ASSIGNMENT: Using the 13 questions below, develop a comprehensive research document for each of the two companies selected. You should a question and answer format. Because this document is unlike typical research papers with headings and expected sections, example has been provided in the appendix to illustrate the appropriate formatting. APA formatting for citations and reference page should be followed. Each question should be addressed in a paragraph (three to eight sentences) or as otherwise directed. You should include one to two references per question, properly cited with a reference page at the end of the document. Note that:

• **Each of your two company choices will be developed independently of each other and in the form of separate documents**.

• This part of the assignment is fact finding only and you should not form written opinions about either company.

When you conduct your research, be thinking about your presentation. Carefully review the topics that you will need to cover in the presentation and make sure you collect the necessary information to completely address those topics. In addition to company websites, annual reports or other company publications, you will need to include at least ten academic, scholarly resources (outside company) to support your observations and the claims of the organizations to the fullest extent possible. Include a variety of different types of sources to include several facets of the companies under investigation.

STUDENT REQUEST: MLA/APA Formatting, Content/Word Choice, Grammar/Spelling/Punctuation, what ever you think

RY NOTES: My comments on this paper also apply to your Ford paper.

Re-read your professor's instructions throughout the writing process. Highlighting key parts of an assignment is a good way to stay on track and make sure you address all requirements.

Academic writing is formal. We don't write like we talk. Generally, don't use 1st person (I, we, our, my, us) or second person (you, your) in an academic paper unless it's in a direct quote or your professor says it's ok. For more information, see: https://owl.purdue.edu/owl/research\_and\_citation/apa\_style/apa\_formatting\_and\_style\_guide/apa\_stylistics\_basics.html

If the assignment includes your personal experience, 1st person is appropriate, but your writing should still be formal.

I would open with an introductory paragraph that gives a brief overview of where your paper is headed.

I see a few writing issues. Some of the sentences are awkward or confusing because of the sentence structure and/or missing words. Also, I recommend that you work on proper use of commas. Many of the cites and references are not in APA style.

This paper needs to be proofread and copy edited. When you revise and/or proofread, start with Word's grammar and spell check. I also recommend that you use CorrectEnglish.com. These tools will not catch every writing error, but they will help. Then print your paper out and read it out loud to yourself. This is a good way to catch typos, missing words, and punctuation errors. It's also a good way to identify sentences that are awkward, incomplete or too long. Mark up the hard copy, then return to your computer and make the changes. Do this as many times as necessary until your paper is ready to submit to your professor.

APA:  If you state facts that you obtained from your research, you must provide a citation to the source. Cites give you credibility as the author, and they give credit to the person you are citing. If you don't provide citations for your facts, you may be accused of plagiarism. Making statements based on your opinion or your experience is not sufficient for an academic research paper.

APA has a style for citing tables and figures. Google "apa tables and figures" and go to the Purdue OWL website or blog.apastyle.org.

APA is very picky! There's a certain way to set up an in-text citation and there are rules for the sources in References. Pay attention to spacing, punctuation and what should and should not be capitalized and/or italicized.

When you want to know an APA rule, the easiest way to find it is to google it. Example: APA in text multiple authors. Then look for the link for the Purdue OWL website or apastyleblog.org.

If you have questions about APA, I recommend that you drop in on a tutor's office hour or schedule a one-on-one with a tutor. The OWC also offers two APA workshops this term. The links are on the OWC's home page.

Social Responsibility and Risk Final

Paper One

General Motors

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Brandman University

Social Responsibility and Risk of General Motors

Most of the information for this paper was acquired at gm.com (Annual Reports, 2019). Such items as the Annual Report, Supply Chain Audits, and Sustainability Report are all available. Further, this paper is in question answer format, with most questions taken directly from the instructions for this paper (CBE, 2019).

**Step One: Identify Two Companies.**

The companies chosen for this assignment are General Motors, which is currently number thirteen on Fortune 500 companies and Ford Motor Company, which is presently number twelve (Fortune, 2019). Last year GM was number ten and Ford number eleven (cite).

