

BUSINESS AND SOCIETY

(MAN 4701)

SUMMER C 2026 - Sections 0001 & 0002 (Online)

Teaching Faculty:

- o Dr. Horacio E. Rousseau (full bio [here](#), follow me on X [here](#))
- o Dr. Nina Galentin

Office Hours: Tuesdays 9-10 AM ET via Zoom (drop-in welcome). Students who prefer a reserved 15-minute slot may email to book an appointment.

E-mail Policy: You can reach me at hrousseau@wertheim.fsu.edu

Management 4701 (Business and Society) is a course designed to provide students with an understanding of the complex relationship between business and society. The increased globalization of commerce, the complexity of the societal environment, and the need for improved stakeholder relations have significantly changed the job of managers and decision making within organizations. As a course, Business and Society will give students a broad understanding of the issues facing organizations and managers in today's global business environment.

Course Objectives

As the result of this course, students should be able to:

- Have a solid understanding of the principles and theories of business and society at the individual, group, and organizational level.
- Develop personal competencies based on the application of the principles of business and society.
- Understand how business and society relates to firm performance.

Pre-requisites

Students are personally responsible to ensure that they have the required prerequisites as stated in the course outline or in the course calendar. Students who do not have the prerequisites are at risk of being dropped from the course at any time during the course. The department will not be responsible for refunds resulting from students being dropped from a course due to a lack of the appropriate prerequisites.

Attendance Verification

Complete the First Day Attendance Verification assignment in Canvas by **Friday, May 15, 2026, at 11:59 PM ET.**; students who do not complete it by the deadline will be removed from the roster (per FSU policy).

This is an online course delivered in Canvas. All official communication and graded work occur in Canvas. If any real time meetings are scheduled, they will use Zoom and follow Eastern Time.

Course Policies

- o Be sure you keep up to pace with the material (online). This involves watching the videos for each Module and reading the textbook chapters and articles.
- o Students are expected to actively participate and get involved in the course via Packback (more details on this below)

Course Schedule

The course has 14 modules across 12 weeks. A complete **Course Schedule** is provided at the end of this syllabus.

As the course progresses, this schedule may be revised. If it is revised, I will announce the revision via email and on Canvas, post a new copy on Canvas, and identify this new copy with the calendar date on which it was created.

Course Web Site: <https://canvas.fsu.edu/courses/369898>

Packback: You will need to participate 5 times in Packback Discussions (each time posting 1 question and 2 responses to other students' posts). This will represent **12.5% of your grade** so participation here is fundamental. Remember to access Packback via Canvas (and not through their website), since this will guarantee that grades are correctly synced.

Canvas and E-Mail: Please complete your personal profile on Canvas to include your FSU e-mail account. When contacting me via email, please use your FSU webmail account only.

COURSE REQUIREMENTS

Required Textbook:

- o *Textbook: **Business and Society: Stakeholders, Ethics, Public Policy**, 17th Edition, Lawrence, McGraw Hill.*

Readings for Quizzes:

1. Ramanna, K. 2020. Friedman at 50: Is it still the social responsibility of business to increase profits? ***California Management Review***, 62(3): 28-41.
2. Nidumolu, R., Ellison, J., Whalen, J., & Billman, E. 2014. The collaboration imperative. ***Harvard business review***, 92(4): 76-84.

3. Kramer, M. R. & Porter, M. E. 2006. Strategy and society: The link between competitive advantage and corporate social responsibility. **Harvard business review**, 84(12): 78-92.
4. Kramer, M. R. & Porter, M. 2011. **Creating shared value**: FSG Boston, MA, USA.
5. Malnight, T. W., Buche, I., & Dhanaraj, C. 2019. Put purpose at the core of your strategy. **Harvard Business Review**, 97(5): 70-78.

First Day Attendance Verification Assignment: Please make sure you complete it in Canvas. Those who don't complete it will be removed from the roster.

Student Evaluation & Final Grades:

A student's final grade will come from the combination of 2 Exams + 4 Quizzes + 5 Packback Discussions + 2 Deep Dive Essays, adding to 400 points, as explained below.

