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CORPORATE CITIZENSHIP

6-DAY SHORT COURSE



SCHOOL OF PUBLIC MANAGEMENT &
PLANNING
STELLENBOSCH UNIVERSITY

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This fifteen-credit short course is part of a module of the BPhil in Sustainable Development Planning and Management (SAQA Level Seven). As such, it is formally approved and quality controlled as required by the South African Qualification Authority (SAQA) and the Higher-Education Qualification Committee (HEQC).

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Introduction

Under the rubric of corporate citizenship or related terms, such as corporate social responsibility (CSR), corporations are facing increasing pressures to contribute to sustainable development, and many of them are trying to respond. This module will investigate the motives and manifestations of corporate citizenship, with special emphasis on developing country contexts, particularly South Africa. An overarching question is whether corporate citizenship reflects a genuine shift in attitudes and behaviour, or is it a veil for business as usual? Key themes include the following:

- Defining corporate citizenship
- Drivers for corporate citizenship and the corporate response
- The challenge and complexity of implementing corporate citizenship
- Corporate citizenship as discourse and controversy
- Partnerships and critical collaboration
- Social entrepreneurship
- Is corporate citizenship making a difference?
- The future of corporate citizenship

The seminar is presented at Masters level and is based on the Sustainability Institute's unique approach to interactive learning. In addition to discussions facilitated by the module leaders, case studies will be presented by additional contributors.

Module Context

Corporate citizenship is an inherently multi- and inter-disciplinary topic. Relevant fields include law, politics, ethics, psychology, economics, management, and sociology, amongst others. These disciplines bring different tools and perspectives to the study of corporate citizenship, including an emphasis on individual, organisational, or social levels of analysis. One objective of this module will be to appreciate this diversity and complexity within an overarching framework.

Furthermore, corporate citizenship is not purely a descriptive concept. Rather, it has important normative and instrumental characteristics, and it is controversial and disputed. A second objective of this module will be to consider these different perspectives on corporate citizenship, including also a more critical analysis of corporate citizenship as discourse.

The module also aims to develop an understanding of corporate citizenship in the context of developing countries. Common reference will be made to South Africa as an illustrative example. It will become apparent that the particular historical and social context plays a vital role in defining corporate citizenship at local and national levels.

Overall, the module aims to provide both a rigorous theoretical framework as well as practical tools for assessing corporate citizenship rhetoric and practice, be it from the point of view of business, government, or civil society.



Module Objectives & Outcomes

By the end of the module, students will:

- Understand the diversity and complexity of the motives, implementation challenges, and assessments of corporate citizenship initiatives, considering both optimistic and critical approaches, as well as the important role played by national and local contexts.
- Apply the concepts to past, existing, or proposed initiatives by business, either in terms of individual companies or collectively, as well as the role played by the public sector and civil society in promoting or criticising corporate citizenship initiatives.
- Have developed specific skills in identifying different motives for corporate citizenship initiatives, assessing implementation strategies and management processes established in different companies, conducting stakeholder analyses, and engaging diverse role-players and perspectives in debates surrounding corporate citizenship.
- Be able to make judgements regarding responsible business practice, ethical consumer choices, effective contributions to public policy, civil society advocacy, and personal actions and interactions related to open and constructive debate on the role of the private sector in sustainable development.

Literature

Prescribed Literature

Please read the following readings prior to the course. The readings are arranged in terms of their pertinence to the proposed themes and sessions in the preliminary programme (see below). Note that the programme is only meant as a rough guide and things change in accordance with the flow of the module. But the thematic clustering will also help you make sense of the readings and to appreciate the diversity of perspectives related to corporate citizenship.

Most of the readings listed below are included in this course pack, except those that you can access on the Internet (URL addresses are provided). In addition, the following article is an overview of the issues to be discussed in module and is provided separately:

Session Plans

Session 1: Introducing the concept of corporate citizenship, its challenge and complexity



Andriof, Jorg and McIntosh, Malcolm. 2001. Introduction- What Is Corporate Citizenship?' in Andriof, J & McIntosh, M., *Perspectives on Corporate Citizenship*. Greenleaf Publishing: United Kingdom. P13-24

- This is the introduction to a best selling compilation of essays by leading world authorities on what is meant by 'corporate citizenship'. This article not only introduces the book and the articles but also acts a guide to corporate citizenship issues and ideas.

