MN3915

Responsible Business in Context

Module Outline 2020-2021

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Hello, and welcome to Responsible Business in Context, 2020. We've designed this course to equip you with hands-on, applied knowledge about the ways in which the different functions of business organisations intersect with the context in which business operates, and the ways in which this affects business decisions. Our aim is to see you graduate next summer with practical insights about how to manage businesses more responsibly. Enjoy!

LEARNING OUTCOMES:

By the end of this course, you should be able to:

- Critically analyse business and management activities.
- Explain and discuss key megatrends that influence the firm's external context in the early 21st century.
- Explain and discuss how these trends represent both opportunities and constraints for business.
- Analyse the business context from the perspective of selected corporate functions.
- Analyse social, environmental or ethical challenges companies face and suggest appropriate courses of action.
- Analyse a firm's system/practices for addressing social, environmental and ethical issues.

COURSE AIMS:

MN3915 is a core course in the final year BSc programme (Business & Management, Management with pathways, joint honours). The main focus is on the broader context within which organisations operate, with a particular focus on the contextual challenges and opportunities related to responsible business. Having gained an understanding of the workings of key corporate functions in prior courses, this course will increase your understanding of the opportunities and challenges that arise from the external business context. These are evaluated from the perspective of a range of corporate functions and appropriate corporate response structures are identified.

FORMAT:

This module is ten weeks long and is organised into 5 theme blocks which each take place over two weeks. Within each week, we expect you to carry out 4-5 hours' worth of reading/listening/watching/commenting as well as attending:

1. 1x 'live' in person interactive lecture (sometimes called a 'flipped classroom' OR online version for non-campus based students
2. 1x 'live' online MS teams workshop

Check your timetable for details about the timing and location of these sessions.

MODULE CONTENT:

Please note: For preparation, reading and activities you MUST visit each block on our MN3915 Moodle page.

Weeks	Theme blocks	Essential Reading	Workshop Focus
1 & 2 28TH Sept- 9th-Oct	**Introducing responsible business, megatrends & the future of work** *In this block, we will cover an overview of the module; get introduced to key concepts of responsible business and CSR and understand why these concepts matter for business. We will identify key megatrends facing the future of work and business.*	**Crane, A., Matten, D. & Spence, S. (2014) (eds.)** Chapter 1 in Corporate Social Responsibility in a Global Context in Corporate Social Responsibility: Readings and Cases in a Global Context. **Forum for the Future (2019)** Fashion Futures 2030. https://www.fashionfutures2030.com/scenarios/introduction **OECD (2020)** *COVID-19 and Responsible Business Conduct*. Geneva: OECD Directorate for Financial and Enterprise Affairs. At: https://read.oecd-ilibrary.org/view/?ref=129_129619-6upr496iui&title=COVID-19-and-responsible-business-conduct **Winston, A. (2019)** The World in 2030: Nine Megatrends to Watch Out For. *MIT Sloan Management Review*, May 7th 2019. **Check out the podcast 'Exponential View' and choose *one* of the following to deepen your understanding about megatrends:** https://hbr.org/podcast/2020/06/	**Workshop 1** Introductions and testing out MS teams **Workshop 2** Assignment 1 workshop

