

SOFAER IMBA PROGRAM

MBA Cares

Course

Modules 2-4 (25 December 2011 – 22 June 2012)

Lecturer: Abbou Inbal

Course Time: Wednesday 9-11 am **Classroom:**
(during Module 2, starting 4 January 2012)

Office Hours: By Appointment

Email: cares@post.tau.ac.il

Project director: Yael Greenberg

e-mail: yaeli.green@gmail.com

Overview: The demand of for-profit companies and non-for-profit organizations to function in a sustainable and accountable way is ever increasing. The mission of the MBA Cares course is to enhance the social conscience of business and management students. MBA Cares is a course examining the relationship between business and society, how business manages its social, environmental and economic impact on society and how non-profit organizations initiate social enterprise. MBA Cares provides students the opportunity to learn how companies and organizations are approaching Corporate Social Responsibility, social enterprise, and sustainable operations through direct and engaged consulting work. The aim of MBA Cares is to provide opportunities for students in the Sofaer IMBA program to gain both knowledge and management tools relevant to corporate citizenship and community engagement, preparing students for the modern challenges in the global business environment.

Module 2 - Theoretical Overview MBA Cares begins by reviewing the growth of the third sector, social enterprise and corporate social responsibility as a response to the challenges faced by Western Neo-Liberal societies, with a particular emphasis on Israel. Via guest lectures, article reviews and films students will together examine the ways organizations with social agendas are functioning (or not-functioning) to meet the various needs of their constituents.

Module 3 & 4 – Practicum The practicum Project work is the focus of the MBA Cares course. After building a theoretical foundation students will divide into small groups (4 to 5 students) to engage in project or consulting work for an Israeli corporation, NGO or social entrepreneurship. The nature and focus of the projects will vary from corporate social responsibility programs to marketing or

strategy plans for NGO's. Students are expected to draw on their academic training, their past professional experience, and the advice of their professional mentor to address the real-world challenges of the organization with whom they are paired. The primary purpose of the Practicum is to deepen students' understanding of the interface of social and business spheres, through their direct involvement in these fields. Students will draw on their academic training to address the real-world challenges of making strategic decisions and helping social and business organizations increase their social impact

Course held over 2 hour time slot once a week. 30 minutes used for check in and The remaining time will be used for students' projects.

Enrollment

Enrollment is open to all students from the Sofaer International MBA. Interested students must apply to the course via MBA Cares' application questionnaire and official interview.

Course Materials

All class files including selected power-point slides presented in class by the instructor will be available on the course website.

Course Requirements

Attendance & Class Participation:	5%
Practicum project:	
Paper (up to 5 pages)	25-30%
Submitted to the organization	35-45%
Presentations:	15-20%
Peer Assessment:	5-10%

Attendance: Students will be expected to attend all classes, group meetings and project's assignments.

Class Participation. Students will be expected to contribute to classroom discussion. Quality of contribution to the discussion is much more important than quantity.

Practicum project: All of the projects will be team-based. Each student will participate in team projects in connection with the (i) operation of the group's meetings and (ii) Work with the organization's representatives.

Presentations. Each project will require a presentation by team members to the full class. Most presentations will be interim reports of the team's progress with the goal of additional input from the fellow students.

Peer evaluation. As part of our commitment to enhance better managers and business leaders, we will engage in a “staff” performance review in which peers will anonymously rate and offer feedback on one another. The results of the peer review will be a factor in the final grade.

MBA PROGRAM - READINGS AND TOPICS

SESSION 1 Jan. 4, 2012	INTRODUCTION TO Corporate Social Responsibility
Lecture Topic	<ul style="list-style-type: none"> • Course introduction • The fundamental contract between business, government and civil society • Globalization • Examination of the concepts of Corporate Social Responsibility and related concepts
Readings	<ul style="list-style-type: none"> • Carroll, A.B., Shabana, K.M. (2010). The Business Case for Corporate Social Responsibility: A Review of Concepts, Research and Practice. <i>International Journal of Management Reviews</i>, 12 (1), 85-105. • Freeman, E. R. (1997). Stakeholder Theory of Modern Corporation. In T.L. Beauchamp and N.E. Bowie (Eds.), <i>Ethical Theory and Business</i> (pp. 56-65). NJ: Prentice-Hall. • Carroll, A.B. (1991). The Pyramid of Corporate Social Responsibility: Toward the Moral Management of Organizational Stakeholders. <i>Business Horizons</i> 34(4), 39-49.
Elective Readings	<ul style="list-style-type: none"> • Strange, S. (1996). The State of The State. In S.Strange (Ed.), <i>The Retreat of the State: The Diffusion of Power in the World Economy</i> (pp.72-82). Cambridge, UK: Cambridge University Press • Frumkin, P. (2002) <i>On Being a Nonprofit</i>, Cambridge, MA, Harvard University Press, 1-28
Add Ins (Movies, Clips, Case-studies Ets.)	<ul style="list-style-type: none"> • Super Size Me • The Corporation (part 1) • The Corporation (part 14)

