

4/2/2010

Milano – The New School for Management and Urban Policy

Measuring What Matters – The Art of Managing Corporate Responsibility Summer 2010 – Tuesday, 6-9:50pm

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Course Syllabus

Required Readings

Books

Total Responsibility Management: The Manual
Authors: Waddock & Bodwell
Greenleaf Publ., 2007

Value Shift (Chapter 7: Performing at a High Level)
Author: Lynn Sharp Paine
McGraw-Hill Publ., 2003

Invisible Advantage: How Intangibles Are Driving Business Performance
Authors: Low & Kalafut
(Select chapters only, supplied by faculty)

Papers (purchased as a kit at East Side Copy, 15 East 13th St)

Seven Transformations of Leadership
Authors: Rooke & Torbert
Harvard Business Review, April '05

Sustainability and Competitive Advantage
MIT Sloan Management Review, Fall 2009

KM and The Social Network
Author: Patti Anklam
White Paper

Serving the World's Poor, Profitably
Author: Prahalad & Hammond
Harvard Business Review, September '02

Making Sustainability Work: Best Practices in Managing and Measuring Corporate Social, Environmental and Economic Impacts

Author: Marc Epstein
Greenleaf Publ., 2008

The Activity-Based Costing System

Author: Paul Scarbrough, Ph.D.
White Paper

Breaking Down The Wall of Codes: Evaluating Non-Financial Performance Measurement

Authors: Chatterj & Levine
California Management Review, Winter 2006, Vol. 48, No. 2

The Costs of Quality

Author: Paul Scarbrough, Ph.D.
White Paper

Negotiated Transparency? Corporate Citizenship Engagement & Environmental Disclosure

Authors: Marshall, Brown & Plumlee
Journal of Corporate Citizenship, Issue 28

Course Description

Large and small organizations, alike, rarely act on new initiatives without first knowing the so-called “business case.” And it’s no less true for corporate responsibility (CR), despite its growing acceptance. Before going too far in “changing how we do business,” senior management invariably want convincing evidence of the business case for CR/sustainability.

This course will challenge and engage students to explore first, how to move corporate responsibility/sustainability deeper and wider inside an organization so to better inform strategy and decision-making, second, what and how to measure the impacts of CR/sustainability. Students will apply diagnostic tools that begin to define and reshape their organization’s culture and operational practices. They will apply new ways of building collaborative relationships between employees, customers, NGOs, government agencies and other stakeholders in problem solving, innovation, and sustainability. Students will learn to apply qualitative analysis and the use of accounting tools, which track and quantify the financial of effects on cash flow and profitability of progressive social and environmental practices across functions within their organizations. Using a variety of financial and managerial frameworks, students will learn what to measure and what to avoid—where organizational and market conditions can distort the credibility and reliability of your findings.

Learning Objectives

To enable students to:

- Recognize the nuances of operationalizing CR/sustainability and in measuring the effects on an organization's overall performance
- Define strengths/weaknesses of recognized measurement frameworks
- Understand requisites and tradeoffs of credible CR/sustainability measurement
- Apply new management tools that affect organizational change
- Explore ways of integrating CR/sustainability into your organization's strategic or operational goals and objectives

Method of Instruction

Class and small group discussions, experiential exercises, interactive lectures, work-based assignments, and assigned readings

Course Requirements and Expectations

Students are expected to show up on time, complete *all* required readings as assigned, attend class *prepared* to discuss reading assignments, and participate actively in all exercises and other activities. When extraordinary circumstances prevent attendance, it must be communicated to the instructor in advance. A documented disability may influence such participation and will be accommodated. Students must complete all assignments to pass the course. Assignments submitted after the due date will not earn full credit.

Assignments

Class Participation: Includes attendance and active, informed (by the readings) participation in discussions and activities.

Mid-Course Assignment (due 6/22): Using a diagnostic tool, supplied by the faculty, assess the current level of sustainability at the organization where you work or intern. Student submits a **written summary** of his/her findings and four recommendations for how their organization can achieve a higher level of CR/sustainability performance.

