



APPROVED

Vice-rector for educational activities

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Корпоративное управление и социальная ответственность в международных компаниях / Corporate governance and social responsibility in international companies

Syllabus of the course

Specialty	38.03.02 Management
Specialization	Business management and digital innovations
Level of higher education	Bachelor
Form of training	Full-time
Year of enrolment	2023

Authored by:

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Total number of hours	180	Form of final attestation: Exam: term 6 Course paper: term 6
incl:		
contact work	84	
self-study	60	
practical training	0	
control hours	36	

Hours distribution:

Term:	6
Type of classes	Hours
Contact hours	48
Practical training	36
Laboratory work	0
Total contact hours	84
Self-study	60
Control hours	36
Total academic hours	180
Total credits	5

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1. LEARNING OBJECTIVES

Objective:	To develop knowledge, skills and abilities in the field of corporate governance and social responsibility in international companies.
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2. COURSE PLACE IN THE PROGRAMME STRUCTURE

The discipline B1.V Corporate governance and social responsibility in international companies refers to the part formed by the participants in the educational relations of Block 1.

3. EXPECTED LEARNING OUTCOMES

Code and name of graduate competence	Code and name of the competence achievement indicator	Expected learning outcomes
PC-6 - Structuring data and metadata of documented areas of the organization's activities	PC-6.2 - Ensuring the efficiency and correctness of digital transformation of documented areas of the company's activities	<p>Know: the data structure and metadata of the company's documented areas of activity, as well as the features of their digital transformation.</p> <p>Be able to: effectively and correctly transform the documented areas of the company's activities.</p> <p>Possess: methods of effective transformation of documented areas of the organization and be able to apply them in practice.</p>

4. COURSE STRUCTURE AND CONTENT

Code and name of the topics	Course content	Academic hours			
		Contact work			Self-study
		Lectures	Practices	Workshops	
Section I. Content of basic concepts, principles and mechanisms of corporate governance					
Topic 1. Concepts and evolution of corporate governance as a science	The history of corporate governance. Signs of corporation classification and historical milestones in their development. Development of corporate governance in Russia. Trends in modern development of corporate governance. The emergence and development of the science of corporate governance. Separation of ownership and management rights. Agency conflicts as the basis for the emergence of corporate governance. Corporation, corporate governance, advantages and disadvantages.	3			4
Topic 2. Corporate governance mechanisms	Control in the system of corporate relations. External mechanisms of corporate governance. Internal mechanisms of corporate governance.	4	3		3

Topic 3. Corporate governance model	Joint-Stock Company. Holding. Financial and industrial group. Transnational corporation. Network Corporation. Other forms of corporations.	3	3		3
Section II. Implementation of corporate governance in international companies					
Topic 4. Corporate governance practices abroad	Features of corporate governance in countries of the Anglo-American economic model. Features of corporate governance in countries of the German economic model. Corporate governance in Japan. Formation of the corporate environment in the Russian Federation.	5	4		6
Topic 5. Economic efficiency of corporate governance and its assessment	Assessing the effectiveness of corporate governance from the point of view of integration efficiency. Assessing the effectiveness of corporate governance based on the criterion of protecting the interests of owners. Assessing the effectiveness of corporate governance based on the market value of the corporation.	4	4		4
Section III. Theoretical approaches to defining corporate social responsibility					
Topic 6. Concepts and ideas of social responsibility	Social responsibility of business – economic, political, environmental, social aspects. Business ethics: economic, legal, epic and voluntary social responsibilities (A. Carroll's model). Modern social legislation. Charity and business. Features of motivation of Russian enterprises. Social policy, social projects of enterprises. Principles, priorities, norms, formal and informal rules governing the social policy of enterprises. Mission of corporate social policy. The concept of social partnership. Advantages of companies pursuing an active social policy The state as an actor in corporate social policy is creating conditions for the development of social policy of enterprises.	4	2		6
Topic 7. Theoretical concepts of corporate social responsibility	Corporate governance. The concept of “corporate egoism” (T. Levitt, M. Friedman), “company of owners”. The concept of corporate altruism, “company of participants.” Organizational viability - the concept of the triple bottom line (D. Elkington). Interests of various interest groups (stakeholders) in formulating corporate social policy priorities. The ideology of industrial paternalism. Global inequality. Neoclassical, managerialist and statist interpretations of social responsibility. Corporate citizenship. Global corporate citizenship. Strategy for Creating Shared Value by M. Porter and M. Kremer: rethinking products and markets by searching for socially significant problems; reimagining productivity in the value chain by enhancing the social, economic and environmental capabilities of supply chain participants.	4			6
Topic 8. The concept of CSR and strategic management	Corporate mission. Corporate vision. Corporate strategy. Corporate image. Business reputation. Formation of business reputation, its assessment by contact groups. Types of business reputation. Business reputation ratings. Factors in the formation of business reputation of Russian organizations (according to Russia RepTrack monitoring data). Goodwill: assessment methods, areas for improvement. External and internal environment of corporate responsibility. Priorities of the company's social policy. Social investments. Socially significant industries. Corporate	3	4		4

