

LEGAL STUDIES 230
Fall 2013
SOCIAL IMPACT AND RESPONSIBILITY

Professor: Nichols
Office: 655 JMHH
Office Hours: Tuesdays 2:00 to 4:00
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Assigned Reading: Cases and readings marked with an **S** are included in the coursepack for this course. All other readings are available online and will be posted in the Canvas site for this course. You must obtain a course pack through study.net/Wharton Reprographics. The reading for each class must be completed before the lesson for which it is assigned. Please bring the course pack to class. This syllabus is subject to change at the discretion of the instructor – in the event of a change you will be notified in class.

Grading: **Class participation** will account for 20% of the total points available. Class participation includes attending class, *on time*. Class participation also includes evidence of preparation, and thoughtful contribution to the class discussion, as well as timely completion of any in-class assignments or projects. An in-class presentation/debate will account for another 5% of the available points. A **short paper** will account for 20% of the points available. The topic in general concerns the challenges of measuring impact and will be discussed in more detail in class. The short paper is due on September 23. A **midterm examination**, given in class on October 28, will account for 25% of the available points. An **analysis of potential for social impact** will account for 30% of the points available. Over the course of the semester students are expected to choose a societal need and to evaluate the potential and appropriateness for the need to be met through a business-based approach. Examples of business-based approaches include harnessing existing business enterprises, starting a new business enterprise, government policies to encourage business involvement, and applying business skills and thinking to non-business organizations.

Guest Speakers and Schedule: Guest speakers are invited to address topics in this course. If possible, opportunities will be arranged for students to interact with guest speakers outside of class. **The order and content of topics in this syllabus may change depending on the schedules of guest speakers.**

Topical Assignments

Introduction

Aug. 28; Class 1: Overview of themes, questions and approaches

Reading: video in class

Part One: What Do We Care About?

Sept. 2; Class 2: Measuring Impact.

Case: Teach for America 2005 (HBS Case: 9-406-125) **S**

Readings: Terrence Lim, Measuring the Value of Corporate Philanthropy (New York: Committee Encouraging Corporate Philanthropy, 2010): 4-17.
http://www.corporatephilanthropy.org/pdfs/resources/MVCP_report_singles.pdf

Robert S. Kaplan, "The Balanced Scorecard and Nonprofit Organizations" (Boston: Harvard Business School Publishing, 2002). **S**

Sept. 4; Class 3: Guest Speaker: Kat Rosquetta, Center for High Impact Philanthropy

Sept. 9; Class 4: Defining Impact.

Readings: Human Development Index <http://hdr.undp.org/en/statistics/hdi/>

Ceri Phillips, "What Is a QALY?" (Hayward Medical Communications, 2009).
<http://www.medicine.ox.ac.uk/bandolier/painres/download/whatis/QALY.pdf>

Daniel M. Hausman and Michael S. McPherson, Economic Analysis, Moral Philosophy, and Public Policy (Cambridge: Cambridge University Press, 2006): chapter 8. **S**

Sept. 11; Class 5: Measuring Reform.

Case: Acumen Fund (HBS Case: 9-310-011) **S**

Readings: Terrence Lim, Measuring the Value of Corporate Philanthropy (New York: Committee Encouraging Corporate Philanthropy, 2010): 18-27.
http://www.corporatephilanthropy.org/pdfs/resources/MVCP_report_singles.pdf

Sept. 16; Class 6: Is Measurement Impossible?

Reading: John C. Sawhill and David Williamson, "Mission Impossible?: Measuring Success in Nonprofit Organizations," Nonprofit Management and Leadership 11 (2001): 371-386. **S**

Lisa Newton, "Eight Perceptions of the Natural World," in Business Ethics and the Natural Environment (Oxford: Blackwell Publishing, 2005): 84-93. **S**

Sept. 18; Class 7: Guest Speaker: Stephani Kobayashi Stevenson, Nike [tentative]

Sept. 23; Class 8: Measurement: remaining issues.

Sept. 25; Class 9: Guest Speaker: Liz Braden, Building Tomorrow

Sept. 30: Class 10: Guest Speaker, Bart Houlahan, B Lab

Oct. 2; Class 11: Guest Speaker: Kyle Zimmer, President and CEO, First Book

Part Two: Non-Profit or For-Profit?