**Step Two: Research GM**

Using the thirteen questions listed, comprehensive research was performed and reported in a question and answer format using a three to eight sentence response with at least one reference.

• Describe, in general terms, the organization’s approach to supply management and risk. What steps has the organization taken to achieve sustainability and social responsibility while addressing risk exposure?

**Supply Chain Management and Risk**

GM’s supply chain extents over 20,000 businesses are spending $100 billion on about 200,000 items, including raw materials, parts, supplies, freight, transportation, and other services (cite). GM’s supply chain approach is transparent and built on trusted relationships. These relationships are vital in ensuring product quality, availability, and affordability. GM works with suppliers to improve mutual performance leading to rapid and significant improvements overall. Achieving sustainability goes hand in hand with social responsibility at GM. For example, life cycle analysis exposes that greenhouse gas (GHG) impact is ten times greater in the GM supply chain than in GM facilities, therefor GM works with suppliers to reduce their GHG emissions to reduce the overall impact (GM-Sustain, 2019).

• Identify two activities the organization conducts in terms of the audit to ensure sustainable and socially responsible behavior in its supply chain.

**Audits to Ensure Sustainability**

Disclosure of information is paramount for GM. In addition to publishing the annual Sustainability Report, GM aligns its reporting with several other leading organizations. GM has worked with CDP since 2010 to track carbon emissions reporting on all 15 categories of Scope 3 emissions while being active with the Climate Change Program. As a result, in 2017, GM was named on the “A” list of the CDP Water and Supply Chain, and recently the CDP Climate “A” List as recently as 2016. Unfortunately, in 2017 alleged misreporting’s of diesel emissions for specific models in the U.S. led to disputes. In addition, GM sponsored CDP’s World Water Day report, offering solutions to wastewater reuse (GM-Sustain, 2019).

Materiality speaking GM’s sustainability strategy report is based on the results of a 2016 global materiality assessment audit – a bi-annual undertaking. A review that is performed by a third party and uses a process outlined in the Global Reporting Initiative’s (GRI) Technical Protocol (Gm Sustainability Report, 2018).

• Briefly describe the organization’s culture. Include in your description of how the organization addresses sustainability and social responsibility as part of its culture.

**Sustainability as Part of Culture**

GM integrated sustainability into their business strategy and operations. A sustainable culture with a focus on governance, environmental, social, and issues energizes long-term value.

GM’s vehicle manufacturing process currently has the lowest environmental footprint in history.

The firm is making steady progress toward the 2020 operational commitments to reduce energy, carbon, water, and waste intensity initiative surpassing carbon intensity goals three years early, with a 22 percent reduction since 2010. GM’s has a goal to use 100 percent renewable in all operations by 2050. In 2018 with the addition of a wind power farm near Tuscola County GM is 20 percent there (Gm Sustainability Report, 2018).

• How many audits has the organization conducted in the past five years? Provide two specific examples of audits conducted and identify the steps the organization took based on audit findings. Be sure to explain the relevance of the organization’s actions.

**Audits a Way of Life**

There are more audits that can be counted every year. However, critical audits are done on a yearly basis and cover potential supplier, process control plan, and financial assessments. Each year’s audit report is available in the Annual Report for the Company. In addition to the key audits for the annual report, GM is regularly audited by government agencies such as the IRS, and EPA.

The Financial Risk Council is another internal auditing group, which is comprised of members of management and answers to the Audit Committee and Finance Committee of the GM Board of Directors. In addition, GM employs a third-party auditing firm, ERNST & YOUNG LLP from 2017 onward. Before 2017 DELOITTE & TOUCHE LLP was under GM’s employ. All audits are in accordance with the standards of the Public Company Accounting Oversight Board United States (PCAOB), and the Company's Potential Supplier Assessment (PSA) to Process Control Plan Audit (PCPA). Additionally, internal financial reporting is based on criteria established in Internal Control as of as of December 31, 2018. Reported items are things listed such as Item 7A “The Quantitative and Qualitative Disclosures About Market Risk” (Reporting, 2019).

