



The University of Hong Kong

CCGL9018 Corporate Social Responsibility 2021 - 22

Course Syllabus

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Consultation By Appointment
Session:

Course Description

This course provides an interdisciplinary overview of Corporate Social Responsibility (“CSR”), focusing on the interplay between corporations and their key stakeholders. Over the past several decades, many factors have contributed to increased expectations for corporations to carry social responsibilities. Asia is not an exception. At the same time, our governments have acted to reduce their roles in addressing social problems, in favor of market-based approaches.

CSR has progressed from traditional philanthropy and donation to encompass not only what companies do with their profits, but also how they make them. Through their stakeholder relations management and innovative business models, companies cannot only develop practices to address environmental and social issues, but also identify opportunities for innovative products and technologies.

In the recent decades the emergence of CSR has brought a new wave of social innovations to the marketplace. “Social enterprises” have emerged that emphasize both social and financial sustainability, and, therefore, traditional non-profit organizations, governments and corporations need to adapt themselves to embrace this social innovation. Thus, the topics of sustainability reporting, nonprofit organizations, social enterprises and other topics of interest to students will be discussed in-depth to bring this course to a forward-looking perspective.

Course Content

The course provides conceptual frameworks and business case studies to help students understand how corporations interact with different types of stakeholders in civil society. The course is designed for students who are interested in understanding and influencing business practice. The course will not only cover firm-level CSR strategy or corporate governance, but also address the dynamics of relationships between corporate and their key stakeholders. The course will start with fundamental concepts, such as, what a corporation is, why it exists, and what its relationship is with the market and the government. Some classical articles of renowned economists, such as, Milton Friedman, are discussed to facilitate students’ learning.

Applications to management issues are analyzed through both international and domestic cases of corporations, non-profit organization and social enterprises. These cases are covered thoroughly in the weekly tutorials.

A Warm Reminder for You 😊

This is not a technical course. For many of the management issues we are going to discuss, there are no absolute right or wrong answers, but only more or less developed one. If you are uncomfortable with ambiguity, this course may not be good for you.

Corporate social responsibility is a cross-discipline subject. As business cases are used extensively throughout the course, students should have adequate exposure to and experience in analyzing cases.

Course Learning Outcomes and Alignment with Common Core Programme Learning Outcomes

Course Learning Outcomes – On completing the course, students will be able to:	Alignment with Common Core Programme Learning Outcome(s)
Demonstrate a heuristic understanding of economic concepts relevant to analyzing CSR issues.	CC PLO(s): 1, 2
Understand, analyze and critically interpret cases and examples of issues in corporate social responsibility using the relevant economic concepts.	CC PLO(s): 1, 2
Reflect upon the interactions between economic and political dimensions of corporate social responsibility issues and their moral dilemmas.	CC PLO(s): 1, 2, 3, 4
Understand, analyze and critically interpret and reflect upon the relationship between issues of corporate social responsibility affecting businesses and its broader relationship with the nature of society and duties of citizenship.	CC PLO(s): 1, 2, 3, 4

Study Load

Activities	Number of hours
Lectures	24
Tutorials	12
Preparation for tutorials	12
Reading / Self-study	60
Assessment: Written reports	80
Total:	188

Class Materials

As the contents to be discussed in this course are very contemporary, I do not prescribe a textbook. All required lecture notes, cases and readings will be organized by the instructor and distributed to the students at the beginning of semester. Additional readings may be added for class discussion.

Recommended References

Andrew Crane, Dirk Matten & Laura J. Spence. Corporate Social Responsibility, 2nd Edition, Routledge.

Course Assessment Components

Assessment Method	Details of Assignment	Weighting	Alignment with Course Learning Outcome(s)
Participation, & Leadership	Lecture and tutorial participation.	10%	CLOs: 1, 2, 3, 4
Group Written report	Viewpoints for and against CSR	20%	CLOs: 1, 2, 3, 4
Group Presentation	CSR Program Proposal + Presentation	30%	CLOs: 1, 2, 3, 4
Individual Essay	A reflective and critical essay on self-selected CSR related topics	40%	CLOs: 1, 2, 3, 4

Participation & Leadership (10%)

We will rely on a wide range of business cases and readings as the primary means for knowledge dissemination. Student is expected to well-prepare and take ownership of the class. The grade for participation and class leadership is based on the extent of the student's attendance, participation and contribution in lectures and tutorials.

