

**HØGSKOLEN
I VESTFOLD**

Study Plan

In cooperation with Kulturstudier

Adapted study program with study abroad

Content:

- Corporate Social Responsibility

Adapted study program with study abroad

Content

Module	Study credits	Place of study
Corporate Social Responsibility	30	Buenos Aires, Argentina

Background

The proliferation of the concept of Corporate Social Responsibility (CSR) represents one of the most significant trends in business management and governance over the past decades. It has gained steady momentum in national and international public policy, and is increasingly adopted as a benchmark for good business practice by the private sector worldwide. While the traditional notion of corporate responsibility was limited to regulatory compliance and the generation of profits, companies are now expected to address a much wider range of responsibilities, and to mainstream social, ethical and environmental concerns into their core business operations.

This course provides a comprehensive overview of the CSR debate, and gives the student a thorough understanding of how to integrate CSR into corporate strategies, decision-making and management, to add both financial and non-financial value to the company and society in which it operates. CSR is taught through an interdisciplinary social science/humanistic approach.

Purpose

Knowledge and understanding

- Understand worldwide consumerism, economic and social development, the spread of multinational corporations, and business ethics.
- Well understand the concept of CSR as it can be applied in an international and national context and understand how CSR can contribute to sustainable development

Skills and abilities

- Explore the nature of CSR in an international and global environment as well as identify and explain CSR problems, techniques and strategies needed to apply CSR concepts.
- Identify the steps involved in building and evaluating a CSR-strategy, describe those strategic elements as well as be able to design and implement CSR strategies in a global environment
- Access and effectively utilize sources of data and information necessary to complete CSR analyses

Judgment and approach

- Understand the principles of CSR and explain the impact these have on the economic, social/cultural, legal/political and regulatory environment

Target groups

All students studying social, humanistic or economic sciences on bachelor level.

Admission requirements

Applicants must be eligible for university admission.

Form of study

The course lasts for 20 weeks starting with a 5 week self study period, then 12 weeks teaching in Buenos Aires and finally a 3 week home exam. The course activities (lectures, discussions, seminars, excursions, assignments, examination) as well as the literature are all in English. The first part of the course is a 5 week self study period, after which the students arrive in Buenos Aires to attend the regular course. During the 12 weeks in Buenos Aires there will be lectures, seminars and group work

on weekdays, in addition to excursions. 30 two-hour lectures will cover the curriculum. A permanent seminar teacher will hold approximately 10 seminars during the twelve weeks in Buenos Aires. The seminars are primarily a forum where students take part in discussions of their own work.

Evaluation

Work requirements

The following work requirement must be met before the examination may be sat:

Introductory assignment

This is a paper of approx. 1800 words (+/- 10%) / approx. 4-5 pages, where students must demonstrate good understanding of the key concepts introduced in the introductory part. At this stage, all communication between student and teachers is based on e-mail. The paper is to be submitted through e-mail before students go to Buenos Aires. It will be assessed within the following week and is evaluated Passed/Not Passed.

Work requirements must be met within fixed deadlines. Work requirements must be met also by students with valid absence from classes documented by medical certificate. Students who are prevented from meeting the work requirements within the fixed deadlines due to illness or other valid and documented reasons, may be given a new deadline. A new deadline is in each case given by the course teacher.

Work requirements are evaluated Passed/Not Passed. Students, who submit their work requirements within the set deadline but fail to pass, are entitled to a maximum of two new attempts to fulfil the course requirements. A new deadline for meeting the work requirements is in each individual case given by the teacher of the course in question.

Examinations

Group examination and individual home examination

At the beginning of their stay in Buenos Aires, the students form groups of 3-5 persons. The purposes of these groups are to work on current topics from the lectures and literature, and to complete the group examination. There will be a seminar on how to write papers, in which the seminar teacher will suggest topics of relevance. The seminar teacher is instrumental in forming the groups and supervising them during the writing process.

The group examination is linked to the topics of the course as a whole. This is a paper on a topic of each group's own choosing, of approx. 10 800 words (+/- 10%) / approx. 25-30 pages, which the students write in groups during their stay. Here, they shall combine perspectives from the literature and lectures, preferably link up with empirical cases from the region, while drawing on literature that the group finds relevant. The group examination is given a mark (A-F) counting 40% of the final result.