Grade Calculation Method

Grading Policy:

First Exam (Multiple Choice).....	100
Second Exam (Multiple Choice).....	100
Packback participation (5 x 10 pts. each).....	50
Quizzes (4 x 12.5 points each).....	50
Deep Dive Essays (2 x 50 pts. each).....	100
Total*.....	400

*Total possible points will be 400. **To be fair to everyone, I can't offer rounding up on grades or any extra point-awarding assignments.**

Grading Scale (grading is based on percentage of points possible):

360 - 400	A	280 - 299	C
340 - 359	B+	260 - 279	D+
320 - 339	B	240 - 259	D
300 - 319	C+	Below 239	F

DELIVERY DATES **(PLEASE SYNC WITH YOUR CALENDAR)**

Assignment	Due Dates / Window Dates (in the case of Exams)
Packback Assignments (<u>5 in total</u>)	1. Sun, May 24, 2026 — 11:59 PM ET

Note: The Packback assignment is to post: 1 question and 2 replies (to other students' posts) each time. Deadlines are bi-weekly (every 14 days)	2. Sun, Jun 7, 2026 — 11:59 PM ET 3. Sun, Jun 21, 2026 — 11:59 PM ET 4. Sun, Jul 5, 2026 — 11:59 PM ET 5. Sun, Jul 19, 2026 — 11:59 PM ET
Quiz #1 -Ramanna (2020)	Sun, Jun 21, 2026 — 11:59 PM ET
Quiz #2 -Porter and Kramer (2006)	Sun, Jun 21, 2026 — 11:59 PM ET
Quiz #3 -Malnight et al. (2019), Porter and Kramer (2011)	Fri, Jul 31, 2026 — 11:59 PM ET
Quiz #4 -Nidumolu et al. (2014)	Fri, Jul 31, 2026 — 11:59 PM ET
First Exam (#1)	Mon, Jun 15 → Sun, Jun 21, 2026 (closing times set by Testing Center)
Second Exam (#2)	Mon, Jul 27 → Fri, Jul 31, 2026 (Final Exam Week)
First Deep Dive - Diagnose + Evaluate	Sun, Jun 28, 2026 — 11:59 PM ET
Second Deep Dive - Recommend	Sun, Jul 26, 2026 — 11:59 PM ET

GRADED ASSIGNMENTS

In the following section, I detail each of the **four** graded assignment categories:

1) EXAMS (100 Points Each - 200 Points in Total). Proctoring is required for exams.

The exams consist of 70 multiple-choice questions, ***based on the Lectures and the Textbook. The main source of exam questions is the book. PowerPoint slides will not be enough to pass the exam.*** Questions will also include examples of firms studied in class.

- o **Exam #1** = Chapters 1, 2, 3, 5, 6, 7 and 8 from the Textbook.
- o **Exam #2 (Final, non-cumulative)** = Chapters 9, 10, 13, 15, 17, 18 and 19 from the Textbook.

PROCTORED EXAMS: TESTING CENTER, OFF-CAMPUS PROCTOR, OR SMARTERPROCTORING LIVE (CHOOSE ONE FOR EACH EXAM)

This course supports three valid proctoring options for every exam:

1. FSU Testing Center (main campus). No fee for FSU students. Book early; closing times are set by the provider and will also be reflected in Canvas.
2. Off-campus approved proctor (for students at a distance from Tallahassee). Fees vary by provider, and some require pre-payment. Review the Testing Center's Approved Proctors List or Approved Proctors Map to find an option near you. Financial aid may be used to cover the cost of proctored testing.
3. SmarterProctoring Live (online proctoring). A fee of \$13-\$29 per exam applies, depending on exam duration, paid directly to SmarterProctoring. Appointments must be scheduled at least 72 hours in advance to avoid late scheduling fees (\$5 within 72 hours; \$8 within 24 hours). You will be monitored and recorded during the session by a professionally trained live proctor. Financial aid may be used to cover the cost of proctored testing.

Important issues:

- o You are responsible for scheduling your exam appointment(s) with the testing provider and familiarizing yourself with their policies, including when to arrive, what to bring and not bring, allowed and prohibited activities, and instructions for missed appointments.
- o Please visit testing.fsu.edu for instructions on taking your exam with an approved provider.

PROCTORED TESTING FEES

- **Main Campus Testing Center:** Course exams administered in the main campus Testing Center are free for FSU students.
- **Panama City Testing Provider:** Course exams for Panama City students are proctored free of charge at Gulf Coast State College Testing Center. Please review the **FSU Panama City Proctored Exams** page for instructions.
- **All Other Testing Providers:** Expect to pay the provider a fee for proctoring your exam. Fees vary by provider, and some require pre-payment. Financial aid may be used to cover the cost of proctored testing.

TESTING ACCOMMODATIONS FOR A DISABILITY

If you need testing accommodations for a disability, follow instructions on the Testing Center's **Need Accommodations?** page.

2) QUIZZES (12.5 Points each - 50 Points in Total).

There will be **four (4) quizzes** (12.5 points each) throughout the course. They are based on the five article readings (not on the textbook). Due dates are the same as the corresponding exam so you can flexibly decide when to take them.

