



**PhD and Master students' course:
Sustainability, extractives industries, communities and social responsibility: Greenland and beyond**

This course will take its point of departure in the particular challenges that Greenland encounters with regard to establishing and running infrastructure in a harsh Arctic climate with small island-type settlements and resulting societal impacts. It will draw on this topic as a foundation for theoretical discussions of sustainable resource exploration and use (including non-usage) in a broad Arctic sense, its potential beneficial or harmful impacts on society with a particular focus on local communities and the surrounding environment, and how private and public organizations and communities can interact to maximize benefits and reduce harmful impacts around the needs and perceptions of local communities. For this purpose we apply the concept of Social Responsibility (SR), which differs from the contested concept of Corporate Social Responsibility by addressing public as well as private for-profit and non-profit organizations in contributing to societal (including environmental) sustainability. To understand the normative sources of SR for organizations to go beyond the minimum level of requirements and contribute to the realization of social expectations we will consider binding legal frameworks and soft guidance instruments that apply to the Greenlandic and general High North context. We will study the concept of the Social License to Operate, which connects to organizational legitimacy, and discuss what business models can contribute to sustainability in the Arctic extractives context.

The world's largest island, Greenland has a territory almost similar to that of Central and Southern Europe. Whereas the latter has 300,000,000 (300 million) inhabitants, Greenland has only 56,000 inhabitants. Moreover, most of the country is covered by a permanent icecap, and the Greenlandic population lives distributed in 73 settlements whereas 17 administratively are characterized as towns. All locations are similar to island communities, having their own supplies of power and water. The insular character is reinforced by the absence of road transport and therefore of opportunities for daily commute.

The majority of Greenland's population is Inuit. Much of the Greenlandic population has a political preference for independence from Denmark. Greenland obtained 'self-government' status in 2009, a political step up toward full independence from 'home-rule' status, introduced in 1979.

Fisheries (fish and shellfish) is a primary source of income, providing around 93 per cent of the annual export of goods. In addition, the Government of Denmark fund around half of Greenland's public expenses. Contributions by the Government of Denmark to Greenland's GDP exceed the value of the export of goods. As a result of its mono-economic dependency on fisheries, Greenland's economy is vulnerable to changes in world market prices, fluctuations in or international depletion of important fish stocks, as well as climate change and other factors. For this reason, Greenland has long harboured a wish to develop a natural resource economy based on the country's stock of non-renewable resources in order to generate a substantial income from these resources. However, due to climate

change related challenges combined with poor and extremely costly infrastructure, the extractives industry has been limited so far.

During the course we will study theoretical approaches to and discuss how and to what extent natural resource extraction may contribute to substantial development of the Greenlandic economy, and how various forms of raw material exploitation and business model may interact with local communities. In this context we will consider what forms of social responsibility, including CSR, may contribute to a positive developmental dynamic, and what demands this translates into for private and public organizations. Drawing on the example of Greenland but looking beyond to other types of societies we will also discuss the potential of governments making demands on the private sector for companies to enhance their societal contributions, for example through Impact Benefit Agreements or by referring to companies' CSR commitments or international social or environmental impact requirements or guidance. We will discuss the concept of the Social License to Operate and its implications for extractives development in societies in the High North.

The course will be held in Greenland's second largest town, Sisimiut (5,500 inhabitants). Sisimiut's local industry, businesses and infrastructure will serve as exemplary cases, accompanied by presentations by the local municipality administration and local business enterprises. Accommodation in Sisimiut will be in local dormitories (two student sharing one room).

The field trip includes a visit to the White Mountain anorthosite (calcium feldspar) mine, which is located in the Kangerlussuaq fjord around 100 kilometers South of Sisimiut. (The White Mountain mine is under construction and is currently one of two mine in Greenland. The other mine, a ruby mine at Qeqertarsuaq (Fiskenæsset) is just re-opened. Both are small-scale mines). During the two-day field trip the first day will be spent at the mine, observing and being introduced to the technical and social structures. The second day will be spent at the village Itilleq (around 70 inhabitants), where we will observe and become introduced to the village infrastructure and have opportunities to engage in dialogue with the locally responsible individuals and other local citizens and apply the theoretical knowledge from the course in a practical context. Accommodation will be at the village school (sleeping bags on the floor). Field trip transportation is by local boat hired for this purpose.

