

Sustainability in Scandinavia: Corporate Social and Environmental Responsibility



Summer 2009 Session 1 DRAFT
(formerly Summer 2008 Session 2)

Sustainability in Scandinavia – Corporate Social and Environmental Responsibility

Time: See individual sessions

Location: DIS 7-41

Course description:

Sustainability in Scandinavia – corporate social and environmental responsibility is the second of two summer courses dealing with how we approach sustainability here in Scandinavia. Both courses look at sustainability from different perspectives, exploring how different actors are dealing with sustainability.

The way Corporate Social and Environmental Responsibility is approached in Europe is dramatically different from how it is dealt with in the US. In this course, we will explore how Scandinavian companies and organizations are responding to the CSR agenda including human rights, environmental issues, working conditions, diversity and so on.

This course is focusing on how organizations are responding to demands and expectations from their stakeholders. We will approach the topic from both a social science and a business perspective, looking at how different stakeholders such as investors, customers, employees, politicians, NGOs, media etc. shape organizational strategy and action. Also, we will look at what we can do as individuals to make companies and organisations behave responsibly. Throughout the course, we will work with various case studies from Scandinavia, concluding the course with a study tour to Sweden and Finland.

Learning objectives:

- To explore the idea of corporate social and environmental responsibility
- To understand the concept of “stakeholders” and how to apply it strategically
- To learn about best practises by exploring case studies
- To obtain knowledge about the CSR challenge in different industries
- To be able to critically analyse and understand companies’ CSR communication
- To understand the central role of investors, governments, consumers, media, NGOs and so on
- To learn how to analyze an organisation’s supply chain and how to find both risks and opportunities
- To understand how you can make a difference

Format:

The course is taught as a mixture of lectures, seminars, group work and discussions. Also, guest speakers, field studies and study tours are important parts of the learning process.

The course heavily emphasizes your engagement and active participation. You’ll be asked to interview and observe different environments throughout the course. Much learning in this course is depending on how much effort you put into your own explorations.

Grading elements:

Paper and synopsis	40 %
Reflection assignments and film assignments	30 %
Participation	30 %

Participation covers the following areas:

1. Attendance
2. Level of preparation and ability to answer questions asked in class
3. Involvement in class and group discussions
4. Active participation in field studies and during study tours
5. Level of individual research and contribution to discussions

Deadline policy:

Assignments and papers handed in after the deadline are not accepted and will be graded as failed. If you're ill or have good reasons for not being able to meet a deadline, make sure to consult the instructor beforehand.

Readings and assignments:

For each session, you'll find information about the assigned readings in the syllabus. Most of the reading will be in the Binder, some will be handouts or downloads.

Note that most readings are electronic. Please refer to the links posted on the DIS Forum! Other readings will be on reserve in the DIS library or as handouts.

Instructor:

Anne Mette Christiansen works with PricewaterhouseCoopers' Sustainable Business Solutions. Anne Mette has a Masters of International Business and Development Studies from Copenhagen Business School with studies in the US and Germany. Anne Mette's focus is corporate social responsibility strategy and stakeholder analysis. She has been with DIS for 7 years.

Program Assistant

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WEEK 1:

Monday, June 16th

INTRODUCTION

Session 1: What is Corporate Social and Environmental Responsibility? Definitions and key terms

Time and place: 5:00 - 6:30 PM in DIS 7-41 plus social event at Restaurant Rizz Razz

- Key differences between Scandinavia and the US – a value-based approach vs. a compliance approach
- Introduction to the *stakeholder model* as the basis for this course
- What to expect and not to expect from this course
- Assignments and requirements

Readings/ preparation/ assignments:

Read binder1: R. Edward Freeman and S. Ramakrishna Velamuri: "A New Approach to CSR: Company Stakeholder Responsibility", 2006

Optional reading: Chris Marsden: "In defence of Corporate Responsibility", 2006 - find it at:

http://www.unglobalcompact.org/NewsAndEvents/articles_and_papers/GC_Environment_Practices_JoBe.pdf

Tuesday, June 17th

FOUNDATIONS FOR CORPORATE SOCIAL RESPONSIBILITY

Understanding the concept of stakeholders is key to understanding what CSR is all about. Therefore, we will discuss how this concept should be understood and how it can be applied in a real world setting.

Session 2: Setting the scene – issues and developments in a Scandinavian Perspective

Time and place: 3:45- 5:15 PM in DIS 7-41

* Guest speaker: Peter Haisler, CSR Expert

What is the history of CSR in Scandinavia? What are the key issues on the CSR agenda in Scandinavia? What are drivers and key actors?

Readings/ preparation/ assignments:

Read handout: Michael Porter "The case for corporate social responsibility" (Harvard Business Review)

Read handout: The Economist "Just Good Business - a special report on corporate social responsibility"

Research this site: <http://www.unglobalcompact.org/> and be ready to present what the UNGC is about.