Individual home examination, i.e. an essay of approx. 4400 words (+/- 10%) / approx. 10-12 pages, where students shall prove their analytical skills and understanding in the discussion of a given topic. The individual home examination is given a mark (A-F) counting 60% of the final result.

Final Assessment

The students' academic performance is assessed on the basis of the group examination and the individual home examination (see above).

The student will be awarded a composite grade where the group examination counts 40% and the individual home examination counts 60% of the final mark. Grades are given according to a scale ranging from A (outstanding) to F (not approved).

One internal examiner conducts the assessment of the group examination, while one internal and one external examiner assess the individual home examination.

Grading Scale

Grading scale will be according to the ECTS-grading scale, with A-E as pass grades and F as fail grade.

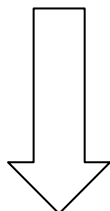
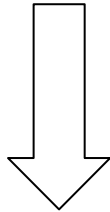
Academic responsibility for the course

Vestfold University College, Department of Social Science in cooperation with Kulturstudier

Enclosed

Course description

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Course Description

Corporate Social Responsibility

Extent

30 ECTS credits.

Target groups

All students studying social, humanistic or economic sciences on bachelor level.

Admission requirements

Applicants must be eligible for university admission.

Learning objectives

Knowledge and understanding

- Understand worldwide consumerism, economic and social development, the spread of multinational corporations, and business ethics.
- Well understand the concept of CSR as it can be applied in an international and national context and understand how CSR can contribute to sustainable development

Skills and abilities

- Explore the nature of CSR in an international and global environment as well as identify and explain CSR problems, techniques and strategies needed to apply CSR concepts.
- Identify the steps involved in building and evaluating a CSR-strategy, describe those strategic elements as well as be able to design and implement CSR strategies in a global environment
- Access and effectively utilize sources of data and information necessary to complete CSR analyses

Judgment and approach

- Understand the principles of CSR and explain the impact these have on the economic, social/cultural, legal/political and regulatory environment

Content

The course is divided into 4 main sections. The first section looks at the development of CSR within a broader socio-economic and political context. It will examine different approaches to understanding CSR, why it has developed into an influential concept in both business management and public governance, and what role it can play in the pursuit of sustainable development.

The subsequent sections take a more practical and applied approach, to provide the students with the knowledge and tools needed to work with CSR. Here students will learn how to integrate CSR into business management, identify strategic challenges, develop skills and tools for implementing policies, measure the impact of CSR performance, and to communicate effectively with stakeholders.

The course will consider how CSR can contribute to sustainable development, by promoting company reputation and legitimacy, eco-efficiency, workplace productivity, mitigation of costs and risks associated with environmentally degrading practices, and attract capital investments.

1. The Role of Corporate Social Responsibility in Governance for Sustainable Development

This section aims to give the student a thorough understanding of the societal context in which the concept of corporate social responsibility has emerged. In so doing, it will debate different approaches to understanding CSR, and examine various political and socio-economic drivers for the increasing proliferation of CSR related activities. It will also review the development of CSR governance initiatives, and evaluate the limits and potentials of CSR as a device for promoting sustainable development.

The section is organized around the following key themes:

- Governance for Sustainable Development and the Role of Business.
Globalization, environmentalism and sustainable development
The role of business
- The Origin and Evolution of Corporate Social Responsibility. A definitional debate of the CSR concept.
- The Public Policy and Governance case for CSR. Examining CSR as a means of meeting the challenges posed by changing governance and socio-economic structures, including globalisation, governance gaps, poverty and environmental degradation
- The Business Case for CSR: A Review of the Main Theoretical Arguments.
- The Stakeholder Approach for CSR: Strategic Focus and Practice.

2. Applying Corporate Social Responsibility

This section will consider key arenas where the philosophy and practice of CSR can be meaningfully applied. It will examine specific fields of practice in which the interests of particular stakeholder groups can be usefully considered.

- CSR, Development and Human Rights. An examination of the role of CSR in poverty reduction and the promotion of human rights.
- CSR and the Environment. An examination of corporate environmentalism and the greening of industry.
- CSR in the Community.
- CSR and competitiveness.
- Responsible Consumption and Fair Trade.
- Ethical & Responsible investment.

3. CSR: The southern and northern context

In this section we will examine the way in which CSR is being managed within companies, comparing the experiences of different countries, industries and regions, and also identifying the common lessons.