The course is taught by an interdisciplinary group of faculty from a range of universities that are members of the circum-polar University of the Arctic (UArctic). It is organized by DTU Artek in collaboration with Copenhagen Business School (CBS) - the Doctoral School of Organisational and Management Studies (OMS). All faculty are members of the UArctic Thematic Network on Arctic Sustainable Resources and Social Responsibility.

Taking place 23-27 October 2017 the course is complementary to the PhD course offered by the UArctic TN Arctic Extractives Industries in Nuuk (around 18 October until 22 October) on Arctic Extractives. There is no requirement to attend both courses. Students who attend both courses will acquire highly comprehensive understanding of the complexities surrounding Arctic extractives from the angles offered. Students who attend this course will acquire broad insights on societal and environmental social science issues confronting sustainable extractives industries in the Arctic (with perspec-

tives applying beyond the Arctic being introduced as well) and conditions for extractives industries in Greenland.

Course:

Sustainability, extractives industries and social responsibility: Greenland and beyond

Faculty (preliminary list)

Kåre Hendriksen, Associate Professor, DTU Artek
Karin Buhmann, Professor with special responsibilities in Business and Human Rights, CBS
Professor Ellen Margrethe Basse, Aarhus University
Professor Florian Stammler, University of Lapland
Associate Professor Aitalina Ivanova, North Eastern Federal University (NEFA), Yakutsk
Professor Mark Nuttall, Ilisimatusarfik/Nature Institute
Professor Paul Bowles, University of Northern British Columbia
Professor Ulrik Jørgensen, Aalborg University
Associate Professor George Varmalov, Pskov State University
Post-doc/assistant professor Christina Berg Johansen, CBS,
Assistant Professor Arni Johan Petersen (University of the Faroe Islands)
Post-Doc Jacob Taarup-Esbensen, CBS and the Business Academy of Zealand

Course Coordinators

Kåre Hendriksen (DTU Artek)
Karin Buhmann (CBS)

The course is jointly organized by DTU Artek and the Department of Management, Society and Communication at Copenhagen Business School (CBS), closely associated with the CBS Centre for Social Responsibility and the Doctoral School of Organization and Management at CBS. It is partly funded by UArctic and the Danish Government through a grant to the UArctic Thematic Network on Arctic Sustainable Resources and Social Responsibility.

Prerequisites

It is a prerequisite that students have an interest in the issue of sustainability and its implications for natural resource extraction including the extractives industries, communities, the environment, and/or business models.

It is a precondition for receiving the course diploma that the student attends the entire course.

In addition, two weeks before the start of the course, students are required to submit a 5-page paper (approximately 2,500 words) reflecting on the relevance of sustainability and extractives to their research projects. The text must apply and cite at least 10 of the texts listed in the “Course Literature” section below. The deadline for electronic submission of presentations via email to the course coordinator is **12 noon on 9 October 2017**. Students will have the opportunity to revise their papers based on the group work planned for Day 5 of the course, and to present their ideas for

additional feedback.

Aim

Building on the Greenlandic context, the course aims at introducing students to issues of a more general sustainability-related character, that in various ways apply within the Greenlandic context as well as beyond Greenland. The course will introduce students to issues that confront the extractives industries with regard to its social, environmental and economic impact, business models and organizational legitimacy, infrastructural challenges, normative frameworks and the perceptions, needs and role of communities and other stakeholders.

Course content

Adopting an interdisciplinary approach, the course will expose students to a variety of academic perspectives on the course topic, ranging from organizational and technical planning aspects to law, economics and political science. Based on a combination of lectures, a field visit to one of few currently or prospective operating Greenlandic mines and a local settlement, and students' application of theoretical knowledge in a practical context, the interdisciplinary approach will enhance students' ability to act in a multidisciplinary context and stimulate their appreciation and understanding of how their own field interacts with other fields.

