BUSINESS AND SOCIETY

(MAN 4701)

SPRING 2027 – Sections 1 and 2 (Online)

Teaching Faculty:

- Dr. Horacio E. Rousseau, Mary Tilly Bessemer Associate Professor of Business Administration (full bio here, follow me on X here)

Office Hours: Tuesdays 10–11 AM ET via Zoom (drop-in welcome). Students who prefer a reserved 15-minute slot may email to book an appointment. https://fsu.zoom.us/j/4604428852

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

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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 **Monday, January 11, 2027, 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

- 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.
- Students are expected to actively participate and get involved in the course via Packback discussions and the Deep Dive essays (more details on both below)

Course Schedule

The course has 14 modules across 16 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/389199

Packback: You will need to participate 8 times in Packback Discussions (each time posting 1 question and 2 responses to other students' posts). This will represent **25% 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:

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

Readings for the Deep Dive Essays:

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 + 2 Deep Dive Essays + 8 Packback Discussions, adding to 400 points, as explained below.

Grade Calculation Method

Grading Policy:

First Exam (Multiple Choice).....100
Second Exam (Multiple Choice).....100
Packback participation (8 x 12.5 pts. each).....100
Deep Dive Essays (2 x 50 points 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 (**8 in total**)	**1. Sun, Jan 24, 2027 — 11:59 PM ET** **2. Sun, Feb 7, 2027 — 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)	**3. Sun, Feb 21, 2027 — 11:59 PM ET** **4. Sun, Mar 7, 2027 — 11:59 PM ET** **5. Sun, Mar 21, 2027 — 11:59 PM ET** **6. Sun, Apr 4, 2027 — 11:59 PM ET** **7. Sun, Apr 18, 2027 — 11:59 PM ET** 8. **Fri, Apr 30, 2027 — 11:59 PM ET**
Deep Dive #1 – Diagnose + Evaluate (900–1,200 words)	**Sun, Feb 28, 2027 — 11:59 PM ET**
Deep Dive #2 – Recommend (700–900 words)	**Sun, Apr 25, 2027 — 11:59 PM ET**
First Exam (#1)	**Mon, Feb 22 → Fri, Feb 26, 2027 (closing times set by Testing Center)**
Second Exam (#2)	**Mon, Apr 26 → Fri, Apr 30, 2027 (Final Exam Week)**

GRADED ASSIGNMENTS

In the following section, I detail each of the **three** graded assignments:

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.

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

PROCTORED EXAMS: TESTING CENTER OR SMARTERPROCTORING (CHOOSE ONE FOR EACH EXAM)

This course supports two valid proctoring options for every exam:

1. FSU Testing Center (main campus). No fee for FSU students. Online students need to select the FSU Testing Center as their proctor within the first two weeks of the semester and then schedule each exam through the Testing Center's Exam Registration System; registration opens 2–4 weeks before the exam, so book early because slots fill quickly. Closing times are set by the provider and will also be reflected in Canvas.
2. SmarterProctoring Live (online proctoring, accessed through the SmarterProctoring link in Canvas). A professionally trained proctor monitors your exam in real time, and your webcam and computer desktop are recorded. **You must schedule your SmarterProctoring appointment in advance — two weeks before your exam, and no later than the scheduling deadline shown in SmarterProctoring. Students who miss the scheduling window will not be able to**

schedule or take the exam. You pay SmarterProctoring directly; fees range from $13–29 per exam, depending on the designated exam duration. Make sure you are alone in a quiet, well-lit room with a clean workspace; unless explicitly permitted, use of a secondary or wearable electronic device (mobile phone, tablet, earbuds, headphones, smart watch, etc.) is prohibited. Contact me within the first two weeks of the semester if you are unable to use an online proctoring service. Financial aid may be used to cover the cost of proctored testing.

Important issues:

- 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.
- Please visit **testing.fsu.edu** for instructions on taking your exam with an approved provider. For SmarterProctoring, review and follow all instructions on the Testing Center's **Testing Online with SmarterProctoring** page.

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.
- **SmarterProctoring Live**: $13–29 per exam, depending on the designated exam duration, paid directly to SmarterProctoring when you schedule; scheduling less than 72 hours ahead adds a late fee. Students with extra-time accommodations pay the same fee.
- **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) DEEP DIVE ESSAYS (50 Points each – 100 Points in Total).

You will write **two (2) Deep Dive essays** (50 points each) about one firm of your choice, submitted in Packback (access it through Canvas). In the first Deep Dive you diagnose the firm's business-and-society environment and evaluate what it is currently doing (900–1,200 words; due Sunday, February 28, 2027, 11:59 PM ET). In the second Deep Dive you act as a consultant and recommend two or three concrete actions (700–900 words; due Sunday, April 25, 2027, 11:59 PM ET). The same firm must be the focus of both essays; smaller firms are recommended.

Requirements: APA citations and at least three credible sources, including at least one from the company (annual report, ESG or sustainability report, 10-K) and at least one independent source. Packback provides automated feedback on style and mechanics as you draft; I grade the substance of each essay on four criteria (application of course concepts, evidence quality, analytical depth, and stakeholder and social linkage) using the rubric posted in Canvas.

Proctoring is not required for the Deep Dives. The full Student Guide and Grading Rubric are posted in Canvas.