- CSR in Argentina and Latin America.
- CSR in the North.
- Institutionalizing CSR - International Voluntary Initiatives and Codes of Conduct
The development, role and impact of voluntary regulation through international initiatives and codes of conduct.
- Managing corporate community investment.

4. CSR Management

This section of the course provides the knowledge for managing and integrating CSR effectively throughout the organization. It examines how specific organizations manage their CSR activities internally and offers practical suggestions for overcoming the accompanying challenges.

The course provides a framework that will help students understand the different ways in which CSR can be managed effectively and integrated organization-wide. How do specific organizations manage their CSR activities internally?

- Managing, measuring and reporting economic, social and environmental impact.
- Sustainability Report.
- CSR Indexes: Major European and Latin American CSR indicators (Global Reporting Initiative Index, the Social Index designed by the Copenhagen Center in Denmark; the Social Accountability 8000; index from the Ethos Institute in Brasil and Acción Empresarial used in Chile among others).
- Corporate volunteering. Concept evolution. Examples of good practices.
- Corporate Social responsibility in global supply chains.
- CSR & Communication.

Organisation and requirements

The course last for 20 weeks starting with a 5 week self study period, then 12 weeks teaching in Buenos Aires and finally a 3 week home exam. As part of the course, students complete two compulsory assignments, and have one home exam. The Study Guide of the course will give detail about deadlines of the course.

First, there is an introductory assignment. This is a paper of c. 1800 words (+/- 10%) / approx. 4-5 pages, where students must demonstrate good understanding of the key concepts introduced in the introductory part. At this stage, all communication between student and teachers is based on e-mail. The paper is to be submitted through e-mail before students go to Argentina. It will be assessed within the following week and must pass as “Approved”.

Second, there is a group assignment linked to the topics of the course as a whole. This is a paper of 10 800 words (+/- 10%) / approx. 25-30 pages, which the students write in groups (3-5 persons) during their stay in Argentina. Here, they shall combine perspectives from the literature and lectures, preferably link up with empirical cases from the region of Latin America while drawing on literature of group choice. The group assignment is given a mark (A-F) counting 40% of the final result.

Third, there is an individual home examination, an essay of 4400 words (+/- 10%) / approx. 10-12 pages, where students must show analytical skills and understanding of a given subject. The essay is to be submitted through e-mail. The individual home exam is given a mark (A-F) counting 60% of the final result.

At the beginning of their stay in Buenos Aires the students form groups of 3-5 persons. The purpose of these groups is both for them to work on current topics from the lectures and literature, and to fulfil the group assignments. The seminar teacher of the course is instrumental in forming the groups.

There will be a seminar on how to write papers. Here the teacher will also suggest topics of relevance. In addition, each group will be given supervision.

All course activities, including lectures, seminars, assignments, required readings and examination, are in English. The length of the teaching period for the course is 12 weeks, during which 30 two-hour lectures will held by different teachers. One permanent teacher will monitor and assist the students in their progression throughout the course, and lead a series of 10 seminars in which students can discuss their own work.

Mandatory work

Introductory Assignment: This is a paper of approx. 1800 words (+/- 10%) / approx. 4-5 pages, where students must demonstrate good understanding of the key concepts introduced in the introductory part. At this stage, all communication between student and teachers is based on e-mail. The paper is to be submitted through e-mail before students go to Buenos Aires. It will be assessed within the following week and is evaluated Passed/Not Passed.

Work requirements must be met within fixed deadlines. Work requirements must be met also by students with valid absence from classes documented by medical certificate. Students, who are prevented from meeting the work requirements within the fixed deadlines due to illness or other valid

and documented reasons, may be given a new deadline. A new deadline is in each case given by the seminar teacher.

Work requirements are evaluated Passed/Not Passed. Students, who submit their work requirements within the set deadline but fail to pass, are entitled to a maximum of two new attempts to fulfil the course requirements. A new deadline for meeting the work requirements is in each individual case given by the teacher of the course in question.

Assessment and exams

Group examination and individual home examination

At the beginning of their stay in Buenos Aires, the students form groups of 3-5 persons. The purposes of these groups are to work on current topics from the lectures and literature, and to complete the group examination. There will be a seminar on how to write papers, in which the seminar teacher will suggest topics of relevance. The seminar teacher is instrumental in forming the groups and supervising them during the writing process.