Teaching style

The course will apply a mixture of lectures, field visit, interaction between students and faculty, and student presentations allowing students to apply the taught theoretical concepts and approaches to their own research topic on the basis and reflecting on the insights that they draw from the empirical field work.

Monday 23 October	(Programme subject to adjustments)
	<p>Morning: arrival of students 13:00-14:00: Lunch for those who have already arrived 15.00 – 17.00 Accommodation Tour of Sisimiut</p> <p>18:00: Dinner Evening: Participants introduce themselves and their research focus</p>
Tuesday 24 October	
	<p>9:00-10:30: <i>Introduction to the course</i> Presentation of the program and the participants, and teaching faculty</p> <p>10:30-13:00: <i>The basics: Theoretical framing of the course topics</i></p> <ol style="list-style-type: none"> a) Sustainability, and extractives and communities b) Social responsibility and Corporate Social Responsibility: the concepts and distinctions c) Greenland and Arctic extractives

	<p>Faculty: Associate professor Kåre Hendriksen, DTU Artek Professor Ulrik Jørgensen, Aalborg University Professor Florian Stammler, University of Lapland Associate Professor Aitalina Ivanova, North Eastern Federal University (NE-FA), Yakutsk Professor Mark Nuttall, Ilisimatusarfik/Nature Institute Professor Karin Buhmann, CBS, MSC</p> <p>13:00-14:00: Lunch</p> <p>14.00 – 17.00: <i>The Social License to Operate and community perceptions of extractives projects and their societal impacts</i></p> <p>Faculty: Professor Paul Bowles, University of Northern British Columbia Professor Florian Stammler, University of Lapland Associate Professor Aitalina Ivanova, North Eastern Federal University (NE-FA), Yakutsk Professor Mark Nuttall, Ilisimatusarfik/Nature Institute Post-Doc Jacob Taarup-Esbensen, CBS and the Business Academy of Zealand</p> <p>17:00-18:00: <i>Community issues beyond the High North: Sub-Arctic minorities and social responsibility in the the Russian border regions</i></p> <p>Faculty: Associate Professor George Varmalov, Pskov State University:</p> <p>Dinner not included</p> <p>Evening: <i>presentations by local businesses and local government</i></p>
<p>Wednesday 25 October</p>	
	<p>9:00-13:00: <i>The normative framework: International law, national law, and CSR norms</i></p> <p>Faculty Professor Ellen Margrethe Basse, Aarhus University Professor Karin Buhmann, CBS, MSC</p> <p>13:00-14:00: Lunch</p> <p>14:00-17:00 <i>Arctic extractives and sustainable business models</i></p> <p>Faculty: Associate Professor Kåre Hendriksen, DTU/Artek Post-doc/assistant professor Christina Berg Johansen, CBS, IOA Assistant Professor Arni Johan Petersen (University of the Faroe Islands) Post-Doc Jacob Taarup-Esbensen, CBS and the Business Academy of Zealand</p>

	Dinner not included
Thursday 26 October	
	<p>9.00 – 12.00: Boat transfer to White Mountain Mine</p> <p>12.00 – 13.00 Lunch</p> <p>13.00 – 17:00: <i>Introduction to mine; dialogue with mine management</i> Key faculty: Associate Professor Kåre Hendriksen, DTU Artek</p> <p>17:00: Boat transfer to Itilleq village 19:00 Dinner</p>
Friday 27 October	
	<p>9.00 – 12.00: <i>Visit to Itilleq; meetings and dialogue with local decision-makers and community</i> Key faculty: Associate Professor Kåre Hendriksen, DTU Artek</p> <p>12:00-13:00: Lunch 13:00-17:00: <i>Visit to village (cont'd)</i> followed by boat transfer to Sisimiut.</p> <p>Dinner not included</p>
Saturday 28 October	
	<p>09.00 – 12.00: <i>Applying theory to empirical observations:</i> Students apply the theory taught to their field trip observations and relate this to their own main object of study. Faculty serve as facilitators.</p> <p>12.00-13:00: Lunch</p> <p>13:00-16:00: <i>Students present their application and reflections, and receive feedback from each other.</i> Faculty serve as facilitators.</p> <p>16:00-17:00: <i>Course wrap-up</i> Summing up, and evaluations</p> <p>18:00: Farewell Dinner</p>