• Describe the organization’s use of transparency in its approach to audit, both within the industry and in terms of the public in general. Incorporate sustainability and social responsibility in your discussion.

**Transparency and Sustainability**

To begin with, GM’s Financials are public record. They have not been quiet about their Zero Emissions initiative (audited and reported). Second is the Positive Environmental and Social Impact Initiative presented through the Driverless Car (Somerville, 2019). Both items are in line with GM’s goal of zero emissions, zero crashes, and zero carbon footprint. GM is betting on innovation; the driverless car almost guarantees a dramatic fall in auto accidents and zero emissions. GM is on track with their goal to have an only positive environmental impact by 2050; GM’s plants are currently converting to the wind, solar, and other renewable power sources. In addition, GM is improving the condition by helping its suppliers. As an example, life cycle analysis uncovers that greenhouse gas (GHG) impact is nine times greater in their supply chain than in owned operations. As a result, GM is working with suppliers to reduce their GHG emissions. In this way, GM is able to reduce its overall impact. GM touts, “Our supply chain is built on strong, transparent and trusted relationships, which are critical to ensuring product quality, availability, and affordability for our customers” (Investor, 2018). Finally, GM opens up a slew of other audits and reported issues on the web (Annual, 2019)

• Identify whether the organization has a supplier code of conduct and, if so, how the organization uses it in the supply management system to ensure a sustainable and socially responsible outcome.

**Supplier Code of Conduct**

One member of GM’s senior leadership is the Senior Vice President of Global Purchasing and Supply Chain (GPSC). This position is considered to be the driver of the company’s strategy. Responsible for making certain that supply chain standards are defined and understood the GPSC works with suppliers to fast-track innovation, eliminate waste and deliver superior financial performance, while reshaping how the company and its suppliers work together. The GPSC ensures GM’s and GM’s partners have mutual success and deliver higher value. Priorities for the code of conduct include: that suppliers accept GM’s terms and conditions, expect that suppliers certify compliance with laws, expectations for ethical social and business and environmental practice, adhere to requirements which clearly states a ban preventing any use of child labor, forced labor, abusive treatment of employees, data protection and privacy, wages, hours and conditions of employment, subcontractor selection, anti-discrimination, occupational health/safety and motor vehicle safety (Sustain, 2018).

• Briefly describe how the organization approaches communication and training, both within the organization and throughout the supply chain.

**Training**

The GPSC has several forums for formal supplier engagement. First, the GM Supplier Business Council consists of 19 global who have a monthly meeting with GM leadership where dissemination of vision, new procedures, and evaluations can occur. In late 2018 GM combined the Supplier Business Council with the Diversity Council to enhance the collective voice and improve efficiency. By striving to have the best-trained environmental professionals in the world, GM addresses a variety of issues, including, but not limited to, implementation of corrective and preventive actions, effective use of safety data sheets, management of GHGs and regulatory requirements for air, and waste and water. GM feels that communication and training begin with management who are the best trained in all areas such as sustainability along with those who are adept communicators (Gm.com, 2019).

• Using evidence from training and communication efforts, describe the philosophy of your organization with respect to people, planet, and profit. A short paragraph should enable you to succinctly make your point.

1. **Philosophy**

* Listed next are the categories which identify GM’s corporate approach to risk management:

1. Financial Risk. GM manages financial risk in many ways. First, GM is very diversified, though GM’s vision for sustainability is not. Secondly, GM looking forward through innovation and sustainability with such things as an Environmental Planning System. Lastly, GM uses transparency, training, and such things and Total Quality to lower accidents and other indirect costs.

