

Net Impact at Smith Resource Guide

GENERAL

Business for Social Responsibility

www.bsr.org

(BSR) is a global organization that helps member companies achieve success in ways that respect ethical values, people, communities and the environment. BSR provides information, tools, training and advisory services to make corporate social responsibility an integral part of business operations and strategies. A nonprofit organization, BSR promotes cross sector collaboration and contributes to global efforts to advance the field of corporate social responsibility. BSR is a sponsor and partner of/with Net Impact. Lists job postings and has a weekly newsletter.

Net Impact Central

www.net-impact.org

Net Impact is a network of more than 10,000 new-generation leaders committed to using the power of business to improve the world. It is also one of the most innovative and influential networks of MBAs, graduate students and young professionals in existence today. Our members believe that business can both earn a profit and create positive social change. Through a central office in San Francisco and more than 115 chapters in cities and graduate schools around the globe, Net Impact offers a portfolio of programs that enable members to transform this ideal into measurable results

Net Impact at Smith

<http://www.rhsmith.umd.edu/organizations/net-impact/>

At the R.H. Smith School of Business, we understand that true business leadership creates positive economic, social and environmental change. Net Impact at Smith serves as a hub for both academic and career-oriented activities related to developing a broader perspective of leadership and entrepreneurship. Through guest lecturers, student discussions, interactive workshops, and community volunteering, we explore new business models and methods to exert a positive impact upon our environment.

The Social Venture Network

www.svn.org

SVN promotes new models and leadership for socially and environmentally sustainable business in the 21st century. "We champion this effort through initiatives, information services and forums that strengthen our community and empower our members to work together on behalf of their shared vision."

CASES/CURRICULUM DEVELOPMENT

The Aspen Institute's Business and Society Program

www.aspeninst.org

The Business and Society Program is an independently funded policy program at the Aspen Institute, dedicated to increasing the supply of business leaders who understand and seek to balance the complex relationship between business success and social and environmental progress. "We work with educators to integrate social impact management into research and teaching. We convene academic and business leaders to explore the interdependence of business

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and wider society and the role of management education in bringing about change. We invest in innovation in MBA programs and conduct research to understand and track change in business education and student attitudes."

Beyond Grey Pinstripes

www.beyondgreypinstripes.org

A joint effort of the Aspen Institute and the World Resources Institute, the Beyond Grey Pinstripes (BGP) project seeks to build programs to educate future business managers to handle complex social issues and provide stewardship of natural resources by examining how well business schools train the next generation of managers to integrate these concerns in business education. Resources include a report and website highlighting the most innovative MBA programs and faculty infusing environmental and social impact management into the business school curriculum. The report and website are tools for prospective and current business students, administrators, faculty and corporate recruiters to compare MBA curricula and benchmark programs.

CasePlace.org

www.caseplace.org

This is the place where business school faculty can find hundreds of business case studies and supporting materials that incorporate [Social Impact Management](#) into business education. CasePlace.org is a free service of the Aspen Institute's Business and Society Program (BSP).

The World Resources Institute's Business-Environment Learning and Leadership (BELL) Project

<http://bell.wri.org/>

The BELL program offers resources to help MBA professors infuse sustainability and environmental content into their syllabi and programs. Resources include: WRI-published case studies, non-WRI business and environment cases, Business Course syllabi, EnviroLink Newsletter, Beyond Grey Pinstripes report, Environmental Enterprise Corps (EEC) consulting projects for MBAs, and the Green Business Letter.

GROUPS/LISTSERVS/NEWSLETTERS

City Soft Newsletter

www.citysoft.com

City Soft provides Internet solutions for "common interest enterprises." Nick Gleason, Net Impact alumnus, began this company in 1997 and has expanded the resources of this site to include case studies, community resources, and a bi-monthly newsletter.

CSR Chicks USA

<http://groups.yahoo.com/group/csrchicksusa/>

CSR Chicks USA is a network of professional women, based in the United States, working in the field of corporate social responsibility. "Our members come from the private sector, international development, the non-profit sector, NGOs, think tanks, government and more. Founded in July 2002, we are based on the original CSR Chicks located in the UK. We currently have over 60 members on our list, and approximately 20 participants at our first monthly meeting. At present, we plan to meet for informal monthly gatherings to network, exchange experience and knowledge on issues related to CSR. In the future we hope to organize planned events for the broader CSR community."

