

MODULE 3 - GLOBAL SYLLABUS

COURSE TITLE OSR/CSR OPERATORS

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I. Course Presentation

The course is aiming at developing knowledge, skills and competences how to implement the social part of the OSR/CSR concept in practice - basic national and international legislation, the main instruments of CSR, the nature and involvement of the stakeholders (analysis of external and internal stakeholders), development of policy for working with the main groups/stakeholders, methods and techniques and tools for developing OSR/CSR policies, monitoring and auditing of policies, procedures and results of policy implementation.

The course consists of 6 units covering different areas of the implementation of OSR/CSR concept – awareness raising, general understanding of the principles of OSR/CSR, marking the main instruments, discussing the internal aspects of the OSR/OSR – human resource management, working conditions, management of change, discussing the external aspects – human rights, integration into local communities, responsible relations with business partners, suppliers and clients, social monitoring and auditing.

The training includes lectures, series of interactive learning activities – case studies, exercises, tutorials, conferences and tests. The class depends highly on trainees' participation, and their interests will drive the topics and situations that are considered and discussed.

The training course addresses the needs of professionals in private companies, NGOs, and governments who are currently involved in OSR/CSR practices, or would like to be involved in CSR, and wish to make the concept of OSR applicable in their institution.

The course challenges the students to apply the technical and analytical competencies they have learned through their education and encourages them to demonstrate key skills of written and oral communication.

During the course the purpose and process of social monitoring and auditing will be studied, an overview of the stages of the social monitoring and auditing process and continue further with examining in detail the different methodologies and techniques employed in this process.

Total number of hours (including lectures)	178/60
Type of Education	intensive
Hours per day /week	6 hours/day; 5 days/week
Language	Bulgarian/English/French

II. Practical information

Lecturers	Dr. Dimitar Matev, Dr. Georgi Peev, Dr. Krassimir Yordanov, Zlatka Gospodinova and team
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General information	www.hermes-osr.eu

III. Supplementary sources

Mandatory bibliography	<ol style="list-style-type: none"> 1. Promoting a European Framework for Corporate Social Responsibility (Green Paper), European Communities, 2001. 2. Goel, A Guide to Instruments of Corporate Responsibility, York University, 2005. 3. ABC of the main instruments of Corporate Social Responsibility, European Commission, 2004. 4. Mapping Instruments for Corporate Social Responsibility, European Commission, 2003. 5. Corporate Social Responsibility, A baseline contribution to sustainable development, European Communities, 2002 6. Cannon Tom, Corporate Responsibility A textbook on Business Ethics, Governance, Environment: Roles and Responsibilities, FT Prentice Hall London, 1994. 7. Tench, R. Community and Society: CSR in Tench R. and Yeomans, L. Exploring Public Relations Harlow Pearson Ed. 2006. 8. Carroll A.B., A Three Dimensional Conceptual Model of Corporate Social Performance, <i>Academy of Management Review</i>, vol. 4, n° 4, p. 657-668. 9. Matten D. et J. Moon (2004), 'Implicit' and 'Explicit' CSR: A conceptual framework for understanding CSR in Europe. Paper presented at the 20th EGOS colloquium, Ljubljana, Slovenia 10. Matev D., Gospodinova Z., Peev G., Yordanov K., The Corporate Social Responsibility in Bulgaria, <i>Revue Management&Avenir</i>, numéro special, 2009, p.47-60. 11. Corporate Social Responsibility, EU Commission, Directorate General "Enterprises" 12. Commission staff working document, communication from the Commission on the European Competitiveness Report 2008 [COM(2008) 774 final] 13. Principles of Global Compact in Action, Best Practices in Bulgarian Enterprises, Sofia, 2008 14. Global Practices of Corporate Social Responsibility or
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	<p>Samuel O. Idowu, Walter Leal Filho</p> <p>15. Corporate Social Responsibility and Reputation Risk Analysis, Mario Testa, www.crrconference.org/downloads/2006testa.pdf</p> <p>16. Essential to your Corporate Risk Analysis www.bakernet.com/NR/rdonlyres/8260D661-6D8B-4BAA-9BD9-AB28C1ED43E4/0/toronto_essentialcorporateriskanalysis_article_jan08_.pdf</p> <p>17. Chatterji, A., Levine, D., Toffel. M., How do social ratings actually measure corporate social responsibility www.hks.harvard.edu/m-rcbg/CSRI/publications/workingpaper_33_chatterjietal.pdf</p> <p>18. Kevin McKague, Codes Compendium Coordinator, Schulich School of Business, York University, Toronto CANADA - www.yorku.ca/csr/Home/index.html</p> <p>19. Dr. Wesley Cragg, Voluntary Codes Research Group</p> <p>Code of conduct</p> <p>20. Levi's Terms of Engagement, Supplier Ownership handbook, etc.</p>
<p>Optional bibliography</p>	<p>1. Milton Friedman, "The Social Responsibility of Business Is to Increase Its Profits", New York Times, September, 1970.</p> <p>2. Maidment Frederick, Business in Government and Society, Upper Saddle River NJ 2000.</p> <p>3. Clive Cook, "The Good company", The Economist, January 20, 2005.</p> <p>4. EU Multi-Stakeholder Forum on Corporate Social Responsibility, European Communities, 2003.</p> <p>5. Corporate Social Responsibility, A baseline contribution to sustainable development, European Communities, 2002.</p> <p>6. Corporate Social Responsibility within the Bulgarian Context, UNDP (Bulgaria), 2006.</p> <p>7. Ramon Mullerat, Daniel Brennan, Corporate social responsibility: the corporate governance of the 21st century; Kluwer Law International, 2005.</p> <p>8. Francesco Perrini, Stefano Pogutz, Antonio Tencati, Developing corporate social responsibility: a European perspective, Edward Elgar Publishing, 2006.</p> <p>9. Corporate social responsibility... a challenge for HR? - www.humanresourcesmagazine.com.au/articles/22/0c01d922.asp</p> <p>10. William B. Werther, David Chandler, Strategic corporate social responsibility: stakeholders in a global environment, SAGE, 2005</p>
<p>Recommended Internet Resources</p>	<p>1. www.csr.gov.org</p> <p>2. www.rsa.org.uk</p> <p>3. www.iblf.org</p> <p>4. www.csreurope.org</p> <p>5. www.bsr.org</p> <p>6. www.ilo.org</p> <p>7. www.globalcompact.com</p> <p>8. www.cbern.ca</p>