Group Written Report (A) - Viewpoints for and against CSR (20%)

Please form a group of FOUR to FIVE people (subject to the tutorial registration) and perform literature reviews especially on those classical economic papers and discuss the different viewpoints for and against Corporate Social Responsibility. After the literature reviews, share your group's view on CSR, which could be unanimous or divided. State the reason(s) to support or against the promotion of CSR. Please prepare a written report in no more than **5 pages** (exclusive of references) and **submit to the tutor via Moodle by 5pm, 10 October 2021.**

Group Written Report (B) - CSR Program Presentation (30%)

Same group will need to formulate a CSR program proposal to help addressing the various environmental, social and governance performance and to design the detailed strategies and performance measurement system. Please present your findings in the format of proposal in no more than **5 pages** (exclusive of references) and **submit to the tutor via Moodle by 5pm, 14 November 2021. Presentation will be conducted in the last tutorial class.** Further details regarding the proposal and presentation will be provided at due course.

Individual Essay - A reflective and critical essay on self-selected CSR related topics (40%)

Throughout the semester students will be taught about various topics related to the CSR. Write a research paper in no more than **8 pages** (exclusive of references) to discuss and analyze the particular topic you love. I will assess your write-ups based on the following criteria: 1) the content of the report; 2) the writing style (coherence/clarity) and 3) research and support. **The deadline of the final write-up will be 5pm, 12 December 2021. Please submit your report to the tutor via Moodle. Late submission will have a penalty of 10% deduction per day.**

Topic Outline¹

Topic One - Overview of Corporate Social Responsibility

Agenda:

- ❖ What is Corporate Social Responsibility?
- ❖ Basic Terminology
- ❖ Corporate Citizenship Concepts
- ❖ Business Criticism and Social Response Cycle
- ❖ CSR from the Historical Perspective
- ❖ Six Core Characteristics of CSR
- ❖ CSR in Different Regions
- ❖ Why CSR?
- ❖ How to formulate Green Strategies?

Readings:

1. The pyramid of corporate social responsibility: toward the moral management of organizational stakeholders
2. The social responsibility of business is to increase its profit
- 3. Stakeholder management: framework and philosophy**

Topic Two – CSR Collaboration

Agenda:

- ❖ Introduction
- ❖ Business-NGO Collaborations
- ❖ How Should Firms Collaborate for CSR
- ❖ The 4 strategic factors
- ❖ Opportunities and Challenges
- ❖ Tips for partnership development
- ❖ CSR-Government Relations
- ❖ Conclusion

Readings:

- 1. How Citi successfully implemented community engagement with limited resources**
- 2. The role of governments in corporate social responsibility: characterizing public policies on CSR in Europe**

¹ Please note that the extent and timing of topics coverage are subject to change due to practicality and/or time schedule changes.

Topic Three – Corporate Governance

Agenda:

- ❖ What is Corporate Governance?
- ❖ Board of directors
- ❖ Listing Rule Appendix 14 – Code of Corporate Governance
- ❖ Code of Ethics and Code of Conduct
- ❖ Example of market standards: ISO 14000 & ISO 26000 & The Equator Principle
- ❖ Social Audit & Assurance

Readings:

1. For whom are corporate managers trustees?
2. McDonald's code of conduct for the board of directors

Topic Four – Sustainability Reporting

Agenda:

- ❖ Introduction
- ❖ Reasons for Engaging in CSR Reporting
- ❖ Current Trends in CSR Reporting
- ❖ Qualitative Characteristics of CSR Reporting
- ❖ The Sustainability Management Framework
- ❖ The Stakeholder Approach to CSR Reporting
- ❖ CSR and Profitability
- ❖ The Two Major Reporting Standards – GRI and IIRC
- ❖ Sustainability Reporting in HK

Readings:

1. COSCO: implementing sustainability
2. The KPMG survey of corporate responsibility reporting 2020

Topic Five - Social Impact Measurement

Agenda:

