



**MASTER PROGRAM
DEVELOPMENT ECONOMICS AND INTERNATIONAL STUDIES**

**Seminar
Business & Society in Africa
Summer Term 2022**

Institute of Economics and Business

Prof. Dr. Matthias Fifka, Chair for
Strategic and Values Oriented
Management

Milena Störmer

Kochstraße 4 (17), 91054 Erlangen
Telefon +49 9131 85-23027
Fax +49 9131 85-22060
milena.m.stoermer@fau.de
www.economics.phil.fau.de

General information

Lecture: Tuesdays 09:45 – 11:15 (First session: May 3, 2022)
Room 01.055

Lecturer: Milena Störmer
Kochstraße 4 (17), 91054 Erlangen, Germany
Office: 1st Floor, Room 1.054.1
Office hours: Tuesdays from 14.00 – 15.00 (On appointment via e-mail)
T +49 9131 85-23027 | F +49 9131 85-22060 | milena.m.stoermer@fau.de

Syllabus outline

This seminar is designed to discuss and to broaden the awareness of the changing role of business in African societies, and to provide comprehensive theoretical and empirical knowledge to assess the societal challenges that organizations face while trying to contribute to sustainable development in African countries.

Students will examine business actions in various institutional contexts (e.g., economic, political-legal, and socio-cultural) and address the relationships between business and society critically, considering alternative approaches to management. Contemporary social issues in management will be discussed from an organizational and systemic perspective. From an organizational perspective, issues addressed will be corporate social responsibility, corporate citizenship, stakeholder management, inclusive business, social enterprises, and hybrid organizations. From the systemic perspective, topics such as sustainable development, cross-sector interactions, and social innovation will be studied.

Educational goals and learning outcomes

Many of the following skills can only be obtained through the active participation of students in the class. Therefore, their presence during the seminar sessions is a precondition for a

successful skill development process. Students participating successfully in this seminar will develop the following skills:

Subject-specific skills

- Students analyze the changes in the role of business in African societies taking into consideration multiple institutional contexts (e.g., economic, political-legal, and socio-cultural).
- Students reflect and evaluate the different theoretical approaches that explain the particularities of the business and society relationships in Africa.
- Students develop and produce a case study that explains a particular issue of the business and society relationships in Africa.

Methodological skills

- Students answer independently a research question regarding a particular issue related to the business and society relationships in Africa.
- Students plan, conduct research, evaluate, and analyze scientific literature related to an issue considered relevant for a better understanding of the business and society relationships in Africa.
- Students produce a case study that exemplifies a particular issue related to business and society relationships in Africa.

Personal skills

- Students evaluate their strengths and weaknesses in relation to their presentation and communication skills.
- Students evaluate their strengths and weaknesses in relation to their organizational skills.
- Students reflect upon their behavior as part of the global business community under consideration of fundamental ethical questions and the consequences for society.

Social skills

- Students present a clear and effective issue related to the complex relationships of business and society in Africa
- Students communicate clear and respectful arguments and points of view in the classroom.
- Students give fellow students constructive feedback on their presentations.

Course design and assignments

During the first session (Tuesday, May 3, 2020), students receive a brief description of the different topics available to work on during the semester. The individual selection of the topic takes place during the first week via StudOn.

Important: By selecting a topic for a presentation, students confirm their enrollment in this seminar.

Each topic should be explored in the context of a specific real case study. Proposed topics are listed below, and some readings per topic are suggested to get students started on their research. Students are expected to do an extensive *literature review* on the topics selected for their paper assignment. If students are interested in topics that are not listed below, it is possible to discuss the possibility of including other topics related to the content of the seminar. In that case, students should bring a clear topic statement and a few literature references to the first session to be used for evaluation and decision making.

During the sessions in the first weeks, the lecturer will make some introductory theoretical presentations and provide advice on presentation skills and research strategies. Students' presentations are no longer than 45 minutes, which will include (1) a theoretical part that should not be longer than 20 minutes, and (2) a case study part that should not be longer than 15 minutes, so that ample time is left for questions and discussion (a maximum of 45 minutes per topic). Every student will be individually evaluated.

Based on a 360 degrees' approach to skills development, students will be actively involved in the development and evaluation of presentation skills. For that reason:

- Students will provide feedback to their colleague's presentations after every session.
- Students will reflect and evaluate the outcome of their presentation using a self-assessment instrument.
- Besides, the lecturer will provide feedback to every presenter.

With the input received during the presentation and with the results of the case discussion, students should prepare their seminar paper that includes a theoretical part and a case study part. It is suggested to use the case study research method for the development of the paper.

However, the methodology will be discussed with the lecturer based on the research question proposed. The research question proposed should be submitted before **May 24, 2022**. The seminar paper should have no less than 5000 words and no more than 5500 words (Excluding: Title page, bibliography, graphs, and annexes; approx. 15 pages in total). The deadline for submission of papers (in print and digital form) is **August 15, 2022**. Further guidance for writing the seminar paper and preparing presentations will be provided during the first sessions and on StudOn.

