MBA CSR Study Tour 2020
Studying at Audencia means learning at one of the best schools in France – a world-renowned management education and research institution.

Highly ranked and triple accredited, Audencia’s superior curriculum and deep connections with the business world translate into proven results for graduates of our programmes, whether they go on to further study or into the job market.

Audencia attracts students from 87 countries and faculty from around the world. With more than 250 global academic partners, we offer a truly international environment for learning and engagement.

Train to be a leader for positive change with study at Audencia Business School. Our short MBA courses allow you to develop your skills in one of four innovative, flexible concentrations at a top European institution.

This study tour aims at providing the students with an overview of the French and, more broadly, the European approach to Corporate Social Responsibility (CSR). More specifically the course will explore the role of government in CSR, sustainability and responsible management.

While CSR is a challenge for companies and organizations in all parts of the world, the way these principles are implemented within organizations differ between countries since they are influenced by legal, economic, social and cultural contexts.

This programme is highly selective with a limited number of students (max. 15).

### Tuition fees and eligibility

- Students from partner institutions do not have any additional tuition
- This programme targets senior Master students with at least 3 years of postgraduate work experience

### Course schedule

<table>
<thead>
<tr>
<th>DATES</th>
<th>LOCATION</th>
<th>COURSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>March 16 - 17</td>
<td>Paris</td>
<td>Introduction to the Role of Government in CSR</td>
</tr>
<tr>
<td></td>
<td></td>
<td>European Union Perspective on CSR</td>
</tr>
<tr>
<td>March 18 - 20</td>
<td>Nantes</td>
<td>The Impact of Legislation on Diversity Management</td>
</tr>
<tr>
<td></td>
<td></td>
<td>The Impact of Legislation on CSR Reporting</td>
</tr>
</tbody>
</table>

### QUESTIONS ?

Contact our Programme Manager:
Claire DELHOMME
cdelhomme@audencia.com
Corporate Social Responsibility in the European Context: The Role of Government

The study tour will focus on the role of government at the international, the national and the local level in encouraging CSR, sustainability and responsible management. The French context is particularly interesting from this point of view, since France was the first country in Europe that introduced mandatory non-financial disclosure. The European Union is also host to a range of CSR initiatives and strategies which will be explored.

**Seminar descriptions:**

1. **Introduction to the Role of Government in CSR**
   This introductory session will consider the voluntary and regulatory aspects of CSR and explore the relationship between government and business in the context of CSR. Specifically, the session will cover trends, changes and a range of different roles which Government can take.

2. **EU Perspective on CSR**
   The European Union is involved in a wide range of CSR strategies and initiatives. This session will introduce some of today’s most pressing sustainability issues and give participants the opportunity to explore the different viewpoints and interests of relevant stakeholders, and the steps the EU has taken to address them.

3. **The Impact of Legislation on Diversity Management**
   Clearly linking HR theory to the work environment, this seminar explores Corporate Social Responsibility (CSR), Equality and Diversity. Special attention will be given to the impact of legislation on Diversity Management. A comparative viewpoint shall be adopted throughout the seminar.

4. **The Impact of Legislation on CSR Reporting**
   This session is intended to show the history and trends of the most important CSR disclosure standards and regulations in Europe, to outline different reporting regimes by showing the cross-national differences but also to encourage a discussion around the future directions of CSR reporting.

**The pedagogic team:**

Jennifer Goodman
PhD in Management Science, ESADE Business School, Spain
[Complete CV](#)

Christine Naschberger
PhD in Management Science, Technical University of Munich, Germany
[Complete CV](#)

Emma Avetisyan
PhD in Economics & Social Sciences, Skema Business School, France
[Complete CV](#)
Mandatory readings prior to the study week:


Online material: Videos

- Christine Naschberger: Women: How to better negotiate your salary: [https://wearethecity.com/videos-2/](https://wearethecity.com/videos-2/)
- SDG 5 Gender Equality by Christine Naschberger, Audencia [https://www.youtube.com/watch?v=MyGSOeCq3nY&feature=youtu.be](https://www.youtube.com/watch?v=MyGSOeCq3nY&feature=youtu.be)

Students will receive a more extensive recommended pre-reading list prior to the course.
Tutors: Jennifer Goodman, Christine Naschberger, Emma Avetisyan

You will undertake an analysis of the CSR strategies and challenges in one of the companies which you will visit during your stay in France. This will involve researching the company and sector prior to the course in order to build a picture of the most relevant CSR and sustainability issues, and to identify ways in which the company is pre-empting or responding to these through its CSR strategy. During the course input sessions and company visits you will have the opportunity to deepen your understanding of CSR in the company and of how government has influenced and shaped this. Of key importance is the role that government has played in the development of the CSR policy for this company. You will also be required to consider how government may influence the future direction of CSR in both the company and the wider industry and put forward proposals and recommendations to the company to guide the development of their CSR strategy.

