

**Course Title:** HRM-835, Sustainable HRM and Corporate Social Responsibility

**Credit Hours:** 3

**Course Description**

This course equips students with the knowledge and skills to understand and implement sustainability and corporate social responsibility (CSR) practices within Human Resource Management (HRM). Emphasizing global frameworks, ethical leadership, and strategic HR interventions, the course prepares students to align HR strategies with social and environmental imperatives. Through a blend of theory, practical insights, and local/global case studies, students will explore how HR can act as a key enabler of sustainable organizational change.

**Course Learning Outcomes (CLOs)**

Upon completion of the course, students will be able to:

**CLO 1:** *Explain* foundational concepts and frameworks of CSR and Sustainable HRM.

**CLO 2:** *Analyze* the support the HR function provides towards attaining organizational sustainability.

**CLO 3:** *Evaluate* global CSR practices and apply them within the local context.

**CLO 4:** *Propose* HR strategies to foster ethical, inclusive, and sustainable organizations.

**CLO 5:** *Design* CSR interventions from an HRM perspective aligned with the SDGs.

**Proposed Weekly Schedule and Readings (16 Weeks)**

Week	Topic	Key Readings & Activities	CLO
1	Introduction to Sustainable HRM & CSR. Defining CSR, Sustainability, and SHRM	Werther & Chandler, Ch. 1 Carroll (1999) article	CLO 1
2	Historical Development & Theoretical Foundations of Stakeholder Theory, Triple Bottom Line, Business Case for CSR	Jackson et al., Ch. 2 Freeman (1984)	CLO 1
3	Strategic Role of HR in CSR Implementation HR as a change agent, CSR-HR alignment	Bratton & Gold, Ch. 15 Case Study: Unilever	CLO 1&2

Week	Topic	Key Readings & Activities	CLO
4	Global Frameworks UNGC, SDGs, ISO 26000, GRI Standards	SDG Compass GRI Standards (website)	CLO 4&5
5	Ethics, Responsible Leadership & Governance Organizational values, Code of Conduct, Whistleblowing	Maak & Pless (2006) Armstrong & Taylor, Ch. 22	CLO 2&4
6	Green HRM Environmentally sustainable HR practices: recruitment, development, appraisal	Renwick et al. (2013) Jackson et al., Ch. 7	CLO 2&4
7	Diversity, Equity, Inclusion & Employee Wellbeing Work-life balance, psychological safety, fairness	Guest (2017) Armstrong & Taylor, Ch. 24	CLO 2&4
8	CSR Measurement & Reporting, KPIs, Social Audits, GRI, ESG Indicators	Werther & Chandler, Ch. 10 SDG Indicator Framework	CLO 3&5
9	<b>Mid-Semester Exam</b>	<b>In-class written exam (90–120 min)</b>	
10	CSR in Supply Chains and Ethical Employment, Human rights, Fair Wages, Due Diligence and Decent Work	ILO Guidelines Barrientos et al. (2011)	CLO 2&3
11	CSR and Crisis Management, COVID-19, Natural Disasters, Conflict Zones	Case Study: Johnson & Johnson, Harvard Reading	CLO 2&4
12	CSR in Emerging Economies & Pakistan Context, Policy, industry examples (Oil & Gas, Textiles)	Jamali et al. (2009), SECP CSR Guidelines	CLO 3&5
13	Technology, AI and Ethics in HRM, Digital transformation, HR analytics, algorithmic bias	Thite (2020), ILO & WEF Reports	CLO 2&4
14	Designing HR-Driven CSR Strategies, Project work planning, stakeholder mapping	Workshop style session	CLO 3&5
15	Student Project Presentations, Group CSR case studies or strategy proposals	Group presentations (graded)	CLO 5
16	Course Wrap-up & Final Reflection, Integration of learning, feedback, closing discussion	Final individual reflection paper due	CLO 1-4

### Reference Books & Key Resources

- Werther & Chandler (2020), Strategic Corporate Social Responsibility
- Jackson et al. (2020), Sustainable HRM, Routledge

- Armstrong & Taylor (2020), Armstrong's Handbook of HRM Practice
- Bratton & Gold (2022), Human Resource Management: Theory and Practice
- Carroll (1999), "CSR: Evolution of a Definitional Construct"