Assessment for Students of the Master Development Economics and International Studies

The final grade of the seminar consists of a presentation that includes a theoretical topic and a case study presentation (33%), and a seminar paper (67%). If a student presents and does not submit a paper by the agreed deadline, the student will have one retake opportunity. The examination conditions for a retake will be explained during the first session of the seminar.

Topics available for discussion in the order of presentation:

1. A comparison of corporate social responsibility and corporate sustainability in developed countries, developing countries, and emergent economies.
2. Managing the global-local dilemma: The subsidiaries of multinational corporations in African countries and their corporate social responsibility.
3. Corporate social responsibility and/or corporate sustainability in African countries
4. The social responsibility and sustainability of African small and medium-sized enterprises.
5. The challenges of informality, the shadow economy, and business sustainability in Africa.
6. Multilateral development institutions and their role in reframing business and society relationships in Africa.
7. Socially inclusive business in Africa and their contribution to sustainability.
8. Social entrepreneurship and social enterprises in African countries.
9. Fairtrade in Africa: Understanding the role of the Fairtrade in Africa.
10. Fair fashion in Africa: Understanding the role of fair fashion in Africa.
11. Private-Public-Partnerships for development in Africa: Understanding the dynamics.
12. Political corporate social responsibility in Africa.
13. The rise of corporate social responsibility public policies: The effect on African countries.
14. Corporate social responsibility decoupling in Africa.
15. Business-NGO collaboration in Africa: Understanding the dynamics.
16. Social innovation in Africa.
17. Alternative business and development approaches in Africa.
18. The role of corporate social responsibility in the Digital Age in Africa.

Recommended literature on business & society

Carroll, A. and Buchholtz, A.K. (2015) *Business & Society: Ethics, Sustainability, and Stakeholder Management*, Ninth Edition, Stamford, CT: Cengage Learning.

Lawrence, A.T. and Weber, J. (2014) *Business and Society: Stakeholders, Ethics, Public Policy*, Fourteenth Edition, International Edition, Singapore: McGraw Hill Education.

Lissauer, R.N. and Sherman, H. (2014) *Business, Society, and Government Essentials: Strategy and Applied Ethics*, Second Edition, New York: Routledge.

Further literature on business & society:

Alizadeh, Amin. 2022. "The Drivers and Barriers of Corporate Social Responsibility: A Comparison of the MENA Region and Western Countries." *Sustainability* 14 (2): 909. <https://doi.org/10.3390/su14020909>.

Alvord, S. H., Brown, L. D., & Letts, C. W. (2004). Social Entrepreneurship and Societal Transformation. *Journal of Applied Behavioral Science*, 40(3), 260–282.

Austin, J. E., & Seitanidi, M. M. (2012a). Collaborative Value Creation: A Review of Partnering Between Nonprofits and Businesses: Part I. Value Creation Spectrum and Collaboration Stages. *Nonprofit and Voluntary Sector Quarterly*, 41(5), 726–758.

Battilana, J., & Dorado, S. (2010, December 1). Building Sustainable Hybrid Organizations: The Case of Commercial Microfinance Organizations. *Academy of Management Journal*.

Battilana, J., Lee, M., Walker, J., & Dorsey, C. (2012). In Search of the Hybrid Ideal. *Stanford Social Innovation Review*, 10(3), 50–55.

Blowfield, Michael, and Jedrzej George Frynas. 2005. "Setting New Agendas: Critical Perspectives on Corporate Social Responsibility in the Developing World." *International Affairs* 81 (3).

Dobers, P., & Halme, M. (2009). Corporate social responsibility and developing countries. *Corporate Social Responsibility and Environmental Management*, 16(5), 237–249.

Gugler, P., & Shi, J. Y. J. (2009). Corporate social responsibility for developing country multinational corporations: lost war in pertaining global competitiveness? *Journal of Business Ethics*, 87(1), 3–24.

Haigh, N., & Hoffman, A. J. (2012). Hybrid organizations: The next chapter of sustainable business. *Organizational Dynamics*, 1–9.

Husted, B. W., & Allen, D. B. (2006). Corporate Social Responsibility in the Multinational Enterprise: Strategic and Institutional Approaches. *Journal of International Business Studies*, 37(6), 838–849.

Jamali, D. (2010). The CSR of MNC Subsidiaries in Developing Countries: Global, Local, Substantive or Diluted? *Journal of Business Ethics*, 93, 181–200.

Jamali, D., Lund-Thomsen, P., & Jeppesen, S. (2015). SMEs and CSR in Developing Countries. *Business & Society*.