9. www.fairlabour.org
10. www.bilsp.org
11. www.eabis.org
12. www.wwf.org
13. www.utopies.com
14. www.novethic.fr

Compendium of CSR related legislation

1. Universal Declaration of Human Rights
serc.bg/index.php?t=62
2. Convention 29 - Forced Labour
www.ilo.org/ilolex/cgi-lex/convde.pl?C029
3. Convention 87 - Freedom of Association and Protection of the Right to Organise
www.ilo.org/ilolex/cgi-lex/convde.pl?C087
4. Convention 98 - Right to Organise and Collective Bargaining
www.ilo.org/ilolex/cgi-lex/convde.pl?C098
5. Convention 100 - Equal Remuneration
www.ilo.org/ilolex/cgi-lex/convde.pl?C100
6. Convention 105 - Abolition of Forced Labour
www.ilo.org/ilolex/cgi-lex/convde.pl?C105
7. Convention 111 - Discrimination (Employment and Occupation)
www.ilo.org/ilolex/cgi-lex/convde.pl?C111
8. Convention 138 - Minimum Age
www.ilo.org/ilolex/cgi-lex/convde.pl?C138
9. Convention 182 - the Prohibition and Immediate Elimination of the Worst Forms of Child Labour
www.ilo.org/ilolex/cgi-lex/convde.pl?C182
10. regulations leave, wages, occupational safety
www.mlsp.government.bg/bg/law/regulation/index.htm
11. labour code
www.mlsp.government.bg/bg/law/law/index.htm
12. law on health and safety at work
www.mlsp.government.bg/bg/law/law/index.htm

Inventory of sample case studies

1. www.ic.gc.ca/eic/site/csr-rse.nsf/eng/home
2. www.crh.ie
3. www.omron.com/corporate/csr/society/index_society.html
4. www.fairlabor.org
5. www.jussemer.org/Resources/Corporate%20Activity/corporateactivit.html
6. www/ilo.org

Sample CAP (tabular format)

<https://ersa.ochsner.org/>

www.michigan.gov/documents/dhs/BCAL-0414_209407_7.pdf

Sample of CAP – procedure -

www.maricopa.edu/hrweb/emplymnt/forms/CorrectiveActionForm.doc

IV. Prerequisites for the course

The students must have good knowledge in Human Resource Management.