	identity. Strategic level of CSR.				
Topic 9. CSR and sustainable business development	Principles of sustainable development of the organization. CSR and anti-crisis development of the organization. Sustainable development concept. Key indicators of the company's sustainable development: Russian and foreign assessment methods and tools, development trends. Social entrepreneurship concept. "Reactive" and "strategic" forms of CSR. The role of corporate social responsibility at various stages of the organization's life cycle. Dow Jones Sustainability Index (DJSI); Global 100; GRI (Global Reporting Initiative). Behind the Brands. Trends in the field of sustainable development (based on the results of Sustainability and Reporting Trends in 2025: Preparing for the Future). Corporate power and social policy in the context of globalization. Social code of the corporation.	3	4		4
Section IV. Corporate social responsibility system					
Topic 10. Building a CSR system	Typology of system representations. Main attributes of the corporate social responsibility system. Types of interactions in the system of corporate social responsibility. Principles for building a system of corporate social responsibility. Portfolio approach to the formation of a package of social programs. Risks of ignoring social responsibility. Forced forms of social responsibility.	5	4		4
Topic 11. Types, forms, specifics of internal and external social responsibility	Education and intellectual potential of an organization as factors of internal social responsibility. Knowledge management in an organization from the perspective of corporate social responsibility. Changing thinking as a factor of internal social responsibility in an organization. Development of a "smart organization": basic approaches. Types and forms of internal social responsibility. Development of a system of social responsibility in organizations. Personnel development and contribution to "human capital". Domestic policy. Income policy, housing policy, social security. Corporate volunteering: forms and types. Development of corporate volunteering (Pro bono) in Russia and abroad: barriers and prospects. External environment of social policy. Subjects - disadvantaged, vulnerable groups, culture, local community, environmental safety. Tools - social competitions, corporate charitable funds, local development funds (social investment funds), programs, maintenance of communal and public facilities, patronage. Support for both education and science as the basis for the formation of intellectual and innovative potential. Health care support as a necessity for the formation of a healthy lifestyle and labor potential. Social programs of the Russian business community. General approaches to the development of social and charitable programs.	4	2		6
Topic 12. Corporate brand and social responsibility. Foreign practice	Corporate brand: elements, methods of formation and social technologies of promotion in the communication field. The role of social responsibility in constructing the image of a modern organization. Problems of communication support of social programs of Russian organizations. Social advertising as a tool for	4	4		6

	communicating the social responsibility of companies: concept, principles, tasks and functions. Development of social and public service advertising (PSA) in Russia and abroad. Psychological methods of influencing the target audience in social advertising. Online games in social advertising: advantages and limitations. Criteria for assessing the effectiveness of social advertising.				
Topic 13. International standards in the field of corporate social policy	International standards in the field of corporate social policy: Account Ability 1000, ISO 14000 Management System Standards, Social Accountability 8000, Sunshine Standards for Corporate Reporting to Stakeholders), certification according to FSC principles. Problems of application of international standards in Russia.	2	2		4
Control hours:					36
Total hours:		48	36	0	60

