OUTLINE OF CLASS SESSIONS

Session/Date	Topics	Readings	Assignments Due
Session 1 9/1	Introduction to course Mega-Trends Part 1	Rockström, Johan, et al. "A safe operating space for humanity." <i>Nature</i> 461.7263 (2009): 472-475. UN Sustainable Development Goals: https://sustainabledevelopment.un.org/?menu=1300	
Session 2 9/6	Mega-Trends Part 2		
Session 3 9/8	Role of the Corporation Business Value of Sustainability Factors of Internalization	Eccles, Robert G., Ioannis Ioannou, and George Serafeim. "The impact of corporate sustainability on organizational processes and performance." <i>Management Science</i> 60.11 (2014): 2835-2857. The business of sustainability: McKinsey Global Survey results; http://www.mckinsey.com/business-functions/sustainability-and-resource-productivity/our-insights/the-business-of-sustainability-mckinsey-global-survey-results	
Session 4 9/13	Introduction to Oil and Gas	Childrens Book: An Introduction to the Oil Industry and OPEC; http://www.opec.org/opec_web/static_files_project/media/downloads/publications/ChildrenBook2013.pdf	
Session 5/6 9/15, 9/20	Stranded Assets Workshop	BHP Billiton Climate Change Portfolio Analysis; http://www.bhpbilliton.com/~media/5874999cef0a41a59403d13e3f8de4ee.ashx Video: Christiana Figueres speaks at Yale	

Session/Date	Topics	Readings	Assignments Due
		School of Forestry and Environmental Studies; http://environment.yale.edu/news/article/after-paris-un-climate-negotiator-christiana-figueres-comes-to-yale/ CarbonTracker, 2013: Unburnable Carbon 2; http://carbontracker.live.kiln.digital/Unburnable-Carbon-2-Web-Version.pdf	
Session 7 9/22	Introduction to NRG	See readings in the NRG Strategy Case Study Assignment	
Session 8/9 9/27, 9/29	Management Systems and Standards Workshop		
Session 10 10/4	Guest Speaker: Soledad Mills, CEO Equitable Origin (To be Confirmed)	EO100 Standard for Conventional Onshore Oil and Gas (SKIM); https://www.equitableorigin.org/eo100-for-responsible-energy/eo100tm-for-conventional-onshore-oil-gas/	Assignment 1: NRG Part 1: Strategy
Session 11 10/6	NRG and Implementation	See readings in the NRG Implementation Case Study Assignment	
Session 12/13 10/11, 10/13	Engagement Workshop	FRP Guide to Stakeholder Engagement, CERES, 2007; https://www.ceres.org/resources/reports/facility-reporting-project-guide-to-stakeholder-engagement AA1000 Stakeholder Engagement Standard (SKIM); (TO BE POSTED ON COURSE RESERVES) http://www.accountability.org/standards/aa1000ses.html	
Break			Assignment 2: NRG Part 2: Implementation, by end of break
Session 14 10/25	Introduction to Wine	Wikipedia: wine	
Session 15/16 10/27, 11/1	Sustainability and Agriculture Workshop	The California Sustainable Winegrowing Alliance; http://www.sustainablewinegrowing.org/aboutcswa.php CSWA metrics and certification program; http://www.sustainablewinegrowing.org/2009sustainabilityreport.php CSWA Status Report (2009); http://www.sustainablewinegrowing.org/2009sustainabilityreport.php Climate Change and Wine Production;	

Session/Date	Topics	Readings	Assignments Due
		http://www.theguardian.com/environment/2013/apr/08/climate-change-wine-production	
Session 17 11/4	Introduction to Yale West Campus with Justin Freiberg <i>NOTE THAT CLASS IS MOVED TO FRIDAY 11/4 AND WILL BE HELD AT YALE WEST CAMPUS URBAN FARM 1:00PM – 4:00 PM</i>	Yale West Campus website (SKIM/BROWSE); http://westcampus.yale.edu	
Session 18/19 11/8, 11/10	Reputation Reporting Assurance		
Session 20/21 11/15, 11/17	Reframing Workshop	Patagonia website; http://www.patagonia.com/home	Assignment 3: YWC Business Plan (11/17, 10:00AM)
Thanksgiving Break			
Session 22	Introduction to Frog's Leap	Frog's Leap Winery in 2011 – The Sustainability Agenda, Harvard Business School Case Study, Armand Gilinsky, Sonoma State University. Case Research Journal 32 (1), Winter 2012.	
Session 23 12/1	Assignment 3 Presentations Judging Panel TBD		
Session 24/25 12/6, 12/8	Sustainability in Entrepreneurship and Innovation	Crowdsourcing Sustainability; https://www.theguardian.com/sustainable-business/companies-crowdsource-sustainable-innovation-water	
Session 26 12/13	Open Wrap-up Lingering Questions		Assignment 4: Frog's Leap

The instructor reserves the right to modify and/or change the course syllabus as needed during the course.