The students must have basic knowledge in public administration procedures, accounting, scheduling.

The students must have social and communication skills to help them easily relate with the different stakeholders - management, workers, unions, NGO's and local authorities.

V. Course description

This course consists of 6 units:

1. **CSR Background** (20 hours),
 2. **OSR concept – triple helix** (30 hours),
 3. **CSR Instruments** (20 hours),
 4. **Internal aspects of the OSR concept – methodology for implementation** (40 hours),
 5. **External aspects of the OSR concept – methodology for implementation** (30 hours),
 6. **Social monitoring and auditing** (30 hours)
- and ends with a **concluding session** (8 hours)

Lectures	60 hrs
Workshops	24 hrs
Case studies	48 hrs
Visits best practice companies	24 hrs
Field work	14 hrs
Conference	8 hrs

1. Course goals and objectives

Knowledge	<p>The course will provide a conceptual and experiential grounding in the basic themes, principles, instruments, the internal and external aspects of the OSR concept. The subject of community and business environment will be discussed and examined in detail. In that regard, we will concentrate on concepts, theories and management practices of successful implementation operations.</p> <p>The trainees will become knowledgeable of:</p> <ul style="list-style-type: none">• the main sources of information on the topic• the regional legal framework (Europe);• the local legal framework (Bulgaria);• the applicable/relevant CSR standards (worldwide);• the roles of the different stakeholders;• the methodology for implementation of the internal and external aspects of the OSR/CSR concept in Bulgaria as well as in other European Union member states;• the company environment related to social standards as well as the internal and external stakeholders, main competitors,
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	<ul style="list-style-type: none"> market requirements; • the main instruments of CSR; • the implementation criteria (quality and quantity); • the indicators to meet the criteria; • the good practice CSR policies and procedures; • the interviewing techniques; • the methods of collection of documentary evidence; • the methods for visual observation; • the practical implementation of CSR procedures; • the methodology for development of indicators to monitor results from the implementation of CSR procedures; • the methods of matching/benchmarking the result indicators to CSR policies/procedures • the process of preparation, recipients and purpose of recommendations • how to develop an action plan taking into account the hierarchy and responsibilities in the company • the monitoring and follow-up process and methodology.
Skills	<p>The trainees will be able after graduating the course:</p> <ul style="list-style-type: none"> • to establish an ongoing process and the impact of involvement programs having in mind the Triple helix concept (HR, Environment, Economic/financial, Political aspect); • to identify and to determine if the company's programs and policies contribute to the competitive edge, strategic goals and business bottom-line; • to include the subject of community and business environment in their activities; • to identify and apply concepts, theories and management practices of successful implementation operations; • to draft development strategies including in them the external aspects of the OSR/CSR concept; • to monitor the activities, results and achievement of goals related to the external aspects of OSR/CSR concept during the implementation of a company OSR/CSR strategy; • to establish strategic plans and programs • to identify main OSR topics and relevant indicators; • to select the most relevant indicators; • to apply analytical skills in comparing the regional and national legal framework; • to use Internet and documentary resources; • to apply a controlled process of following the changes in the legal framework; • to apply systematic and synthesising skills in completing the tasks; • to be able to assess the level of integration of the applicable/relevant CSR standards into the company's CSR policies and procedures at all levels; • to be able to assess the existing CSR policies against the national legal framework; • to be able to employ successfully interview and data