- ❖ Reasons for having the Social Impact Assessment Frameworks
- ❖ Stages of Impact Measurement
- ❖ Calculation of Social Return on Investment
- ❖ Social Impact Assessment Tools
- ❖ Total Impact Measurement and Management
- ❖ True Value Model

Readings:

1. What impact? A framework for measuring the scale and scope of social performance
2. A guide to social return on investment
3. Social return on investment: three technical challenges
4. Conducting Social Impact Assessment for Third-Sector Organizations

Topic Six – Developing CSR Strategy

Agenda:

- ❖ Introduction
- ❖ What is shared value
- ❖ Green strategies
- ❖ Value chain analysis
- ❖ Seven steps to develop CSR strategy
- ❖ Implication for MNCs
- ❖ Conclusion

Readings:

1. How do we build corporate social strategy?
2. **Richform Holdings Ltd - how a Hong Kong small enterprise succeeded using corporate social responsibility initiatives**

Topic Seven – Corporate Philanthropy

Agenda:

- ❖ Introduction
- ❖ Creation of Positive Impact for the Community
- ❖ The Contemporary Focuses of Corporate Philanthropy
- ❖ Approaches to Corporate Philanthropy
- ❖ Community Action Plan
- ❖ Engagement of Employees
- ❖ Recipients of Corporate Philanthropy
- ❖ Managing Corporate Philanthropy
- ❖ Strategic Philanthropy
- ❖ Cause-related Marketing
- ❖ Offshore Outsourcing Practices
- ❖ 4 Strategies for Public Responsibility

Readings:

- 1. HSBC: banking on CSR?**
2. The competitive advantage of corporate philanthropy

Topic Eight - Green Bonds

Agenda:

- ❖ Introduction
- ❖ What are Green Bonds?
- ❖ Why issue Green Bonds?
- ❖ Green Bond Principles
- ❖ Assurance/Verification
- ❖ Green Bonds (2007 –2013)
- ❖ New Era of Green Bonds
- ❖ Green Bonds in China and Hong Kong

Readings:

- 1. Social Finance, Inc.**
2. China green bond market 2019

Topic Nine - Socially Responsible Investment

Agenda:

- ❖ Socially Responsible Investing (SRI)
- ❖ Ethical Investment
- ❖ UNEP's Sustainable Development Goals (SDG) and Financial Initiatives
- ❖ Principles for Responsible Investment (PRI)
- ❖ Guidance for Responsible Investment
- ❖ Examples of Participating Entities
- ❖ Sustainability Indices

Readings:

- 1. The Norwegian Government Pension Fund: the divestiture of Wal-Mart Stores Inc.**
- 2. Green Monday: How a Hong Kong social Enterprise Explore International Market?**
3. How to mobilize private sector financing for sustainable infrastructure
4. Socially responsible investment in Asia

Topic Ten – Social Innovation

Agenda:

- ❖ Future trends of CSR
- ❖ Introduce social enterprise and social innovation as future areas of CSR
- ❖ The Definitions of “Social Enterprise”
- ❖ Key decisions for the development of Social Enterprise
- ❖ Social problems/ Resources/ Agents/ Target niche market/ Scale and scope
- ❖ Social enterprises in the UK/East Asia
- ❖ The key features of Social Enterprise in Hong Kong
- ❖ CSR as an emerging profession in management
- ❖ Is CSV a 2.0 CSR or a future trend?

Readings:

- 1. iBakery: how a Hong Kong NGO ventures into social enterprise**
2. Fullness Christian Social Enterprise Limited - offering a right path to deviant youth in Hong Kong
3. Creating successful business models: lessons from social entrepreneurship

Lecture & Tutorial Schedule²

Lecture		
Topic	Time	Venue
1	4 September, 2021 (1030-1220)	CYPP2
2	18 September, 2021 (1030-1220) <i>* No lecture on 11 Sept, 2021</i>	
3	25 September, 2021 (1030-1220)	
4	9 October, 2021 (1030-1220)	
5	23 October, 2021 (1030-1220)	
6	30 October, 2021 (1030-1220)	
7	6 November, 2021 (1030-1220)	
8	14 November, 2021 (1030-1220)	
9	20 November, 2021 (1030-1220)	
10	27 November, 2021 (1030-1220)	

