

Victoria Management School

MMBA 575 SUSTAINABLE BUSINESS

Trimester 3, 2009

COURSE OUTLINE

Contact Details

COURSE COORDINATOR

Heather Staley

Phone: 021 95 84 99
Email: heather.staley@xtra.co.nz
Website: www.vuw.ac.nz/vms

SENIOR ADMINISTRATOR

Linda Walker

Room: RH1004, Rutherford House
Phone: 463 5367
Email: Linda.Walker@vuw.ac.nz

Trimester Dates

Monday 16 November 2009 to Saturday February 20 2010

Mid Trimester (Christmas) Break: Sunday 19 December 2009 to Monday 4 January 2010

Class Times and Room Numbers

Sessions will be held on four consecutive Saturdays, between 8:30 am and about 4pm:

- | | | |
|---|-------------|-------|
| 1 | November 28 | RHLT3 |
| 2 | December 5 | RHLT3 |
| 3 | December 12 | RHLT3 |
| 4 | December 19 | RHLT3 |

The day will be broken into three approximately 2 hour sessions: 8.30 - 10.30 am, with a short break, 10:45 to 12:30. Lunch from 12:30 to 1:00 and the final session from 1pm to 3:45 pm.

Withdrawal dates

Information is available on <http://www.victoria.ac.nz/home/admisenrol/payments/withdrawlsrefulds.aspx>

Sustainability and sustainable business has become part of the current vocabulary of global business managers, policy makers and directors of non-governmental organisations, just as corporate social responsibility and similar terms were in vogue in the 1990s. This course considers why business has adopted these strategies, how they operationalise these intentions to achieve long term sustainability, which for the purposes of this course is defined as simultaneous pursuit of economic prosperity, environmental quality and social equity. The course will cover the process of identifying and engaging with key stakeholders to identify and implement sustainability initiatives and how companies measure and report on the sustainability of their businesses.

Programme and Course-related Learning Objectives

This course will provide students opportunity:

- to develop oral and written communication skills
 - through active participation in class discussion
 - through the development and presentation of oral and written reports, using narrative and diagrammatic and other schema as forms of presentation
 - through formal and informal classroom debate
- to develop critical and creative thinking skills
 - through exercises and assignments requiring analysis, evaluation, interpretation and synthesis
 - through debate and classroom discussion
- to develop leadership skills
 - through structuring independent study
 - through leading projects and group exercises
 - through fulfilling spokesperson duties, reporting on a group's activities or ideas to a class

Course-related Student Learning Objectives

By the end of the course students should be able to:

- Judge the impact of environmental, social and ethical concerns on organisations
- Explain and apply a range of possible strategies for environmental and social management
- Identify and conceptualise the environmental, social and ethical challenges facing organisations
- Understand contemporary issues in sustainability globally and in New Zealand and how to follow the debate into the future
- Define the issues that are critical to the communication, measurement and verification of any sustainability initiatives.

Expected Workload

Students can expect the workload to be approximately 20 - 30 hours per week of student work, including both scheduled contact time (lectures, tutorials, workshops) and outside class for the duration of the module.

Please note some of the reading list material is video - copies of which are available from the University Library. They may also be available from good video hire locations or as a download on the internet.

Course content

Session date	Topics	Readings, other preparation and cases
Day one 28 November	Introductions Definitions Pressures and drivers Stakeholder management	<p>Achbar, M., and Simpson, B. (Producers), and Achbar, M., and Abbot, J. (Directors). (2003) <i>The Corporation</i>. (Film) Big Picture Media Corporation.</p> <p>Freeman, R. Edward, Harrison, Jeffrey S., Wicks, Andrew C., (2007) <i>Managing for Stakeholders; Survival, Reputation, and Success</i>, Yale University Press, New Haven and London. (Chapter one "Managing for Stakeholders" p 1 - 19 and Chapter three "The Basic Framework, p 47-73).</p> <p>Porter, Michael E., and Kramer, Mark R., (2006) "Strategy and Society: The link between competitive advantage and corporate social responsibility" <i>Harvard Business Review</i>, December, p 1 - 13.</p> <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>Waddock, S. (2004) Parallel Universes: Companies, Academics and the progress of Corporate Citizenship.</p>

