Corporate Social Responsibility (CSR) has become a buzzword, possibly because it means because the concept of CSR is vague, ambiguous, multidimensional and changing. Multinational enterprises (MNEs), which by definition operate and are managed across powerful and not always accountable entities. This power and lack of accountability is reflected both at international and national levels. In order to attract and maintain Foreign Direct Investment (FDI) nations have to create favourable conditions for foreign corporations. This conflict between FDI and national sovereignty may weaken national actions at both the national and transnational level, explaining the shift from nation-state regulation towards alternative forms of regulation. These alternative forms rely heavily on voluntary initiatives by the MNEs which civil society and MNEs themselves.

Since the 1990s' globalisation has been a growing concern on socially responsible MNEs which have become top priorities for businesses. In today's global economy, it can be observed a decreasing tolerance of poor working conditions and environmental degradation. This course offers to MIB students an opportunity to understand the implication of a firm's behaviour to its social stakeholders, shareholders and the environment.

At the end of this course, students will have skills and knowledge to identify strategies to balance ethical concerns with the needs of a firm.

2. OBJETIVOS GENERALES DEL CURSO

2.1. Gain a deeper understanding of the non-economic goals expected by society of MNEs and how to achieve these goals.
2.2. Understand the rights, obligations and the impacts of MNEs on society, environment and labour force.
2.3. Distinguish the main theories and conceptual frameworks of corporate social responsibility and corporate citizenship.
2.4. Analyse the CSR agenda of major MNEs at the international level.
2.5. Acquire competences to design and to manage the CSR agenda of an international business.
3.1. **Introduction: Political, cultural and social responsibility issues**
   Lecturer: Dr. Christina Stringer
   This module introduces students to the political, cultural, and social responsibility issues of MNEs in the local and international environment. After this module, students should be able to:
   3.1.1. Analyse different discourses and arguments on MNEs and sovereignty.
   3.1.2. Discuss the major ethical dilemmas of MNEs and their strategic interests.
   3.1.3. Identify the cultural and institutional MNEs influence.

3.2. **International Business Ethics**
   Lecturer: Dr. Christina Stringer
   After this module, students should be able to do the following:
   3.2.1. Discuss how national cultures, legal contexts, environmental and financial challenges affect ethical perceptions.
   3.2.2. Define the concept of Global Risk.
   3.2.3. Explain causes and implications of corruption and bribery in international business.

3.3. **Public-Private and Business-Community partnerships**
   Lecturer: Dr. Christina Stringer
   After this module, students should be able to do the following:
   3.3.1. Describe the historical evaluation of public-private partnerships.
   3.3.2. Define civil society.
   3.3.3. Explain actions MNEs managers can take to develop partnership with government agencies.
   3.3.4. Describe the role of non-governmental organisations (NGOs) as actors for social change.

3.4. **The concept of CSR**
   Lecturer: Anne Marie Zwerg-Villegas
   After this module, students should be able to do the following:
   3.4.1. Define the concept of CSR.
   3.4.2. Describe the historical evolution of CSR.
   3.4.3. Identify CSR's dimensions.
   3.4.4. Evaluate the strengths and weaknesses of the 'Business Case' for social responsibility.
   3.4.5. Identify the financial implications of lacking a CSR approach.

3.5. **Corporate Philanthropy**
   Lecturer: Anne Marie Zwerg-Villegas
   After this module, students should be able to do the following:
   3.5.1. Understand interdisciplinary contributions to the study of the role of MNEs within society.
   3.5.2. Demonstrate the limitation of market based approaches for the society and the environment.

3.6. **Corporate Diplomacy**
   Lecturer: Dr. Maria-Alejandra Gonzalez-Perez
   After this module, students should be able to do the following:
   3.6.1. Understand the historical evolution of the participation of MNEs on public/private relations.
   3.6.2. Explain coalitions of influence of MNEs.
   3.6.3. Map lines of influence of MNEs at the national and international levels.
   3.6.4. Describe the role of non-governmental organisations (NGOs) in shaping global business policies.

3.7. **Introduction to Corporate Governance (CG)**
   Lecturer: Dr. Maria-Alejandra Gonzalez-Perez
   After this module, students should be able to do the following:
3.7.1. Distinguish between corporate social responsibility and corporate governance.
3.7.2. Compare theories and systems of corporate governance.
3.7.3. Discuss the role of law within corporate governance.
3.7.4. Evaluate the strengths and weakness of external and internal governance.

3.8. Shareholders, stakeholders and CG
Lecturer: Dr. Maria-Alejandra Gonzalez-Perez After this module, students should be able to do the following:
3.8.1. Distinguish the different types of stakeholders within a MNE.
3.8.2. Understand the roles and rights of the boards of directors.
3.8.3. Describe the functioning of an auditing committee.
3.8.4. Explain the main feature of corporate governance codes.
3.8.5. Compare models of corporate governance around the world.
3.8.6. Analyse different corporate scandals related to corporate governance.

3.9. Corporate Citizenship
Lecturer: Dr. Maria-Alejandra Gonzalez-Perez After this module, students should be able to do the following:
3.9.1. Distinguish between corporate social responsibility and corporate citizenship.
3.9.2. Define the citizenship concept.
3.9.3. Describe the stages of corporate citizenship.
3.9.4. Describe the corporate management framework for citizenship.
3.9.5. Compare managerial competences for the promotion of corporate citizenship.

3.10. Social Responsibility Networks
Lecturer: Dr. Maria Alejandra Gonzalez-Perez. After this module, students should be able to:
3.10.1. Discuss the ways businesses and civil society empowers each other within international social responsibility networks (SRNs).
3.10.2. Define social responsibility networks (SRNs).
3.10.3. Identify key actors (nodes) in a particular industry's social responsibility network.

3.11. Accountability, reporting and measuring
Lecturer: Dr. Maria Alejandra Gonzalez-Perez After this module, students should be able to:
3.11.1. Evaluate the strength and weakness of different models of certifications.
3.11.2. Contrast self-reporting initiative against third-party reporting mechanisms.
3.11.3. Describe the benefits for accountability and the costs of lack of accountability.
3.11.4. Develop a plan for managing business and community relationship.

4. EVALUACIÓN
4.1. Midterm exam: 20%
4.2. Corporate Governance Report: 20%. A work team of 3-4 students will prepare a report on the functioning of the corporate governance system in a particular country. The team will record a video, and will make a presentation to the group. They will lead a discussion.
4.3. CSR report: 20%. A work team of 3-4 students will prepare a non-financial CSR report of a particular MNE operating in a foreign country. This report should include an assessment of the local environment, company-community relations, identification of key stakeholders at the local level, interest on local development, etc.

4.4. Corporate citizenship task: 10%. A work team of 3-4 students will prepare a multi-format communication reporting a company's commitments and actions on citizenship. It should include at least: (i) a press release to employees, (ii) a letter to shareholders, (iv) a communication to trade unions and community members, (v) an advisement for customers.


5. BIBLIOGRAFIA GENERAL