- **The group examination** is linked to the topics of the course as a whole. This is a paper on a topic of each group's own choosing, of approx. 10 800 words (+/- 10%) / approx. 25-30 pages, which the students write in groups during their stay. Here, they shall combine perspectives from the literature and lectures, preferably link up with empirical cases from the region, while drawing on literature that the group finds relevant. The group examination is given a mark (A-F) counting 40% of the final result.
- **Individual home examination**, an essay of approx. 4400 words (+/- 10%)/ approx. 10-12 pages, where students shall prove their analytical skills and understanding in the discussion of a given topic. The individual home examination is given a mark (A-F) counting 60% of the final result.

Final Assessment

The students' academic performance is assessed on the basis of the group examination and the individual home examination (see above).

The student will be awarded a composite grade where the group examination counts 40% and the individual home examination counts 60% of the final mark. Grades are given according to a scale ranging from A (outstanding) to F (not approved).

Grading Scale

Grading scale will be according to the ECTS-grading scale, with A-E as pass grades and F as fail grade.

Reading list

The reading list comprises 2000 pages of which 200 pages are of the student's own choice (must be approved by the teacher). 1800 pages are divided between the four parts.

PART 1. The Role of Corporate Social Responsibility in Governance for Sustainable Development

Blowfield, M. and Murray A. (2008): "Chapter 1 & 5: Introducing corporate responsibility. The business case for corporate responsibility". Corporate Responsibility - a critical introduction. Oxford: Oxford University Press

Lafferty, W. and O. Langhelle (1999). "Sustainable Development as Concept and Norm". Towards Sustainable Development: ON the Goals of Development and the Conditions for Sustainability. W. Lafferty and O. Langhelle, MacMillan Press Ltd.

Vogel, D. (2005). CH 1 & 2. The Market for Virtue. The Potential and Limits of Corporate Social Responsibility. Washington, Brookings.

Ruggie, J. G. (2003). "Taking Embedded Liberalism Global: The Corporate Connection." In: David Held and Mathias Koenig-Archibugi (eds.) Taming Globalization: Frontiers of Governance. Cambridge, Polity Press.

Fuchs, D. and M. M. L. Lederer (2007). "The Power of Business." Business and Politics 9(3): 1-17.

Hirschland, M. J. (2006). Corporate Social Responsibility and the Shaping of Global Public Policy. New York: Palgrave MacMilan.

Clapp, J. (2005). "Global Environmental Governance for Corporate Responsibility and Accountability." Global Environmental Politics 5(3).

Pattberg, P. (2006). "The Influence of Global Business Regulation: Beyond Good Corporate Conduct'." Business and Society Review 113(3): 241-268.

Bendell, J. (2000). Civil regulation: a new form of democratic governance for the global economy? In: Jim Bendell (ed.) Terms for Endearment. Business, NGOs and Sustainable Development. Sheffield: Greenleaf Publishing.

Elkington, J. and S. Fennell (2000). "Partners for sustainability." In: Jim Bendell (ed.) Terms for endearment. Business, NGOs and sustainable development. Sheffield: Greenleaf Publishing.

Fox, T., H. Ward, et al. (2002). Public Sector Roles in Strengthening Corporate Social Responsibility: A Baseline Study. T. W. Bank. Washington: The World Bank.

Moon, J. and D. Vogel (2008). "Corporate Social Responsibility, Government and Civil Society." In: Andrew Crane, Abigail McWilliams, Dirk Matten, and Jeremy Moon, The Oxford Handbook of Corporate Social Responsibility. Oxford: Oxford University Press.

Bull, B. and D. McNeill (2007): "The Rise of Public-Private Partnerships in the Multilateral System." In: Development Issues in Global Governance. Public Private Partnerships and Market Multilateralism. New York: Routledge

Maignan, I. and D. Ralston (2002). "Corporate Social Responsibility in Europe and the U.S.: Insights from Businesses' Self-presentation." Journal of International Business Studies 33(3): 498-514.

Matten, D. and J. Moon (2008). ""Implicit" and "Explicit" CSR: A conceptual framework for a comparative understanding of corporate social responsibility." Academy of Management Review 33(2): 404-424.