5. TEACHING AND LEARNING TOOLS OF THE COURSE

5.1 Recommended literature

Bibliographic description of the publication (author, title, type, place and year of publication, number of pages)	Digital resources
Financing strategy and information support for corporate governance: workshop for academic undergraduates / [V.A. Chernenko, S.V. Fedorova, K.I. Fedorov, etc.]; edited by V.A. Chernenko, S.V. Fedorova; Ministry of Science and Higher Education education Ros. Federation, St. Petersburg. state econ. University, Dept. corporate finance and business assessment St. Petersburg: Publishing house of St. Petersburg State Economic University, 2019 ISBN 978-5-7310-2863-9	http://opac.unecon.ru/elibrary/BE%D0%BD%D0%BD%D0%BE%D0%B5.pdf
Kuznetsov, Sergey Valentinovich Corporate governance: textbook for bachelors / S.V. Kuznetsov, Yu.I. Rastova, Yu.P. Tyutikov; Ministry of Education and Science of Russia. Federation, St. Petersburg. state econ. University, Dept. ex. and social and economic planning. Processes named after Yu.A. Lavrikov St. Petersburg: Publishing House of St. Petersburg State Economic University, 2013.	http://opac.unecon.ru/elibrary/elib/439486577.pdf
Domnin, Vladimir Nikolaevich Brand Marketing: textbook / V.N. Domnin; Ministry of Education and Science of Russia. Federation, St. Petersburg. state econ. University, Dept. marketing. St. Petersburg: Publishing house of St. Petersburg State Economic University, 2014.	http://opac.unecon.ru/elibrary/elib/481047708.pdf
Corporate social responsibility: a textbook for universities / V. Ya. Gorfinkel [et al.]; edited by V. Ya. Gorfinkel, N. V. Rodionova. — 3rd ed., revised. and additional - Moscow: Yurayt Publishing House, 2022. - 490 p.	Образовательная ... https://urait.ru/bcode/511052

5.2 List of software (including national production)

- 7-Zip
- LibreOffice
- ОС АЛЪТ образование 10

5.3 List of reference systems and modern professional databases

№	Name of reference systems and professional databases
1.	Digital library Grebennikon.ru – www.grebennikon.ru
2.	Science Digital Library eLIBRARY – www.elibrary.ru
3.	Science Digital Library КиберЛеника – www.cyberleninka.ru
4.	Database ПОЛПРЕД Справочники – www.polpred.com
5.	Database OECD Books, Papers & Statistics on the platform OECD iLibrary www.oecd-ilibrary.org
6.	Legal reference system КонсультантПлюс (installed resource UNECON or www.consultant.ru)
7.	Legal reference system «ГАРАНТ» (installed resource UNECON or www.garant.ru)
8.	Information and referral system «Кодекс» (installed resource UNECON or www.kodeks.ru)
9.	Digital library system BOOK.ru - www.book.ru
10.	Digital library system ЭБС ЮРАЙТ – www.urait.ru
11.	Digital library system ЗНАНИУМ (ZNANIUM) – www.znanium.com
12.	Digital library UNECON – opac.unecon.ru

6. TECHNICAL FACILITIES

There are special rooms for lectures, seminars, coursework, group and individual consultations, current and interim assessments, as well as rooms for self-study.

The premises are equipped with equipment and teaching aids.

The rooms for students' independent work are equipped with computers with Internet connection and access to the university's electronic learning environment.

Name of classroom	Classroom location
3-4-5 Classroom (for conducting lecture-type classes and seminar-type classes, course design (completing coursework), group and individual consultations, ongoing monitoring and intermediate certification), equipped with a multimedia complex. Specialized furniture and equipment: Educational furniture on 40 seats, teacher's workplace, 1 pc. lectern, 1 pc. 3-section chalk board, 1 pc. chair, 1 pc. hanger stand. Portable multimedia kit: HP 250 G6 1WY58EA laptop, LG PF1500G multimedia projector. Sets of demonstration equipment and educational visual aids: multimedia applications for lecture courses and practical exercises, interactive educational visual aids.	191023, St. Petersburg, Griboedova canal, 30-32, lit. A, B, P
3-4-7 Classroom (for conducting lecture-type classes and seminar-type classes, course design (completing coursework), group and individual consultations, ongoing monitoring and intermediate certification), equipped with a multimedia complex. Specialized furniture and equipment: Educational furniture on 25 seats, teacher's workplace - 2 pcs., marker board - 1 pc., hanger rack - 3 pcs., blinds - 2 pcs. Portable multimedia kit: HP 250 G6 1WY58EA laptop, LG PF1500G multimedia projector. Sets of demonstration equipment and educational visual aids: multimedia applications	191023, St. Petersburg, Griboedova canal, 30-32, lit. A, B, P

7. METHODOLOGICAL GUIDELINES FOR STUDENTS

The following documents should be made available to the trainee before the start of the course:

- training and methodological documentation;
- local normative acts regulating the main issues of the organisation and implementation of educational activities, including those regulating the procedure for current monitoring and interim assessment of students;
- the schedule of consultations of the teaching staff.

The level and depth of mastering the discipline is determined by the active and systematic work of students in lectures, seminars, independent work, including in terms of identifying the most significant and relevant problems for further study. A special condition for qualitative mastering of the discipline is an effective organisation of work, which allows distributing the academic workload evenly in accordance with the schedule of the educational process.

When preparing for classes, students have the opportunity to attend consultations with the staff of UNECON according to the timetable set out in the schedule of consultations.

