



Syllabus of Module 4 – Hermes-OSR

Social Responsibility in Human Resources Management

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I. Course presentation

Executive MBA Module focused on Ethics and Practices of Social Responsibility definitions for the Top-Management on the Human Resources of the Organisations, in order to enable the implementation of Human Resources policies and processes covering Social Responsibility practices.

Total number of hours (total including lectures / practice-personal work)	61 hours
Type of education (intensive, ...)	Module in Executive MBA (Post-graduates studies)
Hours per day /week	3,5 hours/day; 3 days/week
Language used during the training	English
Languages available	BG EN FR PT RO

II. Practical information

Lecturers	Luís Bento, José Varela, Maria Helena André, Fernando Reis
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Further information	www.hermes-osr.eu info@hermes-osr.eu

III. Supplementary sources

Mandatory bibliography	<ol style="list-style-type: none">1. EU Green Book; "CSR Across Europe", Springer Verlag2. "Publicitor", Brochand, B. et all3. "Brands and Branding", Clifton, R. et all4. "Business Ethics" De George, R. T.
Optional bibliography	<ol style="list-style-type: none">1. "Business Ethics", Crane, A.E.2. Oxford Press University3. Management et Avenir Magazine4. "Managing for Stakeholders", Freeman, E.5. "Corporate Social Entrepreneurship" Austin, J. and Ezequiel R6. "Genuine Business Ethics", Zsolnai, L.7. "Marketing Management", Kotler, P.
Recommended Internet Resources	<ol style="list-style-type: none">1. www.rederso.ptw2. www.hermes-osr.eu3. www.auditsocial.org/4. www.svanen.nu/Default.aspx?tabName=StartPage

IV. Pre-requisites for the training course

General understanding of the of OSR principles across Europe.

Target groups:

1. HR Director's and Manager's into SME;
2. Consultants or Social auditors;
3. Approved researchers in the HR area (thesis in training, skills development, team building, etc);
4. CSR activist's

V. Detailed course description

A. Structure of the course

This course consists of 12 units (> 122 hours)

Lectures	58 hrs
Workshops	04 hrs
Case studies	04 hrs
Visits best practice companies	04 hrs
Field work	16 hrs
Conference	04 hrs
Work group (after the 3 rd unit the groups/themes/methodologies have been assigned)	> 40 hrs
Readings	> 20hrs

B. Course goals and objectives

The students should become knowledgeable in the methodology for top-down implementation of the OSR process in SMES and other Organizations in Europe and abroad. The issues of Ethics and Practices of Social Responsibility definitions for the Top-Management on the Human Resources of the Organizations will be discussed and examined in detail. In that order, we will concentrate our work to provide tools and models of OSR Processes to the decision-makers the implementation of Human Resources policies and processes covering Social Responsibility practices.

Knowledge	The students should become knowledgeable in the methodology for top-down implementation of the OSR process in SMES and other Organizations in Europe and abroad.
Skills	After passing the course, the trainees will be able to participate to the definition of strategic elements and of the methodology for the implementation of an OSR approach in an organisation.
Competencies	Based on acquired skills and on the short field work activities, the trainees should be able to actively be involved as junior consultant in the deployment of OSR projects in an organisation or as an active member of a piloting committee of an OSR project in an organisation.

The course structure:

Module 4/unit 1	Social Responsibility in Human Resources Management / OSR-SD
Module 4/unit 2	Business Ethics
Module 4/unit 3	Social Responsibility in the HR Management
Module 4/unit 4	Social Audit
Module 4/unit 5	The Integrated Process for Social Responsibility
Module 4/unit 6	Governance for Social Responsibility
Module 4/unit 7	Marketing and Reporting the Social Responsibility
Module 4/unit 8	Socially Responsible Communication
Module 4/unit 9	Social Relations and Social Responsibility
Module 4/unit 10	Management towards the Social Responsibility
Module 4/unit 11	Branding
Module 4/unit 12	Rules and Norms

C. Teaching and learning strategies and Course grading

1. 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 the 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.
- ▶ 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

2. 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 students group 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 3 scheduled exams:

Case study analysis	20%
In-class workgroup and memoranda	20%
Final exams = Group Works	60%
Total	100%