Crane, Andrew & Matten, Dirk. 2004. *Business Ethics: A European perspective: managing corporate citizenship and sustainability in the age of globalization*. Oxford University Press: Oxford. (pp 37-74).

- This award-winning book by Crane and Matten provides an easily accessible academic link between issues in business ethics and corporate citizenship, and introduces ideas and concepts that will be referred during the week's programme.

Hamann, R., 2006. Can business make decisive contributions to development? Towards a research agenda on corporate citizenship and beyond. *Development Southern Africa*, 23(2): 175-195.

- This is an article that provides an overview of the increasingly widespread expectation that business can make decisive contributions to sustainable development under the banner of corporate citizenship, and it argues that such expectations need to be considered with caution. It suggests five overarching research questions on corporate citizenship, and these questions will also be used to guide the module.

McIntosh, M. Planethome. extract from *Something To Believe In: Creating trust in organizations: stories of transparency, accountability and governance*. Greenleaf Publishing: United Kingdom.

- In 1962 Rachel Carson published 'Silent Spring' which alerted the world to effects that the widespread use of industrial chemicals and their damaging effect of wildlife and our health. This article starts with that book and moves through references to Desmond Tutu, Barbara Ward and David Bohm to argue for a better understanding of the web of life – of the links between all things.

Session 2: Why corporate citizenship?

Henderson, D. 2005. The role of business in the World today. *Journal of Corporate Citizenship*, 17 Spring 2005. pp30-32

- For many years David Henderson has maintained that CSR is intellectually misconceived and irrelevant. This article is a short sharp blow at the CSR industry!

Holliday, C.O., Schmidheiny, S, and Watts, P., 2002. 'The Business Case for Sustainable Development' in *Walking the Talk, The Business Case for Sustainable Development*. Sheffield, UK: Greenleaf Publishing. Pp. 12-38.

- A key manifesto by big business representatives on why CC is important, it describes the so-called 'business case' for CC, or the idea that being responsible and caring is good for profits.



Clarkson, M.B.E., 1995. A stakeholder framework for analysing and evaluating corporate social performance. *Academy of Management Review*, 20(1): 92-117.

- One of the most important early articles on stakeholder theory as an approach to understanding CC-related issues. Don't worry too much about the difference between CC, CSR, and corporate social performance – we don't need to get sidetracked by some of those debates at this stage (they are a bit outdated, in any case).

Hoffman, A.J., 1999. Institutional evolution and change: environmentalism and the U.S. chemical industry. *Academy of Management Journal*, 42(4): 351-371.

- As far as the North American management literature is concerned, this is a key text on the emerging institutional view of CC. That is, to understand CC we need to consider the changing social and economic context in which companies operate.

Margolis, J.D. and Walsh, J.P., 2003. Misery Loves Companies: Rethinking Social Initiatives by Business. *Administrative Science Quarterly*, 48: 268-305.

- A good summary of the existing literature on CC-related issues, most of which has been in the North American management literature. The paper also argues that the business case cannot be taken for granted and that we need to approach CC in a more nuanced manner. This is a long paper and sometimes quite technical – try to focus your reading on the key argument.

Porter, M.E. and Kramer, M.R., 2006. Strategy & Society: The Link Between Competitive Advantage and Corporate Social Responsibility, *Harvard Business Review* (December 2006),

- This is an important recent paper by two well-known management scholars, arguing why a strategic approach to CSR can contribute to a firm's competitive advantage.

Roberts, J., 2003. The Manufacture of Corporate Social Responsibility. *Organization*, 10(2): 249-265.

- A good article highlighting the ethical view of CSR, focusing on the role of individuals within organisations. Like many ethical perspectives, it is quite critical of the instrumental 'business case' argument.

Session 3: Guest lecture / practitioner input and debate

Session 4: The evolving global framework: The UN Global Compact and other initiatives

McIntosh, M., Thomas, R., Leipziger, D., and Coleman, G., 2003. Linkages, Convergence and Change,' in *Living Corporate Citizenship: Strategic routes to socially responsible business*, FT Prentice Hall (pp. 87-123).

- This article looks at eight of the most developed and prominent voluntary corporate citizenship initiatives that have been developed over the last ten years in multistakeholder partnerships around the world. It compares and contrasts their derivations, their similarities and their differences.



McIntosh, M. 2004. Corporate Responsibility. The UN Global Compact, Complexity & Corporations. (pp1-8)

- This article traces the origins and history of the UN Global Compact and contextualises it within literature concerning complex systems and social network theory. It argues that most companies on signing up to the Compact did not fully understand the implications of what they were signing up to, and as a consequence have yet to fully implement the ten principles.

