

VICTORIA MANAGEMENT SCHOOL

MMBA 575 Sustainable Business

Summer Trimester 2006

COURSE OUTLINE

Contact Details

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Class Times and Room Numbers

Sessions will be held on 4 consecutive Saturdays, between 9am and 4pm:

18 November 2006
25 November 2006
2 December 2006
9 December 2006

Room: RHLT3

Course Objectives

Terms such as sustainable development, sustainability, and Corporate Social Responsibility have become part of the lexicons of global business managers, policy-makers and directors of non-governmental organizations. This course examines the strategic and operational strategies which a company can consider in trying to achieve sustainability, defined as the simultaneous pursuit of economic prosperity, environmental quality and social equity. The course will cover the process of identifying and engaging key stakeholder groups in sustainability initiatives, and how different companies measure and report environmental and social performance

By the end of the course, you should have:

- A specialist knowledge of the environmental, social and ethical challenges facing organizations.
- A specialist knowledge of the impact of environmental, social and ethical issues on organizations.
- Advanced skills in, and a critical understanding of, a range of possible strategies for environmental, social and ethical management.
- The ability to identify and conceptualise the environmental, social and ethical challenges facing organizations.

Expected Workload

Workload expectations for this course are xx hours per week

Course Content

SESSION DATE	TOPIC	READINGS AND CASES
DAY 1 18 th November 2006	Introduction Definitions Frameworks/models Pressures and Drivers Stakeholder analysis	<p>Steurer R., Langer M.E., Konrad A. and Martinuzzi A. (2005) 'Corporations, Stakeholders and Sustainable Development I: A Theoretical Exploration of Business-Society Relations' <i>Journal of Business Ethics</i>, 61, 263-281.</p> <p>Lawrence S.R., Collins E., Pavlovich K. and Arunachalan M. (2006) Sustainability practices of SMEs: the case of NZ' <i>Business Strategy and the Environment</i>, 15, 242-257.</p> <p>Whitehouse L. (2006) 'Corporate Social Responsibility: Views from the Frontline' <i>Journal of Business Ethics</i>, 63, 279-296.</p> <p>Case Study: Global Warming and the Kyoto Protocol: Implications for Business</p>
DAY 2 25 th November 2006	Environmental Issues Strategies Management Systems Supply Chains	<p>Winn M.I. and Angell L.C. (2000) 'Towards a Process Model of Corporate Greening' <i>Organization Studies</i>, 21, 6, pp1119-1147.</p> <p>Sroufe R., Montabon F., Narasimhan R. and Wang X. (2002) 'Environmental Management Practices: a Framework' <i>GMI</i>, Winter, pp 23-44</p> <p>Case Study 1 Exxon Mobil's Riches: Fueling Controversy</p> <p>Case Study 2 Greenpeace: Working for a 'Green and Peaceful Future'</p>
DAY 3 2 nd December 2006	Social/ethical Issues Codes of Conduct	<p>Muller A. (2006) Global Versus Local CSR Strategies, <i>European Management Journal</i>, 24, 2-3, 189-198.</p> <p>Mamic I. (2005) 'Managing Global Supply Chain: The Sports Footwear, Apparel and Retail Sectors' <i>Journal of Business Ethics</i>, 59, 81-100.</p> <p>Case Study 1 ABN AMRO REAL: Banking on Sustainability</p> <p>Case Study 2 The Wal-Mart Supply Chain Controversy</p>
DAY 4 9 th December 2006	Communicating the message Marketing Fair Trade Reporting Course Review Group Presentations	<p>Chapman R. and Milne M. (2004) 'The Triple Bottom Line: How New Zealand Companies Measure Up' <i>Corporate Environmental Strategy: International Journal for Sustainable Business</i>, 11, 2, 37-50.</p> <p>Tregida H. and Milne M. (2006) 'From sustainable management to sustainable development: a longitudinal analysis of external communication by a leading environmental reporter' <i>Business Strategy and the Environment</i>, 15, 219-241.</p> <p>McDonald S. and Oates C.J. (2006) 'Sustainability: Consumer Perceptions and Marketing Strategies' <i>Business Strategy and the Environment</i>, 15, 157-170.</p> <p>Case Study The Co-operative Group: Fairtrade Chocolate</p>

Readings

There is no textbook for this course. Readings will be provided for you in a folder before the course begins. Further optional reading will be posted on Blackboard after each session.