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CSR Wire

<http://www.csrwire.com/bsr/>

The latest news releases on corporate social responsibility issues from global businesses and organizations. CSRwire distributes press releases to investors, consumers, and employees who consider corporate social responsibility practices in their investment, purchasing, and career decisions as well as to media interested in covering the positive stories.

Harvard Business School Working Knowledge Newsletter

<http://www.hbsworkingknowledge.hbs.edu>

Free weekly newsletter of information from Harvard Business School discussing the latest in management issues. Topics covered include Social Enterprise, Corporate Governance, Leadership, Career Effectiveness, and Strategy.

Social Enterprise Alliance Newsletter

<http://www.se-alliance.org/News.cfm>

A membership organization devoted exclusively to building sustainable nonprofits through earned income strategies. “We accomplish this through a network connecting entrepreneurial nonprofits with learning opportunities, technical assistance and resources to further their efforts. Our members are predominantly nonprofit practitioners and grantmakers, but include technical consultants, for-profit businesses and academics as well. Our practitioner members range from early stage entrepreneurs seeking the nuts and bolts knowledge to start and run an earned income activity to well-established practitioners seeking an opportunity to exchange ideas with other leaders of the field.”

Stanford Social Innovation Review

www.gsb.stanford.edu/ssir/

The Stanford Social Innovation Review presents the best ideas in nonprofit management, philanthropy and corporate citizenship. It is a quarterly publication of the Center for Social Innovation at the Stanford Graduate School of Business. The Review is the first publication by a leading business school focused on advancing strategic management and leadership in the social sector. Provides research findings, suggested practices.

SOCIALLY RESPONSIBLE INVESTING

Green Money Journal

www.GreenMoneyJournal.com

The oldest and most widely read magazine in the socially and environmentally responsible investing and business world. Site includes links to SRI, Sustainable Business Education, Socially Responsible Business, Socially Responsible Shopping, and Community Investing sites. The GreenMoney Journal encourages and promotes the awareness of socially & environmentally responsible business, investing and consumer resources in publications & online. Their goal is to educate and empower individuals and businesses to make informed financial decisions through aligning their personal, corporate and financial principles.

Social Funds.com

www.socialfunds.com

SocialFunds.com features over 10,000 pages of information on SRI mutual funds, community investments, corporate research, shareholder actions, and daily social investment news.

SOCIAL ENTERPRISE

Ashoka

www.ashoka.org

Ashoka's mission is to develop the profession of social entrepreneurship around the world. It is a global non-profit organization that searches the world for social entrepreneurs—extraordinary individuals with unprecedented ideas for change in their communities. Ashoka identifies and invests in these social entrepreneurs, Ashoka fellows. Resources about current news in international development are located on the site.

Calvert Foundation

<http://www.calvertfoundation.org/>

The Calvert Social Investment Foundation (Calvert Foundation) was established with a simple goal: to help end poverty through investment. It serves as a facility for individuals and institutions, seeking to place capital on softer terms to finance affordable homes, fund small and micro businesses and to make available essential community services. Calvert Foundation works in disadvantaged communities with local partner non-profits that use common sense and compassion to provide the investment capital people need to work themselves out of poverty.

The Center for the Advancement of Social Entrepreneurship (CASE) at Duke's Fuqua School of Business

<http://faculty.fuqua.duke.edu/centers/case/>

CASE is a research and education center dedicated to promoting social entrepreneurship through a mutual learning process that engages social sector leaders, business school faculty, and MBA students. The main goal is to create greater social impact by encouraging innovation and enhancing effectiveness in social sector organizations. CASE disseminates CASE Working Paper Series and CASE Publications, and general SE field resources. They also provide many career resources and guides. CASE is in the process of developing innovative programs for leading social sector organizations that blend research, education, and action aimed at building organizational capacity.

CFED

www.cfed.org

CFED is a nonprofit, nonpartisan organization that works to expand economic opportunity. We combine think-tank innovation with practitioner insight to identify promising ideas; test and refine them in communities; craft policies and products to help good ideas reach scale; and foster new markets to achieve greater impact. As a leader in economic development, CFED works at the national, regional, state and local levels in collaboration with diverse partners. We believe that expanding economic opportunity to all people will bring greater social equity, alleviate poverty and lead to a more sustainable economy for everyone.