Ligteringen, E. and Zadek, S., 2005. The Future of Corporate Responsibility Codes, Standards and Frameworks, available via <http://www.accountability.org.uk/uploadstore/cms/docs/Landscape%20Paper.pdf>

- This is a very useful and concise comparison of the various corporate citizenship initiatives that are currently out there. In this sense it is similar to the reading by McIntosh et al “Linkages...” (see above), but this paper is very helpful in that it provides a comparative framework to interpret the interrelationship between the initiatives. Note that this paper is not part of the course pack, so I recommend you access it through the Internet – it is quite a short document.

GRI (Global Reporting Initiative), 2006. *The Global Reporting Initiative G3 Guidelines for Sustainability Reporting*. Den Hague: Global Reporting Initiative. Available via <http://www.globalreporting.org>

- Public reporting by companies on social, environmental, and economic issues – so-called sustainability reporting – is an increasingly important aspect of CC. The Global Reporting Initiative (GRI) is the key international benchmark for such reporting and the Guidelines will give you a good idea of what is currently expected of companies in terms of CC more broadly.

Session 5: The enabling framework for corporate citizenship: public policy, civil society, and partnerships

Fox, Tom. 2004. Corporate Social Responsibility and Development: In quest of an agenda. *Development*, 47:3, pp 29-36.

- This is a concise and useful discussion on how CSR needs to be more explicitly linked to the theory and practice of development, with greater emphasis on issues such as the role of public policy and the need to support small companies and the informal sector.



Hamann, R., Acutt, N., and Kapelus, P., 2003. Responsibility vs. Accountability? Interpreting the World Summit on Sustainable Development for a Synthesis Model of Corporate Citizenship. *Journal of Corporate Citizenship*, 9: 20-36.

- The argument between optimistic and critical views on corporate citizenship was particularly intense during the WSSD held in Johannesburg in 2002. This paper summarizes the debate and argues that a synthesis can be found between the opposing views on the role of business in sustainable development, with implications for the public sector and civil society.

Business Partners for Development, 2002. *Putting partnering to work: tri-sector partnership results and recommendations (1998–2001)*. London: Business Partners for Development. Available via <http://www.bpdweb.com/products.htm>

- Business Partners for Development (BPD) was a collaborative exercise involving large companies, the World Bank, DfID, Care International, and others. This document is an accessible summary of the project's findings – I think the first section will do.

Covey, J. and Brown, L.D., 2001. *Critical Cooperation: An Alternative Form of Civil Society - Business Engagement*. Boston: Institute for Development Research. Available via <http://www.jsi.com/idr/web%2oreports/pdf/17-1.pdf>

- Introduces the concept of critical cooperation, which is a useful way to chart a practical way between optimistic and critical views of corporate citizenship.

Fox, T., Ward, H., and Howard, B., 2002. *Public sector roles in strengthening corporate social responsibility: a baseline study*. Washington: The World Bank Corporate Social Responsibility Practice. Available via http://www.worldbank.org/wbi/corpgov/csr/econferences/publicpolicy/pdf/CSR_interior.pdf

- This is a more comprehensive discussion of some of the issues summarised in the reading by Fox listed above. It is a very good summary of the role of the public sector in driving corporate citizenship, with many useful and accessible case studies – well worth getting off the Internet.

Session 6: Guest lecture / practitioner input and debate

Session 7: The challenge of implementing corporate citizenship

McIntosh, M., 2003. 'The Ecology of Corporate Citizenship' in *Raising A Ladder To The Moon: The Complexities of Corporate Social and Environmental Responsibility*, Palgrave Macmillan, pp. 27-71. (*)

- An accessible and thought-provoking piece, it links many different strands and issues, and it also includes a case study of Unilever.

McIntosh, M. 2003. The ecology of Corporate Citizenship. In McIntosh, M. *Raising a ladder to the Moon: The complexities of Corporate Social and Environmental Responsibility*. Palgrave Macmillan: New York. (Chapter 2)



- Using a number of corporate examples, including Unilever and McAfrica, this article moves from some of the theory on corporate citizenship, to ask questions about the world of brands today and how people live their daily lives. Some of it is tongue in cheek, but all of it is serious. How much does the world spend on ice cream every year? How much needs to be spent on clean water globally? How many sales does Unilever make every day?