Proctoring is not required for Quizzes. Everyone has two tries for each quiz.

3) PACKBACK PARTICIPATION (50 Points)

Participation is a requirement for this course, and the Packback Questions platform will be used for online discussion about class topics. Packback Questions is an online community where you can be fearlessly curious and ask open-ended questions to build on top of what we are covering in class and relate topics to real-world applications.

Packback Requirements:

Your participation on Packback will count toward 12.5% of your overall course grade.

There will be bi-weekly deadlines, Sundays at 11:59 PM ET for submissions (one question and two replies each time, every two weeks).

In order to receive full credit, you should submit the following:

- o 1 Question aimed at generating discussion +
- o 2 Responses to other students' questions.

How to Register on Packback:

Note: Only access Packback through Canvas in order to ensure your grades sync properly

1. Click "Packback" within Canvas to access the community.
2. Follow the instructions on your screen to finish your registration.
3. In order for your grade to be visible in Canvas, make sure to only access Packback via Canvas.

Packback may require a paid subscription. Refer to www.packback.co/product/pricing for more information.

How to Get Help from the Packback Team:

If you have any questions or concerns about Packback throughout the semester, please read their FAQ at help.packback.co. If you need more help, contact their customer support team directly at help@packback.co.

For a brief introduction to Packback Questions and why we are using it in class, watch this video: <https://www.youtube.com/watch?v=OV7QmikrD68>

4) DEEP DIVE ESSAYS (100 Points Total — 50 Points Each)

The two Deep Dive essays are the major writing component of this course. I added them so you get direct, personal feedback on your thinking — the kind exams and quizzes can't deliver. You will choose one firm in the first week and analyze it across both essays; the assignments build on each other.

First Deep Dive — Diagnose + Evaluate (50 pts). Map the firm's stakeholder and issue environment, then evaluate what the firm is currently doing about it. Identify market and nonmarket stakeholders, the type of power each holds, and the two or three largest performance-expectations gaps. Then describe the firm's current actions in two or three relevant areas and judge them on the inactive-reactive-proactive-interactive scale. 900-1,200 words. Due Sunday, June 28, 2026, 11:59 PM ET.

Second Deep Dive — Recommend (50 pts). Building on your first essay, act as a consultant and recommend two or three concrete actions the firm should take. Each must target a specific gap from the first essay and explain how it creates shared value in Porter and Kramer's (2011) sense — benefiting both the firm and society. For each recommendation, specify who inside the firm owns it, what resources or capabilities are needed, a realistic timeframe, which partners may be involved, and how the firm would measure success. 700-900 words. Due Sunday, July 26, 2026, 11:59 PM ET.

Grading. The Packback Smart Rubric grades style elements (word count, grammar, flow, citations, formatting) automatically. I grade the substance myself on four criteria: application of course concepts, evidence quality, analytical depth, and stakeholder and social linkage. The full rubric in Canvas explains how these criteria combine into the 50-point score for each essay.

Citations and sources. APA format. Three credible sources minimum, with at least one from the company itself (annual report, ESG/sustainability report, 10-K) and at least one independent source (news, industry analysis, academic source, or ESG rating).

Where to find the full instructions. Detailed prompts, the full rubric, the list of recommended firms, and additional readings are available in the Packback assignment in Canvas. Be sure to read both prompts before choosing your firm in the first week of the course.

COURSE POLICIES

UNIVERSITY ATTENDANCE POLICY:

Excused absences include documented illness, deaths in the family and other documented crises, call to active military duty or jury duty, religious holy days, and official University activities. These absences will be accommodated in a way that does not arbitrarily penalize students who have a valid written excuse. Consideration will also be given to students whose dependent children experience serious illness.

ACADEMIC HONOR POLICY:

The Florida State University Academic Honor Policy outlines the University's expectations for the integrity of students' academic work, the procedures for resolving alleged violations of those expectations, and the rights and responsibilities of students and faculty members throughout the process. Students are responsible for reading the Academic Honor Policy and for living up to their pledge to "...be honest and truthful and...[to] strive for personal and institutional integrity at Florida State University." See the Academic Honor Policy at the Office of Faculty Development and Advancement: fda.fsu.edu/academic-resources/academic-integrity-and-grievances/academic-honor-policy)

AMERICANS WITH DISABILITIES ACT:

Florida State University (FSU) values diversity and inclusion; we are committed to a climate of mutual respect and full participation. Our goal is to create learning environments that are usable, equitable, inclusive, and welcoming. FSU is committed to providing reasonable accommodations for all persons with disabilities in a manner that is consistent with academic standards of the course while empowering the student to meet integral requirements of the course.