The students' in- and out-of-classroom work should aim to form:

- the fundamentals of the learner's world view and scientific understanding;
- basic knowledge relevant to the training area and the declared professional field, forming the target and professional basis for training;
- professional competences oriented towards the needs of the labour market;
- an individual trajectory by mastering a unique set of professional competences that complement the learner's competence model, through a focus on specific professional specialised areas of knowledge defined by labour market representatives;
- meta-skills for learners, such as teamwork and leadership, data analysis, digital skills, project design and implementation, intercultural interaction.

8. SPECIFICATIONS FOR TEACHING DISABLED PERSONS

Students with disabilities, if necessary, are taught on the basis of an adapted work programme using special teaching methods and didactic materials that take into account the particularities of their psychophysical development, individual capacities and health status.

In order for disabled persons and persons with disabilities to master the curriculum, the University shall ensure that:

– for the visually impaired and visually impaired: availability of information on the timetable in accessible places and adapted forms for learners who are blind or visually impaired; presence of an assistant to assist the learner as needed; production of alternative formats of teaching materials (large print or audio files);

– for the hearing-impaired and hearing-impaired: adequate sound reproduction of information;

– for persons with disabilities and persons with mobility impairments: the possibility of unimpeded access for students to classrooms, restrooms and other areas of the department, as well as their stay in these areas.

Learners with disabilities and persons with disabilities are provided with printed and/or electronic educational resources in forms adapted to their disabilities. The education of students with disabilities may be organized with other students or in separate groups or organisations.

ASSESSMENT RESOURCES

1.1 Control tasks and assignments for interim attestation

1. The evolution of corporate governance.
2. Corporate conflicts.
3. Corporate form of business.
4. Institute of hired managers in the corporate governance system.
5. Corporate governance tools.
6. Board of Directors in the corporate governance system
7. Market for corporate control.
8. The institution of bankruptcy is an important element of control in the system of corporate relations.
9. Behavior of participants in corporate relations
10. Forms of corporate entities.
11. Insourcing-type corporations.
12. Outsourcing corporations.
13. A joint stock company is the basis of corporate entities.
14. Holding management.
15. Features of corporate governance in TNCs.
16. Financial and industrial groups.
17. Network corporations.
18. Virtual corporations.
19. Models of corporate governance.
20. The “non-corporate” corporate governance model.
21. The “classic corporation” corporate governance model.
22. Model of corporate governance “exploitation of business by corporate management.”
23. The corporate governance model is “exploitation of business by a large owner of the corporation.”
24. Foreign models of corporate governance.
25. Methods for assessing the effectiveness of corporate governance.
26. Management of vertical integration of a corporation.
27. Management of horizontal integration of a corporation.
28. Managing unrelated corporate integration.
29. Management of mergers and acquisitions of corporate structures.
30. Corporate social responsibility: concept, essence, meaning.
31. Objects of corporate social responsibility.
32. Types of social responsibility.
33. The main attributes of the CSR system and their features.
34. Basic theoretical approaches to understanding the essence of CSR (T. Levitt, M. Friedman; J. Galbraith; Carroll's pyramid, the concept of corporate sensitivity, the concept of corporate citizenship, the concept of stakeholders, etc.).
35. Basic principles for the implementation of social responsibility.
36. The concepts of “social responsibility” and “social response”: similarities and differences.
37. Corporate mission. Corporate strategy. Corporate image. Corporate reputation.
38. Corporate social responsibility and social-labor relations.
39. Social partnership and international regulation of social and labor relations. Experience of the European Union countries in the development of social partnership in the field of labor relations.
40. The essence and principles of social partnership. Tripartism.
41. Social investments: key features, main directions.
42. Prerequisites for the formation of the concept of sustainability. Genesis of development.
43. Principles of sustainable development at various levels and their interrelation.
44. Key indicators of sustainable development at the company level (Dow Jones Sustainability Index, Global 100, GRI (Global Reporting Initiative)).
45. Building a corporate system of social responsibility in an organization: factors, principles, basic approaches.
46. Factors influencing changes in the internal social responsibility of organizations.
47. Development of intellectual capital as a leading factor of social responsibility.