Learning objectives

- Mastery of basic theoretical frameworks for understanding the relationship between the extractive industries and their sustainability impacts in an Arctic context, and ability to critically reflect upon both beneficial and adverse impacts
- Appreciation of the infrastructural challenges facing extractives development in the Greenlandic Arctic context
- Ability to identify and reflect upon organizational issues confronting sustainable business models for Arctic extractives
- Basic familiarity with international normative frameworks and guidance for sustainable extractives industry development and management and ability to identify and apply relevant normative instruments
- Ability to draw out and apply theoretical implications for scholars and practitioners

Exam

N/A

Other

N/A

Start date

23/10/2017

End date

28/10/2017

Level

PhD

ECTS

5

Language

English

Fee

DKK 2500. The fee goes towards field trip, coffee/tea, and meals covered by the programme.

Students will pay for some meals, as indicated in the course plan. In addition to a few local restaurant there is an option to cook in student accommodation where some students will be staying.

Mobility support for travel

Based on a grant from the Danish government (with UArctic), limited funds are available for travel support for participants without access to other travel funds. Participants are expected to rely on own travel funds, if available, or to apply for mobility funds from their institutions or through other available sources, eg. North2North. However, those who do not have access to such funds to fully cover their travel expenses may apply for travel support. To apply applicants should send an email to Karin Buhmann (kbu.msc@cbs.dk) cc Kåre Hendriksen (krhe@byg.dtu.dk) indicating the expected amount needed and describing why the funding is needed, including whether it will supplement the applicant's own travel funds. The deadline for applying is 15 August 2017. When registering for the PhD course, applicants should also indicate whether support for funding will be a condition for their ability to participate.

Course literature

See below.

Minimum number of participants

6

Maximum number of participants

15

Location

DTU Artek at Sisimiut, Greenland with field work in the area

Contact information

Practicalities: Lene Deleuran Fajstrup, ledefa@byg.dtu.dk

Course contents: Kåre Hendriksen, krhe@byg.dtu.dk; Karin Buhmann, kbu.msc@cbs.dk

Registration and registration deadline

Please register by e-mail to Lene Deleuran Fajstrup ledefa@byg.dtu.dk

Deadline: 1 September 2017

Course literature (preliminary list; final list will be published around 1 September 2017):

(Basse)

Koivurova, T. et al, "Canada, the EU and Arctic Ocean Governance: A tangled and Shifting Seascape and Future Di-

reactions”, Spring 2009, Arctic Ocean Governance, pp. 259-278

Degeorges D., “The Role of Greenland in the Arctic”, Institut de Recherche Stratégique de l’École Militaire (IRSEM), April 2012, pp. 32-52.

Cassotta, S., and Mazza, M., “Balancing de jure and de facto Arctic Environmental Law Applied to the Oil and Gas Activity: Linking Indigenous Rights, Social Impact Assessment, and Investments in Greenland”, 2014, in press, Year Book of Polar Law, pp. 6-19; pp. 22-23; pp. 28-41 and pp. 52-65

ITOPF, Regional Profiles, a Summary of the Risk of Oil Spills & State of Preparedness in UNEP Regional Seas Regions, “North East Atlantic”, pp. 1-4

(Berg Johansen)

Bansal, P., & DesJardine, M. R. (2014). Business sustainability: It is about time. *Strategic Organization*, 12(1), 70-78.