To receive academic accommodations, a student must register with and provide documentation to the Office of Accessibility Services, must have OAS send an accommodation letter to the instructor indicating the need and type of accommodation, and must meet with each instructor to review the approved accommodations. Instructors are not allowed to provide classroom accommodations until OAS verification has been received. This syllabus and other class materials are available in an alternative format upon request.

Please note that instructors are not allowed to provide classroom accommodations to a student until appropriate verification from the Office of Accessibility Services has been provided.

This syllabus and other class materials are available in alternative format upon request.

For more information about services available to FSU students with disabilities, contact the Office of Accessibility Services

874 Traditions Way
108 Student Services Building
Florida State University / Tallahassee, FL 32306-4167
(850) 644-9566 (voice) (850) 644-8504 (TDD)
oas@fsu.edu <https://dsst.fsu.edu/oas>

FREE TUTORING FROM FSU:

On campus tutoring and writing assistance is available for many courses at Florida State University. A comprehensive list of tutoring options is available at tutoring.fsu.edu. High quality tutoring is available by appointment and on a walk-in basis. These services are offered by tutors trained to encourage the highest level of individual academic success while upholding personal academic integrity.

STATEMENT ON PUBLIC HEALTH PROTOCOLS

During any adverse event or condition that threatens our University community, please check **alerts.fsu.edu** for current guidance. Whatever happens, we are committed to helping you learn the material and stay on schedule with your degree program.

CLASS RECORDING FOR COURSES SUBJECT TO HB233

In this class, consistent with state law and University policy, students **may record** class lectures **for personal use only**. Sharing, posting, or publishing classroom recordings is not permitted and may result in honor code violations and legal penalties. Because recording can discourage participation, do not record in ways that make others reluctant to ask questions or take part in discussion. Monitor your recordings so that they do not include participation by other students without permission. Students with disabilities will continue to receive recording accommodations as approved by the Office of Accessibility Services.

ACADEMIC SUCCESS

Your academic success is a top priority at Florida State University. University resources include tutoring centers, computer labs, counseling and health services, and services for designated groups such as veterans and students with disabilities. The list below highlights **confidential** and widely used resources. It is not exhaustive; consult your advisor or the Department of Student Support and Transitions for more.

Victim Advocate Program

University Center A, Room 4100. Phone 850 644 7161. Available 24 hours every day. Office hours Monday to Friday 8 to 5. Website: dsst.fsu.edu/vap.

Counseling and Psychological Services (CAPS)

Primary services include individual and group therapy, crisis intervention, psychoeducational and outreach programming, after hours crisis hotline, and referrals to community providers. Call **850 644 TALK (8255)** to begin services. Location: 250 Askew Student Life Center, 942 Learning Way. Walk in and appointment hours Monday to Friday 8 to 4. Website: counseling.fsu.edu.

University Health Services and the Center for Health Advocacy and Wellness (CHAW)

UHS provides prevention, intervention, and treatment services that include primary care, priority care, gynecology, immunizations, diagnostic imaging, physical therapy, and a medical response unit. CHAW supports academic success through wellness education on topics such as alcohol and other drugs, hazing prevention, nutrition, sexual health, and power based personal violence prevention. Location: Health and Wellness Center, **960 Learning Way**. Hours Monday to Friday 8 to 4. Phone **850 644 6230**. Website: uhs.fsu.edu.

SYLLABUS CHANGE POLICY: Except for changes that substantially affect implementation of the evaluation (grading) statement, this syllabus is a guide for the course and is subject to change with advance notice.