Gjølborg, M. (2009): Measuring the Immeasurable? Constructing an Index of CSR Practices and CSR Performance in 20 Countries. Scandinavian Journal of Management. In Press

Blowfield, M. (2005). "Corporate Social Responsibility - The Failing Discipline and Why it Matters to International Relations." International Relations 19(2): 173-191.

Riechter, J. (2002). "Codes in Context TNC Regulation in an Era of Dialogues and Partnerships". Briefing 26: TNC Regulation, Dialogues and Partnerships. T. C. House. Dorset.

Utting, P. (2000). “Business Responsibility for Sustainable Development.” UNRISD Discussion Papers. Geneva, UNRISD.

Friedman, M. (1970): “The Social Responsibility of Business is to increase its Profits.” New York Times Magazine. September 1970

BITC and Arthur D. Little (2003) “The Business Case for Corporate Responsibility” London. http://www.bitc.org.uk/resources/publications/cr_business_case.html

Vogel, D. (2005). Ch. 2: “Is there a Business Case for Virtue?” The Market for Virtue. The Potential and Limits of Corporate Social Responsibility. Washington, Brookings.

Kurucz, E., B. Colbert, et al. (2008). “The Business Case for Corporate Social Responsibility”. The Oxford Handbook of Corporate Social Responsibility. A. Crane, A. McWilliams, D. Matten, J. Moon and D. Siegel. Oxford, Oxford University Press.

PART 2. Applying Corporate Social Responsibility

Limerick County Council, Clare County Council, Kerry County Council, (2007) Waste Prevention Guide for Industry & Business Race Against Waste. Clean Technology Centre and Limerick Clare Kerry Regional Waste Management Office. pp. 3-16 (13p.)

ENVIRONMENTAL PROTECTION AGENCY, (2007) ERTDI Programme 2000 – 2006, Phase 2, Study: Investigation into why existing environmental technologies are underused 2005- ET- DS- 19-M3, FINAL REPORT, ERTDI Desk Study, Clean Technology Centre, Cork Institute of Technology, January 2007, www.epa.ie, Environmental Protection Agency 2007, 2-3 y 29-56. (29 p)

UNEP, (2007). Life Cycle Management. A Business Guide to Sustainability. 10-21, (11p)

Sawin, Janet L. (2008) The coming energy revolution, People and the Planet 2000-2008. <http://peopleandplanet.net/doc.php?id=522>, Posted: 04 Jan 2008, pp. 1-10. (9p)

Cici, C. and Ranghieri F. (2008). “Recommended actions to foster the adoption of Corporate Social Responsibility (CSR) practices in Small and Medium Enterprises (SMEs)”, Inter-American Development Bank, RGA (Environment and Corporate Social Responsibility) Editors: Estrella Peinado-Vara and Gabriela de la Garza, pp. 9-27 (18p)

MERN (MINING & ENVIRONMENT RESEARCH NETWORK), (1998) Corporate Social Responsibility and the Mining Industry, Presentation to Euromines, Professor Alyson Warhurst International Centre for the Environment, Mining and Environment Research Network, School of Management University of Bath, United Kingdom. pp. 1-14, (13p)

USAID, (2002) Environmental Management System ISO 14001 In Hotel Industry, Clean Technology Initiative, Development Alternatives, pp. 5-16 (9p)

Rehan, R, M. Nehdi and S.P. Simonovic. (2005) Can. J. Civ. Eng. 32: 99–113 (2005), Policy making for greening the concrete industry in Canada: a systems thinking approach, Department of Civil and Environmental Engineering, The University of Western Ontario, 1151 Richmond Street, London, ON N6A 5B9, Canada. pp. 100-105. (4p)

WWF International, (July, 2001). Guidelines for community-based ecotourism development, 16-24 (8 p). www.panda.org

UNEP (2005). Integrating Sustainability into Business. An Implementation Guide for Responsible Tourism Coordinators. United Nations Environment Programme, Division of Technology, Industry and Economics. Internet: www.unep.fr | www.toinitiative.org, pag. 8-18 (11p).

UNEP (2005). Integrating Sustainability into Business. A Management Guide for Responsible Tour Operations. United Nations Environment Programme, Division of Technology, Industry and Economics. Internet: www.unep.fr | www.toinitiative.org, pag. 9-13, 16-20, 22-27, 30-34 (20 p).