		<p><i>Business and Society Review</i>, 109, 5 - 42.</p> <p>Case Study Ecomagination at work: GEs sustainability initiative.</p> <p>Websites New Zealand Business Council for Sustainable Development www.nzbcscd.org.nz</p> <p>World Business Council for Sustainable Development www.wbcscd.org</p> <p>New Zealand Sustainable Business Network www.sbn.org.nz</p> <p>Extension / additional material</p> <p>Clarke, R., A, et al (1994) The challenge of going green. <i>Harvard Business Review</i>, July-August, 37-50.</p> <p>Lockett, A., Moon, J., and Visser, W. (2006) Corporate Social Responsibility in Management Research: Focus, Nature, Salience and Sources of Influence. <i>Journal of Management Studies</i>, 431 (1), 115 - 136.</p> <p>Mitchell, Ronald k., Agle, Bradley R., and Wood, Donna J. (1997), “Towards a theory of stakeholder identification and salience: defining the principle of who and what really counts, <i>Academy of Management Review</i>, 22(4), 853-886.</p>
<p>Day two 5 December</p>	<p>The environment Frameworks and Strategies Management systems Energy efficiency</p> <p>Specific focus on climate change as a case study</p>	<p>Gonzalez-Benito, J., and Gonzalez-Benito, O. (2006) A review of Determinant Factors of Environmental Pro-activity. <i>Business Strategy and the Environment</i>, 15, 87-102.</p> <p>Kolk, A., and Mauser, A. (2002) The Evolution of Environmental Management: from stage models to Performance Evaluation. <i>Business Strategy and the Environment</i>, 11, 14-31.</p> <p>Lash, J., and Wellington, F. (2007) Competitive Advantage on a Warming Planet. <i>Harvard Business Review</i>, March, 95-102.</p> <p>Sroufe, R., Montabon, R., Narasimhan, R., and Wang, Z. (2002) Environmental Management Practices: a Framework. <i>Greener Management International</i>, Winter, 23-44.</p> <p>Winn, M. I., and Angell, L. C. (2000) Towards a process Model of Corporate Greening. <i>Organizational Studies</i>, 21, 6, 1119-1147.</p> <p>Extension / additional material</p> <p>Bender, L., and David, L. (Producer), and Guggenheim, D. (Director). (2006) <i>An Inconvenient Truth</i>. Paramount Classics.</p> <p>Kolk, A., and Pinkse, J. (2005) Business Responses to Climate Change: Identifying Emergent Strategies. <i>California Management Review</i>, 47 (3) 6-20.</p>

<p>Day Three 12 December</p>	<p>Social, Ethical, Cultural Codes of Conduct Corporate Social Responsibility, Philanthropy/ Sponsorship Supply chain management</p>	<p>Brugmann, J., and Prahalad, C. K. (2007) Creating Business's New Social Compact. <i>Harvard Business Review</i>, February, 80-90.</p> <p>Greenwald, R. (Producer and Director). (2005) <i>Wal-Mart The High Cost of Low Price</i>. Brave new films.</p> <p>Mamic, I. (2005) Managing Global Supply Chain: The Sports Footware, Apparel and Retail Sectors. <i>Journal of Business Ethics</i>, 59, 81-100.</p> <p>Muller, A. (2006) Global Versus Local CSR Strategies. <i>European Management Journal</i>, 24, 189-798.</p> <p>Welford, R. (2004) Corporate Social Responsibility in Europe, North America and Asia. 2004 Survey results. <i>The Journal of Corporate Citizenship</i>. Spring: 13, 33-52.</p> <p>Case Studies ABN AMRO REAL: Banking on Sustainability</p> <p>Extension / additional material Gibney, A., Klot, J., and Motamed, S. (Producers) and Gibney, A. (Director). (2005) <i>Enron: The smartest guys in the room</i>. HDNET films.</p> <p>Maloni, M. J., and Brown, M. E. (2006) Corporate Social Responsibility in the Supply Chain: An Application in the Food Industry. <i>Journal of Business Ethics</i>, 68, 35-52.</p>
<p>Day Four 19 December</p>	<p>Communicating with stakeholders Marketing Fair Trade Reporting Verification Relevance for SME Class presentations Course Review</p>	<p>Lawrence, S.R., Collins, E., Pavolvich, 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>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>Ginsberg, J. M. (2004) Choosing the right green marketing strategy. <i>MIT Sloan Management Review</i>, Fall, 79-84.</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>Palazzo, Guido, and Basu, Kunal (2007) "The Ethical Backlash of Corporate Branding" <i>Journal of Business Ethics</i> 73: 333-346.</p> <p>Tregida, H., and Milne, M. (2006) From sustainable management to sustainable development: a longitudinal Analysis of a leading New Zealand Environmental Reporter. <i>Business Strategy and the Environment</i>, 15, 219-241.</p> <p>Websites www.trilogyproducts.com www.globalreporting.org</p>

Group Work

While the course has a tradition of study group collaboration, there are important elements in the assessment process that are strictly individual. Collaboration on individual assignments is not allowed beyond general discussion as to how one might interpret the nature of the assignment question. Please do not work together to formulate a response and do not loan out your completed assignments. You will be expected and encouraged to work in groups on in-term cases and assignments; however reports must be individual submissions.

Readings

There is no required or recommended text book for this course. All courses reading will either be provided at the beginning of the programme, handed out in class or posted on blackboard prior to the lecture.

Assessment Requirements

Assignment	Title	Weight	Date
1	Individual assignment	35%	Beginning of 2 nd class 5 December 2007
2	Group assignment	15%	Presentation and written report by 4 pm 19 December 2009 (last class)
3	Learning diary	10%	19 December 2009
4	Individual assignment	40%	5 pm 15 January 2010
	TOTAL	100%	

The weightings in the indicative marking schedules you will receive in first class are an indication of the where you should put your effort in the written reports.