Assessment Requirements

ASSIGNMENT NUMBER AND TITLE	DUE DATE	VALUE
1 Essay	2 nd December 2006	40%
2 Group Project and Presentation	9 th December 2006	20%
3 Case Study	12 th January 2007	40%

More details on each assignment will be presented in class.

Assignment 1

Provide a discussion on **ONE** of the following topics:

- 1) The relevance of the term sustainability to small-medium enterprises
- 2) The similarities and differences between CSR and Sustainable Development
- 3) The rhetoric and reality of sustainable business
- 4) The drivers of sustainability

Word Limit: **2000** (excluding footnotes, references, tables, appendices)

This assignment constitutes 'individual work' in terms of MBA Programme requirements.

This assignment is worth **40%** of the overall course mark.

Due Date: **Saturday 2nd December 2006** (to be handed in during class)

Assignment 2

Group Project and Presentation

Prepare a 30 minute presentation which highlights the following:

- 1) The current position of each group member's company with regards to sustainable business
- 2) The similarities and differences from above
- 3) The recommendations emerging from the above

The group should be prepared to answer questions for approximately 10 minutes afterwards.

This assignment is worth **20%** of the overall course mark.

This presentation will take place on the afternoon of Saturday 9th December 2006.

Assignment 3

Sustainable Business Case Study

Prepare a case study report that presents an analysis of a company that you most familiar with from a sustainable business perspective. Such an analysis should thus address the following:

- The environmental, social and ethical pressures facing the company
- The company response to such pressures
- Potential improvements in how the company responds to these pressures and those likely to be faced in the future

Word Limit: **2000** (excluding footnotes, references, tables, appendices)

This assignment constitutes 'individual work' in terms of MBA Programme requirements.

This assignment is worth 40% of the overall course mark.

Due Date: **Friday 12th January 2007**

Mandatory Course Requirements

To meet the mandatory course requirements, students are required to:

- attend classes;
- fully participate in and submit the written assignments; and
- achieve at least fifty percent of the overall course marks available. - check

Your status on meeting Mandatory Course Requirements will be posted on Blackboard and the Management Notice Board.

Communication of Additional Information

Additional information and information on any changes will be conveyed to students via class announcements and/or by Blackboard/email.

Referencing

There are many different styles of referencing and the Faculty of Commerce & Administration at VUW has decided to make APA (American Psychological Association) referencing style the common standard across the Faculty. The Commerce and Central Libraries hold the APA Style Guide. You can also access the information from the online VUW library site (<http://www.vuw.ac.nz/library/resources/virtualref.shtml#style>).

HANDING IN ASSIGNMENTS

Students must prepare two copies of each hand-in and keep the second copy for their own reference. Students must also keep an electronic copy of their work archived in case the original assignment goes missing. Failure to do so will jeopardise any claim by you that your work was submitted in the rare cases where your work goes astray.

GRADING GUIDELINES

Victoria MBA Grading Standards are as follows:

Excellent Category

A- (75 – 79%) to A (80 – 85%) to A+ (above 85%): The learning is demonstrated to a very high level of proficiency, i.e. it is at a standard that makes it exceptional at Master's level.

Very Good Category

B+ (70 – 74%): The learning is demonstrated at a high standard. Students have reached a level that

clearly exceeds “competency”.

Good Category

B (65 – 69%): The learning is clearly demonstrated without being exceptional in any way. Students can be thought of as fully competent.

Satisfactory Category

B- (60 – 64%): The learning is demonstrated without being exceptional in any way. Students can be thought of as competent.

Marginal Category

C (50 – 54%) to C+ (55 – 59%): The learning is demonstrated to a minimally acceptable level. There may be flaws but these are not serious enough to “fail” the student.

