***Strategic Corporate Social Responsibility: Sustainable Value Creation* (4e, 2017)**

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**SAGE Publications Inc.**

**Film and Media Resources**

All the links below are freely available film resources that are designed to enhance the textbook and its associated content and stimulate debate in the classroom.

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| **Part I: Corporate Social Responsibility** |

**Chapter 1: What Is CSR?**

Dave Carroll, “United Breaks Guitars,” July 6, 2009 (5 minutes), <https://www.youtube.com/watch?v=5YGc4zOqozo>

This song was written by Dave Carroll after United Airlines broke one of his guitars that he had checked on a flight and then refused to compensate him. After going back and forth with the airline’s customer service department for a year, he finally wrote this song and posted it online.

SHRM Foundation, “Ethics: The Fabric of Business,” October 25, 2015 (11 minutes), <https://www.shrm.org/about/foundation/products/pages/ethicsdvd.aspx>

This video profiles Lockheed Martin as it investigates ethics in business. SHRM is the Society for Human Resource Management.

University of St. Gallen, “What Is Corporate Social Responsibility?” September 30, 2012 (11 minutes), <https://www.youtube.com/watch?v=E0NkGtNU_9w>

“What is Corporate Social Responsibility (CSR)? This video clip tries to give competent but also entertaining answers to this question.”

**Chapter 2: The Driving Forces of CSR**

Edeos Digital Education, “Globalization,” October 24, 2011 (8 minutes), <http://www.youtube.com/watch?v=3oTLyPPrZE4>

It is challenging to find good online resources that tackle the issue of globalization. This video presents a good definition in a condensed presentation.

“The Most Terrifying Video You’ll Ever See,” June 8, 2007, http://www.stumbleupon.com/su/8mpbqP (also at <http://www.youtube.com/watch?v=zORv8wwiadQ>)

This video condenses the convoluted, passionate, and often partisan debate about climate change into a straightforward argument. The goal is to remove conflict over the science from the debate and, instead, reduce the argument to one of risk management. In other words, whether you believe in the science or not, the dangers of not acting far outweigh any dangers associated with acting.

**Chapter 3: Corporate Rights and Responsibilities**

Joel Bakan, *The Corporation* (freeware version), September 2, 2014 (2 hours 25 minutes), <https://www.youtube.com/watch?v=nFEDxrXAprQ>

This documentary examines the origins, growth, roles, and impact of corporations, adopting a critical perspective of the harm resulting from corporate actions. Multiple interviews, examples, and case studies are included.

“The Story of *Citizens United v FEC*,” The Story of Stuff Project (9 minutes), <http://storyofstuff.org/movies/story-of-citizens-united-v-fec/>

“’The Story of *Citizens United v. FEC*’ explores the inordinate power that corporations exercise in our democracy. The movie explores the history of the American corporation and corporate political spending, the appropriate roles of citizens and for-proﬁt corporations in a democracy and the toxic impact the *Citizens United* Supreme Court decision is having on our political process. It ends with a call to amend the U.S. Constitution to conﬁrm that people—not corporations—make the decisions in a democracy.”

**Case Study: Religion**

“Hobby Lobby,” *Last Week Tonight with John Oliver*, HBO, June 30, 2014 (6 minutes), <https://www.youtube.com/watch?v=zSQCH1qyIDo>

A look at the question of religious rights for corporations in relation to the provision of contraception in employee healthcare programs.

**Caution: This is a comedy program and involves strong language.**

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| **Part II: A Stakeholder Perspective** |

**Chapter 4: Stakeholder Theory**

R. Edward Freeman, “What Is Stakeholder Theory?” Business Roundtable Institute for Corporate Ethics, University of Virginia Darden School of Business, October 1, 2009:

* Definition of stakeholder theory (3 minutes): <http://www.youtube.com/watch?v=bIRUaLcvPe8>
* Longer discussion of stakeholder theory (49 minutes): <https://www.youtube.com/watch?v=Ih5IBe1cnQw>

**Chapter 5: Corporate *Stakeholder* Responsibility**

Milton Friedman interviewed on *The Donahue Show*, 1979, uploaded on August 26, 2009 (45 minutes), <https://www.youtube.com/watch?v=1EwaLys3Zak>

“The Story of Stuff,” The Story of Stuff Project, December 2007 (20 minutes), <http://storyofstuff.org/movies/story-of-stuff/>

This video is a good explanation of the damaging consequences of our consumption-focused economic system: “’The Story of Stuff,’ originally released in December 2007, is a 20-minute, fast-paced, fact-filled look at the underside of our production and consumption patterns. ‘The Story of Stuff’ exposes the connections between a huge number of environmental and social issues, and calls us together to create a more sustainable and just world. It’ll teach you something, it’ll make you laugh, and it just may change the way you look at all the Stuff in your life forever.”

