

Pedagogical guidelines of Module 1

From Sustainable Development to OSR: A new stake for Organisations

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I. Identity form of the module 1

Domain	Human Resources, Social Responsibility of organisations, Sustainable Development
Subject	Corporate social Responsibility and raising awareness of professionals to the stakes at sustainable development
Key concept	The initiative of CSR / OSR is not any more a fashion but a new stake for organizations
Title	From Sustainable Development to OSR: A new stake for Organisations
Date of Creation	December 2008
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Training materials	Slide show PowerPoint containing 98 slides + cases for illustration
Summary	<p>At the conclusion of this module, the participant must have a grasp of all the problems connected to the concept of sustainable development and to the notion of social responsibility of the company applied to the management of organizations.</p> <p>Indeed, these subjects are in the heart of our everyday life today. Adopted by numerous international agreements (sustainable tourism, sustainable agriculture.), but also by the European legislators (law NRE, etc.), companies, employees, labour unions, NGO (Non Governmental Organisations) make from now on references to the sustainable development in their mode of management. The big challenge for the organisation is thus the one of the manager taking into account apparently opposing interests: requirements of the shareholders, the risk prevention, the quality of the service, the management of the human resources, the environmental protection...</p> <p>The aim of this module is to enable the learners think and reflect about the role of the organisation in the society, and the notion of Social Responsibility of the organisation in relation to these stakeholders.</p>

II. Educational potential of the module

A. Target groups

This module addresses a public audience of professional actors in an organisation: Leaders, Human Resources managers, Staff representatives. It should be integrated as a first approach within a continuous/vocational training solution to be implemented in relation with the deployment of OSR within and organisation.

It does not imply any preliminary knowledge in terms of management.

B.Educational objectives

This module has for objective to make the link between work experiences in an organisation and the various managerial approaches in terms of the concepts of sustainable development and social responsibility. Therefore it should allow discovering the concept of social responsibility of organizations (OSR). It should be clear to the participants that now OSR is a must for the organisations.

The aim is to raise participants' awareness in terms of OSR and challenges of Sustainable Development for the organisations at management level. It also focuses on Human Resources managers based on a global vision of OSR.

C.Educational Process

This module can be applied in both inductive and deductive modes.

In inductive mode, it reveals the origin and the nature of the environmental and social actions connected to the sustainable development. It supports a collective reflection on the social responsibility of organizations, especially by pointing out the current importance of the sustainable development and the OSR.

In **deductive mode**, it aims at making raising awareness on the challenges of the sustainable development from the perception of the stakeholders in the organisation.

III. Playing recommendations on the Module

This module can be integrated into a more global training module/solution dedicated to Human Resources, to the Strategy of an organisation, or to Sustainable Development.

In a module on human resources or on organisation strategy, it enables to understand first the origin of strategic decisions and, secondly, the integration of sustainable development within organisations.

Within the framework of a module on sustainable development, it deals with the manager dimension in terms of the ecological and social policies.

It can be used to demonstrate the link between the various dimensions in terms of human resources, sustainable development and strategy within an organisation.

It is interesting to advise to the participants to lead personal researches on the stakes in the sustainable development and in the social responsibility. This initial awareness may be completed by:

- Reading a few sustainability reports of listed companies.
- Looking at a case study of a responsible company
- Looking at the case study on partnerships between a company and an NGO.

A.Duration of the module

- 2 to 8 hours (up to one day maximum)

B.Face-to-face duration (including remote F-2-F)

- 2 to 8 hours (up to one day maximum).
- Short sessions can be encourage to really use this module as awareness raising and to make sure that managers or people involved in the decision process can have a good overview of OSR and what is

behind the various concepts: to simplify and make the compact concrete; and to illustrate the positive impacts. It is to prepare the ground for the Module 2 (1 to 3 days) where the participants can have a concrete approach on how to implement/where to start an OSR solution, before defining a strategic or implementation plan.

C.Related activities and their duration

- Reading and discovery of case: 1h30
- Working workshops on cases: 1h30

D.Questions for the kick-off of the course

- 1- Why do we speak so much about sustainable development and CSR these last years?
- 2- Is sustainable development simply a fashion?
- 3- Do the “Best” responsible practices are reserved only for the big groups and not for the SME firms or subcontractors?

E.Questions to structure the discussion/the training

- 1- What is at the origin of the integration of the OSR in the management of an organisation? (what is the trigger?)
- 2- What are the advantages of sustainable development?
- 3- On what resources is the competitive advantage based?
- 4- How an OSR development is building up a differentiating and competitive advantage?

F. Debating questions

- 1- Does a sustainable development policy has a future in an organisation?
- 2- Can it be compatible with the economic objective of the organisation?
- 3- Can it be a driver for growth and development?

IV. Acknowledgement and references

A. European support from the Lifelong Learning Programme



B. References and global approach:

- ▶ The present pedagogical guidelines and the related training module are part of a global training solution on OSR developed within the HERMES-OSR project (www.hermes-osr.eu).
- ▶ A set of training materials have been developed as a toolkit for the trainers and training organisations validated by the Hermes-OSR project.
- ▶ Syllabus for each of the training module is available on the Hermes-OSR website.
- ▶ 4 training modules have been developed as a generic and flexible approach mainly for subcontracting SMEs and extend as well to all types of organisations and stakeholders:
 - Module 1 – Awareness rising on OSR
 - Module 2 – Inception training to answer fundamental questions in a practical way and applied to specific needs of the audience
 - Module 3 – Applied training for OSR operators and managers involved in the deployment of OSR approaches. This module can be delivered by key topics to fit organisations' needs.
 - Module 4 – Ethics and deontology issues and OSR module to be integrated in existing MBA training (strategy and managerial issues).
- ▶ Module 3 and 4 are also included in a labellisation process of the training organisations. FLA, the Fair Labor Association (www.fla.org) has been involved in the definition of the labellisation process and system recognition of the training solution.

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