		reimagining-capitalism-for-a-broken-world https://hbr.org/podcast/2020/04/the-drive-to-decarbonize https://hbr.org/podcast/2019/12/cybersecurity-in-the-age-of-ai	
3&4 **12th -23rd** **Oct**	**Responsible Business and Strategy, Business Models and Entrepreneurship** *During this two-week block, we will look at how sustainability impacts strategy and how strategy impacts sustainability. We will further look at how businesses can use entrepreneurship to tackle sustainability and at emerging more sustainable business models.*	**Engert, S., & Baumgartner, R. J. (2016).** Corporate sustainability strategy–bridging the gap between formulation and implementation. *Journal of cleaner production*, *113*, 822-834. **Lüdeke-Freund, F., & Froese, T. (2020).** Unlocking sustainable business model innovation for a post-crisis economy. *Managing a Post-Covid19 Era*, 140. **Hael Pawlyn TED talk: on biomimicry:** https://www.ted.com/talks/michael_pawlyn_using_nature_s_genius_in_architecture#t-104847 **Play the Uber game:** https://ig.ft.com/uber-game/	**Workshop 3** Implications of and for strategic management **Workshop 4** Entrepreneurship and Business models
5 & 6 **26th Oct-** **6th Nov**	**Responsible Business, Diversity & Inclusion, and HRM** *In this block we will analyse the business context from the perspective of Human Resource Management and analyse social, environmental or ethical HRM challenges companies face and suggest*	**Torrington, D., Hall, L., Atkinson, C. & Taylor, S. (2017)** Chapter 29: Ethics and reputational management In *Human Resource Management*. Pearson. **Crane, A., Matten, D., Glozer, S., & Spence, L. (2020)** 'Off your face on Facebook?' in *Business Ethics*. Routledge. Page 306. **Torrington, D., Hall, L., Atkinson, C. & Taylor, S. (2017)** **Chapter 23:** Equal Opportunities	**Workshop 5:** Creating an HRM code of conduct for your case study company **Workshop 6:** Design diversity training

	appropriate courses of action.	and Diversity In *Human Resource Management*. Pearson. **Test your Implicit Bias!** https://implicit.harvard.edu/implicit/takeatest.html **Diversity with June Sarpong**: why are people living with disabilities overlooked by business? https://www.youtube.com/watch?v=pOEK3vFfh3E	
7 & 8 **9th-20th Nov**	**Responsible Business and Communication: Marketing and Reporting** *In this block, we will explore how businesses can communicate in more or less responsible ways. We will cover the concepts of ethical representation; ethical consumption and marketing ethics. We will explore the role of CSR & sustainability reporting for responsible business.*	**Hurst, B (2020).** Brands backing Black Lives Matter: it might be a marketing ploy, but it also shows leadership. At: https://theconversation.com/brands-backing-black-lives-matter-it-might-be-a-marketing-ploy-but-it-also-shows-leadership-139874 **Borgerson, J. & Schroeder, J. (2002).** Ethical issues of global marketing: avoiding bad faith in visual representation. *European journal of Marketing.* 36 (5/6): 570-594. **Diouf, D. and Boiral, O. (2017).** The quality of sustainability reports and impression management: A stakeholder perspective. *Accounting, Auditing and Accountability Journal.* 30(3), 643-667. **PWC Accounting Podcast (2017)** Sustainability Accounting: Five Things You Need to Know. https://www.pwc.com/us/en/cfodirect/accounting-podcast/sasb-sustainability-reporting.html Download and start reading **your case company sustainability/CSR report** from 2019, ahead of your workshop.	**Workshop 7:** Crisis Management Communications **Workshop 8:** Sustainability Report Evaluations

9 & 10 **23rd Nov-** **4th Dec**	**Responsible Business, Supply Chains and International Business** *In this block, we will explore how businesses can manage their supply chains more responsibly in social and environmental terms. We will cover concepts such as circularity, codes of conducts, certification and labels. We also look at the challenges businesses face when operating internationally and how they can meet these challenges responsibly.*	**The Hidden Environmental Cost of Amazon Prime's Free, Fast Shipping** (https://www.buzzfeednews.com/article/nicolenguyen/environmental-impact-of-amazon-prime) **Sarkis, J. et al. (2020)** Overcoming the Arrogance of Ignorance: Supply-Chain Lessons from COVID-19 for Climate Shocks, *One Earth*, 3(1):9-12 **Sarkis, J., Santibanez Gonzalez, E., Koh, S. C. L. (2019)** Editorial: Effective multi-tier supply chain management for sustainability. *International Journal of Production Economics*, 217: 1-10 **Bendixen, M., Best, J., Hackney, C. and Lønsmann Iversen, L. (2019)** Time is running out for sand, *Nature*, 571(7763): 29-31. **Kolk, A. (2016)** The social responsibility of international business: From ethics and the environment to CSR and sustainable development, *Journal of World Business*, 51(1):23-34.	**Workshop 9** Supply chains and C19 **Workshop 10** Individual Assignment session
Week 11 **7th-11th Dec**			

ASSESSMENT

We have designed these assessments to do two things. First, check your understanding and knowledge about the ideas and concepts we have covered in the module. Second, to equip you with the following key skills: creativity (finding problems and solutions, innovating); critical thinking (analytical focused problem solving); commercial awareness (esp. horizon scanning); communication (presenting textually and visually for business audiences); digital (adapting to new technologies & using them in a business setting); leadership (motivating others, coordinating) and

teamwork (adopting a range of roles and working styles; collaborating). All these skills look excellent on your CVs!