Jamali, D., Lund-Thomsen, P., & Navjote, K. 2017. "CSR Institutionalized Myths in Developing Countries." *Business & Society* 56 (3): 454–86. <https://doi.org/10.1177/0007650315584303>.

- Kolk, A., Rivera-Santos, M., & Rufín, C. (2013). Reviewing a Decade of Research on the “Base/Bottom of the Pyramid” (BOP) Concept. *Business & Society*.
- Luken, R., & Stares, R. (2005). Small business responsibility in developing countries: a threat or an opportunity? *Business Strategy and the Environment*, 14(1), 38–53.
- Lund-Thomsen, P.; Jamali, D. and Vives, A. (2014) CSR in SMEs: an analysis of donor-financed management tools, *Social Responsibility Journal* 10 (4), 602-619.
- Mair, J., & Martí, I. (2006). Social entrepreneurship research: A source of explanation, prediction, and delight. *Journal of World Business*, 41(1), 36–44.
- Mulgan, G. (2012) Social innovation theories: Can theory catch up with practice? In Hans-Werner Franz, Josef Hochgerner and Jürgen Howaldt (eds.) *Challenge Social innovation: Potential for business, social entrepreneurship, welfare and civil society*, pp. 19-42, Heidelberg: Springer.
- Newell, P. and Frynas, J.G. (2007), “Beyond CSR? Business, poverty, and social justice: an introduction”, *Third World Quarterly*, Vol. 28 No. 4, pp. 669-681.
- Prahalad, C., & Hammond, A. (2002). Serving the world’s poor, profitably. *Harvard Business Review*, 80(9), 48–59.
- Prieto-Carrón, M., Lund-Thomsen, P., Chan, A., Muro, A., & Bhushan, C. (2006). Critical perspectives on CSR and development: what we know, what we don’t know, and what we need to know. *International Affairs*, 82(5), 977–987.
- Sachdeva, A. and Panfil, O. (2008), *CSR Perceptions and Activities of Small and Medium Enterprises (SMEs) in Seven Geographical Clusters – Survey Report*, UNIDO, Vienna.
- Seelos, C., & Mair, J. (2005). Social entrepreneurship: Creating new business models to serve the poor. *Business Horizons*, 48(3), 241–246.
- Visser, W. (2008) Corporate social responsibility in developing countries, in Andrew Crane, Abigail McWilliams, Dirk Matten, Jeremy Moon and Donald S. Siegel (eds.) *The Oxford Handbook of Corporate Social Responsibility*, pp. 473-502, Oxford: Oxford University Press.
- Vives, A. (2004) The role of multilateral development institutions in fostering corporate social responsibility, *Development* 47 (3), 45-52.
- Weerawardena, J., & Sullivan Mort, G. (2006). Investigating social entrepreneurship: A multidimensional model. *Journal of World Business*, 41, 21–35.

Recommended literature on Business & Society in Africa

- Eweje, Gabriel. 2006. “The Role of MNEs in Community Development Initiatives in Developing Countries.” *Business & Society* 45 (2): 93–129. <https://doi.org/10.1177/0007650305285394>.
- Ferri, Laura Maria, Matteo Pedrini, and Marco Minciullo. 2021. “Corporate Social Responsibility and Stakeholder Dialogue Under Institutional Voids: Decoupling the Role of Corporate Motives, Ethics, and Resources.” *J Manag Gov*. <https://doi.org/10.1007/s10997-021-09598-2>.

- Kivuitu, Mumo, Kavwanga Yambayamba, and Tom Fox. 2005. "How Can Corporate Social Responsibility Deliver in Africa? Insights from Kenya and Zambia." *International Institute for Environment and Development* 3.
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- Kühn, Anna-Lena, Markus Stiglbauer, and Matthias S. Fifka. 2018. "Contents and Determinants of Corporate Social Responsibility Website Reporting in Sub-Saharan Africa: A Seven-Country Study." *Business & Society* 57 (3): 437–80. <https://doi.org/10.1177/0007650315614234>.
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- Reddy, Colin David, and Ralph Hamann. 2018. "Distance Makes the (Committed) Heart Grow Colder: MNEs' Responses to the State Logic in African Variants of CSR." *Business & Society* 57 (3): 562–94. <https://doi.org/10.1177/0007650316629127>.
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- Visser, Wayne. 2005. "Corporate Citizenship in South Africa: A Review of Progress Since Democracy." *The Journal of Corporate Citizenship* (18): 29–3

Recommended literature on case study research methodology and business research

- Buchanan, D. A., & Bryman, A. (2009). *The SAGE Handbook of Organizational Research Methods*. SAGE Publications.
- Byrne, D., & Ragin, C. C. (2009). *The SAGE Handbook of Case-Based Methods*. London: SAGE Publications.
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- Yin, R.K. (2014) *Case Study Research: Design and Methods*. Fifth Edition. Los Angeles: Sage.