

Rutgers University
Political Science Department New Brunswick
United Nations & Global Policy Studies
Masters Program

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Global Business Models and Socially Responsible Investment

This course will introduce and discuss in detail how socially responsible investment, and corporate social responsibility (CSR) in particular, have evolved in recent years, the ethical issues it raises, questioning its standards and methodologies, and evaluating its proposed social and environmental impact.

This course will start off by building a conceptual understanding of the strategic and operational aspects of a global business. Informed by a number of global strategy case studies (including Johnson & Johnson, IBM, IKEA), we will answer the following questions:

- What constitutes a global business/global product? Why?
- Entering foreign markets: when do companies decide to internationalize? And how?
- Can a global company yield uniformity in different places?
- How crucial are global integration and local implementation?
- Could global innovation mean local innovation?
- Why is “reverse innovation” a crucial strategy for western MNCs combatting emerging market companies going global?

The following topics will be discussed in detail through a diverse compilation of literature and documentaries:

- “Contributing to social and environmental good” as brand equity
- Increased awareness/measurement of national resources
- The new DNA of private sector engagement and SDG
- Business as a force for good: UN business relations in the 21st century
- Enactment of pollution controls
- Monitoring ethical supply chains

- Public opinion and stakeholder expectations
- SDG and the long term view of profit-making
- Monetizing CSR initiatives
- ISO/Issues of standardizing methodologies and CSR metrics

Expectations:

- Be fully prepared to discuss assigned readings for each class.
- Attend all class sessions.
- Submit assignments on time.
- Engage in civil and informed in-and out-of-class discussions.

Assessment:

35 % Participation, group discussion, and reading presentations.

20% Four response essays (2p each) hard copy due: 2/4, 2/18, 3/4, 3/24.

45% Group Project:

10% Project topic and outline due	2/11
25% Action plan and findings due	4/1
10% Presentations and feedback start	4/22

COURSE POLICIES

Late policy

1% per day to a maximum of ten days. Assignments will not be accepted after ten days.

Academic Integrity

The consequences of scholastic dishonesty are very serious. Rutgers' academic integrity policy is at <http://academicintegrity.rutgers.edu/>.

Rutgers Academic Support Services

Rutgers has a variety of resources for academic support. For more information, check <http://www.rutgers.edu/academics/academic-support> Rutgers has Learning Centers on each campus where any student can obtain tutoring and other help. For information, check <http://lrc.rutgers.edu/> Rutgers also has a Writing Program where students can obtain help with writing skills and assignments: <http://plangere.rutgers.edu/index.html>

Accommodations for Disabilities

The Rutgers Office of Disability Services evaluates students and provides documentation about necessary accommodations. Students who need accommodations in class must do so through the Rutgers Disabilities Services Office. See <https://ods.rutgers.edu/> for details.

Valuable Resources

<http://www.bloomberg.com>

<http://www.wsj.com>

<http://www.ibtimes.com>

<http://www.ft.com/home/us>

<http://fortune.com>

<http://www.economist.com>

<https://www.iisd.org/standards/csr.asp>

<http://www.iso.org/iso/home/standards/iso26000.htm>

<https://www.uschamberfoundation.org/corporate-citizenship-center>

Required Books

- Cornelis A. de Kluyver, “Fundamentals of Global Strategy: A Business Model Approach”, Business Expert Press, NY, 2010.
- David Chandler, “Strategic Corporate Social Responsibility; Stakeholders, Globalization and Sustainable Value Creation”, Sage Publication, 3rd Edition, 2003.
- Cathy Clark, Jed Emerson and Ben Thornley, “Collaborative Capitalism and the Rise of Impact Investing”, Jossey-Bass Wiley Press, 2014.

Required readings that include **articles and reports** will be distributed in class, and posted on Sakai.

Group Project

The students will do a group benchmarking project, where each group will strategically analyze (benchmark) a fortune 500 corporation *global social responsibility report*, and based on their analysis, understanding of corporate culture, and evaluation, prepare a recommendation report for the company. This

project will be completed in three stages: outline (2p), findings/action plan (20-25 p max), and presentation. Each group is responsible for delegating and managing the workload among its members.

Course Schedule and Readings:

January 21

Introduction and Syllabus review

Ian Bremmer, "The New Rules of Globalization" Harvard Business Review, 2014.
Posted on Sakai.

January 28

What does "Global" in Global Business Models mean?

Chapter 1, 2 and 3 De Kluyver

Article 1 Sakai

Video 1

February 4

Internationalization, Global Integration and Local Implementation

Chapter 4, 5 and 6 De Kluyver

Article 2 Sakai

February 11

Global Branding, Reverse Innovation, and Global Supply Chain Management

7, 8, 9 and 10 De Kluyver

February 18

What is CSR? What is Sustainable Value Creation?

Chapter 1 and 2 Chandler

Article 3 Sakai

February 25

Stakeholders, Corporate Responsibility and the Main Drivers of CSR

Chapter 3 and 4 Chandler

Article 4 Sakai

Video 2

March 4

Socially Responsible Investment in action: Case Studies

Chapter 5 and 6 Chandler

Article 5 Sakai

March 25

Ethical Issues and Integrative Dilemmas

Chapter 7 and 8 Chandler

Article 6 Sakai

Video 3

April 1

What is Impact Investing?

Chapter 1, 2 and 3 Clark

April 8 UN Global Compact

Business as a Force for Good: United Nations-Business Relations in the 21st Century

https://www.unglobalcompact.org/docs/publications/UN_Global_Compact_Guide_to_Corporate_Sustainability.pdf

https://www.unglobalcompact.org/docs/issues_doc/development/GCforSDbrochure.pdf

https://www.unglobalcompact.org/docs/issues_doc/development/SDGCompass.pdf

April 15 Wealth and Profit

New Understanding of Wealth and Profit
Chapter 4 and 5 Clark
Article 7

April 22 Presentations

April 29 Presentations