**Students’ task:**

**Before the study week:**
- Research and analyse the CSR and sustainability challenges faced by your company and the industry in which it belongs.
- Familiarise yourselves with the CSR strategies of the company.
- Identify the national/international profile of the company.
- Prepare a presentation of your findings to share with the rest of the class when you arrive in Paris.

**During the study week:**
- Identify more specifically how the CSR strategy of your company has been influenced by government and local, national or international policy and regulation regarding reporting, diversity and other CSR/sustainability issues.
- In what other ways has government engaged with or played a role in the development of the company’s CSR/sustainability approach? Does this vary in the different geographical locations in which the company operates?
- Identify CSR/sustainability issues which remain to be addressed by the company and the sector and consider how the company can pre-empt future trends and regulation.

**After the study week:**
- Write a report based on your research, course input and company visits. The report will present and analyse the CSR strategy of your company and the role of government in shaping that strategy as well as government’s influence on the sector.
- Identify necessary and anticipated government actions to advance issues of CSR/sustainability relevant to the company and formulate recommendations for the company to improve their current and future CSR/sustainability strategy.

**Course Assessment:**

Class participation 20% (individual grade)
- Participants are expected to share their ideas, experience, insights and questions during class discussions and company visits, and to make active contributions to team work.

Presentation 20% (group grade)
- 15-20 minute group presentation using Powerpoint (or other tool) to introduce the company, the sustainability challenges faced by the company and its industry, and how the company is responding through its CSR strategy.
- Grading: clarity, relevance, depth and breadth of research, team participation

Report 60% (group grade)
- 10-15 page report not including title page, references and appendices
Throughout the study tour, the students will attend seminars with professors specialised in different aspects of CSR, who have developed extensive research in the areas of sustainability, governance, stakeholder engagement, CSR reporting and diversity. Each of them will focus on a specific feature of CSR in the European context and the role of government within that context.

In parallel, the students will visit several companies that have implemented innovative strategies in the field of CSR and will have the opportunity to discuss issues and challenges with managers in the field.

### Visits planned in 2020:

- Coca-Cola
- Manitou Group
- Saunier Duval

### Tentative schedule 2020:

<table>
<thead>
<tr>
<th>Sunday, 15/03 (Paris)</th>
<th>Monday, 16/03 (Paris)</th>
<th>Tuesday, 17/03 (Paris)</th>
<th>Wednesday, 18/03 (Nantes)</th>
<th>Thursday, 19/03 (Nantes)</th>
<th>Friday, 20/03 (Nantes)</th>
<th>Saturday, 21/03 (Nantes)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Morning</td>
<td>Morning</td>
<td>Morning</td>
<td>Morning</td>
<td>Morning</td>
<td>Morning</td>
<td>Morning</td>
</tr>
<tr>
<td>J. GOODMAN</td>
<td>European Union</td>
<td>C. NASCHBERGER</td>
<td>E. AVETISYAN</td>
<td>COMPANY VISIT</td>
<td>OPTIONAL</td>
<td></td>
</tr>
<tr>
<td>Introduction</td>
<td>Perspective on CSR</td>
<td>The Impact of Legislation on Diversity Management</td>
<td>The Impact of Legislation on CSR Reporting</td>
<td>With E. AVETISYAN</td>
<td>Cultural visit: Unusual Pommeraye guided tour</td>
<td></td>
</tr>
<tr>
<td>to the Role of</td>
<td>CSR</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Government in CSR</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lunch Break</td>
<td>Afternoon</td>
<td>Afternoon</td>
<td>Afternoon</td>
<td>Afternoon</td>
<td>Afternoon</td>
<td>Afternoon</td>
</tr>
<tr>
<td>OPTIONAL</td>
<td>Company presentations</td>
<td>COMPANY VISIT</td>
<td>COMPANY VISIT</td>
<td>COMPANY VISIT</td>
<td>COURSE REVIEW &amp; COACHING</td>
<td></td>
</tr>
<tr>
<td>Cultural visit:</td>
<td>Coca Cola</td>
<td>Manitou</td>
<td>Saunier Duval, Vaillant Group</td>
<td></td>
<td>J. GOODMAN</td>
<td></td>
</tr>
<tr>
<td>Garnier Opera House</td>
<td>With J. GOODMAN</td>
<td>With C. NASCHBERGER</td>
<td>With E. AVETISYAN</td>
<td></td>
<td>E. AVETISYAN</td>
<td></td>
</tr>
<tr>
<td>OPTIONAL</td>
<td></td>
<td>COMPANY VISIT</td>
<td></td>
<td></td>
<td>C. NASCHBERGER</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Voyage from Paris to Nantes</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>CLOSING CEREMONY &amp; COCKTAIL</td>
<td></td>
</tr>
</tbody>
</table>

**CLOSING CEREMONY & COCKTAIL**