

Management & Strategy

# CSR and HRM: Responsible People Management (Master)

Winter Semester

Institute:	Institute for Human Capital Management
Lecturer:	Prof. Ingo Weller
Assistant:	Tba
Weekly hours:	Block seminar
Credits	6 ECTS
Examination:	Group presentation & individual seminar thesis (22,200 letters)
Prerequisites:	None
Course Material:	Slides and readings

## Course Description & Main Objectives

Sustainability is one of the biggest and most important challenges of today, leaving footprints in our daily lives, consumption choices, voting behavior, mobility, but also in how we work and think about work, and in the future of businesses more generally. Management scholars have long neglected the sustainability challenge. However, in recent years a large and powerful literature on “corporate social responsibility” (CSR) that embraces sustainability questions has emerged. CSR literature has led to fruitful debates about alternative modes of governance, leadership and people management.

In this class, we take both macro-level views on CSR, firm strategy, corporate governance, and HR, involving broader institutions and agents like laws and standards, stakeholders and consumers; as well as a micro foundational view of CSR by incorporating employee and stakeholder attitudes, behaviors, and performance. Specifically, we address the following questions:

- How does CSR embrace the HR/people management context?
- How do CSR and responsible people management practices interact with society and societal outcomes?
- How does CSR (and responsible people management) influence a firm’s bottom line?
- How does CSR influence employee-based outcomes (such as job choice, satisfaction, commitment, performance, etc.)?

- How can traditional HR practices and processes (like employer branding and pay) be aligned with CSR or redesigned for CSR?
- How do crises (e.g., the COVID pandemic) speak to CSR and responsible people management practices?

## Lectures Overview/ Course Outline

---

<i>Date</i>	<i>Topic</i>
October 25	CSR – Definition, Context, Impact
November 8	Practical Insights
November 15	Pay and Employee Health
November 22	CSR and Employee Wage Requirements
November 29	Practical Insights
December 6	CSR and CEO Pay
December 13	CSR and CEO Activism
December 20	Employee Retention
January 10	Employee Participation in CSR
January 17	Employee Promotion
January 24	Practical Insights

## Literature

---

All lecture slides and materials will be provided via LSF.

### **CSR – Definition, Context, Impact**

- Aguinis & Glavas (2012). What we know and don't know about corporate social responsibility: A review and research agenda. *Journal of Management*, 38, 932–968.
- Flammer (2015). Does Corporate Social Responsibility Lead to Superior Financial Performance? A Regression Discontinuity Approach. *Management Science*, 1–20.

Friedman (1970). The social responsibility of business is to increase its profits. *New York Times Magazine*, 1–6.

- Margolis, J. D., Elfenbein, H. A., & Walsh, J. P. (2009). Does it pay to be good... and does it matter? A meta-analysis of the relationship between corporate social and financial performance. SSRN.
- Morgeson, Aguinis, Waldman, & Siegel (2013). Extending corporate social responsibility research to the human resource management and organizational behavior domains: a look to the future. *Personnel Psychology*, 66, 805–824.
- Voegtlin & Greenwood (2016). Corporate social responsibility and human resource management: A systematic review and conceptual analysis. *Human Resource Management Review*, 26, 181–197.

### CSR and Compensation Policies

- Burbano (2016). Social Responsibility Messages and Worker Wage Requirements: Field Experimental Evidence from Online Labor Marketplaces. *Organization Science*, 27(4), 1010-1028.
- Dahl, M. S., & Pierce, L. 2019. Pay-for-Performance and Employee Mental Health: Large Sample Evidence Using Employee Prescription Drug Usage. *Academy of Management Discoveries*, forthcoming.
- Pfeffer (2019). Crying "Wolf": A Comment on Dahl and Pierce and a Suggestion on Using (Danish) Prescription Data. *Academy of Management Discoveries*, forthcoming.
- Pierce & Dahl (2019). Commentary: When is an Effect Size Too Small? Response to Commentary on "Pay-for-Performance and Employee Mental Health". *Academy of Management Discoveries*, forthcoming.
- Bennedsen, Simintzi, Tsoutsoura, & Wolfenzon. (2019). Do firms respond to gender pay gap transparency? (No. w25435). National Bureau of Economic Research.
- Castilla (2015). Accounting for the Gap: A Firm Study Manipulating Organizational Accountability and Transparency in Pay Decisions. *Organization Science* 26(2), 311–333.

### CSR and CEOs

- Burbano, V. C. (2021). The demotivating effects of communicating a social-political stance: Field experimental evidence from an online labor market platform. *Management Science*, 67(2), 1004-1025.
- Flammer, Hong, & Minor (2019). Corporate governance and the rise of integrating corporate social responsibility criteria in executive compensation: Effectiveness

- Hambrick, D. C., & Wowak, A. J. (2021). CEO sociopolitical activism: A stakeholder alignment model. *Academy of Management Review*, 46(1), 33-59.
- Hou, Y., & Poliquin, C. W. (2023). The effects of CEO activism: Partisan consumer behavior and its duration. *Strategic Management Journal*, 44(3), 672-703.
- Maas, K. (2018). Do corporate social performance targets in executive compensation contribute to corporate social performance?. *Journal of Business Ethics*, 148, 573-585.

### CSR and Work

- Bode, C., Singh, J., & Rogan, M. (2015). Corporate social initiatives and employee retention. *Organization science*, 26(6), 1702-1720
- Bode, C., & Singh, J. (2018). Taking a hit to save the world? Employee participation in a corporate social initiative. *Strategic Management Journal*, 39(4), 1003-1030.
- Bode, C., Rogan, M., & Singh, J. (2022). Up to no good? Gender, social impact work, and employee promotions. *Administrative Science Quarterly*, 67(1), 82-130.
- Burbano, V. C., & Chiles, B. (2022). Mitigating gig and remote worker misconduct: Evidence from a real effort experiment. *Organization Science*, 33(4), 1273-1299.
- Carnahan, S., Kryscynski, D., & Olson, D. (2017). When does corporate social responsibility reduce employee turnover? Evidence from attorneys before and after 9/11. *Academy of Management Journal*, 60(5), 1932-1962.
- Farooq, O., Rupp, D. E., & Farooq, M. (2017). The multiple pathways through which internal and external corporate social responsibility influence organizational identification and multifoci outcomes: The moderating role of cultural and social orientations. *Academy of Management Journal*, 60(3), 954-985.
- Jones, Willness, & Madey (2014). Why Are Job Seekers Attracted by Corporate Social Performance? Experimental and Field Tests of Three Signal-Based Mechanisms. *Academy of Management Journal*, 57(2), 383–404.
- List, J. A., & Momeni, F. (2021). When corporate social responsibility backfires: Evidence from a natural field experiment. *Management Science*, 67(1), 8-21.
- Rupp, Shao, Thornton, & Skarlicki (2013). Applicants' and employees' reactions to corporate social responsibility: The moderating effects of first-party justice perceptions and moral identity. *Personnel Psychology*, 66, 895–933.



LUDWIG-  
MAXIMILIANS-  
UNIVERSITÄT  
MÜNCHEN

LMU MUNICH  
SCHOOL OF  
MANAGEMENT