1. Operational Risk GM is dedicated to using the newest safety standards. Also, they purchase the newest up today machinery. Lastly, GM’s transparency actually protects them as there is no question to their goals.
2. Brand/Reputation Risk; GM is the fourth largest automotive provider in the world (Jones, 2019) with not many other brands under them; some may feel that it would be impossible to smear the name “Jimmy.” One has only to look at such epic fails as the “Vega” or the “Luv Truck” to know that customers are fickle. Today most people drive out of necessity, and most have heard never ending rumors of the 300 mpg cars since the 1960s. Today as GM is at the forefront of the electric car, a sense of appreciation comes over those of us that understand that our bondage to big oil may soon be over.
3. Legal Risk; GM handles Legal risk with first being fully transparent, then, hiring a third-party company to oversee financial audits, while keeping friendly relationships with governments and taxing authorities. Another way GM is managing legal risk is to produce quality and customer service. Lastly, they are well represented by many legal entities.
4. Environmental Risk; GM employs and Environmental Management System that is continually searching for ways to lower environmental impact. Further, they are committed to renewable energy and zero emissions. Globally GM employees 173,000 employees working in 401 facilities all of which adhere to their goal of Taking Care of Our Planet, Waste Reduction, Water Conservation and Quality, Greenhouse Gas Emissions & Climate Change, Energy Management, Renewable Energy, Environmental Management System, Improving Technologies, Environmental Stewardship, Responsible Sourcing, and Obeying Environmental Regulations and Policies (Operations, 2019).
5. Technical Risk. GM manages technical risk though structure. All operational facilities are structured in a way to promote safety and efficiency. Also, GM’s onboarding process seeks to hire the best of the best in an attempt to minimize risk.

* Does the corporation’s attitude embrace a sustainable and socially responsible framework in addressing risk assessment?

1. **Attitude of Sustainability**

Honestly, I am amazed at the attitude of sustainability and social responsibility in this company. Knowing the end of the fossil fuel era is quickly approaching brings the need for innovation. GM choses to use innovation that presents sustainability options that leave big oil in the cold—this is a very bold move. Since they are the world’s largest auto manufacture, this is little that big oil can do. In addition, because they are the trend setter, other smaller auto manufacturers will follow suit (Levin, 2019).

• Identify one specific strategy the organization has adopted to meet customer-driven requirements and expectations for a sustainable and socially responsible supply chain. How does this strategy contribute to success in overall supply management?

**Autonomous Vehicles**

GM’s strategy is to innovate and look to the future. Today fuel in this area is priced over four dollars a gallon. This means that much of a paycheck will simply go to getting back a fourth to work. GM’s forward outlook to such things and an autonomous electric vehicle is the next generation. Not only does it take fuel costs out of the picture but promises that commuters are less likely to be in an auto accident. Accommodating these types of customer-driven requirements is the strategy that will ensure longevity in addition to vision and action. Currently, GM is in league with Israel and others to make this happen as quick as possible. Working together to provide an innovative solution to problems in these new technologies might bring to the supply chain (Levin, 2019).

• Does your organization deal with hazardous/regulated materials? If so, use outside sources such as the Wall Street Journal, Bloomberg, and The New York Times to complete the following items (a through c). If your organization does not currently deal with hazardous/regulated materials, chose one that might be an issue in the foreseeable future to complete the following items.

**Hazardous Materials**

As of December 31, 2017, 80 (or approximately 50%) of GM’s industrial operations were landfill-free, in addition to the 63 of non-manufacturing operations. A landfill-free operation 95% of the waste materials are composted. GM the composting program --a most successful example of the circular economy -- to a new level at our global headquarters in Detroit. These efforts are minimizing environmental impact, generating revenue from the sales from by-products, limiting raw material through the use of recycling, cutting the carbon footprint and lowering financial liabilities associated with waste disposal (AR, 2017).

o Identify one policy or law related to hazardous/regulated materials that affect the organization’s supply management operations. Think about self-regulation, local jurisdictional requirements (could be state or federal policy), as well as international acts and laws that may have jurisdiction. Identify a risk associated with this policy or law; such as brand/reputation.

