



# Masters Electives 2022

The UN SDGs and  
Corporate Purpose:  
Partnering to Deliver  
Shared Value in Africa

## Faculty

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# Statement on Anti-discrimination



The University of Pretoria is committed to building an inclusive, affirming and transformed institutional culture, curriculum and campus life. It rejects and condemns racism, sexism, homophobia, transphobia, xenophobia, ethnic chauvinism, religious intolerance, unfair discrimination, hate speech, sexual harassment, gender-based violence and retaliation, and all other forms of discrimination. The University has committed itself to the eradication of these practices, and in 2019 adopted an Anti- Discrimination Policy, in order to realise procedural and substantive equality in all respects.

As the lecturer and presenter of this course, I acknowledge the extreme harm that racism, sexism, xenophobia and other forms of discrimination have inflicted and continue to inflict on our society and communities. I commit to ensuring that there is an open dialogue between myself and all the students in the module on curriculum content and teaching method which may be interpreted as discriminatory or exclusive. I undertake to ensure that any such concerns are raised without fear of intimidation or recrimination. Moreover, I resolve to continuously improve the teaching of this course in a way that allows the inclusion of all the students enrolled for this course, building their self-confidence and self-efficacy, and supporting the ultimate goal of substantive equality for all persons.

The choices that we make about curriculum content and pedagogy (what and how we teach) are also choices about what kind of society we wish to build. In this declaration of intent, I resolve to be part of and give substance to the University's anti-discrimination and transformation endeavours.

# Subject Overview



## The UN SDGs and Corporate Purpose: Partnering to Deliver Shared Value in Africa

Paul Polman, previously CEO of Unilever and now Vice Chair of the UN Global Compact, has stated multiple times at global events that the UN Sustainable Development Goals (SDGs) are “the biggest business plan in the world today”; an opportunity that could create 380 million jobs and revenues of \$12 trillion<sup>1</sup>. In addition, the 2021 EY CEO Imperative Survey concluded that “before the pandemic, many companies delayed responding decisively to new value drivers and imperatives. That’s no longer an option”<sup>2</sup>.

For a growing continent like Africa, innovative strategies and new business models are important to meet the diverse challenges that afflict the continent. Challenges which include poverty, high levels of inequality, gender inequality and other issues which the sustainable development goals address. We must recognise that despite these challenges, Africa holds significant opportunities to tackle sustainable development. Opportunities like the youthful demographic dividend, a collaborative culture and innovative digital technology that solves real life problems

This course focuses on the need to build more sustainable businesses with strategies that make a profit and have a purpose. Key questions include:

1. How can business in Africa develop this opportunity, focus on purpose and deliver shared value for multiple stakeholders? What new strategies can businesses employ to embed the SDGs into their core business strategy?
2. How do businesses in Africa execute strategies to address global challenges that no individual organisation, on its own, can address? What is the role of partnerships in this context and how do they deliver value for multiple stakeholders?

### Q1 SDGs, purpose and delivering shared value for multiple stakeholders in Africa

At the World Economic Forum in 2021, the ‘Davos Agenda’ continued its focus on implementing stakeholder capitalism as a means to establish a growth agenda for business to contribute to building a better world<sup>3</sup>. This follows the ‘Davos Manifesto’ of 2020<sup>4</sup> that advocated for a new, better form of capitalism and a new purpose for business in the 21st century<sup>5</sup>.

These calls reflect a significant shift in the purpose of the corporation as it has been understood for over 60 years. It is a shift from a shareholder model to a

<sup>1</sup> <https://twitter.com/jillbogie/status/1133824944134139904>

<sup>2</sup> [https://www.ey.com/en\\_zh/ceo-imperative-study](https://www.ey.com/en_zh/ceo-imperative-study)

<sup>3</sup> WEF (2021). <https://www.weforum.org/agenda/2021/01/davos-agenda-2021-better-business-stakeholder-capitalism-purpose-of-company-governance-people-planet-esg-reporting/>

<sup>4</sup> WEF (2019a). <https://www.weforum.org/agenda/2019/12/why-we-need-the-davos-manifesto-for-better-kind-of-capitalism/>

<sup>5</sup> WEF. (2019b). <https://www.weforum.org/agenda/2019/12/davos-manifesto-2020-the-universal-purpose-of-a-company-in-the-fourth-industrial-revolution>



stakeholder model, where the purpose of the corporation includes multiple stakeholders and value creation that is shared and sustainable in terms of economic, ecological and social dimensions. In August 2019, a group of almost 200 CEOs from the largest and most influential corporations in the United States, known as the Business Roundtable (BRT) articulated what this new purpose entailed. The BRT statement described a move “away from shareholder primacy towards a commitment to all stakeholders”<sup>6</sup>.

In this course, you will learn more about how strategy, purpose and the SDGs are interconnected and interdependent and the business opportunities that this nexus presents for growth, particularly on the African continent.