	<p>collection techniques;</p> <ul style="list-style-type: none"> • to be able to analyse and synthesize the collected information and observations; • to be able to assess the level of integration of the applicable/relevant CSR standards into the company's CSR policies and procedures at all levels; • to be able to assess the existing CSR policies against the national legal framework; • to be able to employ successfully interview and data collection techniques; • to be able to analyse and synthesize the collected information and observations; • to identify gaps between standards and performance in relation to CSR implementation and make recommendations on the basis of identified performance gaps; • to present and communicate effectively the recommendations to the recipients; • to identify the staff responsible for actions related to implementation of recommendations; • to set goals, define responsibilities and follow-up deadlines of implementation; • to outline clear actions to fulfill the goals of the action plan; • to plan the monitoring and follow-up process; • to apply monitoring and follow-up process • to communicate effectively with the different stakeholders in a balanced manner.
<p>Competencies</p>	<p>The trainees will be able:</p> <ul style="list-style-type: none"> • to design, implement and monitor a CSR program having in mind the concept of the triple helix; • to understand the role of the organizations in applying effective CSR/OSR policies; • to recognize the relevant stakeholders for a particular organizational profile; • to recognize external aspects of OSR/CSR in their practice as monitors, evaluators and consultants competent in the field; • to develop and apply strategic plans and programs; • to position the company among the other similar companies; • to formulate the best criteria and relevant indicators; • to apply analytical skills in comparing the regional and national legal framework; • to use Internet and documentary resources; • to apply a controlled process of following the changes in the legal framework; • to apply systematic and synthesising skills in completing the tasks; • to collect, analyse and assess information about employed CSR policies and procedures; • benchmark the existing CSR policies, procedures and result indicators with best practice/requirements; • report the collected and analyzed information, according to

	<p>the requirements;</p> <ul style="list-style-type: none"> • to prepare clear, understandable and reasonable recommendations on the basis of identified performance gaps; • to convey in a balanced and non-authoritative way to the management the reasons for these recommendations; • to plan and perform correctly the monitoring and follow-up process; • to utilize the necessary resources in an organized and efficient way.
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2. Teaching and learning strategies and course grading

A. Teaching and learning strategies

1. After a few introductory sessions (lectures, case studies and exercises)
2. The students will be asked to choose one of the research domains introduced below and to formulate a research question. They will define research objectives and propose research paths
3. After a visit of a “best practice company” the students will make an interim report for a progress tutorial with the professor and will
4. Make a presentation during conference style sessions to which outside guests from the field CSR might be invited. These guests will participate in the debate following the presentations.
5. Following the conference feedback, the presentation will then be refined into a paper and submitted as a final paper to be discussed during exam session.

Other key points:

- The students must participate in classroom discussions and are expected to have read assigned material before class meetings
- Active participation is vital to the success of the class and for individual students.
- Grades will be assigned for knowledgeable and thoughtful participation
- The principal method of instruction will be lecture\ discussion -conference\ case studies\ work on the field/ paper
- All assignments must be handed in on time.
- Create critical thinking and creative environment
- All assignments must be handed in on time.
- The course to be problem and practical oriented
- Teaching to be based on the case study method
- Material to be performed in different non-traditional forms
- Giving floor and having every student opinion every day
- Form small working group
- Create critical thinking and creative environment

B. Course grading

The exams will be based on the paper and the participation during conferences Twice during the course there will be unannounced individual writing assignments. These assignments will be in-class and closed-book. Each assignment will be in form of one-page memorandum or test in response to a questions or request based on recommended course readings.

Each student after consulting the lecturer will prepare a paper in the array of methodology for implementation of the OSR concept.

The grade will be calculated using 4 scheduled exams:

8 case study analysis	20%
Individual paper (6 - 10 pages)	20%
In-class test and memoranda	30%
Final exams	30%
TOTAL	100%

3. Key words

OSR, CSR, PR, stakeholder, community, social audit, social monitoring, triple helix, human capital, environment, political and economic aspects of CSR

4. Course calendar

Day/week	SUBJECTS	Hrs.
	Unit 1 - OSR background	20 hours
	Unit 2 - OSR concept – triple helix	30 hours
1	1. Introduction to course, outline of requirements, discussion of expectations. 2. The concept of the “triple helix” – general presentation	1 1
2	3. Human capital - lecture/presentation 4. Work in groups 5. Presentation of the results from the workgroups	4 4 2
3	6. Environmental aspect - lecture/presentation 7. Work in groups 8. Presentation of the results from the workgroups	4 4 2
4	9. Economic/financial aspect – lecture/presentation	2
5	10. Political aspect - lecture/presentation	2
6	11. Test 12. Conference - discussion	1 3
	Unit 3 – CSR Instruments	20 hours
1	1. Introduction to the course, outline of requirements, discussion of expectations	1
2	2. Socially responsible management – codes of conduct, management standards, reporting 2.1 Code of conduct. 2.1.1. <u>Introduction</u> - definition, goals, principles 2.1.2. <u>Types of “code of conduct”</u> <ul style="list-style-type: none"> • internal (one company) code • trade-association code • sector-specified code • national code • international code • model code 2.1.3 <u>Key issues, minimum content</u> <ul style="list-style-type: none"> • overview • general principles • general rules for behaviour • ethical rules for everyday activity • ethical rules connected with the prestige and good image of the company 	3+3

