

Purpose-Based CSR

Instructions

When doing the reading for this class, there are the two basic kinds of information you need to understand:

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 position on an issue, rather than another.

Reading

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

Questions

As you read, keep these questions in mind:

1. I will call Kasturi Rangan, Lisa Chase, and Sohel Karim's approach to corporate social responsibility, "purpose-based CSR".
According to this approach, what is the goal of CSR? Why do Rangan *et al.* 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 *et al.* 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 *et al.* believe a company ought to manage its CSR initiatives?

To answer these questions you will have to reflect critically on what you have read and possibly re-read important passages.

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.