Berg Johansen & Vallentin (2017): *Imagining Responsibility: A study of CSR in the making in Greenland*. Working Paper, Centre for Corporate Social Responsibility, Copenhagen Business School

Bjørst, L. R. (2016). Saving or destroying the local community? Conflicting spatial storylines in the Greenlandic Greenlandic debate on uranium. *The Extractive Industries and Society*, 3(1), 34-40.

Gad, U. P., Jakobsen, U., & Strandsbjerg, J. (2017). Politics of Sustainability in the Arctic: A Research Agenda. In *Northern Sustainabilities: Understanding and Addressing Change in the Circumpolar World* (pp. 13-23). Springer International Publishing.

Slawinski, N., & Bansal, P. (2012). A matter of time: The temporal perspectives of organizational responses to climate change. *Organization Studies*, 33(11), 1537-1563.

(Bowles):

Peter Edwards, Justine Lacey, Stephen Wyatt, and Kathryn J. H. Williams, “Social licence to operate and forestry – an introduction”, *Forestry*, 2016, 89 (5): 473-476. DOI:<https://doi.org/10.1093/forestry/cpw036>

Kieren Moffat and Airong Zhang, “The paths to social licence to operate: An integrative model explaining community acceptance of mining”, *Resources Policy*, 2014, 39(1):61–70

Dwight Newman, “Be Careful What You Wish For: Why Some Versions of ‘Social Licence’ Are Unlicensed and May be Anti-Social”, *MacDonald-Laurier Institute Commentary*, November 2014.

(Buhmann):

Buhmann, Karin (forthcoming) *International law and Corporate Social Responsibility: A discussion of OECD’s Guidelines for Multinational Enterprises and significance for social impact of Arctic natural resource exploitation*, *Polar Law Year Book*

Buhmann, Karin and Florian Wettstein: Business and Human Rights: Not just another CSR issue? In Rasche, A., Morsing, M., & Moon, J. (eds). *Corporate Social Responsibility: Strategy, Communication, Governance*. Cambridge: Cambridge University Press: 379-404

Carroll, Archie B. (1979) A three-dimensional conceptual model of corporate performance, *The Academy of Management Review* Vol. 4, No. 4: 497-505

Carroll, Archie B. (1991) The Pyramid of Corporate Social Responsibility: Toward the moral management of organizational stakeholder, *Business Horizons* July/August: 39-48

Rasche, Andreas, Mette Morsing and Jeremy Moon (2017) The Changing Role of Business in Global Society: CSR and Beyond, in Rasche, Morsing and Moon (eds) *Corporate Social Responsibility: Strategy, Communication and Governance*, Cambridge University Press: 1-29 (Chapter 1, available for free at)

Udvalget for samfundsgavnlig udnyttelse af Grønlands naturressourcer (2014) *To the Benefit of Greenland*, Nuuk: Iisimatusarfik and Copenhagen: University of Copenhagen.

(Tårup-Esbensen):

Kemp, Deanna; Worden, Sandy and Owen, R. John, 2016, Differentiated social risk: Rebound dynamics and sustainability performance in mining, *Ressource Policy*, 50:19-26

Taarup-Esbensen, Jacob, 2017, MNE Risk management of community risk – Experiences from Armenia, Work-in-progress, CBS

Kot, Sebastian and Dragon, Przemyslaw, 2015, Business Risk Management in International Corporations, 22nd International Economic Conference – IECS 2015 “Economic Prospects in the Context of Growing Global and Re-gional Interdependencies”, IECS 2015, *Procedia Economics and Finance* 27:102 – 108

(Hendriksen and Jørgensen)

Hoffmann, Birgitte (2014) Citizens and the planning of sustainability of mining, Proceedings of the 10th Artek Event, Sisimiut, 7-9 April 2014, Technical University of Denmark

Jørgensen, Ulrik (2014) Scenarios for urbanization, infrastructure and employment, Proceedings of the 10th Artek Event, Sisimiut, 7-9 April 2014, Technical University of Denmark

Hendriksen, Kåre (2014) Driving forces in the Greenlandic urbanization, Proceedings of the 10th Artek Event, Sisimiut, 7-9 April 2014, Technical University of Denmark