- regulation of the relations between the employed in the company
- miscellaneous
- templates

2.1.4 Pros and cons

- Pros – credibility, transparency, legal force, buyer-producer relationship
- Cons – time and effort consuming (monitoring, verification)

2.1.5 Good practices

- ILO Tripartite declaration of principles concerning multinational enterprises and social policy
- ILO Declaration on fundamental principles and rights of work
- OECD Guidelines for multinational enterprises
- UN Draft guidelines for companies
- Ethical trading initiative
- Voluntary principles on security and human rights for the extractive sector
- Amnesty International human rights principles for companies
- ICFTU Basic code and labour practice
- UN Global Compact
- Ethical rules of the International Forum of Business Leaders
- National Code for Corporate Governance, BIRS

2.2 Management standards

2.2.1. Introduction - definition, goals, principles

2.2.2. Types of “management standards”

- human resource standards
- quality standards
- environmental standards
- health and safety standards
- workplace standards
- accounting and auditing standards

2.2.3 Pros and cons

- Pros - credibility, transparency, legal force, buyer-producer relationship
- Cons – time and resource consuming (investment, monitoring, verification)

2.2.4 Relevant initiatives

- Social Accountability 8000
- ILO-OSH 2001 – ILO Guidelines on occupational safety and health management
- OHSAS 18001 (occupational health and safety zone)
- ISO 9000
- EFQM (European Foundation for Quality Management) model for business excellence
- AccountAbility 1000 – Stakeholder engagement framework
- ISO 26 000

	<ul style="list-style-type: none"> • EMAS (Eco-management and audit system) • ISO 14 000 • National and sector initiatives <p>2.3 Reporting</p> <p>2.3.1. <u>Introduction</u> - definition, goals, principles</p> <p>2.3.2. <u>Levels of “reporting”</u></p> <ul style="list-style-type: none"> • to the owner • to the employees • to the clients • to the community • to the public authorities • Standardized report <p>2.3.3 <u>Pros and cons</u></p> <ul style="list-style-type: none"> • Pros • Cons <p>2.3.4 <u>Key issues, minimum content</u></p> <ul style="list-style-type: none"> • Introduction • General overview – goals, principles, planned activities, methodology • Subjects and objects • Activities • Results • Analysis and recommendations • Conclusion <p>2.3.5 <u>Relevant initiatives</u></p> <ul style="list-style-type: none"> • National Public Initiatives • Global Reporting Initiative • Governance • 2002 GRI reporting guidelines • AA 1000s • Others <p>Case study – 3 h</p> <ol style="list-style-type: none"> 1. <i>Analysis of the public information published on the Internet site of a real company. Evaluation of its readiness to write code of conduct.</i> 2. <i>To write a CSR report on a real company/government event.</i> 3. <i>To study and present one of the pointed Good practices in front of the audience</i> 	
3	<p>3. Socially responsible consumption – labelling</p> <p>3.1. <u>Introduction</u> - definition, goals, principles</p> <p>3.2. <u>Types of “labels”</u></p> <ul style="list-style-type: none"> • Fair-trade / Ethical trade • Social • Eco <p>3.3 <u>Pros and cons</u></p> <ul style="list-style-type: none"> • Pros • Cons <p>3.4 <u>Process of certification, roles and responsibilities</u></p> <ul style="list-style-type: none"> • Compliance with the label criteria • Initial assessment and preliminary visit 	2