Oct. 7; Class 12: The Role of Non-Profits.

Case: Salud Digna (HBS Case: 9-311-051) S

Readings: Burton A. Weisbrod, "The Pitfalls of Profits" Stanford Social Innovation Review (Winter 2004): 40-47. S

William Foster and Jeffrey Bradach, "Should Nonprofits Seek Profits?" Harvard Business Review (February 2005): 92-100. S

Oct. 9; Class 13: Business-Nonprofit Sponsorship and Partnership

Readings: Matthew Berglind and Cheryl Nakata, "Cause-Related Marketing: More Buck than Bang?" Business Horizons 48 (2005): 443-453. S

Shirley Sagawa and Eli Segal, Common Interest, Common Good: Creating Value Through Business and Social Sector Partnerships (Boston: Harvard Business School Publishing, 1999): 13-26. S

Oct. 14; Class 14: Bottom of the Pyramid Strategies.

Case: Unilever in India (HBS Case: 9-305-002) S

Reading: Aneel Karnani, "The Mirage of Marketing to the Bottom of the Pyramid," California Management Review (Summer 2007): 90-111. S

Oct. 16; Class 15: Bottom of the Pyramid Strategies.

Case: SKS and the AP Microfinance Crisis (HBS Case: 9212018) S

Oct. 21; Class 16: The Market.

Readings: Exploitation (Stanford Encyclopedia of Philosophy)
<http://plato.stanford.edu/entries/exploitation/>

Elizabeth Anderson, "The Ethical Limits of the Market," in Value in Ethics and Economics (Cambridge: Harvard University Press, 1993): chapter 7. **S**

Oct. 23; Class 17: review of material to this point.

Oct. 28; Class 18: Midterm Examination

Part Three: Responsible Business?

Oct. 30; Class 19: Negative Externalities.

Case: COCSO: Implementing Sustainability (HBS Case: N9-412-081) **S**

Nov. 4; Class 20: Positive Responsibilities.

Case: Merck & Co. Inc. (Business Enterprise Trust Case: 9-991-021) **S**

Reading: Thomas Dunfee, "Do Firms with Unique Competencies for Rescuing Victims of Human Catastrophes Have Special Obligations?" Business Ethics Quarterly 16 (2006): 185-210. **S**

Nov. 6; Class 21: Socially Responsible Investing.

Case: Norway and Wal-Mart (HBS Case: 308019) **S**

Reading: Terrence Lim, Measuring the Value of Corporate Philanthropy (New York: Committee Encouraging Corporate Philanthropy, 2010): 52-63.
http://www.corporatephilanthropy.org/pdfs/resources/MVCP_report_singles.pdf

Nov. 11; Class 22: Guest Speaker

Part Four: Social Enterprise?

Nov. 13; Class 23: Social Value

Readings: Michael Porter and Mark Kramer, "Creating Shared Value," Harvard Business Review (2011). **S**

Julie Battilana, Matthew Lee, John Walker, and Cheryl Dorsey, "In Search of the Hybrid Ideal," Stanford Social Innovation Review (2012): 51-55. **S**

Nov. 18; Class 24: Social Entrepreneurship

Case: OneWorld Health (IESE Case: DG-1480-E) **S**

Reading: Donald W. Light and Rebecca Warburton, "Demythologizing the high costs of pharmaceutical research," BioSocieties (7 February 2011).

http://www.pharmamyths.net/files/Biosocieties_2011_Myths_of_High_Drug_Research_Costs.pdf

Nov. 20; Class 25: Social Entrepreneurship

Reading: J. Gregory Dees, "The Meaning of 'Social Entrepreneurship'" (working paper 2001). http://www.caseatduke.org/documents/dees_sedef.pdf

Nov. 25; Class 26: Social Entrepreneurship (from the perspective of approaches used in this class)

Reading: Ian McMillan & James D. Thompson, The Social Entrepreneur's Playbook, Wharton Digital Press (2013)

Dec. 2; Class 27: Class debate/presentation: which is the more responsible businesses?

Dec. 4; Class 28: Class debate/presentation: which is the more responsible businesses?

Dec. 9; Class 29: Class debate/presentation: which is the more responsible businesses?