

BUSINESS, SOCIETY & ETHICS

Purpose-Based CSR

As you read the material for our next class, keep the questions below in mind. To answer these questions you will have to reflect critically on what you have read and possibly re-read important passages. Keep in mind that there are two basic kinds of information that you need to look for in the reading:

1. What are the main points or conclusions that an author accepts with respect to a particular issue?
2. What are the reasons, important considerations, and evidence that lead the author to accept that conclusion?

For our purposes, *it is information of the second sort that will be our primary concern* since our most basic task is to *evaluate the reasons and evidence* that are offered to support accepting one possible conclusion about an issue, rather than another.

Although I strongly suggest that you write out brief answers to these questions, you do not have to turn in written responses. You do, however, need to be prepared to speak intelligently about these issues at our next class meeting.

Reading

- Rangan, V. K., Chase, L., & Karim, S. (2015, January/February). The Truth About CSR. *Harvard Business Review*, 93(1/2), 40–49.

Questions

1. I will call Rangan, Chase, and Karim's approach to corporate social responsibility, "purpose-based CSR". According to this approach, what is the goal of CSR? Why do Rangan, Chase, and Karim believe this is CSR's proper goal? How is this different from Michael Porter and Mark Kramer's account of strategic CSR and shared value creation?
2. Rangan, Chase, and Karim use Ambuja Cements as a model example for how to organize a CSR portfolio. What different CSR initiatives does Ambuja do? How are these initiatives organized across three different "theaters" of CSR?
3. How do Rangan, Chase, and Karim believe a company ought to manage its CSR initiatives?