Changemakers.net

www.changemakers.net

This resource site and newsletter is a project of Ashoka. Its mission is to provide inspiration, resources, and opportunities for those interested in social change throughout the world. Compelling stories in the Journal section reveal how the creative energy of social entrepreneurs drives innovation. The Library section offers links to major international organizations and small NGOs, current online magazines and journal articles, standard reference publications and directories and field-specific research programs and information. The Studio section showcases multimedia features – using sound and images – to present the work of social entrepreneurs. In

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the Community section, social innovators offer opinions, perspectives, and ideas for social change.

Columbia's Research Initiative in Social Entrepreneurship (RISE)

www.riseproject.org

Launched in early 2002, RISE is a project at Columbia Business School whose mission is to study and disseminate knowledge about the markets, metrics and management of for-profit and nonprofit social enterprise and social venturing. RISE studies the growing practice of building profit and nonprofit ventures that aim to achieve social and financial impact through their products, services and other business practices, and the entities that fund them. RISE explores issues of nonprofit organizations building capacity and using business practices to sustain their growth, as well as issues for for-profit companies trying to achieve social impacts as well as financial returns. RISE works collaboratively with investment funds around the country as well as foundations, other universities and intermediary groups to define, explore and report on key issues of interest to this developing field.

The site includes an online investor directory for double bottom line entrepreneurs and others interested in the social venture capital, double bottom line, and sustainable investors who fund them. This free, searchable database includes profiles of 65 US-based funds, foundations and organizations, which together manage over \$2.7 billion and invest a portion of their funds through private equity in double-bottom-line investments -- early-to mid-stage companies that offer both financial return and social/environmental benefits. The site also includes case studies and reports centered around three themes: markets, metrics and management.

Community Wealth Ventures

www.communitywealth.com

Community Wealth Ventures is a consulting firm that helps nonprofit organizations become more self-sustaining by generating revenue through business ventures and corporate partnerships and helps corporations improve their bottom line through the design and implementation of community investment strategies.

CWV's Social Enterprise Database

<http://208.254.27.232/>

Community Wealth Ventures and Social Enterprise Alliance have assembled a directory of nonprofit organizations with business ventures and strategic alliances as a reference tool for the field. "We hope you will use it to broaden your knowledge about and network of social enterprise practitioners around the country. Please feel free to search the database for information that is useful to your needs, whether you are a nonprofit entrepreneur, foundation professional, consumer, donor, or other interested party."

Social Enterprise Alliance

www.se-alliance.org

An intermediary organization that sponsors annual conferences on best practices and case studies of successful social entrepreneurs. Made up of a merger between the National Gathering of Social Entrepreneurs and SeaChange. The group publishes a quarterly newsletter with current field topics and field resources.

Global Social Venture Competition

www.socialvc.net

The Global Social Venture Competition began in 1999 as a student-led initiative at the Haas School of Business. In May 2001, Columbia Business School and The Goldman Sachs

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Foundation partnered with Haas to extend the reach of the competition and help grow a national platform for social ventures. In June 2003, the London Business School joined the competition partnership. This unprecedented partnership brings together the academic and financial worlds to support the creation of social ventures. Past winners include Smith Alumni.

Harvard Initiative on Social Enterprise

www.hbs.edu/socialenterprise/

The Social Enterprise Initiative at HBS generates and shares knowledge that helps individuals and organizations create social value in the nonprofit, private, and public sectors. This initiative provides SE research, publications, and forums. Website provides links to other resources. Strong emphasis on Non-profits.

Honest Tea

www.honesttea.com

Honest Tea creates and promotes great tasting, truly healthy, organic beverages made the way their cultures of origin intended. Honest Tea's commitment to social responsibility is central to its identity and purpose. The company strives for authenticity, integrity and purity, in our products and in the way we do business. In addition to creating a healthy alternative beverage with 1/3 the sugar of most bottled drinks, Honest Tea seeks to create honest relationships with our employees, suppliers, customers and with the communities in which we do business.

REDF

www.redf.org

This venture philanthropy fund is composed of a portfolio of 20 companies aimed at providing employment for homeless and very low income individuals. REDF assists its portfolio organizations in a variety of ways, most notably by providing financing for organizational infrastructure, access to additional funds for capital expenses, strategic business assistance, organizational development support, and access to business networking opportunities, MBA talent, social outcome measurement and technological tools and training. REDF provides many resources to the SE field including a framework for Social Return on Investment analysis. SROI reports for each portfolio company are available. Website provides resources on Social Enterprise, Venture Philanthropy, and practical advice on how to start, run, finance, grow a social enterprise, and how to measure impact.