Research and find at least three different definitions of CSR

Session 3: Understanding the stakeholder perspective

Time and place: 5:30 - 7:00 PM in DIS 7-41

R. Edward Freeman is one of the first to establish the concept of stakeholder management in a book from 1984. We will read a later text by Freeman and discuss how his ideas should be interpreted. Also, we will discuss different cases.

Readings/ preparation/ assignments:

Read Binder 2: R. Edward Freeman and John McVea; "A Stakeholder Approach to Strategic Management", 2001.

Based on the company's sustainability reports and general research on the websites, please identify key stakeholder of LEGO and Dong Energy. Also, you should research how each company is addressing their stakeholders and what dialogue they have. Write down and bring to class.

- LEGO (http://cache.lego.com/downloads/info/SusReport_2007_UK.pdf and www.lego.com)
- IKEA (<http://193.108.42.168/repository/documents/1516.pdf> and <http://www.ikea-group.ikea.com/>)
- Dong Energy (http://www.dongenergy.com/NR/rdonlyres/71F04E86-176E-41F2-9D43-9F05470829D7/0/CSR_2007_UK_WEB.pdf and www.dongenergy.com)

Wednesday, June 18th

Session 4: The importance of stakeholder dialogue

Time and place: 8:30 - 10:00 AM in DIS 7-41

For this session, we will look more broadly at the issue of stakeholder dialogue and discuss Zadeck's different stages of CSR management.

Readings/ preparation/ assignments:

Read handout: Simon Zadeck: "The Path to Social Responsibility" from Harvard Business Review

Group assignment: who would be DIS' key stakeholders?

Based on readings and interviews with DIS staff and others, identify and map DIS' key stakeholders. What are the stakeholders' key demands and expectations of DIS in respect to CSR?

Thursday, June 19th

UNDERSTANDING STAKEHOLDER DEMANDS AND EXPECTATIONS – POLITICIANS AND INVESTORS

Session 5: Case study: Investors as stakeholders – when investors start considering ethical, environmental and social performance

Time and place: 8:30-10:00AM in DIS 41

Investors are often important stakeholders for most organisations, and therefore their demands are something that organisations listen to. In this session, we will work with how Danish investors approach the topic of CSR and use the opportunity to discuss the UN Principles for Responsible Investment.

Readings/ preparation/ assignments:

Read the UN Principles for Responsible Investment to be found at www.unpri.org

Read this Guardian article: <http://www.guardian.co.uk/money/2007/dec/08/pensioninvesting>

CSR in the NEWS - find at least 3 news articles related to CSR. Print, bring to class and be prepared to present.

Reflection assignment due

Session 6: Case study: The politicians as stakeholders – demands and expectations from the political system

Time and place: 2:00 - 4:30 PM at PwC, Strandvejen 44, 2900 Hellerup (take bus 14 from Nørreport)

* Guest speaker: Carsten Ingerslev, Erhvervs- og selskabsstyrelsen

The Scandinavian politicians are eager to push the CSR agenda, and are increasingly raising the bar for companies. Also, an increased attention on CSR from an EU level impacts the way that companies are faced with demands and expectations from the political system. The Danish Government has just released a new action plan for CSR, which we will learn more about today.

Friday, June 20th

UNDERSTANDING STAKEHOLDER DEMANDS AND EXPECTATIONS – NGOs AND CONSUMERS

Other central stakeholders to organisations are customers and NGOs. We will look at these stakeholders' demand and expectations starting with a case study from Save the Children and then a more general session dealing with the customer dialogue.

Session 7: Case study: Consumers as stakeholders – demands and expectations from the market

Time and place: 8:30 - 10:00 AM in DIS 7-41

An argument often heard in the CSR debate is that "the customer wants social and environmentally responsible products". But is it actually true?

Readings/ preparation/ assignments:

Handout TBA

Visit at least three shops or supermarkets in central Copenhagen. Ask the following questions plus your own questions:

- Where is this product produced?
- Under what conditions?
- What information can you give me about i.e. working conditions, environmental standards etc?
- Have anyone asked you this before?

Write down, bring to class and be ready to present

Session 8: Case study: Child Labour – demands and expectations from civil society

Time and place: 12:30 - 2:00 PM in DIS41

* Guest lecturer: Rasmus Juul Pedersen, expert on child labour

Save the Children has been very involved in pressuring companies and working with them to end the use of child labour in the third world.