Final Project (due 7/27): From the completed sustainability diagnostic, the course readings, and class discussions, complete a **written analysis** of the specific steps *you* would take to re-organize your organization, from the top down and bottom up, so it operated more responsibly (towards employees, customers or

other key stakeholders, the environment, and community or society, in general). What structural, operational or management changes would you make? How could you ensure that organizational learning takes place, both now and in the future? What metrics will you use to measure improvements in its CSR performance? What management (qualitative or quantitative) tools will you use to track performance and why?

Student will also make a **15-20 min. presentation**, summarizing their reorganization strategy and answers to these questions, for critique by the course faculty and students.

Grading Criteria for the Term Project

Your papers will be graded based on the following five criteria:

1. **Integrating readings and course lessons:** Did you explicitly address your learning from the readings (w/ citations) and the ideas discussed in class? Did you demonstrate understanding?
2. **Integrating theory and practice:** How effectively did you integrate the theory (information from the readings) with practice (what you did or tried to do to put the ideas to use)?
3. **Incorporating reflection:** How effectively did you demonstrate your own learning? Did you note your successes, failures, and moments of confusion?
4. **Responding to the question:** Did you address the question as posed completely?
5. **Writing carefully:** Was your paper well written and carefully edited? Was it free of careless mistakes?

Allocation of Grading

30% Classroom Participation

30% Written Assignment

40% Term Project (2/3 paper, 1/3 presentation)

OVERVIEW OF COURSE CALENDAR AND ASSIGNMENTS

6/8

Class member and faculty introductions, learning expectations, and overview of course, assignments and grading

Content: Introduction to CSR, Sustainability and Corporate Citizenship and reflections and discussion of the culture of the organization (where you work or intern); the

strategic, operational, and measurement issues (both internal and external) it faces; the role you play or could play to improve one or more of these areas

*Waddock & Bodwell: *Total Responsibility Management: The Manual*

*Select chapters (TBD) assigned as pre-read for this class.

6/15

Content: Roles of vision, core values, culture and leadership

Paine: *Value Shift* (Chapter 7)

Rooke & Torbert: *Seven Transformations of Leadership*

Content: Integration of strategic goals/objectives, operations, and stakeholder engagement

MIT Sloan Management Review: *Sustainability and Competitive Advantage*

Anklam: *KM and The Social Network*

6/22

Content: Engaging and serving communities in the world's poorest regions

Prahalad & Hammond: *Serving the World's Poor, Profitably*

Content: Measuring multiple bottom lines

Epstein: *Making Sustainability Work: Best Practices in Managing and Measuring Corporate Social, Environmental and Economic Impacts*

Scarbrough: *The Activity-Based Costing System*

Mid-Term Assignment

ALL PAPERS DUE

6/29

Content: Before class, view "An Inconvenient Truth," a documentary on global warming, narrated by former Vice President Al Gore. Come prepared to discuss what your organization is doing or could be doing to reduce its carbon footprint and therefore, its impact on global warming.

Guest Speaker

Content: How Intangible Assets Increasingly Drive Organizational Performance

Low & Kalafut: *Invisible Advantage: How Intangibles Are Driving Business Performance*

*Select chapters (TBD)

7/6

Content: Flaws in measurement reliability

Chatterj & Levine: *Breaking Down The Wall of Codes: Evaluating Non-Financial Performance Measurement*

Content: Measuring organizational failure. Hands-on application of the Cost of Quality methodology

Scarborough: *The Costs of Quality*

7/13

Before class view “Sicko,” a documentary by Michael Moore, and research online a broad range of reviews. Come prepared to discuss what your organization is doing or could do differently to ensure affordable health insurance for all of its employees. What level of responsibility management currently exists in your organization on affordable health insurance for all employees? What is the business case for it?

Content: Point/counterpoint on health-care reform in the United States
Guest Speakers

7/20

Content: Managing for transparency and accountability to stakeholders
Marshall, Brown & Plumlee: *Negotiated Transparency? Corporate Citizenship Engagement & Environmental Disclosure*

7/27

Content: What did we learn and next steps for its application?

Term Project Presentations
ALL FINAL PAPERS DUE