Pedagogical guidelines of Module 2

From Sustainable Development to OSR: Practical introduction to the concepts & methodology

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I.   Presentation of Hermes-OSR module 2

Domain	Human Resources, Social Responsibility of Organisations, Sustainable Development, Social Audit
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
Date of last update	December 2009
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Training materials	Slide show PowerPoint containing 118 slides + cases for illustration
Summary	At the conclusion of this module, the participant must have an overview about the degree of promoting CSR relies on the level of economic development of a country. For example, Romanian Labour Code is the law that contributes, with big difficulty, to the social information promotion through rules enforced to the work time management, work security, payment system, hiring and to the lay-off of the employees. Not a single law in Romania forces the organizations to publish certain social information or even to realize an audit of the corporate social responsibility. The strategy of promoting CSR involves the permanent exchange of information between the managers, shareholders and stakeholders, which leads to the decentralization of the decision and to the accomplishment of a flexible organizational structure. The efficiency of the promotion policies for CSR depends on the quality of the interaction of the organization with the external environment and on the stability of the retroactive system which allows the experiencing of new ideas, taking risks and the right to error.

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 and others employees. It should be integrated as an approach within a continuous/vocational training solution to be implemented in relation with the deployment of OSR within 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 organisational approaches in terms of the concepts of the social responsibility and social audit. It should be clear to the participants that now OSR is a must for the organisations and how the use social audit as tools for strategic management.

The aim is to raise participants' awareness in terms of OSR and Social Audit for the organisations at different levels. For example, in Romania, the reporting related to the social involvement is superficial, mostly quantitative than qualitative. The debating over this subject refers rather to the dimensions of this involvement, to the phenomenon catalysts and the barriers against it and to the spreading, on a larger scale, of this type of behaviour, especially within local organisations.

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 social policies and social audit.
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 3 days maximum)

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

- 2 to 8 hours (up to one 3 days 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.

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. What is social responsibility for the organization?
2. What is open social responsibility?
3. Do we have clear accomplishments in this field?
4. What is the stakeholder's theory?

E. Questions to structure the discussion/the training

1. What kind of social responsibility strategy do you promote?
2. In what ways do you accomplish what you have proposed?
3. What type of effects do you expect to get by applying the strategy?

F. Debating questions

1. What does Social Responsibility mean for you?
2. Do you think you are a socially responsible person?
3. Would you be happy to spend the rest of your career in this organisation?
4. Are you staying with the organisation because of necessity or desire?
5. Do you believe that ethics and duty are important for an organisation?

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:
    - o Module 1 – Awareness rising on OSR
    - o Module 2 – Inception training to answer fundamental questions in a practical way and applied to specific needs of the audience
    - o 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.
    - o 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 labelisation 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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