Session 8: Critiques of corporate citizenship

Christian Aid, 2004. *Behind the Mask: The Real Face of Corporate Social Responsibility* (Executive summary). Available via <http://www.christian-aid.org.uk/indepth/0401csr>

- This is the three-page summary of an influential and controversial report summarizing some of the more critical NGOs' concerns about the CC or CSR discourse. It is well worth having a look at the full report, which includes case studies on Shell in Nigeria, BAT in Kenya, and Coca Cola in India (via the website).

Levy, D.E., 1997. Environmental management as political sustainability. *Organization & Environment*, 10(2): 126-147.

- One of the first articles to provide a theoretically-grounded, critical view of CC-related issues (focusing on environmental management). It provides a theoretical framework for critical views on CC, such as the Christian Aid report referred to above.

Note that the reading Hamann, Acutt, and Kapelus under session 5 is also pertinent here.

Session 9: Guest lecture / practitioner input and debate

Session 10: Corporate citizenship in South Africa: Implications of history and the current context

Hamann, R, Agbazue, T, Kapelus, P & Hein, A. 2005. Universalizing Corporate Social Responsibility? South African challenges to the international organization for standardization's new social responsibility standard. *Business and Society Review*. 110:1 pp1-19.

- This paper discusses some of the things that are particular to South Africa and which need to be borne in mind when defining, implementing, or facilitating corporate citizenship initiatives. These things include South Africa's unique history of apartheid, poverty and inequality, lingering distrust between social groups, and a particularly important role for the government.

Fig, D., 2005. Manufacturing amnesia: Corporate Social Responsibility in South Africa. *International Affairs*, 81(3): 599-617.

- This article provides a critical view of how the discourse on CSR has evolved in South Africa, emphasizing a political economy framework of analysis.

Malan, D., 2005. Corporate Citizens, Colonialists, Tourists or Activists? Ethical Challenges Facing South African Corporations in Africa. *Journal of Corporate Citizenship*, 18: 49-60.



- South African companies are amongst the most prominent investors in Africa, but the impact of these investments is variable. This article considers the role of South African companies in Africa in some detail, emphasising an ethical approach.

Visser, W., 2005. Corporate Citizenship in South Africa: A Review of Progress since Democracy. *Journal of Corporate Citizenship*, 18: 29-38.

- This article is an overview of the emergence of corporate citizenship in South Africa since 1994. It provides a generally more optimistic view of things than the article by David Fig.

Session 11: Corporate citizenship in mining in the Rustenburg area

Hamann, R. 2004. Corporate social responsibility partnerships, and institutional change: The case of mining companies in South Africa. *Natural Resources Forum*, 28, pp278-290.

- This paper summarises the outcomes of Ralph's PhD research on corporate citizenship in the mining sector in the area surrounding the town of Rustenburg. It argues for an institutional view of corporate citizenship (see the paper by Hoffman in this list of readings) and that the recent shift from patronising forms of corporate citizenship to more integrated forms is primarily due to South Africa's democratic transition, supported by international developments.

Session 12: Guest lecture / practitioner input and debate

Session 13 & 14: Corporate citizenship prospects for the future

Evans, Roger Warren. 2003. The Rise of The Abroids. In Shah, R, Murphy, D & McIntosh, M. (eds.), *Something To Believe In: Creating trust in organizations: stories of transparency, accountability an governance*. Greenleaf Publishing: United Kingdom. (pp98-103)

- It is possible to argue that October 1856 was the date when 'the corporation' was foisted on the world by the British parliament as it is from this date that most other models of incorporation are derived. Evans, a commercial barrister, argues that we must think again about this organisational structure that dominates the planet, and that is human made.

White, L. A., 2004. Lost in Translation? The future of corporate social responsibility. *Journal of Corporate Citizenship*, 16: 19-24.

- This article makes the important argument that the corporate citizenship discourse is perhaps too preoccupied with changing things that are not fundamental to business. Similar to the chapter by Evans, this article argues that the core elements of business, such as its legal incorporation, need to be looked at much more carefully, and that this represents the future of corporate citizenship!

Empire Hardt and Negri, Harvard (2000). Preface pps xi- xvii and Chapter 1.1 pps 3-21.

- This short extract is from two authoritative postmodern Marxist authors wh0 help us by seeing the world from a new perspective.

Note that most of the previous articles on complexity and corporate citizenship are likely to be pertinent here as well!