1. Individual Assignment

Due: to hand in at the beginning of the lecture on Saturday 5 December **Marks: 35%**

Length: 2000 words

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

- A The drivers of sustainability in business
- B The similarities and differences between corporate social responsibility and sustainable development
- C The relevance of the term sustainability for small to medium enterprises

2. Group presentation and report

Presentation due during class on 19 December

Written report due at the end of the last class on 19 December

You will be expected to work in self selected groups of 4 - 5.

For presentation and written report **Marks: 15%**

Length: 2000 words - excluding references and appendices.

The report topic will be “present a business case to the decision makers (Board / Chief Executive) of a business or organisation that you are familiar with on

- Their current position on sustainable business,
- why they should adopt a[n enhanced] sustainable business strategy, and
- options for inclusion in a[n enhanced] sustainable business strategy.”

The report should be a business report, including relevant background, options, analysis and recommendations. The report should be capable of being read without the appendices to understand the recommendations.

The group presentation should be introductory comments on the paper, as if you were presenting the report to the decision maker for discussion and decision. Please note this should not exceed 10 minutes, be prepared for questions from the rest of the class.

3. Learning Journal

Presentation of final journal due end of class, 19 December.

This is an individual assignment

For presentation of final journal **Marks 10%**

Length - at least 20 entries

During the 4 weeks of the programme you will be expected to note the different ways you observe pressures on firms (or their response) to adopt more sustainable business practices. You will be expected to discuss some of what you observe in class.

Each diary entry should comprise

- Evidence of the pressure / response (eg media clipping, description of what you have observed)
- Why you think this is a source of pressure / response, identification of which stakeholders are exerting pressure / the firm is responding to
- Your assessment of the what the firm should do / the implications of the firm's response

4. Individual Report

Due: 5pm Friday January 15, 2010 **Marks: 40%**

Length: 3000 words - excluding references and appendices.

The report topic will be to the decision makers (Board / Chief Executive) of the business or organisation you prepared the business case for in the second assignment.

The report topic for the second report will be to recommend

- Which options should be adopted in a [n enhanced] sustainable business strategy and why, and
- Consider the internal and external factors which may aid or hinder its adoption, and
- A high level implementation plan for a[n enhanced] sustainable business strategy

The report should be in the form of a normal business report and include relevant background, discussion of the options selected, the implications of the strategy chosen and how this has affected the proposed implementation plan.

Mandatory Course Requirements

To meet Mandatory Course Requirements, students are required to:

- a. Attend all of the lecture modules;
- b. Participate in the class discussions, including cases;
- c. Submit the individual assignment by the scheduled date and time.

Penalties

In fairness to other students, work submitted after the deadline will be subject to a penalty of 5% of the total marks available per day of lateness. Assignments more than 5 days late will not be accepted. A "zero" mark will be applied. In the event of unusual, unforeseen circumstances (e.g., serious illness, family bereavement), students should discuss waiver of the penalty with the course controller prior to the deadline date.

Students who fail to satisfy the mandatory requirements for this course but who obtain 50% or more overall, will be awarded a "K" grade.

Standard fail grades (D or E) will be awarded when the student's overall course mark falls below the minimum pass mark, regardless of whether the mandatory course requirements have been satisfied or not.

Victoria MBA Grading Standards

Victoria MBA - Excellent Category

A (80 – 84%) to A+ (85% & above): The quality is performed to a very high level of proficiency, i.e. it is at a standard that makes it exceptional at Master's level.

Victoria MBA - Very Good Category

B+ (70 – 74%) to A- (75 – 79%): The quality is performed at a high standard. Students have reached a level which clearly exceeds “competency”.

Victoria MBA - Good Category

B- (60 – 64%) to B (65 – 69%): The quality is clearly demonstrated without being exceptional in any way. Students can be thought of as competent in respect of this quality.

Victoria MBA - Satisfactory Category

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

Victoria MBA - Unsatisfactory Category

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

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/research/reference/referencingguides.aspx>).

Communication of Additional Information

Communication will generally be by means of Blackboard. This includes notices, lecture material, references and assignments.

Use of Turnitin (if applicable)

The following words below (modified as necessary for particular circumstances) should be added to the section on plagiarism when work submitted by students is likely to be checked by Turnitin.

Student work provided for assessment in this course may be checked for academic integrity by the electronic search engine <http://www.turnitin.com>. Turnitin is an on-line plagiarism prevention tool which compares submitted work with a very large database of existing material. At the discretion of the Head of School, handwritten work may be copy-typed by the School and subject to checking by Turnitin. Turnitin will retain a copy of submitted materials on behalf of the University for detection of future plagiarism, but access to the full text of submissions will not be made available to any other party.

For the following important information follow the links provided:

Academic Integrity and Plagiarism

<http://www.victoria.ac.nz/home/study/plagiarism.aspx>

General University Policies and Statutes

http://www.victoria.ac.nz/home/about_victoria/avcademic/Publications.aspx

Faculty of Commerce and Administration Offices

<http://www.victoria.ac.nz/fca/studenthelp/>

Manaaki Pihipihinga Programme

http://www.victoria.ac.nz/st_services/mentoring/