	<ul style="list-style-type: none"> • Actual audit • Assessment • Certification <p>3.5 Relevant initiatives</p> <ul style="list-style-type: none"> • Fair Trade Labelling Organization • Flower labour program • EU eco label • Others <p>4. Socially responsible investment</p> <p>4.1. <u>Introduction</u> - definition, goals, principles, shareholder engagement</p> <p>4.2. <u>Types of “funds”</u></p> <ul style="list-style-type: none"> • Green funds • Social funds • Ethical funds • Pension funds <p>4.3 <u>Pros and cons</u></p> <ul style="list-style-type: none"> • Pros • Cons <p>4.4 <u>Relevant initiatives</u></p> <ul style="list-style-type: none"> • Transparency guidelines for sustainable investment funds 	
4	<p>5. Development towards OSR</p> <p>5.1 Public administration</p> <ul style="list-style-type: none"> • Analysis of the target group • Analysis, amendments and adoption of the relevant documents • Communication and discussion <p>5.2 NGOs – Non-Governmental Associations</p> <ul style="list-style-type: none"> • Analysis of the target group • Analysis, amendments and adoption of the relevant documents • Communication and discussion <p>Case study – 3h</p> <ol style="list-style-type: none"> 1. <i>Comparative analysis of acting code of conduct of a public administration and of a public corporation. Comparison – similarities and differences</i> 2. <i>Comparative analysis of acting code of conduct of a public administration and of a non-governmental organization. Comparison – similarities and differences</i> 	3+3
5	<p>6. EMS</p> <p>6.1 <u>Introduction</u> - definition, goals, principles</p> <p>6.2. <u>Types of “eco standards”</u></p> <ul style="list-style-type: none"> • ISO 14 000 • EMAS <p>6.3 <u>Pros and cons</u></p> <ul style="list-style-type: none"> • Pros • Cons <p>6.4 <u>Key issues, minimum content</u></p> <ul style="list-style-type: none"> • Introduction 	1

	<ul style="list-style-type: none"> • General overview – goals, principles, planned activities, methodology • Elements of the environmental management system • Life assessment of products and services • Evaluation of the environmental performance • Communication of the environmental performance <p><u>6.5 Relevant initiatives</u></p> <ul style="list-style-type: none"> • ISO 14 000 • EMAS 	
6	7. Workshop + test	4
	Unit 4 – Internal aspects of the OSR concept – methodology for implementation	40 hours
1	Opening presentation-introduction to course, outline of requirements, and discussion of expectations.	1
	1. Introduction to strategic SR planning. Planning and programming of OSR policy:	2
	<ul style="list-style-type: none"> a. OSR and HRM - basic concepts, strategic importance of HRM for OSR; b. Tendencies in OSR in EU member states and Bulgaria; c. Main difficulties in dealing with internal aspects of SR in organization; d. Role of HR department in OSR, structure, responsibilities of HR manager and HR specialists; e. HRM functions and application of OSR best practices (recruitment and selection, induction and vocational trainings, career development, disciplinary measure, employee payment and benefits equal opportunities, diversity management, ethics, health and safety at work, etc.). 	
	2. Planning and programming of internal OSR as part of strategic planning of a company :	2
	<ul style="list-style-type: none"> a. Planning and programming process; b. Vision, Mission and Values, integration of SR (social responsibility) issues in organisational and HRM strategies; c. Strategy, policy, procedure - differences, links, interactions; d. SR and organisational culture; e. Steps for establishing and implementing organisational social responsibility (OSR) policy. 	
	3. Employee groups and their specifics as stakeholders of SR policy	3
	Case study exercise: Meblo Jogi, Lippemeier Gebäudereinigungsdienst GmbH, Euroquimica de Bufu y Planan S.A – students read information about developed and implemented internal practices for SR targeted at employees in different types of companies. Exercise: group work, discussion and short presentation about: sector specific decisions in these case studies – which are the best practices and how they contribute to	