**Chapter 6: Who Owns the Corporation?**

Joel Bakan, “The Corporation: Part 2” (freeware version), January 22, 2007 (5 minutes), <https://www.youtube.com/watch?v=8SuUzmqBewg>

A freeware link to the full documentary is listed above (Chapter 3). Part 2, in particular, summarizes the history of the corporation.

**Case Study: Impact Investing**

Stanford Graduate School of Business, “Does Impact Investing Really Have Impact?” August 4, 2014 (35 minutes),

<https://www.youtube.com/watch?v=3-558dPXuQg>

“Impact investing: is it actually investing? Or is it venture philanthropy by another name? Learn how experienced practitioners define impact investing and the ways investments can create both market return and social impact. Business leaders and Stanford GSB alumni shared their insights at the 2013 Social Innovation Summit at the Stanford Graduate School of Business.”

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| **Part III: An Economic Perspective** |

**Chapter 7: The Pursuit of Profit**

Bill Gates, presentation at the 2008 World Economic Forum at Davos, January 25, 2008 (37 minutes),

<http://www.youtube.com/watch?v=Ql-Mtlx31e8>

Paul Polman, “Unilever Sustainable Living Plan,” presentation at The One Young World Summit, 2014 (39 minutes), <https://www.youtube.com/watch?v=iSuaBHo11vE>

“Ensuring that the progress of today does not compromise the development of tomorrow is a great responsibility facing the One Young World delegation. Unilever CEO Paul Polman addresses the need to make sustainable living commonplace and how young people are critical to driving change.”

SHRM Foundation, “Doing Well by Doing Good: Global Sustainability at Aditya Birla Group” (20 minutes), <http://www.shrm.org/about/foundation/products/pages/globalsustainabilitydvd.aspx>

“The SHRM Foundation traveled to Mumbai, India, to learn how a global conglomerate with a storied history of doing well by doing good—Aditya Birla Group—translates global sustainability into concrete actions.”

**Chapter 8: Incentives and Compliance**

“Is Wal-Mart Good for America?” *Frontline* (1 hour 30 minutes), <http://www.pbs.org/wgbh/pages/frontline/shows/walmart/view/>

*Frontline* is an award-winning documentary service. This edition investigates the implications of Walmart’s operations and the impact “everyday low prices” have on multiple stakeholders.

**Chapter 9: Accountability**

“Shell in Nigeria,” Channel 4, May 17, 2009 (10 minutes), <http://www.youtube.com/watch?v=5ME1cRpuQQo>

Part of a documentary that looks at the impact of Shell’s oil extraction on the Ogoni region of Nigeria.

**Case Study: Financial Crisis**

Jim Cramer interviewed on The Daily Show with Jon Stewart, Comedy Central, March 12, 2009:

* <http://www.cc.com/video-clips/0vqrim/the-daily-show-with-jon-stewart-jim-cramer-pt--1> (2 minutes)
* <http://www.cc.com/video-clips/iinzrx/the-daily-show-with-jon-stewart-jim-cramer-pt--2> (11 minutes)
* <http://www.cc.com/video-clips/gliow5/the-daily-show-with-jon-stewart-jim-cramer-pt--3> (2 minutes)

Jon Stewart’s lambasting of CNBC on *The Daily Show* in March 2009 and his three-part interview of Jim Cramer (host of *Mad Money*) is compelling TV. As usual, Stewart employs comedy to great effect. In addition, he confronts Cramer with an honesty and directness that you rarely see on current affairs television in the United States. Stewart articulates succinctly the behavior of Wall Street that led directly to the financial crisis, but he also skewers Cramer (and CNBC) for becoming part of the problem rather than being the journalists they purport to be. As a result, the interview is both entertaining and uncomfortable to watch because Stewart so completely undermines what it is that must get Cramer out of bed every morning to do his show.