Session 15: Guest lecture / practitioner input, debate, and tour

Supplementary Literature

Useful websites:

(South Africa)

African Institute of Corporate Citizenship – the AICC has been an important organisation pushing the concept of CC in (South) Africa: <http://www.aiccafrica.org>

The Good Corporate Citizen – a prominent South African publication on CC, this includes some good material on how CC is defined in the South African context: <http://www.corporatecitizenship.co.za>

The JSE Socially Responsible Investment Index – this is the first CC related stock exchange index in the developing world: <http://www.jse.co.za> (click on JSE initiatives, then on Socially Responsible Investment Index)

GroundWork – this is a prominent corporate accountability advocacy organisation in South Africa: <http://www.groundwork.org.za>

(General)

The United Nations Global Compact – a prominent initiative by the UN General Secretary to improve environmental, social, and labour practices of big business: <http://www.unglobalcompact.org>

The Global Reporting Initiative – the key benchmark for corporate reporting on social, environmental, and economic issues: <http://www.globalreporting.org>

WBCSD – The World Business Council on Sustainable Development <http://www.wbcsd.ch> – there's lots and lots here, including the chapter in *Walking the Talk* (see above), as well as dedicated reports on CSR (click on 'corporate responsibility' under cross-cutting themes)

The Social Issues in Management division of the Academy of Management (mostly North America based): <http://www.pitt.edu/~rorst6/sim/SIMmain.htm>

Business Social Responsibility: a prominent US-based association and consultancy: <http://www.bsr.org>

Business in the Community, one of the first business associations for CC-related issues, based in the UK: <http://www.bitc.org.uk>

Ethical Corporation, another prominent UK-based website, with lots of good CC-related news: <http://www.ethicalcorporation.com>



Tri-sector partnerships in mining – this has been an interesting project on the feasibility of partnerships between companies, government, and civil society organisations: <http://www.bpd-naturalresources.org>

UNRISD website – this includes some useful research reports, generally with a more critical bent: <http://www.unrisd.org> (click on ‘corporate responsibility’ and then ‘business responsibility for sustainable development’)

The World Bank Institute programme on CSR: <http://www.worldbank.org/wbi/corpgov/csr> (this site also includes one of the papers listed above)

The UK government has a minister for CSR (in the Department of Trade and Industry) and its CSR website is www.societyandbusiness.gov.uk

In addition to the above, almost every large international corporation has a dedicated webpage on CC (or related terms such as corporate social responsibility or sustainable development). You can find corporate webpages easily via Google. Have a look at companies prominent in Africa, such as mining companies Anglo American and BHP Billiton, drink companies Coca Cola and SAB Miller, tobacco company British American Tobacco (which has just published its new CSR report), and financial institutions like the International Finance Corporation.



Performance Assessment

Assessment

Assessment will be based on the following:

- **Assignment:** this should not be less than 3000 words and not more than 5000. The assignment topic has been provided above. Participants may also submit proposals for a different kind of assignment that may fit more closely with the knowledge and experiential background of the participant. Assignment proposals need to be approved by the module convenor. (Please note that this approval will be based on whether in the opinion of the module convenor the proposal is on a par with the competency level of the rest of the group.) The purpose of the assignment is for the participant to synthesize in a written form new knowledge and experience derived from reading, classroom work, community work, and the group project. It is essential that the assignment is more than just the summary of the readings. The assignment must demonstrate that you have something specific to say, and that you have said it clearly and logically. The following criteria will be used to assess each assignment:
 - Has a significant body of literature been read and understood?
 - Is there a coherent and logical argument?
 - Is there an introduction and conclusion that introduces at the start and ties up at the end what the essay is all about?
 - Has the writer brought herself/himself into the story?
 - Is the mode of expression acceptable, with special reference to grammar, spelling and syntax?
 - Has the work been presented in accordance with the requirements? I.e. typed, properly referenced footnotes or endnotes, cover page with title and name and student number, stapled on the top left hand side (no plastic covers or bindings please), and if sent by email, also submitted in hard copy (via the post if necessary)
- **Group Project:** although clear guidance will be given at the start of the module on how this will be organised, suffice it to say here that this will involve working in pre-assigned groups on a presentation to the wider group that will take place on Saturday morning. This kind of group work normally involves group discussions, task assignment to members of the group via group discussion, compilation of an integrated presentation based on the work done by each member, and then the presentation by one or more members of the group (quite often using Powerpoint or the overhead projector or posters or a combination of different kinds of media).