COMMUNITY DEVELOPMENT

CDFI Fund/Coalition

www.cdfi.org

www.cdfifund.gov

The Community Development Financial Institutions (CDFI) Fund, administered by the Department of Treasury, makes capital grants, equity investments and awards for technical assistance to community development financial institutions.

The Coalition of Community Development Financial Institutions (CDFI Coalition) is the lead national organization in the United States promoting the work of community development financial institutions (CDFIs). The Coalition represents CDFIs working in all 50 states and the District of Columbia. This national network of CDFIs includes community development loan funds, community development banks, community development credit unions, microenterprise lenders, community development corporations and community development venture capital

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funds. The CDFI Coalition coordinates industry wide initiatives to increase the availability of capital, credit and financial services to low-income communities across the nation.

Community Development Venture Capital Alliance

www.edvca.org

The Community Development Venture Capital Alliance (CDVCA) is the trade association for the rapidly growing community development venture capital industry. CDVCA promotes use of the tools of venture capital to create jobs, entrepreneurial capacity and wealth to advance the livelihoods of low-income people and the economies of distressed communities. Site includes Job Bank, field resources, public policy initiatives, fund profiles, portfolio company profiles.

The Initiative for a Competitive Inner City

<http://icic.org/>

The Initiative for a Competitive Inner City (ICIC) is a national, not-for-profit organization founded in 1994 by Harvard Business School Professor Michael E. Porter. ICIC's mission is to spark new thinking about the business potential of inner cities, thereby creating jobs and wealth for inner-city residents. ICIC believes that a sustainable inner city economic base will depend on private, for-profit business development and investments based on economic self-interest and genuine competitive advantage. ICIC leverages private-sector resources through a new concept of corporate philanthropy that emphasizes business-to-business relationships.

Opportunity Finance Network

<http://www.opportunityfinance.net/>

Opportunity Finance Network (formerly known as the National Community Capital Association) is the new \$4 billion national network of 167 financial institutions that find and finance opportunities others overlook. The Opportunity Finance Network of 167 financial institutions finds and finances opportunities that others overlook. We are community development financial institutions (CDFIs) and other opportunity finance institutions who work just outside the margins of conventional finance to bring those markets into the economic mainstream and to help the economic mainstream flow into those markets. Through fiscal year-end 2004, Opportunity Finance Network had loaned and invested \$9.6 billion to create economic opportunities for women-owned, minority-owned, and other small businesses; quality, affordable housing; and essential community facilities and services. That financing has generated or maintained 141,000 jobs and 28,900 businesses, 317,000 housing units, and 4,700 community facility projects in urban and rural neighborhoods in all 50 states.

MARKETING

Cause Related Marketing Campaign

www.crm.org.uk

The Cause Related Business Campaign aims to inspire a greater quality and quantity of business and community partnerships by generating awareness and understanding of the different ways that businesses can lever resources into charity and cause partnerships. This is achieved by demonstrating how companies can use the power of their brands, marketing and people in partnership with charities and causes to make a positive impact on key social issues and achieve business objectives. This UK-based site is dedicated to generating awareness of cause related marketing and best practices. Offers case studies and research papers on the topic.

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Cause Marketing Forum

www.causemarketingforum.com

Cause Marketing Forum, Inc. was founded in 2002 to help companies and nonprofits do well by doing good. To advance and expand cause marketing in America, CMFI has undertaken four major initiatives: The Cause Marketing Forum Conference, The Cause Marketing Halo Awards, The Cause Marketing Resource Center at www.causemarketingforum.com, and Cause Marketing Forum Workshops. The Resource Center includes Cause Marketin 101, case studies, web resources, best practices, and suggested books. Offer a free monthly newsletter.

Social-Marketing.com

www.social-marketing.com

Canadian-based consulting firm whose site offers great resources and links to social marketing information. Their mission is: As a leader in the field of social marketing, we at Weinreich Communications use our expertise to assist public, private and nonprofit organizations in developing effective social marketing programs aimed at improving the health and well-being of the populations they serve. We also provide training through onsite workshops and conference presentations.