**Water**

One policy is the Resource Conservation and Recovery Act (RCRA). Unfortunately, evidence exists showing that this firm seems first to try to sidestep this policy through the granting of a petition when possible (EPA, 2019; National, 2019)

As GM’s aspirations are such as to eliminate such problems through their EMS and other means such as the zero emissions goals seems to be on the opposite side of the spectrum petitioning for exclusion from the RCRA is surprising. The risk in doing such a thing is formattable since GM is gambling so much on being seen as eco and green company.

o Identify one example of the organization addressing hazardous/regulated materials through its supply chain.

**Sustainability in the Supply Chain**

GM’s goal is to eliminate waste from value streams and to deliver defect-free vehicles. They are removing landfills, moving to renewable energy sources, and addressing the global greenhouse effect. As such, they require all their supply chain partners to adopt the same goals and offering training and help in succeeding in those goals (Sustain, 2018).

o Identify one specific documentation requirement related to hazardous/regulated materials that affect supply management strategies for the organization.

**Data Sheets**

Effective use of safety data sheets which log the management of GHGs and regulatory requirements for air, waste, and water is just one way that GM tracks and documents all regulated materials (Reporting, 2019). The major companies, along with GM, have all generated sustainability reports to track progress. Further, they have been ranked by a number of indices, such as the Dow Jones Sustainability Index and the Newsweek Green Score (Buss, Croteau, Davidson, Kerrey, &Van De Winkle, 2014).

• Briefly describe your organization’s supply chain in the simplest context as it relates to the concept of cradle to cradle. For example, how does it approach “reverse supply chain management”?

Though most automotive companies have done little in the past, GM is forging forward in the cradle to cradle with reverse supply chain management in mind. First, efforts to use recycle by hosting their own GM auto recycling centers (Recycling, 2019). Here GM can reclaim metals, plastics, glass, and other useful items. Metals are melted and recast, plastics are recycled to pellets or turned back into oils through heat exchangers, and tires are ground for use in highways. In addition, landfills are being phased out with the goal of a full cradle to cradle process (Sustain, 2018). Manufacturing facilities are by far GM’s largest consumer of water, accounting for around 85 percent of its total water use GM’s goal of a 15 percent reduction in water by 2020 is already showing results with a percent reduction from the 2010 baseline. Indeed, GM’s approach to waste management in viewing waste as a resource out of place has shown promise (Buss et al., 2014).

• Summarize in a list the steps your organization has taken (a track record) to achieve sustainability and social responsibility and address risk.

**Track Record**

Typically, GM and other auto industry leaders were little concerned will the idea of sustainability – the concept in large part is relatively new. However, with the changing climate and EPA reports of profound climate change and urges firms to adopt sustainability (EPA-Sustainability, 2019), GM and others are putting sustainability into practice. In looking back, GM has had recall after recall, but not as much as many. The problem is on the action side. By GM’s admission, the defective switches in the Chevrolet Cobalt caused at least 13 deaths. This went unfixed by GM engineers for 11 years. Many of GM’s engineers reported on the switch being unsafe even from before production. Unfortunately, a recall was not performed until GM lost a lawsuit (Frank, 2014). Under the “Water” section of this paper was another report of social irresponsibility. Side stepping water RCRA policy through means of the petition is a real mark as well. Historically, the dollar is the bottom line for most firms, and GM is no different. Knowingly installing faulty parts or ruining the local water is of little consequence when the profit outweighs the fine. Pharmaceutical companies often manufacture and sell a pill which will end in a lawsuit. However, the billions made, and the costs of human life or human pain is an acceptable loss. This thinking has to change. Finally, it should not be forgotten that GM was the biggest bailout in 2008. Thirty billion dollars was lent (actually the government bought GM) to GM from TARP, six billion was repaid by GM, and the rest was retrieve though the sale of shares by TARP on the public market (Amadeo, 2019),

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