3) PACKBACK PARTICIPATION (100 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 25% 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). The last one is due Friday, April 30.
In order to receive full credit, you should submit the following:

- 1 Question aimed at generating discussion +
- 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 (if Packback asks for a Community Lookup Key, enter UZR-RFE-LFVC).
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

FREQUENTLY ASKED QUESTIONS (FAQ)

What is the best way to study for the exams?

That is a tricky question, since we all have different learning styles. That said, I would follow this procedure. First, watch the video lectures for each module, taking notes on your slides about the things that are important. Remember that concepts that are in bold in the slides are important, and the professor will probably ask about them. Second, read the assigned textbook chapters at least once; the book is the main source of exam questions, so the slides alone will not be enough. Finally, go back to the slides and work your memory on the frameworks and concepts to ensure you know/recognize all the important ones.

What do you mean by accessing Packback through Canvas? Isn't Packback outside Canvas?

Yes, it is! What I mean is accessing Packback using the Canvas link, rather than going directly to the website (packback.co). I always say this because it guarantees that your grade is correctly synced to Canvas, both for the discussion posts and for the Deep Dive essays. I'm sorry for the inconvenience. These companies should make all this work anyway, but that has proven hard!

Are the weekly Zooms mandatory?

No! Those are only my office hours (Tuesdays 10–11 AM ET). Drop-in is welcome; if you prefer a reserved 15-minute slot, send me an email beforehand to book it.

What should the Packback postings be about?

They can be about any business-and-society topic: news about a company and its stakeholders, an ethical dilemma, a regulation or lobbying story, a sustainability initiative, a governance or executive-pay controversy, a supply-chain or reputation issue... Of course, the questions can also be related to any topic we are discussing in the modules that fortnight.

I finished my Packback (one question, two responses) but I don't see the grade on Canvas.

Grades only update in Canvas after the due date. So if the Packback deadline is on Sunday, you should see your grade the following day (Monday). If it still isn't there, make sure you opened that assignment through the Canvas link at least once (you can still do so after the deadline) and check the sync status under "My Grades" in Packback; if it says "Not Synced," email help@packback.co.

Where do I submit the Deep Dive essays, and can I change my firm between the two essays?

Both Deep Dives are written and submitted in Packback's Deep Dives tool, accessed through Canvas (not as a file upload in Canvas). You must use the same firm for both essays, since the second one builds on the first, so choose it carefully and early. The Student Guide and Rubric posted in Canvas have the full details.

Which proctoring option should I choose, and when do I need to act?

Either option works for both exams. If you are in Tallahassee, the FSU Testing Center is free: select it as your proctor within the first two weeks of the semester and book your appointment as soon as registration opens (2–4 weeks before the exam). If you test online, schedule your SmarterProctoring appointment in advance, two weeks before the exam window, through the SmarterProctoring link in Canvas; students who miss the scheduling window cannot take the exam.

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 Lawrence (2024). **Chapter 1**: The Corporation and Its Stakeholders	
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 Lawrence (2024). **Chapter 2**: Managing Public Issues and Stakeholder Relationships	
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 Lawrence (2024). **Chapter 3**: Corporate Social Responsibility and Citizenship	
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 Lawrence (2024). **Chapter 5**: Ethics And Ethical Reasoning	
Module 5	Organizational Ethics	▪ Corporate Ethical Climates ▪ Business Ethics Across Organizational Functions ▪ Making Ethics Work in Corporations ▪ Ethics In a Global Economy	o Lawrence (2024). **Chapter 6**: Organizational Ethics	
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 Lawrence (2024). **Chapter 7**: Business-Government Relations	
Module 7	Influencing the Political Environment	▪ Participants In the Political Environment ▪ Influencing The Business-Government Relationship ▪ Political Action Tactics	o Lawrence (2024). **Chapter 8**: Influencing the Political Environment	Deep Dive #1 (due 2/28)

		▪ Levels Of Political Involvement ▪ Managing The Political Environment ▪ Business Political Action: A Global Challenge		
FIRST EXAM Chapters 1, 2, 3, 5, 6, 7 and 8 from the Textbook - Window Dates for taking Exam: from 2/22 to 2/26. 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 Lawrence (2024). **Chapter 9**: 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 Lawrence (2024). **Chapter 10**: 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 Lawrence (2024). **Chapter 13**: Shareholder Rights and Corporate Governance	
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 Lawrence (2024). **Chapter 15**: 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 Lawrence (2024). **Chapter 17**: Business And Its Suppliers	
Module 13	The Community and the Corporation	▪ The Business-Community Relationship ▪ Community Relations ▪ Corporate Giving ▪ IV. Building Collaborative Partnerships	o Lawrence (2024). **Chapter 18**: The Community and the Corporation	
Module 14	Managing the Public and Corporate	▪ The General Public ▪ What Is Reputation? ▪ The Public Relations Department	o Lawrence (2024). **Chapter 19**: Managing the Public and Corporate Reputation	Deep Dive #2 (due 4/25)

	Reputation	▪ Brand Management ▪ Crisis Management ▪ VI. Engaging Key Stakeholders with Specific Tactics		
SECOND EXAM Chapters 9, 10, 13, 15, 17, 18 and 19 from the Textbook - Window Dates for taking Exam: from 4/26 to 4/30 (final exam week). Closing times are determined by the Testing Center; be sure to book early.				

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