Overview E-learning Course

Responsible Management across Business Functions (October/November 2012)

*Lecturers:*

*Oliver Laasch* (*olaasch@responsiblemanagement.net*)

*Roger N. Conaway (roger.conaway@itesm.mx)*

# A. Recommended Reading

Laasch, O., & Conaway, R. N. (2013). *Principles of responsible management.* Mason: Cengage. (forthcoming)

**Comment:** The above-mentioned recommended reading provides an overarching structure for the lectures, the required readings will be identified per module.

# B. Structure and purpose

The functional perspective of sustainability, responsibility, and ethics requires profound knowledge of mainstream management tools and how they can be applied to manage those topics. There is also a large amount of new responsible-management specific tools that can be applied throughout the mainstream business functions. This course aims to provide an overview of both types of management tools throughout the most important functions and departments of a business.

# C. Synchronous Sessions and Individual Study Assignments

All synchronous sessions are conducted through the platform Adobe Connect. The following sessions and topics are scheduled:

* 30/01: Strategic Management (Oliver Laasch)
	+ Reading: (Porter & Kramer, 2006)
	+ Web-Study:

See what strategy guru Michael Porter says about CSR and shared value: <https://www.youtube.com/watch?v=s7i4FrkUK4g>

* 31/01: Organizational Structure and Development (Oliver Laasch)
	+ Reading: (Anand & Daft, 2007)
	+ Web-Study: Look at the nuts and bolts, facts and figures of creating structures for responsible business:

<http://www.croassociation.org/content/structuring-staffing-corporate-responsibility-guidebook>

* 04/02: Operations Management (Oliver Laasch)
	+ Reading: (Waddock & Bodwell, 2004)
	+ Web-Study:

Read about the practices of your choice and linking from the Greenbiz section on operations management:

<http://www.greenbiz.com/section/business-operations>

* 05/02: Supply Chain Management (Oliver Laasch)
	+ Reading: (Pagell, Wu, & Murthy, 2007)
	+ Web-Study:

Have a practical perspective on how to create sustainable supply chains: <http://www.greenbiz.com/video/2012/05/02/webcast-sustainability-without-borders-how-reduce-your-risks-and-achieve-compliance>

Have a try with creating your product travel footprint:

http://sourcemap.com/

* 21/02: Human Resources Management (Roger N. Conaway)
	+ Reading: (SAI, 2008)
	+ Web-Study: Dive into the world of CSRforHR on the Elaine Cohen Blog: <http://www.csrforhr.com/>
* **22/02: Mid-term presentation of “Business Analysis Project” (Roger N. Conaway)**
	+ **Web Study:** Simulate operational choices for responsible business with a financial twist:

http://www.btplc.com/Responsiblebusiness/Ourstory/Interactivegames/BetterBusinessChoices/index.htm

* 02/03: International Business and Management (Roger N. Conaway)
	+ Reading: (Bertelsmann Stiftung; GTZ, 2007)
	+ Web-Study: Serve yourself a mixed meal of perspectives on international business ethics in this channel: <https://www.youtube.com/playlist?list=PL197ABCFEE7F60668>
* 03/03: Accounting and Controlling (Oliver Laasch)
	+ Reading: (GRI, 2012)
	+ Web-Study:

Delve into the variety of “green” labels: <http://www.greenbiz.com/video/2010/11/11/webcast-green-marketing-landscape-ratings-labels-and-certifications>

Look at the most recent developments in reporting according to the global reporting initiative:

<https://www.globalreporting.org/reporting/Pages/default.aspx>

* 06/03: Financial Management (Oliver Laasch)
	+ Reading: (The SROI Network, 2012)
	+ Web-Study: Have a look at social return on investment in practice through cases, guides, and materials: <http://www.thesroinetwork.org/>
* **07/03: Final Presentation of “Business Analysis Project”**
	+ **Web Study:** Put it all together in this multi-period simulation: <http://www.btplc.com/Responsiblebusiness/Ourstory/Interactivegames/BetterBusinessDilemmas/index.htm>

Web study contents do not have to be handed, but are mandatory, as they are part of the required study-load of 8-9 hours per e-learning day.

# C. Collaborative Online Study “Business Analysis Project” (Presentation dates: 22/02 & 07/03)

As a group of 3-4 people, pick a company of your choice that issues a GRI report. After you have heard the online presentations of each topic (e.g. strategy, organization, etc.) analyze the activities of the chosen company and describe an improvement proposal, based on the tools, concepts, and contents that you have seen in the course. For each, the analysis and the proposal, please write a paragraph of 50-100 words. This means, per topic, you should write a minimum of 100, a maximum of 200 words total.

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| --- | --- |
| Company: | “Please insert the company name here” |
| Strategy |  |
|  |
| Organization |  |
|  |
| Operations |  |
|  |
| Supply |  |
|  |
| Human Resources |  |
|  |
| International management & business |  |
|  |
| Accounting |  |
|  |
| Finance |  |
|  |
| Sources: | Please use at least five different sources for your analysis. Note them down in the APA format. The best source to begin with is typically the company´s GRI report. |

# Sources

Anand, N., & Daft, R. L. (2007). What is the right organization design? *Organizational Dynamics, 36*(4), 329-344.

BCLC; CROA. (2012). *The state of the corporate responsibility profession.* Washington, D.C.: U.S. Chamber of Commerce.

Bertelsmann Stiftung; GTZ. (2007). *The CSR navigator: Public policies in Africa, the Americas, Asia and Europe.* Eschborn: GTZ.

GRI. (2012). *G3 Online*. Retrieved December 19, 2012, from Global Reporting Initiative: https://www.globalreporting.org/reporting/guidelines-online/g3online/Pages/default.aspx

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Pagell, M., Wu, Z., & Murthy, N. N. (2007). The supply chain implications of recycling. *Business Horizons, 50*, 133-143.

Porter, M., & Kramer, M. (2006). Strategy and society: The link between competitive advantage and corporate social responsibility. *Harvard Business Review, 84*(12), 78-92.

SAI. (2008). *Social Accountability 8000.* New York: SAI.

The SROI Network. (2012). *A guide to social return on investment.* Liverpool, UK: SROI.

Waddock, S., & Bodwell, C. (2004). Managing responsibility: What can be learnt from the quality movement? *California Management Review, 47*(1), 25-38.

Weybrecht, G. (2010). *The sustainable MBA: The manager´s guide to green business.* Chichester: Wiley.