World Travel & Tourism Council, International Hotel & Restaurant Association, International Federation of Tour Operators, International Council of Cruise Lines and United Nations Environment Programme (UNEP) (2002). Industry as a partner for sustainable development. Pag. 45-55 (11p).

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Blowfield, M. (1999) "Ethical trade: a review of developments and issues", in *Third World Quarterly*, Vol. 20, No. 4, pp. 753-770 (17p)

Parker, L (2008) Background to fair trade, Clean Clothes Campaign
<<http://cleanclothes.org/companies/106>>

Jones, P., Comfort, D. and Hillier, D. (2007) "What's in store? Retail marketing and corporate social responsibility" *Marketing Intelligence & Planning*, Vol. 25, No.1, pp. 17-30 (13p)

Low, W. and Davenport, E. (2006), "Mainstreaming fair trade: adoption, assimilation, appropriation", *Journal of Strategic Marketing*, No.14, pp. 315-327 (12p)

Bob Doherty, B. and Meehan, J. (2006) "Competing on social resources: the case of the Day Chocolate Company in the UK confectionery sector", in *Journal of Strategic Marketing*, No.14, pp. 299-313 (14p)

Conolly, J. and Shaw, D. (2006) "Identifying fair trade in consumption choice", *Journal of Strategic Marketing*, No.14, pp.353-368 (15p)

Nicholls, A. and Lee, N. (2006) "Purchase decision-making in fair trade and the ethical purchase gap: is there a fair trade twix?" *Journal of Strategic Marketing*, No.14, pp. 369-386 (17)

Shaw, D., Hogg, G., Wilson, E., Shui, E. and Hassan, L. (2006) "Fashion victim: the impact of fair trade concerns on clothing choice", *Journal of Strategic Marketing*, No.14, pp. 427-440 (13p)

Fashioning an Ethical Industry (2008) Ethical Consumerism Discussion Paper, Bristol: Labour Behind the Label. Available at
<http://fashioninganethicalindustry.org/file/Discussion+Paper+1+Ethical+Consumerism.pdf/> (5p)

Gabriel, Y. and Lang, T. (2006) *The Unmanageable Consumer*, (2nd edition) London: Sage Publications (Chapter to be decided in BA)

Allwood, J., Laursen, S., de Rodriguez, C. and Bocken, N. (2006) *Well Dressed? The present and future sustainability of clothing and textiles in the UK*, Cambridge: University of Cambridge Institute for Manufacturing
<http://fashioninganethicalindustry.org/resources/reports/welldressed/>

Fashioning an Ethical Industry (2008) Factsheet 1: A Brief History of the Garment Industry 1600-2005, Bristol: Labour Behind the Label (4p)

Hurley, J. (2003) 'Garment Industry Subcontracting Chains and Working Conditions. Introduction' in *Women Working Worldwide* (eds) (2003) *Garment Industry Subcontracting and Workers' Rights: A Report of WWW, Action Research in Asia and Europe*, Manchester: Women Working Worldwide
<http://www.women-ww.org/resources.html> (17p)

Fletcher, K (2009) 'Slow Fashion' in Parker, L. and Dickson, M.A. (2009) Sustainable Fashion: A Handbook for Educators, Bristol: Labour Behind the Label (2)
<http://fashioninganethicalindustry.org/resources/teachingmaterials/slowarticle/>

Gooch, F., Hurst, R. and Napier, L. (2008) Material Concerns: How responsible sourcing can deliver the goods for business and workers in the garment industry, Traidcraft and Impact (18)
<http://fashioninganethicalindustry.org/resources/reports/materialconcerns/>

Buergetal, Thomas, et al (2002): "The United Nation Human Rights System" in: International Human Rights in a Nutshell, 3rd Ed., St Paul, Min., West Publishing Company, pp. 36 -70 (34p)

Rhona K. Smith (2007): "European Convention on Human Rights" in: Textbook on International Human Rights, 3rd. Ed, Oxford: University Press, pp. 88-107 (19)

Frances Butler, Ed. (2002): "The business of human rights" in: Human Rights protection: Methods and effectiveness. Kluwer Law International, Frances House, pp. 207-226 (19p)

Rhona K. Smith (2007): "Equality and non-discrimination" in: Textbook on International Human Rights, 3rd. Ed, Oxford University Press, pp. 175-181 (6p)