*Inside Job*, Sony Pictures Classics, 2008 (1 hour 37 minutes), <http://www.sonyclassics.com/insidejob/>

“From Academy Award® nominated filmmaker Charles Ferguson (“No End In Sight”) comes INSIDE JOB, the first film to expose the shocking truth behind the economic crisis of 2008. The global financial meltdown, at a cost of over $20 trillion, resulted in millions of people losing their homes and jobs. Through extensive research and interviews with major financial insiders, politicians and journalists, INSIDE JOB traces the rise of a rogue industry.”

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| **Part IV: A Strategic Perspective** |

**Chapter 10: Strategy + CSR and Chapter 11: CSR as a Strategic Filter**

Michael E. Porter (interview), “The Five Competitive Forces That Shape Strategy,” *Harvard Business Review*, June 30, 2008 (13 minutes), <http://www.youtube.com/watch?v=mYF2_FBCvXw>

“Tobacco,” *Last Week Tonight with John Oliver*, HBO, February 15, 2015 (18 minutes), <https://www.youtube.com/watch?v=6UsHHOCH4q8>

A look at the tactics employed by the tobacco industry to continue growing its revenues while preventing authorities from regulating its packaging. This is a good example of an industry that has passed its *CSR threshold*.

**Caution: This is a comedy program and involves strong language.**

“What Is Strategy?” Brigham Young University, July 27, 2012 (9 minutes), <http://www.youtube.com/watch?v=4D_Yuif1C1c>

**Chapter 12: Strategic CSR**

“TOMS Shoes: Why *Buy One, Give One* Companies Don’t Help Anyone,” TruTV, September 25, 2015 (4 minutes): <https://www.youtube.com/watch?v=hX0g66MWbrk>

This video is a good example of why for-profit firms create more value than charitable organizations and, as such, why philanthropy is not a central part of *strategic CSR*.

**Case Study: Supply Chain**

“Can garment factories pay a living wage and still compete in the global economy?” *Newshour*, PBS, February 18, 2014 (8 minutes), <http://www.pbs.org/newshour/bb/can-garment-factories-pay-living-wage-compete-in-global-economy/>

“At $3 an hour, the workers at the Alta Gracia garment factory in the Dominican Republic are earning enough to feed a family of five. But after three years, this new, living wage–based business model has yet to turn a profit as global competition has pushed thousands of jobs to lower-cost countries. Special correspondent Fred de Sam Lazaro reports.”

“Fashion,” *Last Week Tonight with John Oliver*, HBO, April 26, 2015 (17 minutes), <https://www.youtube.com/watch?v=VdLf4fihP78>

A look at the supply chain of the fashion industry.

**Caution: This is a comedy program and involves strong language.**

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| **Part V: A Sustainable Perspective** |

**Chapter 13: Sustainability**

Ray Anderson, “The business logic of sustainability,” TED, February 2009 (16 minutes), <http://www.ted.com/talks/ray_anderson_on_the_business_logic_of_sustainability.html>

Ray Anderson (interview), “Mount Sustainability,” Watchmojo.com, October 8, 2009 (3 minutes), <http://www.youtube.com/watch?v=l_P_V0jk3Ig>

Perhaps the best example of a firm that has comprehensively attempted to integrate a lifecycle approach throughout operations is the carpet manufacturer Interface, whose inspirational founder and CEO, the late Ray Anderson, explained his journey in terms of the seven (+1) faces of *Mount Sustainability*: 1. Waste. 2. Emissions. 3. Energy. 4. Materials. 5. Transportation. 6. Culture. 7. Market. 8. Social equity.

“Story of Bottled Water,” The Story of Stuff Project, March 22, 2010 (8 minutes), <http://storyofstuff.org/movies/story-of-bottled-water/>

“’The Story of Bottled Water,’ released on March 22, 2010 (World Water Day), employs the Story of Stuff style to tell the story of manufactured demand—how you get Americans to buy more than half a billion bottles of water every week when it already flows virtually free from the tap. Over five minutes, the film explores the bottled water industry’s attacks on tap water and its use of seductive, environmental-themed advertising to cover up the mountains of plastic waste it produces. The film concludes with a call for viewers to make a personal commitment to avoid bottled water and support public investment in clean, available tap water for all.”