Readings/ preparation/ assignments:

Read this *Big Business, Small Hands* (2000):

<http://www.redbarnet.dk/Default.aspx?ID=5417&M=Shop&PID=15339&ProductID=147>

Research this: *Child labour toolkit* (2006):

<http://www.redbarnet.dk/Default.aspx?ID=5417&M=Shop&PID=15339&ProductID=767>

Watch this: <http://www.ilo.org/public/english/bureau/inf/wdacl/english.htm>

WEEK 2

Monday, June 23rd

REPORTING AND STAKEHOLDER DIALOGUE

Session 9: Understanding non-financial reporting

Time and place: 8:30 - 10:00 AM at DIS 7-41

Many companies now report on non-financial data. In this session, we will learn how to read and understand what such a report is actually saying. Reporting is not just reporting – we will look at some of the more ambitious reports to learn from the best in class. Also, we'll discuss the role of assurance - whether provided by an audit firm or by stakeholder panels.

Readings/ preparation/ assignments:

Also, the Swedish government has launch a requirement for state-owned companies to report according to the GRI standard. Please read this:

<http://www.regeringen.se/content/1/c6/09/35/06/453ac39d.pdf>

Research the Global Reporting Initiative:

<http://www.globalreporting.org/ReportingFramework/ReportingFrameworkOverview/>

Research the AA1000 Standard:

<http://www.accountability21.net/uploadedFiles/publications/Assurance%20Standard%20-%20Full%20Report.pdf>

Group work: Choose one of the following reports and answer the following questions:

- Who are identified as the main stakeholders?
- How is the company managing stakeholder dialogue with the identified stakeholders?
- What kind of policies do the company have on CSR?
- How well implemented are the policies?
- What kind of targets can you find in the report?
- How is the company reporting on these targets?
- What kind of assurance is given on the report?
- What are the three critical questions you'd ask if you were a journalist?
- Is it trustworthy information? Why? Why not?

Tuesday, June 24th

CSR AND THE SUPPLY CHAIN

A company is not only responsible for its own actions. Basically, a company is held responsible for actions within its *sphere of influence*, meaning also suppliers and sub-contactors. The reactions to NIKE's use of underpaid labour in South East Asia are a good example of this kind of stakeholder demands and expectations. However, we can find several examples of this within Scandinavia also.

Session 10: Responsible supply chain management

Time and place: 8:30 - 10:30 AM in DIS 7-41

* *Speaker: Bjørn von Würden, PricewaterhouseCoopers*

Fashion is one of the main export articles from Denmark – design is done here and production is done in China, Indonesia, Cambodia etc. Recently, the Danish fashion industry has realized that branding creates stakeholder demands and expectations – and this has resulted in a big scale initiative to ensure proper working conditions in the supply chain.

Readings/ preparation/ assignments:

Interview at least 3 Danes:

Do they think about where their clothes are produced?

Have they ever considered the working conditions and human rights conditions for textile workers in i.e. Asia?

Is it important to them how their clothes are produced? Why/ why not?

Also, think of other questions you might find relevant.

Write down (at least 600 words), reflecting on the results and bring to class.

Read handout: Supply chain management report

Session 11: Film and discussion: Black Gold - documentary on coffee production in Ethiopia

Time and place: 6:00 - 9:30 PM in DIS 7-41

We will watch the movie called Black Gold and afterwards we'll have a discussion with Anders Nash, who is an expert on fair trade.

SANDWICHES WILL BE PROVIDED!

Readings/ preparation/ assignments:

Film assignment: The assignment should be 2-3 pages, handed in print in two copies, and should cover the following questions:

- Explain briefly the main arguments presented in the film
- Based on readings and class discussions, how do you see the main arguments presented in the film? Discuss and evaluate.
- What are the counter arguments to what is presented in the film?

The more you manage to use readings and arguments from class in your assignment, the better. Try also to find opposing views to those presented.

Wednesday, June 25th

Session 12: Additional session

8:30 - 10:00 at DIS 7-41

Sustainable by design guest lecture

Session 13: FIELD STUDY TO SKANDIA

1:00 - 3:00 PM at Skandia - logistics TBA

* *Speaker: Vibeke Molin*

Thursday, June 26th

STUDY TOUR PREPARATION

Session 14: Study tour preparation

Time and place: 8:30 - 10:30 at DIS 7-41

Introduction and preparation for the study tour to Stockholm and Helsinki

Readings/ preparation/ assignments:

In groups of 2 or 3, you will be assigned a company or an organisation to research to prepare for the upcoming study tour. This research should be presented in class.

Session 15: Additional session

Time and place: 10:30 - 12:00 at DIS 7-41

**Guest lecturer and discussion by Human Sohajee, Foreningen Nydansker*

Diversity issues in Denmark - the challenge

Friday, June 27th – Thursday, July 3rd: STUDY TOUR TO SWEDEN AND FINLAND - see separate handout

Thursday, July 3rd

INTERNALIZING, DISCUSSING AND EVALUATING

Session 16: My response and my responsibility

Time and place: 9:00 - 11:00 AM in Helsinki

How will what I have learned affect my actions and my way of thinking?

How will I hold companies responsible when I get home?