Rhona K. Smith (2007): "Group Rights: Children" in: Textbook on International Human Rights, 3rd. Ed, Oxford University Press, pp. 327-331 (4p)

The principle of the best interest of the child. What does it mean and what it demands from adults. Lecture by Thomas Hammarberg, Commissioner for Human Rights, Council of Europe, Warsaw, 30. May, 2008. (10p)

The Convention on the Rights of the Child: United Nations General Assembly resolution 44/25 □of 20 November 1989: <http://www.unhchr.ch/html/menu3/b/k2crc.htm>, (15p)

PART 3. CSR. The Southern and Northern context

Gunter Verheugen, (2003) European Commission - Directorate General for Enterprise and industry (2003). "Opportunity and Responsibility. How to help more small businesses to integrate social and environmental issues into what they do"

European Commission - Directorate General for Enterprise and industry (2003) "Introduction to CSR for SME's". In www.europa.eu.int/comm/enterprise/csr/index.htm

Ruggie, J.G. (2002). The Theory and Practice of Learning Networks: Corporate Social Responsibility and the Global Compact. Journal of Corporate Citizenship, Spring 2002. (12p)

Kell, G. (2004). "Introduction" in: Learning to Talk. Corporate Citizenship and the Development of the Global Compact. London: Greenleaf Publishing. pp. 11-27 (16p)

May Ch. (2006) "Global Corporate Power and the UN Global Compact" In: Christopher May (Ed.) Global Corporate Power. Colorado: Lynne Rienner Publishers. pp. 273-282 (9p)

Milberg, A., Paladino, M. and Vassolo, R. (2003) "A Review of Corporate Social Responsibility in Argentina", Presented in the III Iberoamerican Academy of Management, San Pablo, Brasil, November 2003.

Roitter M. and Camerlo M. (2005) "Corporate social action in a context of crisis: reflections on the argentine case." In Sanborn, C. and Portocarrero, F. Eds. Phylanthropy and social changes in Latin America. The David Rockefeller Center Series on Latin American Studies. Massachusetts: Harvard University.

Grayson D. and Hodges A. (2001) *Everybody's Business. Managing risks and opportunities in today's global society*. Global Forces for Change. London: Dorling Kindersley pp. 12-90 (78p)

Googins B., Mirvis P. and Rochlin S. (2007) *Beyond Good Company. A Movement Afoot*. New York: Palgrave Macmillan. pp. 27-94 (67p)

Korten D. (2001) Chapter 6: "Decline of Democratic Pluralism" in: *When Corporations Rule the World*. Connecticut: Kumarian Press. pp. 93-106 (15p)

Crane A. and Matten D. (2007) Chapter 7: "CSR in Latin America" in: *Corporate Social Responsibility. Volume 3: CSR in Global Context*. London: Sage Publications Ltd pp. 236-266 (30p)

Hupperts, P. (2004) *Corporate Social Responsibility in the Southern Countries: the other context*. (3p)

PART 4. CSR Management

Grayson D. and Hodges A. (2001) *Everybody's Business. Managing risks and opportunities in today's global society*. London: Dorling Kindersley pp. 287-301 (14p)

Googins B., Mirvis P. and Rochlin S. (2007) Chapter 8, "Leading Next Generation Companies" In: *Beyond Good Company. Next Generation Corporate Citizenship*. New York: Palgrave Macmillan. pp. 129-146 (17p)

Googins B., Mirvis P. and Rochlin S. (2007) Chapter 7: "Taking an Integrated, Strategic Approach" in: *Beyond Good Company. Next Generation Corporate Citizenship*. New York: Palgrave Macmillan. pp. 113-128 (15p)

Googins B., Mirvis P. and Rochlin S. (2007) Chapter 10 "Integrating Citizenship into Business" in: *Beyond Good Company. Next Generation Corporate Citizenship*. New York: Palgrave Macmillan. pp. 165-180 (15p)

Googins B., Mirvis P. and Rochlin S. (2007) Conclusion, "Can Business Step Up" in: *Beyond Good Company. Next Generation Corporate Citizenship*. New York: Palgrave Macmillan. 217-230 (13p)

Grayson D. and Hodges A. (2001) *Everybody's Business. Managing risks and opportunities in today's global society*. London: Dorling Kindersley pp. 248-259 (11p)

Optional Readings:

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