“The Story of Cap and Trade,” The Story of Stuff Project, December 2009 (10 minutes), <http://storyofstuff.org/movies/story-of-cap-and-trade/>

“’The Story of Cap & Trade,’ released in December 2009, is a fast-paced, fact-filled look at the leading climate solution discussed at the Copenhagen 2009 United Nations Climate Change Conference. Host Annie Leonard introduces the energy traders and Wall Street financiers at the heart of this scheme and reveals the ‘devils in the details’ in current cap and trade proposals: free permits to big polluters, fake offsets and distraction from what’s really required to tackle the climate crisis. If you’ve heard about Cap & Trade, but aren’t sure how it works (or who benefits), this is the movie for you.”

“The Story of Electronics,” The Story of Stuff Project, November 2011 (8 minutes), <http://storyofstuff.org/movies/story-of-electronics/>

“The Story of Electronics, released in November 2011, employs the Story of Stuff style to explore the high-tech revolution’s collateral damage—25 million tons of e-waste and counting, poisoned workers and a public left holding the bill. Host Annie Leonard takes viewers from the mines and factories where our gadgets begin to the horrific backyard recycling shops in China where many end up. The film concludes with a call for a green ‘race to the top’ where designers compete to make long-lasting, toxic-free products that are fully and easily recyclable.”

Tom Szaky (founder and CEO of TerraCycle), “Eliminating the Idea of Waste,” presentation at Chicago Ideas Week, March 7, 2013 (13 minutes), <https://www.youtube.com/watch?v=LHqwd-LBp5c>

This video provides an overview of the scope of TerraCycle’s work in the recycling industry and an indication of why its business model is successful.

**Chapter 14: Implementing CSR and Chapter 15: Sustainable Value Creation**

Intersections: Management and Capitalism, “Business as a Moral Endeavor,” September 7, 2014 (10 minutes), <https://www.youtube.com/watch?v=EseNAh9UwjI>

John Mackey, “What Is the Purpose of Business?” Conscious Capitalism (6 minutes), <http://www.consciouscapitalism.org/content/john-mackey-what-purpose-business>/

SHRM Foundation, “Trust Travels: The Starbucks Store” (short version), 2009 (12 minutes), <http://www.shrm.org/about/foundation/products/Pages/TrustTravelsTheStarbucksStory.aspx>

“Organizations today struggle to build a workplace based on trust and values such as honesty, integrity and respect. Starbucks is a company that has succeeded because it has stayed true to its core values. With 137,000 employees in 40 countries, Starbucks clearly demonstrates that trust and values can travel to different cultures. This DVD explores how Starbucks achieves financial success by treating employees well.”

**Case Study: Employees**

Herb Kelleher (cofounder of Southwest Airlines), “The Business of Business Is People,” presentation at HSM’s World of Business Ideas, October 14, 2008 (5 minutes), <http://www.youtube.com/watch?v=oxTFA1kh1m8>

This video explains Herb Kelleher’s approach to business at Southwest Airlines, highlighting the firm’s employees as Southwest’s most important stakeholder.

Moth Collective, “The Last Job on Earth: Imagining a Fully Automated World,” *The Guardian*, February 17, 2016 (3 minutes),

<http://www.theguardian.com/sustainable-business/video/2016/feb/17/last-job-on-earth-automation-robots-unemployment-animation-video>

“Machines could take 50% of our jobs in the next 30 years, according to scientists. While we can’t predict the future, we can imagine a world without work—one where those who own the tech get rich from it and everyone else ekes out a living, propped up by an increasingly fragile state. Meet Alice, holder of the last recognisable job on Earth, trying to make sense of her role in an automated world.”

“Wage Gap,” *Last Week Tonight with John Oliver*, HBO, August 25, 2014 (7 minutes), <https://www.youtube.com/watch?v=PsB1e-1BB4Y>

A look at the gender wage gap in the United States today.

**Caution: This is a comedy program and involves strong language.**

“Wealth Gap,” *Last Week Tonight with John Oliver*, HBO, July 13, 2014 (14 minutes), <https://www.youtube.com/watch?v=LfgSEwjAeno>

A look at the inequality gap in the United States today.

**Caution: This is a comedy program and involves strong language.**