Social Marketing Institute

www.social-marketing.org

The Institute will learn, develop and facilitate the application of the very best social marketing practices in a wide range of settings all over the world. It will do this by maintaining constant touch with frontline social marketing practitioners, cutting-edge private sector marketers, and top rank academic programs and institutes. When fully operational, the Social Marketing Institute will undertake all of the following activities (and undoubtedly more):

- Provide on-site team-based strategic guidance to programs, organizations, businesses and foundations impatient to apply the very best social marketing approaches to their particular issues and problems;
- Carry out and disseminate research on social marketing "best practices;"
- Train and educate today's practitioners and prepare the next generation in state-of-the-art techniques;
- Sponsor academic research to take social marketing to the "next level" of sophistication and impact;
- Provide connections and leadership to social change professionals, commercial marketers, academics and funders eager to exchange ideas about social marketing practice and its potential.

Site defines social marketing, details initiatives and cutting-edge research surrounding the topic, provides resources for field research, and has employment listings.

VOLUNTEER OPPORTUNITIES

City Cares – www.citycares.org

DC Habitat For Humanity– www.dchabitat.org

National Foundation for Teaching Entrepreneurship (NFTE) – <http://www.nfte.com/>

Volunteer Match – www.volunteermatch.org

Youth Venture – www.youthventure.org

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CAREER DEVELOPMENT/JOB POSTINGS

(Note: Most of the above sites have job banks or links to job postings)

www.idealists.org

www.net-impact.org

MBA-Nonprofit connection – www.mnconnection.org

Duke Social Sector Career Guides -

<http://www.fuqua.duke.edu/centers/case/documents/ThePursuitofSocialSectorEmployment.pdf>

www.opportunitynocs.org

http://www.sustainablebusiness.com/jobs/csrwire_jobs.cfm

CLASSES AT SMITH AND THE DC CONSORTIUM

R.H. Smith Courses:

BUMO 754 - Global Strategy

The problems and policies of international business enterprise at the management level. Management of a multinational enterprise as well as management within foreign units. The multinational firm as a socio-econometric institution. Cases in comparative management. The course contains some content on CSR.

BUSI765 - Business Ethics

Survey of applied topics in business ethics, focusing on corporate social responsibility, relationship of law and ethics, and individual ethical decision-making.

GW Courses:

269 Managing in Developing Countries

The course introduces managers to the distinctive nature and challenges of developing countries, provides a framework to analyze key management issues, and applies management techniques in these important markets.

Georgetown University Courses:

FINC 577 - Socially Responsible Investing

This course will examine the socially responsible investment (SRI) industry from a finance perspective. It will draw heavily on industry leaders who will be invited to address the substantive finance and ethics issue raised by SRI practices. It will examine the governance activities undertaken by the various SRI market segments, the effectiveness of these activities, and the regulatory frameworks applicable to corporate governance related to social issues.

MARK 606 – Social Marketing

Social marketing is the adaptation of commercial marketing technologies to programs designed to influence the voluntary behavior of target audiences in order to improve their personal welfare

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and that of the society of which they are a part. Through the use of text, cases, discussions and guest lectures, students will learn the underlying concepts and principles of social marketing and how to develop and carry out effective social marketing programs. Similarities with - and differences from -- private sector marketing will be emphasized. A secondary benefit of the course is that students will have the opportunity to assess the value of their MBA training to date and its flexibility to address management problems in unconventional domains.

MGMT 541 – Ethics in the Employment Relationship

This interdisciplinary course introduces students to some ethical considerations in managing employee-employer relationships in organizations of all sizes and stages of development. For example: Does an employer have the right to expect employees to say good things about the employer, even if the employee believes the employer is breaking the law? Certain employees must be trustworthy because they handle confidential data. Can they be screened for "good character"? If an employee fails to report perceived racial harassment through an existing complaint channel, is the employer responsible for correcting it and preventing future occurrences? What obligations do employers have to design workplaces to facilitate balancing of work and personal lives? What competitive advantages or disadvantages result from doing so? In addition to ethical considerations, the course considers (a) legal perspectives and (b) managerial perspectives, such as the costs and benefits to all parties of taking certain actions. Theories and research on motivation, equity, justice, and other topics are relevant. In considering the cases and readings, students will be able to identify the ways in which the ethical, legal and managerial perspectives converge and differ.