	<p>organisational development, to which main stakeholders subgroups of employees are targeted these practices, which HR processes are connected to the case studies practices, which are the main objectives and results (internal and external to organisations) of the applied practices.</p> <p>Readings:</p> <ol style="list-style-type: none"> 1. Corporate Social Responsibility, EU Commission, Directorate General “Enterprises” 2. Commission staff working document, communication from the Commission on the European Competitiveness Report 2008 [COM(2008) 774 final] 3. Principles of Global Compact in Action, Best Practices in Bulgarian Enterprises, Sofia, 2008 4. Global Practices of Corporate Social Responsibility of Samuel O. Idowu, Walter Leal Filho 	
2	<p>4. Risk analysis of OSR</p> <ol style="list-style-type: none"> 1. Definition, purpose and steps in risk analysis 2. Results of realization of organisational risks 3. Critical success factors <p>5. Development and selection of criteria tool-kit</p> <ol style="list-style-type: none"> 1. HRM analysis 2. Methods and criteria for assesment of employee motivation – pros and cons of each diagnostic tool 3. Questionnaires 4. Focus groups 5. Interviews 6. Discussions 7. Assessment and selection of methods and techniques for the tool-kit; <p>Work in groups (students use information from their previous experience and from organization they are familiar with and do risk analysis assesment. Select and propose methods for tool-cit and ground the reasons for choosing them).</p> <p>6. Presentation and discussion of results from the exercise</p> <p>Readings:</p> <ol style="list-style-type: none"> 1. Corporate Social Responsibility and Reputation Risk Analysis, Mario Testa, www.crrconference.org/downloads/2006testa.pdf 2. Essential to your Corporate Risk Analysis www.bakernet.com/NR/rdonlyres/8260D661-6D8B-4BAA-9BD9-AB28C1ED43E4/0/toronto_essentialcorporateriskanalysis_article_jan08_.pdf 	<p>2</p> <p>3</p> <p>2</p> <p>1</p>
3	<p>7. Development of internal SR rules, policies, procedures</p> <ol style="list-style-type: none"> 1. Development of policy for social responsibility 2. Structure of SR internal rules 3. Guidelines for policy development 4. Communication to employees 	4

	<p>Exercise: each group of students develop procedure in selected field and enterprise, possible choices: training and development, recruitment and selection, employee introduction to job position, preventing child labour, dismissal and redeployment, ethic and integrity, diversity management, working conditions (stress management), work motivation, work-life balance and etc.</p> <p>Presentation of results from the exercise and discussion</p>	2
4	<p>8. Monitoring and assessment of OSR policies and procedures (presentation)</p> <ol style="list-style-type: none"> Types of indicators for monitoring implementation and advancement in OSR policies and procedures Employee Diversity (Employee Engagement, Employee Satisfaction and Retention, Health and Safety, Health and Safety – Illness, Health and Safety – Injury) Advantages and disadvantages of indicators Management information systems and forms Measuring effectiveness of OSR policies and procedures (practices from EU member states) <p>Exercise: students design at least 10 indicators for the developed procedure and explain how they will be used for monitoring and assessment of OSR. Discussion on results.</p> <p>Case study : Siurs Corporation – implementing research in HRM motivation, final discussion on impact of SR initiatives on organisational development and employees, drawing conclusions</p> <p>Final test : 25 questions</p> <p>Reading</p> <ol style="list-style-type: none"> Chatterji, A., Levine, D., Toffel. M., How do social ratings actually measure corporate social responsibility www.hks.harvard.edu/m-rcbg/CSRI/publications/workingpaper_33_chatterjietal.pdf 	2 2 1 1
5	<p>Visits</p> <p>Two best practice companies / or analysis of Global compact reports.</p>	2 x 4
	<p>Unit 5 – External aspects of the OSR concept – methodology for implementation</p>	30 h
1	<ol style="list-style-type: none"> Introduction to course, outline of requirements, discussion of expectations. Review of the community and business environment: <ul style="list-style-type: none"> Partners Suppliers Clients Development of policy for working with the external stakeholders 	5

	<p>Exercise:</p> <p>a) business stakeholders analysis (i) listing of all business partners of a company from a certain sector, (ii) defining the main risk related to compliance with labour law (social standards), (iii) defining of a simple procedure to question the business partner for complying with social standards in risk areas ;</p> <p>b) community analysis (i) listing of all community entities which are of any interest to the business; (ii) defining the interest of the business</p> <p>Readings:</p> <p>1) Cannon Tom, Corporate Responsibility A textbook on Business Ethics, Governance, Environment: Roles and Responsibilities, FT Prentice Hall London 1994</p>	5
2	<p>4. Development of Internal rules, forms, management information system, internal control, reporting</p> <p>5. Monitoring and assessment</p> <p>Exercise: Development of a procedure for recruitment/dismissal/internal communication/etc. Case study: Deloitte & Touche</p> <p>Readings: Maidment Frederick, Business in Government and Society, Upper Saddle River NJ 2000</p>	3 2
3	<p>6. Public relations, communications</p> <p>Case studies: Co-operative Bank (UK), YORKSHIRE ELECTRICITY and other</p> <p>Readings:</p> <p>1) Tench, R. Community and Society: CSR in Tench R. and Yeomans, L. Exploring Public Relations Harlow Pearson Ed. 2006</p>	2 3
4	Visit best practice company	4
5	Tutorial with the professor	3
6	Conference	2
	Unit 6 - Social monitoring and auditing	32 hours
1	<p>1. Introduction to course, outline requirements, discussion of expectations – lecture</p> <p>2. Review of the CSR related legislation and social standards – lecture</p> <p>Lecture description (.ppt presentation): e. g. Labour code, ILO conventions, sample codes of conduct – these will be used as basis for the comparative analysis in item 3.</p> <p>Group work – exercise:</p>	1 4