Hendriksen, Kåre and Birgitte Hoffmann (2016), Settlement Patterns, Perspectives on skills - an anthology on informally acquired skills in Greenland, A Greenland Perspective publication 2016

Hoffmann, Birgitte and Ulrik Jørgensen (2016) The Power of Knowledge in the Modernisation of Greenland, Perspectives on skills - an anthology on informally acquired skills in Greenland, A Greenland Perspective publi-

cation 2016

Hendriksen, Kåre, Birgitte Hoffmann & Ulrik Jørgensen (2013) The organization of mineral exploitation and the relationship to urban structures and local business development, Proceedings Sustainability in mining in the Arctic, Arctic Event 2013, Technical University of Denmark

(Petersen)

Carroll, A. B. (1991). The pyramid of corporate social responsibility: Toward the moral management of organizational stakeholders. *Business Horizons*, 34(4), 39-48.

Christensen, L. T., Morsing, M., & Thyssen, O. (2013). CSR as aspirational talk. *Organization*, 20(3), 372-393. doi:10.1177/1350508413478310

Gioia, D. A., & Chittipeddi, K. (1991). Sensemaking and sensegiving in strategic change initiation. *Strategic Management Journal*, 12(6), 433- 448. doi:10.1002/smj.4250120604

Porter, M. E., & Kramer, M. R. (2011). Creating shared value. *Harvard Business Review*, 89(1), 62-77.

(Stammler, Ivanova and Nuttall)

Arjjumend, H, Alam, S, Shishatskiy, N & Koivurova, TM 2016, 'Analysis of evolving domestic access and benefit sharing legislation in Russia from the perspectives of indigenous people and local communities' *Journal of global resources*, vol. 2, pp. 109-120.

Lesser, P, Suopajarvi, L & Koivurova, T 2016, 'Challenges that mining companies face in gaining and maintaining a social license to operate in Finnish Lapland' *MINERAL ECONOMICS*. DOI: 10.1007/s13563-016-0099-y

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Stammler, Florian & Ivanova, Aytalina 2016. Confrontation, coexistence or co-ignorance? negotiating human-resource relations in two Russian regions. *The extractive industries and society*, special section "Arctic Voices", eds by Emma Wilson & Florian Stammler, vol 3(1), 60-71. <http://doi.org/10.1016/j.exis.2015.12.003>

Hansen, A., Larsen, SV. and Noble, B. 2017. *Section 5, Development and polar resource futures: Social and environmental impact assessments in the arctic*. In: Nuttall, M, Christensen, T and Siegert, M (eds.). *The Routledge Handbook of the Polar Regions*. Routledge

Koivurova, T 2009, Is there a race to resources in the polar regions? in Canada's and Europe's northern dimensions / ed. by Anita Dey Nuttall and Mark Nuttall. Oulu : Oulun yliopisto, Thule-isntituutti. -, pp. 52-62.

(Varlamov)

Stepanova, Svetlana (2014) Cross-Border Tourism in the Russian Northwest: General Trends and Features of Development *Baltic Region* 3(21) 109-120, doi: 10.5922/2079-8555-2014-3-10

Waller, M, Kati Lepojärvi, Kaisa Jauhiainen (2006) *Models for Cross-Border Co-Operation Focus of the Pskov Region*, The Finnish Committee for European Security (STETE), available at <http://docplayer.net/23759743-Models-for->

cross-border-co-operation-focus-on-the-pskov-region.html

Conant, Eve (2016) A Fairytale Kingdom Faces Real-Life Troubles, *National Geographic*, available at <http://news.nationalgeographic.com/2016/10/setomaa-culture-estonia-russia-photographs>

Wright, Helen (2015) Split By a Border and Fading Fast: Estonia's Unique Seto People, *Deep Baltic*, December 2015 available at <https://deepbaltic.com/2015/12/12/split-by-a-border-and-fading-fast-estonias-unique-seto-people>.