



## Pedagogical guidelines of Module 3 – Unit 4

### OSR/CSR INSTRUMENTS

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## I. Identity form of the module 3 – Unit 4

<b>Domain</b>	Internal aspects of CSR, strategic planning, policies and practice development, human resource management
<b>Subject</b>	Internal aspects of CSR concept and their link to human resource management
<b>Key concept</b>	Human Resource Management Department is a key player in designing, implementation and assessment of the internal CSR initiatives.
<b>Title</b>	INTERNAL ASPECTS OF CORPORATE SOCIAL RESPONSIBILITY CONCEPT
<b>Date of Creation</b>	September 2009
<b>Date of last update</b>	December 2009
<b>Author(s)</b>	Assist. Prof. Mariana Dimitrova, PhD
<b>Training materials</b>	40 PowerPoint slides, case studies and real practical examples for illustration
<b>Summary</b>	<p>By completing this module, the learner must be capable of understanding the internal aspects of CSR, the planning and programming of CSR, the development of the internal CSR policies, procedures and forms and the ways of their assessment, the implementation of risk analysis and choosing the right methods and techniques to specific situation at the company.</p> <p>The course is aimed at developing knowledge, skills and competences for implementing the internal aspects of the CSR concept in practice. The nature and involvement of the internal stakeholders, the role of HR manager and HR department in strategic planning and implementation and measurement of activities are presented.</p> <p>The course is focused on the development of policies for training and development, recruitment and selection, employee introduction to job position, preventing of child labour, dismissal and redeployment, ethic and integrity, diversity management, working conditions (stress management), work motivation, work-life balance and etc. For this purpose are taught major methods, techniques and tools for developing CSR policies, risk assessment, monitoring and auditing of policies.</p> <p>The ultimate purpose of this module is to allow the learners to think about the instruments for the implementation of various internal CSR practices, policies and assessment techniques.</p>

## II. Educational potential of the module

### A. Target groups

This module addresses a company leaders, HR managers and staff representatives. It is necessary as a precondition to have some preliminary knowledge and skills in Human Resource Management activities at company level and knowledge of CSR concept and main principles.

## **B.Educational objectives**

- To develop practical skills for analyzing the internal organisational environment and for assessing the internal management risks connected to HRM aspects of CSR;
- To create skills and abilities to successfully assess, develop, implement and monitor the internal CSR policies and procedures.

## **C.Educational Process**

The educational process involves transfer of knowledge, competences and skills based on the **skill-based approach**.

In the **deductive mode** of this approach the students are familiarized with the basic CSR concepts; the differences between these concepts; the advantages and the disadvantages of the assessment and evaluation techniques and methods; with the interrelation between the stages and the processes connected with the CSR internal aspects.

In the **inductive mode** of the skill-based approach, the students are directed to get acknowledged with the CSR terms and principles used in the module, as well as with the most widely spread and effective CSR practices in similar organizations like their own ones. By participating in different learning activities – group work, case studies, Internet searches and homework, the students achieve training which allows them to design, plan and implement CSR concepts at the level of their own organizations.

## **III. Playing recommendations on the Module**

This module can be integrated into a more global training module dedicated to Human Resources Management, to the Strategic Planning and Formulation of CSR Strategy at the organisational level or to Sustainable Development.

### **A.Duration of the module**

- 40 hours (one week intensive study)

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

- 40 hours (one week intensive study)

### **C.Related activities and their duration**

- Reading and Internet searches: 1.30 h
- Working groups: 1.30 h

### **D.Questions for the kick-off of the course**

1. Do you have any experience in the implementation of internal CSR policies in the company?
2. In your opinion what is the applicability in Bulgaria of the internal aspects of CSR concept?
3. Which are the basic differences between the external and the internal aspects of CSR?

### **E.Questions to structure the discussion/the training**

1. What are the advantages/disadvantages of the various CSR instruments?
2. Which are the main difficulties in strategic planning process and planning of implementation of CSR activities? How they could be avoided?

3. What kind of actions should be taken in order to inform all employees on the new CSR procedures or the amendments in the procedures in order to integrate CSR concept so that these procedures will be really implemented?

### **F. Debating questions**

- 1- Which are the critical success factors for the implementation of CSR policies?
- 2- Is it a good idea to have written CSR policies in your organization?
- 3- On what time-period should the CSR policies and procedures be updated?

## 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](http://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](http://www.fla.org)) has been involved in the definition of the labellisation process and system recognition of the training solution.

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