48. Idea management as a technological platform and ideology of innovative development of modern enterprises.
49. Idea generation and idea management: how to organize the innovation process in a company.
50. The main factor in the development of idea management is changes in the approach to leadership in modern organizations.
51. Social Charter of Russian Business. Social responsibility rating.
52. Directions of the company's social programs. Types of company social programs.
53. Evaluating the effectiveness of corporate social programs.
54. Corporate social report: purpose of formation, types of assessments.
55. Key aspects of compiling a company's social report.
56. The concept and criteria of "effectiveness" of corporate social responsibility.
57. Tools for constructing a positive company image. Social action. Sponsorship, philanthropy.
58. The essence and problems of social marketing.
59. Ethical restrictions and self-restraints in the application of Cause Related Marketing.
60. Cause Related Marketing: goals, objectives, types, elements of the organization.
61. Social advertising as a tool for communicating the social responsibility of companies: concept, principles, tasks and functions.
62. Development of social and public advertising in Russia and abroad.
63. Psychological methods of influencing the target audience in social advertising.
64. Criteria for assessing the effectiveness of social advertising.
65. Crowdsourcing in solving social problems: opportunities and limitations.
66. Main characteristics and stages of a crowdsourcing project.

1.2 Topics for written task

1. Planning the capital structure of a corporation.
2. Analysis of the cost of capital of a corporation with a complex capital structure.
3. Building a model for analyzing the effectiveness of mergers/acquisitions in an industrial company.
4. Determining a corporation's credit rating.
5. Managing shareholder value of the company.
6. Forecasting corporate cash flows.
7. Justification for choosing the company's dividend policy.
8. Cost methods for assessing the effectiveness of a company's financial management.
9. Profit planning as a source of self-financing for an enterprise.
10. Mechanisms for attracting borrowed capital of an organization on international financial markets.
11. Financial planning of the organization's activities.
12. Forecasting the financial needs of the organization.
13. Managing the price and capital structure of an organization, its impact on business development (using an example).
14. Financial risks and methods for their assessment. Methods for reducing the financial risks of an organization.
15. Efficiency of financial leasing, problems and prospects for its development (using an example).
16. Sources and methods of financing capital investments in organizations.
17. Choosing a base discount rate when evaluating an investment project (using an example).
18. Selecting sources of investment financing in conditions of lack of equity capital.
19. Analysis of the use of investment instruments taking into account long-term benefits.
20. Making investment and financial decisions under conditions of uncertainty and risk.
21. Formation of investment policy at different stages of the organization's life cycle.
22. Operating cash flows of an enterprise: assessment and control levers.
23. Organization of cash flows in investment management of corporate entities.
24. Organization of cash flows in investment management of corporate entities.
25. Business merger (acquisition) strategy, problems of expanding the corporation's activities and ways to solve them.
26. Own capital management, increasing the efficiency of its use in the organization.
27. Management of borrowed capital, increasing the efficiency of its use in the organization.
28. Instruments for long-term financing of the organization.
29. Instruments for short-term financing of the organization.
30. Use of economic profit in personnel remuneration.

1.3 Interim checkpoints

Number	Type	Method of conduct	Topic number
1	Test	By means of technical tools and information systems	1-5
2	Case	Written	2,3,5,10,12
3	Monitoring	By means of technical tools and information systems	1-13

1.4 Other assessment objects

Type	Method of conduct	Topic number
Report	Orally	1-4,10-13
Essay	Written	1-4,10-13

1.5 Self-study

Name of self-study	Topic number
Preparation of reports	3,4,7,9,12,13
Essay writing	1-4,6-7,11-13
Development of individual/group projects	2,3,5,10

1.6 Grading scale

Scales of assessment and procedures for assessing learning outcomes of the discipline are regulated by the Regulations on the current control of progress and interim attestation of students in higher education programmes and the Regulations on the scoring and rating system.

A grading and rating system is used to assess the learning outcomes of the discipline:

The final control of the discipline is an examination (or a differentiated test), the final grade being formed in accordance with the scale given in the table below:

Баллы	Оценка
≤ 54	fail
55-69	satisfactory
70-84	good
≥ 85	excellent

Grading scale

2 (points to 54)	Demonstrates a lack of understanding of the problem. Many of the requirements of the assignment are not met.
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	An initial perception of the material is demonstrated. The work is incomplete and/or plagiarized.
3 (points 55-69)	Demonstrates a partial understanding of the problem. Most of the requirements of the task have been met. Mastery of the elements of the assigned material. The material is mostly clear and coherent.
4 (points 70-84)	Demonstrates considerable understanding of the issue by the discipline. All requirements of the assignment are fulfilled. The content of the completed tasks is disclosed and examined from different perspectives.
5 (points 85-100)	Demonstrates full understanding of the problem. All requirements of the assignment are fulfilled. Demonstrates proficiency in the discipline. The completed assignments are holistic, complete, structured, present different points of view and demonstrate creativity.