MGMT 616 – Social Enterprise

Business leaders in the 21st Century will inevitably have close and growing involvement with the nonprofit sector through board memberships, volunteering, cause partnerships, and corporate philanthropy. This module focuses on the special challenges of working in this environment through cases, discussions and a number of high-profile guest speakers. Among the topics covered are: increased interpenetration of corporate and nonprofit sectors, venture philanthropy, cause marketing, and the use of business models in the social sector.

MGMT 620 – Special Topics: Current Issues in Social Responsibility of Business (1.5)

Course description not available at this time.

MGMT 625 – Special Topics: Corporate Governance

Introduction to Corporate Governance is intended to provide a general survey of the more important procedural issues facing corporate officers, directors, and shareholders as they seek to ensure that their corporate enterprise is properly governed. This module will include discussion of what constitutes good corporate governance, the relationship between good corporate governance and successful enterprises, the importance of corporate governance in the global marketplace, the relationship between shareholders and directors, the duties and responsibilities of shareholders and directors, conflicts of interest, unique pressures in public companies, and the role of board audit committees.

MGMT 674 – Community Reinvestment

This course addresses how to promote investment, entrepreneurial actions, and creative development in inner cities, communities undergoing structural dislocation, or stuck in long term stagnation, and any other areas, urban or rural, that are chronically underperforming, deteriorated and under invested. This course offers an excellent opportunity to develop and practice consulting skills. And it provides a chance to complete a consulting assignment, and produce a strategic study that can add value, and produce findings and recommendations that can be

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implemented, or produce business plans that can make a lasting tangible difference in growing business. We use case studies and extensive readings, both analytical and practical.

MGMT 682- Development in Africa

This course offers opportunities to apply the tools of the MBA core curriculum in a setting that presents extra challenges. And it provides opportunities to sharpen the general management skill set. There is also a chance to practice consulting skills, and complete a study that will be useful to a company in real terms. This course addresses the issues from the points of view of established company management, new entrepreneurs, development policy makers, and multinational corporate managers. The course will deepen your understanding if you want to better grasp economic events in Africa, or are thinking of going to work as entrepreneurs, managers, consultants or financial advisors, lenders or investors. It also has value for students in Law, Public Policy and Foreign Service.

MGMT 688 - Special Topic: Humanitarian Assistance and Project Mgmt

If you have special interests in working in refugee, disaster or emergency affairs, including the U.N. or working with donor agencies, NGOs, foundations, or fields logistic operations, you may wish to look into this course. It covers the discipline of project design and project implementation, including the nuts and bolts tasks that aid agencies' need to undertake in standing up field programs, with a large focus on the logistics back-end of all service delivery, including procurement, transport inventory control and telecommunications.

American University Courses:

ACCT-560 Governmental and Not-for-Profit Accounting

Accounting and financial reporting concepts and standards applicable to local, state, and federal governments, and non-profit entities such as colleges and universities, health care entities, and voluntary health and welfare organizations. Emphasizes the nature of governmental organizations and their financial characteristics and differences in reporting standards from the private sector. Financial management and audit issues particular to non-profits are also discussed.

ACCT-600 Ethics in Business and Accounting

This course examines contemporary ethical issues in business and in the accounting profession in relation to both classical and modern theories of moral philosophy. The AICPA Code is evaluated in contrast with ethical codes of other organizations and professions. Also includes analysis of domestic and international case studies.

ACCT-742 001 Special Tax Topics: Formation and Operation of Tax Exempt Organizations (Fall)

This course provides an in-depth examination of the taxation of exempt organizations, focusing particularly upon the federal tax problems of charities. The course discusses the IRS application process for obtaining exempt status, and the issues exempt organizations face in maintaining their status.

IBUS-740 Project Finance in Developing and Transitional Economies

This course covers the entire cycle of issues and activities in the field of project finance, especially as practiced in developing and transitional economies. Use of case studies and real project models to examine techniques and strategies currently used in multinational institutions, such as the International Finance Corporation, to conduct stand-alone private sector projects. Usually offered every fall.

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MGMT-622 Business, Ethics, and Society

The relationship between business and its stakeholders, including labor, government, and communities. Emphasis on managerial responses to business-related social and ethical problems and business performance with respect to societal and ethical standards.