Formative Assessment (a.k.a. how we check your learning as the module progresses):
Seminar discussion and debates will be used to provide formative assessment.

Summative Assessment (a.k.a. what you get graded on):
- 30% Group infographic (1 a4 page) and executive summary (500 words), **due Thursday 29TH October.**
- 70% Individual report (2,500 words), **due Thursday 10th December**

IMPORTANT: You must write both assessments on your assigned case company, which corresponds to the workshop tutor you have been allocated:

ASSESSMENT 1: GROUP INFOGRAPHIC AND EXECUTIVE SUMMARY

- You have been assigned a group of 4 based on your MS teams workshop grouping. Therefore it is essential that you attend the MS teams workshop you are registered for in order to become part of a group.
- **Between Monday 11th & Friday 16th October,** groups should be finalised and the 'Group Registration Form' filled in (see Moodle) and submitted by one of your group by email to the undergraduate office.
- **Group work is where you learn managerial skills.** This is integral to your education. If you experience frustration with coordinating group meetings, or with the way others in your group participate (or fail to participate!), consider it an opportunity to develop your interpersonal skills. Every group will experience some problems during the term due to miscommunication and the life circumstances of group members. *It is expected that you will address these situations professionally.* Remember, successful managers are those who bring the best out of those around them, who help others succeed, who take responsibility for failure and share credit for success.

Each group is required to complete the following assignment:

You have been hired as consultants for your case company.

You should choose one megatrend relating to your company's external context.

*You are requested to create a **one** A4 page infographic, accompanied by a 500 word summary (on a separate page), outlining the megatrend and the opportunities and constraints it poses for your case company's responsible management practices.*

ASSESSMENT 2: INDIVIDUAL REPORT

You are requested to write a consultancy report of 2500 words. You should identify ONE major responsible management challenge your case company currently faces, and analyse it in the context of the company's existing responsible management practices. You should then make recommendations for how the company should address the challenge through a combination of TWO or THREE different business functions covered in the module (e.g. business models, strategy, communications, HRM, and supply chains). Your analysis and recommendations should be supported by research, and you should clearly indicate how the functions will work together to solve the challenge identified.

Check out the 'Assessment Information' box on Moodle for Q&A documents on each assignment, copies of the marking criteria and rubrics we use to grade your assignments. Get familiar with these BEFORE posting questions in the Moodle forum. Thanks!

RESOURCES AND READING LIST

Please see within each block on Moodle for links to essential reading, watching and listening each week

Journals:

- *Business and Society*
- *Business Strategy and the Environment*
- *Journal of Business Ethics*
- *Organization & Environment*
- *Social and Environmental Accountability Journal*
- *Stanford Social Innovation Review*
- *Business Ethics: A European Review*
- *Harvard Business Review*

Examples of other useful resources and websites:

- Bloomberg (terminals in Moore building, website)
- *The Economist*
- Broadsheet newspapers: e.g. *The Financial Times, The Guardian, The Independent, The Telegraph*
- *The Financial Times Moral Money section:* https://www.ft.com/moral-money
- *The Guardian's* Sustainable Business website: https://www.theguardian.com/uk/sustainable-business
- Principles for Responsible Management Education: http://www.unprme.org/
- World Business Council for Sustainable Development: http://www.wbcsd.org
- The Institute for Business Ethics: https://www.ibe.org.uk/resources/52/52 (They keep a good record of business ethics news-related items)
- Another resource with videos: https://www.youtube.com/user/learnsustainability/videos