- **Journal:** the journal should contain summaries of readings, plus a section for reflective personal comments on your learning experiences during formal teaching sessions, Group Work, and practical work.

A total mark out of 100 will be allocated, broken down as follows:

- Individual Assignment A (literature review): 25%
- Individual Assignment B (Application): 25%
- Group Assignment: 25%
- Class Test: 10%
- Journal: 15%

Module Contents

Group Project

Working in groups, course participants will be required to formulate and present a group project on Saturday morning. Guidelines for how to go about this will be presented at the start of the week, and time will be allocated during the week for group work and discussion.

Written Work

Written work will consist of an essay of between 3000 and 5000 words.

Proposed essay topics:

- 1) Does the corporate citizenship discourse represent a sincere attempt by business to contribute to sustainable development, or is it primarily about maintaining business as usual? What are the implications for companies, the state, and civil society organisations? OR
- 2) Are current corporate citizenship efforts making a difference in a transition to sustainability? What are the implications for companies, the state, and civil society organisations?

If you would like to suggest an alternative topic, please speak to the module leaders.

Your essay should refer to the literature (many of the readings are relevant) and you may want to make use of lecture material or case studies presented during the module. The use of personal experiences or views is encouraged, and the essay ought to reflect the particular background of the participant. For instance, your essay could include an organisational strategy for dealing with corporate citizenship in Africa, be it a company, government organisation, or NGO.



Schedule

General

The following general comments may be relevant:

- The dress style at the Institute is strictly informal at all times, and no formal dress will be required for any functions, meals or outings.
- Community work will be done in the mornings before class.
- All teaching and discussion will be conducted in English, but assignments can be written either in English or Afrikaans.
- There is a small library at the Institute that contains a limited collection of books for overnight use. Copies of most of the supplementary readings are available from Ms Jennifer Saunders (Tel no 021- 808 2151) to be copied yourself. However, all registered University students also have access to all the libraries at the University of Stellenbosch (which includes e-journals, which are accessible anywhere on the university network).
- Everyone is encouraged to bring computers with them if they have them. Telephone access and fast and efficient online access to the web will be available at the University campus and the Institute,
- Meals and accommodation are available on site at the Sustainability Institute at Lynedoch. Lunch-time meals and teas are provided for a basic charge during the course.

COURSE OUTLINE

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Key themes:	INTRODUCTION	CONTEXTS & DRIVERS	CHALLENGES & CRITIQUE	THE SOUTH AFRICAN EXPERIENCE	PROSPECTS	GROUP PRESENTATIONS
7.00-8.00	Breakfast	Breakfast	Breakfast	Breakfast	Breakfast	Breakfast
7.30-8.00	Optional meditation	Optional meditation	Optional meditation	Guided meditation	Optional meditation	Optional meditation
8.00-9.00	Introductions	Community Work	Community Work	Community Work	Community Work	
9.00-9.30	Continued	Break & prepare for class	Break & prepare for class	Break & prepare for class	Break & prepare for class	Start Group Presentations
9.30-11.00	1) Introducing perspectives on corporate citizenship (RH)	4) Critiques of CC (including video 'The Corporation') (RH)	7) The challenge of implementing CC (MM)	10) Case study of CC in mining in the Rustenburg area, including role play (RH)	13) Is CC making a difference? (RH)	Group Presentations
11.00-11.15	Break	Break	Break	Break	Break	Break



11.15-13.00	2) Perspectives on CC contd. (MM)	5) The evolving global framework: The UN Global Compact and other initiatives (MM)	8) CC in the South African context (RH)	11) Innovative business models (RH)	14) CC prospects for the future (MM)	Group Presentations
13.00-14.00	Lunch	Lunch	Lunch	Lunch	Lunch	Farewells
14.00-16.00	Group Work	Group Work	Group Work	Group Work	Group Work	
16.00-17.30 (Guest lectures)	3) Sustainability reporting by South African companies – guest lecture by Jonathan Hanks	6) Critique of corporate citizenship - guest lecture by Ardiel Soeker	9) The case of AngloPlatinum – guest lecture by Steven Bullock	12) Social entrepreneurship – guest lecture by Mark Swilling	15) Guest lecture / tour with Tanner Metvin, Spier Estate	

- **Key to facilitators:** Note that Malcolm McIntosh and Ralph Hamman will be co-teaching throughout the module – the indicated facilitator is merely the lead in that particular session. MM: Malcolm McIntosh; RH: Ralph Hamann