## **Q2: Strategy execution, the role of partnerships and delivering value for multiple stakeholders**

One of the new capabilities that businesses everywhere need to develop is the art of partnership. How to work together towards common goals and deliver shared value. By partnering with other stakeholders, businesses can contribute to the SDGs and in doing so they can create prosperity and a better world for people and for the planet.

In 2016, Ban Ki-Moon, then Secretary-General of the United Nations, urged the private sector to drive global sustainable development by working together and forging “more and stronger partnerships that have real impact on people’s lives”. He also advocated for extending and building existing partnerships and encouraging more businesses to actively engage in the SDGs<sup>7</sup>.

Value in a partnership context has a broader meaning that includes social impact as well as other outcomes and direct measurable outputs. Partnerships can support models of value creation that go beyond Porter and Kramer’s shared value and beyond traditional stakeholder theory.

While business is highly skilled in the art of competition, it is far less experienced in processes of cooperation and partnering with other organisations. Influence tends to be more important than control, credibility is essential, and authority is based more on knowledge than position. Partnering and managing partnership relationships require a different set of skills and expertise. And yet partnerships are not a panacea and many partnerships fail to deliver on their objectives as they take time, they need to pay attention to relationships and accommodate multiple, often conflicting perspectives and interests. How does a business do this and continue to deliver economic performance?

You will learn more about strategy execution and the role of partnerships in this course, building successful partnership relationships, and value creation for multiple stakeholders, especially within complex contexts such as those we experience in Africa.

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<sup>6</sup> Business Roundtable. (2019). <https://www.businessroundtable.org/business-roundtable-redefines-the-purpose-of-a-corporation-to-promote-an-economy-that-serves-all-americans>

<sup>7</sup> United Nations. (2016). <https://www.un.org/sg/en/content/sg/statement/2016-01-20/secretary-generals-remarks-making-public-private-partnerships-work>



# Programme Goals and Objectives

## Programme Goals

This course will aim to contribute to the student's achievement of the following Learning Goals:

### Learning Goal 1: The UN SDGs and Corporate Purpose .

Students will be able to understand more about strategy, corporate purpose and delivering shared value to multiple shareholders.

Learning Objective		Course Outcomes
1.1	Recognise the challenges and opportunities that the United Nations Sustainable Development Goals (SDGs) present in the African context.	Articulate and assess the growth opportunities in Africa that arise from innovation around the SDGs, and strategies that address global challenges at local level.
1.2	Demonstrate an understanding of corporate purpose and the SDGs.	Understand and articulate the different debates around corporate purpose and recognise how a stakeholder model aligns with the SDGs.



## Learning Goal 2: The role of partnerships

Students will be able to recognise and apply the skills that are needed to successfully partner with other organisations and also recognise multiple levels and forms of value creation for different organisations and stakeholders.

Learning Objective		Course Outcomes
2.1	Understand different types of partnering arrangements.	Articulate how different types of partnerships are defined and applied.
2.2	Understand the role of partnerships in the execution of strategy and business models for sustainability.	Evaluate the processes that support successful partnership activities in terms of their objectives and the contexts in which they are being pursued.
2.3	Evaluate the outcomes of partnerships in relation to broader definitions of success especially in relation to social and environmental issues.	Assess whether a partnership demonstrates and articulates successful outcomes for stakeholders and whether and how it has had a social impact.

## Learning Goal 3: Value creation within the African context.

Students will be able to recognise multiple levels and forms of value creation for different organisations and stakeholders.

Learning Objective		Course Outcomes
3.1	Understand and evaluate what value means to different stakeholders in an African context.	Compare and contrast different models of value creation, including different forms of shared value and delivering value for multiple stakeholders.



#### Learning Goal 4: Application of learning

Students will be able to recognise multiple levels and forms of value creation for different organisations and stakeholders.

Learning Objective	Course Outcomes
<b>4.1</b> Apply the concepts of corporate purpose and partnerships to SDG imperatives for the African context and how value can be created for multiple stakeholders.	Apply the learning from this module to a practical business case that adopts a partnership approach and reflect on the choice of approach to the partnership activities, why it is relevant in an African context, and how value is created and for whom.

# Preparation

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This course accounts for 6 credits towards the MBA qualification. This means that students are required to commit 60 hours towards this course. Students are required to spend 21 hours in class leaving the remainder as discretionary hours for students to prepare for class sessions and to undertake individual and syndicate assignments.

## SESSION 1 | The SDGs, Business Purpose and the African Context

Ravi Pillay, Dr Tess Onaji-Benson, Dr Jill Bogie

19 August 2022, 08h30 – 12h00

19 August 2022, 13h00 – 16h30

### Pre-reading

#### Required in class:

- Harrison, J., Phillips, R., & Freeman, E. (2020). On the 2019 Business Roundtable “Statement on the Purpose of a Corporation”. *Journal of Management*, 46(7), 1223-1237. <https://doi.org/10.1177/0149206319892669>
- Perezts, M., Russon, J., & Painter, M. (2020). This time for Africa: Developing a relational approach to values driven leadership. *Journal of Business Ethics*, 161, 731-748. <https://doi.org/10.1007/s10551-019-04343-0>

### Case Study

#### Required in class:

- Kramer, M., Sidibe, M., & Veda, G. (2021). *Dove and Real Beauty: Building a brand with purpose*. Harvard Business School. Case reference: 9-720-361.