SESSION 2 Jan. 11, 2012	SOCIAL ENTERPRISE
Lecture Topic	<ul style="list-style-type: none"> • New solutions to old problem – models of social enterprises • Social entrepreneurship and social innovation. • New roles for business in engaging social issues.
Readings	<ul style="list-style-type: none"> • Emerson, J. & Bonini, S. (2003) <i>Blended Value Map - Tracking the Intersects and Opportunities of Economic, Social and Environmental Value Creation</i> http://www.blendedvalue.org/publications/ • Bagnoli, L. & Megali, C. (2011) Measuring Performance in Social Enterprises, <i>Nonprofit and Voluntary Sector Quarterly</i>, vol. 40. 149-165 • Muhammad Yunus - Nobel Lecture - Oslo, December 10, 2006
Guest lecture	<ul style="list-style-type: none"> • Professor Benjamin Gidron - Director of the Israeli Social Enterprise Research Center (ISERC) at the Beit Berl Academic College.

SESSION 3 Jan. 18, 2012	FROM CHARITY TO VALUE CREATION
Lecture Topic	<ul style="list-style-type: none"> • CSR Evolution – philanthropy, Corporate Social Responsibility and shared ales • CSR opponents – "the business of business is business" (Milton Freidman) • CSR Strategies - ethic, philanthropic, competitive advantage
Readings	<ul style="list-style-type: none"> • Friedman, M. (1970, September 13). The Social Responsibility of Business Is to Increase its Profits. <i>New York Times</i>. New York: 122-126. • Porter E. M., Kramer M. R. (2006). Strategy & Society: The Link between Competitive Advantage and Corporate Social Responsibility. <i>Harvard Business Review</i>, 84 (12), 78-93. • Porter E. M., Kramer M. R. (2011), The Big Idea: Creating Shared Value. <i>Harvard Business Review</i>, 89 (1), 2-17.
Add Ins (Movies, Clips, Case-studies Ets.)	<ul style="list-style-type: none"> • Philanthropy Inc. • The Corporation (part 3) • Creating Shared Value, an HBR interview with Michael Porter

SESSION 4 Jan. 25, 2012	WHAT ACTING RESPOSIBLY MEANS?
Lecture Topic	<ul style="list-style-type: none"> • CSR in terms of the market, community, environment, workplace and government. • Key issues examined include governance and ethics, corporate philanthropy, labour standards and employee issues, community relations and environmental externalities.
Readings	<ul style="list-style-type: none"> • Hardin, G. (1968). The Tragedy of the Commons. <i>Science</i>, 162, 1243-1248.
Elective Readings	<ul style="list-style-type: none"> • Clarkson, M. E. (1995). A Stakeholder Framework for Analyzing and Evaluating Corporate Social Performance. <i>Academy of Management Review</i>, 20 (1), 92-117.
Add Ins (Movies, Clips, Case-studies Ets.)	<ul style="list-style-type: none"> • BP oil spill • Levi's "Go Forth" Campaign in Braddock, PA • The Story of Stuff • Green and Pink Wash • Coca Cola Water Use • General Mills Use of rBGH Milk

SESSION 5 Feb. 1, 2012	MAKING IT COUNT – MESURING AND REPORTING
Lecture Topic	<ul style="list-style-type: none"> • The role of corporate reporting • Standards and measurements • Financial tools
Readings	<ul style="list-style-type: none"> • PRI: Principles for Responsible Investment • Unepfi, Finance Initiative: Innovative Financing for Sustainability http://www.unepfi.org • ISO 26000 – Social responsibility • GRI - Sustainability Reporting Guidelines • CSR Indexes – Maala (Israel SE), Dow Jones Sustainability Index (NYSE), Domini 400 (S&P Stocks), FTSE4Good (London SE)
Guest lecture	<ul style="list-style-type: none"> • Elaine Cohen – 'Beyond Business' CEO and IRCA/AccountAbility certified Associate Sustainability Practitioner