Unsatisfactory / Failure Category

E (0 – 39%) to D (40 – 49%): The learning is absent or performed to a very low level, or the performance is seriously flawed.

PENALTIES - for Lateness & Excessive Length of Assignments

- (i) In fairness to other students, work submitted after any deadline will incur a penalty for lateness. **The penalty is 2 of the marks available** for an assignment submitted after the due time on the due date **for each part day or day late. Saturdays, Sundays and public holidays** will be included when counting the number of days late. Assignments received **more than 7 days after the due date** will not be accepted and the student will **automatically fail the Mandatory Requirements**.
- (ii) Course Outlines provide a signal to student of forthcoming workload, dates of submission etc, and thus student study plans should take account of course requirements across all courses. Consequently, workload issues related to other courses and employment will not be accepted as reason for dispensation from mandatory requirements or waiver of penalties. **Extensions** to submission deadlines for any assigned work will only be granted in **exceptional circumstances**.
- (iii) Students who are unable to comply with any of the mandatory requirements should make a written application for an extension to the due date for submission of assigned work or for waiver of a penalty, **in advance**, to the Course Coordinator, providing documentary evidence of the reasons of their circumstances.

All such applications must be made **before** the deadline and be accompanied by documentary evidence, e.g. a medical certificate, or counsellor’s report that indicates the degree of impairment, and for how long the student has been impaired. Please be sure to ask at the time of consultation for the degree of impairment to be stated in any certificate you provide to support your case.

- (iv) In the event of unusual or unforeseeable circumstances (e.g. serious illness, family bereavement), that precludes an application in advance, students should make contact with the Course Coordinator as soon as possible, and make application for waiver of a penalty as soon as practicable.
- (v) Word limits should be adhered to, especially so when they provide a guide to limiting the student’s coverage of a topic. **The penalty will be X% of the grade for an assignment which is X% over the word limit.**

Faculty of Commerce and Administration Offices

Railway West Wing (RWW) - FCA Student and Academic Services Office

The Faculty's Student and Academic Services Office is located on the ground and first floors of the Railway West Wing. The ground floor counter is the first point of contact for general enquiries and FCA forms. Student Administration Advisers are available to discuss course status and give further advice about FCA qualifications. To check for opening hours call the Student and Academic Services Office on (04) 463 5376.

Easterfield (EA) - FCA/Education/Law Kelburn Office

The Kelburn Campus Office for the Faculties of Commerce and Administration, Education and Law is situated in the Easterfield Building - it includes the ground floor reception desk (EA005) and offices 125a to 131 (Level 1). The office is available for the following:

- Duty tutors for student contact and advice.
- Information concerning administrative and academic matters.
- Forms for FCA Student and Academic Services (e.g. application for academic transcripts, requests for degree audit, COP requests).
- Examinations-related information during the examination period.

To check for opening hours call the Student and Academic Services Office on (04) 463 5376.

General University Policies and Statutes

Students should familiarise themselves with the University's policies and statutes, particularly the Assessment Statute, the Personal Courses of Study Statute, the Statute on Student Conduct and any statutes relating to the particular qualifications being studied; see the Victoria University Calendar available in hard copy or under 'About Victoria' on the VUW home page at www.vuw.ac.nz.

Student and Staff Conduct

The Statute on Student Conduct together with the Policy on Staff Conduct ensure that members of the University community are able to work, learn, study and participate in the academic and social aspects of the University's life in an atmosphere of safety and respect. The Statute on Student Conduct contains information on what conduct is prohibited and what steps are to be taken if there is a complaint. For information about complaint procedures under the Statute on Student Conduct, contact the Facilitator and Disputes Advisor or refer to the statute on the VUW policy website at www.vuw.ac.nz/policy/studentconduct. The Policy on Staff Conduct can be found on the VUW website at www.vuw.ac.nz/policy/staffconduct.

Academic Grievances

If you have any academic problems with your course you should talk to the tutor or lecturer concerned; class representatives may be able to help you in this. If you are not satisfied with the result of that meeting, see the Head of School or the relevant Associate Dean; VUWSA Education Coordinators are available to assist in this process. If, after trying the above channels, you are still unsatisfied, formal grievance procedures can be invoked. These are set out in the Academic Grievances Policy which is published on the VUW website at www.vuw.ac.nz/policy/academicgrievances.