Schedule MAN 4701 Business and Society

MODULES	Main Topic	Topics and Goals for the Session	Reading Assignments	Graded Activity
Module 1	The Corporation and Its Stakeholders	▪ Business and Society ▪ The Stakeholder Theory of The Firm ▪ Stakeholder Analysis ▪ The Corporation's Boundary-Spanning Departments ▪ The Dynamic Environment of Business ▪ Creating Value in A Dynamic Environment	o <u>Lawrence (2024). Chapter 1: The Corporation and Its Stakeholders</u>	
Module 2	Managing Public Issues and Stakeholder Relationships	▪ Public Issues ▪ Environmental Analysis ▪ The Issue Management Process ▪ Organizing for Effective Issue Management ▪ Stakeholder Engagement ▪ VI. Stakeholder Dialogue	o <u>Lawrence (2024). Chapter 2: Managing Public Issues and Stakeholder Relationships</u>	
Module 3	Corporate Social Responsibility and Citizenship	▪ Corporate Power and Responsibility ▪ Corporate Social Responsibility and Citizenship ▪ The Corporate Social Responsibility Question ▪ Social Entrepreneurs and B Corporations ▪ Management Systems for CSR and Citizenship ▪ Stages of Corporate Citizenship ▪ Assessing and Reporting Social Performance	o <u>Lawrence (2024). Chapter 3: Corporate Social Responsibility and Citizenship</u>	Quiz 1 (due date 06/21)
Module 4	Ethics And Ethical Reasoning	▪ The Meaning of Ethics ▪ Why Ethical Problems Occur in Business ▪ The Core Elements of Ethical Character ▪ Analyzing Ethical Problems in Business ▪ The Moral Intensity of An Ethical Issue	o <u>Lawrence (2024). Chapter 5: Ethics And Ethical Reasoning</u>	
Module 5	Organizational Ethics	▪ Corporate Ethical Climates ▪ Business Ethics Across Organizational Functions ▪ Making Ethics Work in Corporations ▪ Ethics In a Global Economy	o <u>Lawrence (2024). Chapter 6: Organizational Ethics</u>	
Module 6	Business-Government Relations	▪ How Business and Government Relate ▪ Government's Public Policy Role ▪ Government Regulation of Business ▪ Regulation In a Global Context	o <u>Lawrence (2024). Chapter 7: Business-Government Relations</u>	Quiz 2 (due date 06/21)
Module 7	Influencing the Political	▪ Participants In the Political Environment ▪ Influencing The Business-Government	o <u>Lawrence (2024). Chapter 8: Influencing the Political</u>	First Deep Dive (due date 06/28)

	Environment	- Relationship - Political Action Tactics - Levels Of Political Involvement - Managing The Political Environment - Business Political Action: A Global Challenge	Environment	
FIRST EXAM Chapters 1, 2, 3, 5, 6, 7 and 8 from the Textbook - Window Dates for taking Exam: from 06/15 to 06/21. Closing times are determined by the Testing Center; be sure to book early.				
Module 8	Sustainable Development and Global Business	- Business And Society in The Natural Environment - Socio-Economic Trends - Earth System Trends IV. Response of The International Business Community	o <u>Lawrence (2024). Chapter 9:</u> Sustainable Development and Global Business	
Module 9	Managing for Sustainability	- Role Of Government - Costs And Benefits of Environmental Regulation - Managing For Sustainability - Sustainability Management for Competitive Advantage	o <u>Lawrence (2024). Chapter 10:</u> Managing for Sustainability	
Module 10	Shareholder Rights and Corporate Governance	- Shareholders Around the World - Corporate Governance - Special Issue: Executive Compensation - Shareholder Activism - Government Protection of Shareholder Interests VI. Shareholders and The Corporation	o <u>Lawrence (2024). Chapter 13:</u> Shareholder Rights and Corporate Governance	Quiz 3 (due date 07/31)
Module 11	Employees and the Corporation	- The Employment Relationship - Workplace Rights - Fair Wages and Income Inequality - The Right to Privacy in The Workplace - The Right to Blow the Whistle and Free Speech	o <u>Lawrence (2024). Chapter 15:</u> Employees and the Corporation	
Module 12	Business And Its Suppliers	- Suppliers - Social, Ethical, And Environmental Issues in Global Supply Chains - Private Regulation of The Business – Supplier Relationship - Supplier Development and Capability Building	o <u>Lawrence (2024). Chapter 17:</u> Business And Its Suppliers	Second Deep Dive (due date 07/26)
Module 13	The Community	- The Business-Community Relationship - Community Relations	o <u>Lawrence (2024). Chapter 18:</u> The Community and the	Quiz 4 (due date 07/31)

	and the Corporation	▪ Corporate Giving ▪ IV. Building Collaborative Partnerships	Corporation	
Module 14	Managing the Public and Corporate Reputation	▪ The General Public ▪ What Is Reputation? ▪ The Public Relations Department ▪ Brand Management ▪ Crisis Management ▪ VI. Engaging Key Stakeholders with Specific Tactics	o <u>Lawrence (2024). Chapter 19: Managing the Public and Corporate Reputation</u>	

SECOND EXAM Chapters 9, 10, 13, 15, 17, 18 and 19 from the Textbook - Window Dates for taking Exam: from 07/27 to 07/31 (final exam week).

Closing times are determined by the Testing Center; be sure to book early.

Note: Except for changes that substantially affect the implementation of the evaluation (grading) statement, this syllabus (and schedule) is a guide for the course and may be subject to changes with advance notice. Modifications will be announced on Canvas and by FSU email.