Tutorial		
(Detail timetable is on the next page.)		
Group	Time	Venue
Monday Group	Mondays (930-1020)	KK811
Tuesday Group	Tuesdays (1530-1620)	KK713
Thursday Group 1	Thursdays (1430-1520)	KK1235
Thursday Group 2	Thursdays (1530-1620)	KK1235
Friday Group 1	Fridays (1630-1720)	KK811
Friday Group 2	Fridays (1730-1820)	KK811

Important Remarks:

1. Only Face to face Lectures and tutorials ('lessons') will be offered.
2. Students shall select their tutorial sessions via HKU portal or the HKU tutorial signup app.
 - Tutorial registration time: from 8 pm on 4 Sep (Sat) to 4 pm on 15 Sep (Wed)
3. In the first tutorial, students shall form a group of FOUR to FIVE students (subject to the number of students enrolled in one tutorial session) for the group work and presentation.

² Subject to further changes depending on students' learning progress, rescheduling of classes due to bad weather arrangements, fire drills or other unavoidable reasons.

Tutorial Schedule³

Tutorial	Date	Tutorial Topic/Reading Materials
1	13 September 2021 (Mon Group) 14 September 2021 (Tue Group) 16 September 2021 (Thu Groups 1-2) 17 September 2021 (Fri Groups 1-2)	Group formation of FOUR to FIVE students <i>(subject to the number of students enrolled in one tutorial session)</i> Reading T1-3 - Stakeholder Management: Framework & Philosophy
2	20 September 2021 (Mon Group) 21 September 2021 (Tue Group) 23 September 2021 (Thu Groups 1-2) 24 September 2021 (Fri Groups 1-2)	Reading T2-2 - The role of governments in corporate social responsibility: characterizing public policies on CSR in Europe
3	4 October 2021 (Mon Group) 5 October 2021 (Tue Group) 7 October 2021 (Thu Groups 1-2) 8 October 2021 (Fri Groups 1-2)	Reading T2-1 - How Citi successfully implemented community engagement with limited resources
Group Written Report (A) - Viewpoints for and against CSR (20%) to be submitted to the tutor via Moodle by 5pm, 10 October 2021 (no more than 5 pages , exclusive of references)		
4	18 October 2021 (Mon Group) 19 October 2021 (Tue Group) 21 October 2021 (Thu Groups 1-2) 22 October 2021 (Fri Groups 1-2)	Reading T6-2 - Richform Holdings Ltd - how a Hong Kong small enterprise succeeded using corporate social responsibility initiatives.
5	25 October 2021 (Mon Group) 26 October 2021 (Tue Group) 28 October 2021 (Thu Groups 1-2) 29 October 2021 (Fri Groups 1-2)	Reading T6-2 - Richform Holdings Ltd - how a Hong Kong small enterprise succeeded using corporate social responsibility initiatives (Cont'd)
6	1 November 2021 (Mon Group) 2 November 2021 (Tue Group) 4 November 2021 (Thu Groups 1-2) 5 November 2021 (Fri Groups 1-2)	Reading T6-1 – How do we build corporate social strategy
7	8 November 2021 (Mon Group) 9 November 2021 (Tue Groups) 11 November 2021 (Thu Groups 1-2) 12 November 2021 (Fri Groups 1-2)	Reading T9-2 – Green Monday: How a Hong Kong social Enterprise Explore International Market
Group Written Report (B) - CSR Program Presentation (30%) to be submitted to the tutor via Moodle by 5pm, 14 November 2021 (in the format of proposal in no more than 5 pages , exclusive of references) Presentation will be conducted in the last two tutorial classes.		
8	15 November 2021 (Mon Group) 16 November 2021 (Tue Groups) 18 November 2021 (Thu Groups 1-2) 19 November 2021 (Fri Groups 1-2)	Assessment: CSR Program Group Presentation
9	22 November 2021 (Mon Group) 23 November 2021 (Tue Groups) 25 November 2021 (Thu Groups 1-2) 26 November 2021 (Fri Groups 1-2)	Assessment: CSR Program Group Presentation
Individual Essay - A reflective and critical essay on self-selected CSR related topics (40%) Due at 5pm, 12 December 2021 via Moodle. Late submission will have a penalty of 10% deduction per day. (no more than 8 pages , exclusive of references)		

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