## SESSION 2 | Strategy Execution and the Role of Partnerships

Dr Jill Bogie, Ravi Pillay, Dr Tess Onaji-Benson

20 August 2022, 08h30 – 12h00

20 August 2022, 13h00 – 16h30

### Pre-reading

#### Required in class:

- Pedersen, E., Ludeke-Freund, F., Henriques, I., & Seitanidi, M. (2021). Toward collaborative cross-sector business models for sustainability. *Business & Society*, 60(5), 1039-1058. <https://doi.org/10.1177/0007650320959027>

### Case Study

#### Required in class:

- Kittilaksanawong, W., & Curcuraci, O. (2017). *Ferrero Group: Achieving sustainability through supply chain integration*. Ivey Publishing. Case reference 9B17M081

### Recommended Reading

- Dentoni, D., Pinkse, J., & Lubberink, R. (2021). Linking sustainable business models to socio-ecological resilience through cross-sector partnerships: A complex adaptive systems view. *Business & Society*, 60(5), 1216-1252. <https://doi.org/10.1177/0007650320935015>



## SESSION 3 | Value Creation, Outcomes and Delivering Value for Multiple Stakeholders

Dr Tess Onaji-Benson, Dr Jill Bogie, Ravi Pillay

21 August 2022, 08h30 – 12h00

21 August 2022, 13h00 – 16h30

### Pre-reading

#### Required in class:

- Kramer, M., & Pfitzer, M. (2016). The ecosystem of shared value. *Harvard Business Review*, 94(10), 80-89.

### Case Studies

#### Required in class:

- Hoffman, A. (2020). *Building transparency within the sustainable apparel coalition: The road to successful pre-competitive collaboration*. ERB Institute, University of Michigan. Case reference W93C99
- Schramade, W. (2019). *McDonalds. A sustainable finance case study*. Erasmus Platform for Sustainable Value Creation, Rotterdam School of Management.



# Overall Assessment

## Methodology

The course marks and learning goal assessment will be based on and facilitated through the following assessment methods:

Assessment	% Weighting	Learning		Learning Objective 2			Learning Objective 3	Learning Objective 4
		LO 1.1	LO 1.2	LO 2.1	LO 2.2	LO 2.3	LO 3.1	LO 4.1
Syndicate Assignment	40%	✓	✓	✓	✓	✓		✓
Individual Assignment	60%	✓					✓	✓

This course's primary contribution is towards all learning objectives that are TAUGHT and ASSESSED and are indicated with the ✓ symbol. The course's secondary contribution is towards all learning objectives that are NOT ASSESSED on the course.

## Assessments and Due Dates

**Syndicate Assignment:** 17h00 21 August 2022

Syndicates are required to prepare a presentation that compares and analyses two companies in terms of **the UN SDGs, business purpose, and partnership activities**. One company should be selected from the course material or examples discussed in class; the other company should be a listed company of their choice, operating in Africa.

Please explain the reasons for your choice of companies, compare and analyse the two companies **systematically**, and use evidence from publicly available information and the course material to support your analysis.



From this analysis, present the insights you have gained about the SDG-related opportunities and challenges for companies operating in Africa and how these could be applied by other companies.

Marks are awarded for each of the assignment requirements as well as clarity and quality of presentation, and teamwork. Please reference the presentation using APA 7<sup>th</sup> edition.

Presentation will be 20 minutes, including Q&A.

The marking rubric will be loaded on Aspire.

### Individual Assignment:

### 23h59, 5 September, 2022

Students are required to prepare a report that **compares and analyses two listed companies** in terms of their business strategy and claims of **value creation**. You may choose any two companies, from any country. **This may include one (but not both)** of those used in your syndicate assignment.

Please conduct **the analysis systematically**, and **use evidence** from publicly available information and the course material to support your analyses.

1. Describe each company in terms of how they articulate business purpose and how they engage in partnership activities.
2. Describe and **compare the strategies for value creation** articulated by each company and the types of value they claim to create and for whom.
3. **Conclude with a reflection** on the following three questions:
  - a. What have you learnt from the analysis above?
  - b. How has this course changed your understanding of the SDGs, business purpose, partnerships and value creation?
  - c. Where do you see the biggest SDG-related opportunities for businesses in Africa and why?

Marks are awarded for each of the assignment requirements as well as clarity and quality of the report and referencing.

The report should be a maximum of 7 pages, including references and annexures, excluding title page. Arial 11, margins 25mm left and right, 1,5 spacing, justified left and right. Please use APA 7th edition referencing.

The marking rubric will be loaded on Aspire.