Compare a chosen social standard with the provisions of the above reviewed legislation.

Outcome:

The participants will make presentation with the results of their comparison.

Readings:

a) compendium of CSR related legislation

1. Universal Declaration of Human Rights - serc.bg/index.php?t=62
2. Convention 29 - Forced Labour - www.ilo.org/ilolex/cgi-lex/convde.pl?C029
3. Convention 87 - Freedom of Association and Protection of the Right to Organise www.ilo.org/ilolex/cgi-lex/convde.pl?C087
4. Convention 98 - Right to Organise and Collective Bargaining - www.ilo.org/ilolex/cgi-lex/convde.pl?C098
5. Convention 100 - Equal Remuneration www.ilo.org/ilolex/cgi-lex/convde.pl?C100
6. Convention 105 - Abolition of Forced Labour www.ilo.org/ilolex/cgi-lex/convde.pl?C105
7. Convention 111 - Discrimination (Employment and Occupation) - www.ilo.org/ilolex/cgi-lex/convde.pl?C111
8. Convention 138 - Minimum Age www.ilo.org/ilolex/cgi-lex/convde.pl?C138
9. Convention 182 - the Prohibition and Immediate Elimination of the Worst Forms of Child Labour www.ilo.org/ilolex/cgi-lex/convde.pl?C182
10. regulations leave, wages, occupational safety www.mlsp.government.bg/bg/law/regulation/index.htm
11. labour code www.mlsp.government.bg/bg/law/law/index.htm
12. law on health and safety at work www.mlsp.government.bg/bg/law/law/index.htm
13. www.fairlabor.org
14. www.jussempor.org/Resources/Corporate%20Activity/corporateactivit.html
15. www.ilo.org

b) Selected samples of codes of conducts (TOEs) to be used for the exercise.

1. www.yorku.ca/csr/Home/index.html - Kevin McKague, MBA, Codes Compendium Coordinator, Schulich School of Business, York University, Toronto CANADA; Dr. Wesley Cragg, Principle Director, Voluntary Codes Research Group, Director, George R. Gardiner Programme in Business Ethics, Schulich School of Business, Professor of Philosophy, Faculty of Arts, York University, Toronto CANADA
2. www.cbern.ca
3. www.fairlabour.org – code of conduct
4. Levi's Terms of Engagement, Supplier Ownership handbook, etc.

	<p>responsible, deadlines, non-complied social standard, quoting of legal or standard provision violated.</p> <p>Outcome:</p> <p>Presentations of the CAP by the groups.</p> <ul style="list-style-type: none"> • Sample CAP (tabular format) https://ersa.ochsner.org/www.michigan.gov/documents/dhs/BCAL-0414_209407_7.pdf • Sample of CAP – procedure www.maricopa.edu/hrweb/emplymnt/forms/CorrectiveActionForm.doc 	
5	<p>3.4 Follow-up - lecture</p> <p>Lecture description: Follow up field visit to check fulfilment of recommendations issued in the CAP. Changing rating. Reporting.</p> <p>Readings: Bibliography to be selected</p> <p>Methodology: www.fairlabor.org/trackingcharts.php - FLA tracking chart</p> <p>4. TEST multiple choice questions (To be prepared)</p>	<p>2</p> <p>1</p>
	Conclusion - field visit - social audit at a real company, preparing CAP and discussion/evaluation (non-gradable)	8 hours

VI. Acknowledgement and references

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Education and Culture DG

Lifelong Learning Programme

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2. 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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