D.Keywords

- Audit
- Business ethics
- Branding
- CSR
- Eco-efficiency
- Environmental protection
- Governance model
- Human Resources management
- Human Resources techniques
- Label
- Marketing
- OSR
- Social audit
- Social dialog
- Social responsibility
- Social responsible communication
- Stakeholders
- Strategy
- Sustainability

E.Planning of the course

Day/week	Unit	<u>Social Responsibility in Human Resources Management / OSR-SD</u>	Hrs.
	01	1. History of the Social Responsibility 2. The different approaches in face to the European approach 3. The principles 4. CSR Model 5. The tools 6. From SR to the Business Ethics	3,5

Day/week	Unit	<u>Business Ethics</u>	Hrs.
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	02	<ol style="list-style-type: none"> 1. The contemporary ethical theories 2. The ethic dilemmas 3. The boards and the codes 4. The ethical control 	7
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Day/week	Unit	<u>Social Responsibility in the Human Resources Management</u>	Hrs.
	03	<ol style="list-style-type: none"> 1. The big principles <ol style="list-style-type: none"> 1.1. Philosophy, HR politics and political wishes 1.2. The model 1.3. The major principles 1.4. Fight against the discriminations 2. The different functions of the HR management <ol style="list-style-type: none"> 2.1. Recruitment 2.2. Carrier System 2.3. Training 2.4. Salaries System 3. Methods and Tools <ol style="list-style-type: none"> 3.1. Measurement tools 3.2. Awareness actions and training 	3,5

Day/week	Unit	<u>Social Audit</u>	Hrs.
	04	<ol style="list-style-type: none"> 1. Tools and methods: 2. Referentials 3. Mesures and follow-up: progress indicators and benchmark 	2,5

Day/week	Unit	<u>The Integrated Process for Social Responsibility</u>	Hrs.
	05	<ol style="list-style-type: none"> 1. Actions, Practices and Processes 2. To choose and to act on the dimensions the domains and areas 3. Target and range definition 4. The responsibilities of the different managers 	3,5

Day/week	Unit	<u>Governance for the Social Responsibility</u>	Hrs.
	06	<ol style="list-style-type: none"> 1. Principles and concepts on governance models 2. The stakeholders: Roles and power range 3. Consequences of the governance model on Social Responsibility 	07

Day/week	Unit	<u>Marketing and Reporting the Social Responsibility</u>	Hrs.
	07	<ol style="list-style-type: none"> 1. The target public 2. Internal and Institutional Communications 3. Socially Responsible Marketing Communication 4. Tools and methods 5. The Social Marketing 6. The GRI 	3,5

Day/week	Unit	<u>Socially Responsible Communication</u>	Hrs.
	08	1. The Socially Responsible Marketing 2. The Marketing Communication Strategy 3. The key elements of the Marketing Communication 4. The Work Plan of Socially Responsible Marketing 5. The Socially Responsible Marketing Briefing 6. The Marketing 2.0	07

Day/week	Unit	<u>Social Relations and Social Responsibility</u>	Hrs.
	09	1. The players of Social Dialogue 2. The unions and the workers representatives 3. Continuous social dialogue social and changes 4. NGO'S and CSR – overall approach; the Portuguese experience 5. CSR, Social Market and Social Economy	07

Day/week	Unit	<u>Management towards the Social Responsibility</u>	Hrs.
	10	1.Organizational model: the matrix model – 1.1. The managers and their competences	3,5

Day/week	Unit	<u>Branding – Label process</u>	Hrs.
	11	1.Origins and brands development 2.Market characterization – the key groups 3.The identity of a product 4.The measurement factors 5.The brand development 6.New trends in Marketing Communication	5,5

Day/week	Unit	<u>Rules and Norms</u>	Hrs.
	12	1.The existing norms(SA 8000, ETHOS, Global Compact) 2.The new norms: ISO 26 000	02

VI. Acknowledgement and references

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Education and Culture DG

Lifelong Learning Programme

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B. References and global approach:

- ▶ The present syllabus is part of a global training solution on OSR developed within the HERMES-OSR project (www.hermes-osr.eu).
- ▶ Pedagogical guidelines and a set of training materials have been developed as a toolkit for the trainers and training organisations validated by the Hermes-OSR project.
- ▶ 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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