Academic Integrity and Plagiarism

Academic integrity is about honesty – put simply it means no cheating. All members of the University community are responsible for upholding academic integrity, which means staff and students are expected to behave honestly, fairly and with respect for others at all times.

Plagiarism is a form of cheating which undermines academic integrity. The University defines plagiarism as follows:

The presentation of the work of another person or other persons as if it were one's own, whether intended or not. This includes published or unpublished work, material on the Internet and the work of other student or staff.

It is still plagiarism even if you re-structure the material or present it in your own style or words.

Note: It is however, perfectly acceptable to include the work of others as long as that is acknowledged by appropriate referencing.

Plagiarism is prohibited at Victoria and is not worth the risk. Any enrolled student found guilty of plagiarism will be subject to disciplinary procedures under the Statute on Student Conduct and may be penalised severely. Consequences of being found guilty of plagiarism can include:

- an oral or written warning
- cancellation of your mark for an assessment or a fail grade for the course
- suspension from the course or the University.

Find out more about plagiarism, and how to avoid it, on the University's website at www.vuw.ac.nz/home/studying/plagiarism.html.

Students with Impairments

The University has a policy of reasonable accommodation of the needs of students with disabilities. The policy aims to give students with disabilities the same opportunity as other students to demonstrate their abilities. If you have a disability, impairment or chronic medical condition (temporary, permanent or recurring) that may impact on your ability to participate, learn and/or achieve in lectures and tutorials or in meeting the course requirements, please contact the Course Coordinator as early in the course as possible. Alternatively you may wish to approach a Student Adviser from Disability Support Services (DSS) to discuss your individual needs and the available options and support on a confidential basis. DSS are located on Level 1, Robert Stout Building, telephone (04) 463 6070, email disability@vuw.ac.nz. The name of your School's Disability Liaison Person is in the relevant prospectus or can be obtained from the School Office or DSS.

Student Support

Staff at Victoria want students to have positive learning experiences at the University. Each Faculty has a designated staff member who can either help you directly if your academic progress is causing you concern, or quickly put you in contact with someone who can. Assistance for specific groups is also available from the Kaiwawao Māori, Manaaki Pihipihinga or Victoria International.

In addition, the Student Services Group (email student-services@vuw.ac.nz) is available to provide a variety of support and services. Find out more at www.vuw.ac.nz/st_services/.

VUWSA employs Education Coordinators who deal with academic problems and provide support, advice and advocacy services, as well as organising class representatives and Faculty delegates. The Education Office (tel. 04 463 6983 or 04 463 6984, email education@vuwsa.org.nz) is located on the ground floor, Student Union Building.

Manaaki Pihipihinga - Maori and Pacific Mentoring Programme (Faculty of Commerce and Administration)

This is a mentoring service for Maori and Pacific students studying at all levels. Weekly one hour sessions are held at the Kelburn and Pipitea Campuses in the Mentoring Rooms, 14 Kelburn Parade, and Room 210 and 211, Level 2, Railway West Wing. Sessions cover drafting and discussing assignments, essay writing, and any questions that may arise from tutorials and/or lectures. A computer suite networked to Cyber Commons is available for student use.

To register with Manaaki Pihipihinga, please contact one of the following:

Puawai Wereta
Manaaki Pihipihinga Coordinator
Room 210, Level 2
Railway West Wing
Tel. (04) 463 8997

Fa'afoi Seiuli
Pacific Support Coordinator
Room 109 B
14 Kelburn Parade
Tel. (04) 463 5842

Email: Puawai.Wereta@vuw.ac.nz

Email: Faafoi.Seiuli@vuw.ac.nz

The Pacific Support Coordinator is also available on the Pipitea Campus, Room 212, Level 2, Railway West Wing, every Thursday, 1-4pm. No appointment is necessary. You can either come in, email or phone with any issue that you need help with. Fa'afai links Pacific students to the services and support they need while studying at Victoria.