



MaastrichtMBA

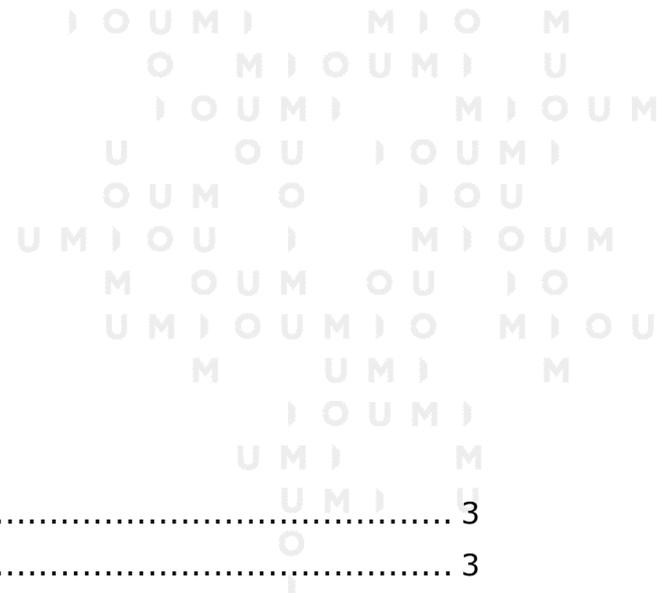
COURSE MANUAL

Sustainability & Corporate Responsibility

February 2022

Version: 1

UMIO *expand your perspective*



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1 Course Data

ECTS credit	6
Teaching hours	42
Study hours	126
Total hours	168
Prerequisites	none
Format	part-time, executive

2 Core teaching faculty

Prof. Dr. Nancy Bocken	nancy.bocken@maastrichtuniversity.nl
Ton Geurts MSc	a.geurts@maastrichtuniversity.nl
Prof. dr. Harry Hummels	h.hummels@maastrichtuniversity.nl
Prof. Dr. Juliette Koning	j.koning@maastrichtuniversity.nl
Prof. dr. Katrin Muff	katrin@katrinmuff.com

Short profiles for the core teaching faculty can be found in the last section of this course manual.

3 Course Description

Transforming our economic system and businesses in such a way that we no longer compromise human and ecological systems while achieving equitable economic outcomes for all remains one of humanity's greatest challenges. Climate change, biodiversity loss, resource degradation, human rights, poverty, inequality and the 'voice of the intended beneficiaries' are just some of those many wicked problems which often seem unsolvable.

Key questions that this module will address: whose responsibility is it to address those issues? What can business do to contribute to human flourishing within planetary boundaries? What are the business opportunities and innovation challenges to making the achievement of the Sustainable Development Goals a reality?

This course is for those who want to learn more about the challenges at hand and what can be done about it. The following three themes will be covered:

Sustainability and ethical foundations

First, we will unravel the foundations of our economic thinking related to a sustainable development of our economy, our society, and our planet. Key terminology and concepts will be explained – responsibility, SDGs, planetary boundaries, doughnut economics, environmental footprints, social justice, human flourishing. Based on these foundations, the course dives into specific issues dealing with, inter alia, (the organisation of) ethics in business, international corporate responsibility, SDG-related business strategy, circularity, sustainability management, sustainable value chains, impact, and human rights.

Business Perspectives

Second, we will address these topics from a business perspective using a wide range of cases about (the management of) CSR, shared value creation, social entrepreneurship, measuring economic, social and environmental impact, circular business models, supply chain management, human rights in emerging and developing countries and ethics. How are these concepts applied in practice? We will provide some sense in what can and cannot be done in a business environment.

Application & tools

Third, we will explore concrete business applications and tools in the domains of an SDG driven strategy, sustainable supply chains and business model innovation.

The course culminates in writing a paper that addresses relevant key issues introduced during the week applied to your own business context and organisation.

4 Course Literature

Compulsory reading list:

- Arjalies, D.L., Rodrigue, M., Gibassier, D. & Mark, K. (2018a). *Danone: Adopting Integrated Reporting or Not? (A)*. HBS No. W18733. Boston, MA: Harvard Business School Publishing. <https://hbsp.harvard.edu/product/W18733-PDF-ENG>
- Arjalies, D.L., Rodrigue, M., Gibassier, D. & Mark, K. (2018b). *Danone: Adopting Integrated Reporting or Not? (B)*. HBS No. W18734. Boston, MA: Harvard Business School Publishing. <https://hbsp.harvard.edu/product/W18734-PDF-ENG>
- Blomsma, F., & Brennan, G. (2017). The emergence of circular economy: A new framing around prolonging resource productivity. *Journal of Industrial Ecology*, 21(3), 603-614. <https://doi.org/10.1111/jiec.12603>
- Bloom, P.N. & Chatterji, A.K. (2009). Scaling for Social Entrepreneurial Impact. *California Management Review*, 51(3), 114-133. <https://doi.org/10.2307/41166496>
- Bocken, N. M., & Geradts, T. H. (2020). Barriers and drivers to sustainable business model innovation: Organization design and dynamic capabilities. *Long Range Planning*, 53(4), 101950. <https://doi.org/10.1016/j.lrp.2019.101950>
- Bocken, N. M., De Pauw, I., Bakker, C., & van der Grinten, B. (2016). Product design and business model strategies for a circular economy. *Journal of Industrial and Production Engineering*, 33(5), 308-320. <https://doi.org/10.1080/21681015.2016.1172124>
- Bovens, M. (1998). *The Quest for Responsibility*. Boston: Cambridge University Press. pp. 22-53 & 106-139 (Chapters 3, 4 & 8).
- Cunliffe, A. L. (2016). "On becoming a critically reflexive practitioner" redux: What does it mean to be reflexive?. *Journal of Management Education*, 40(6), 740-746. https://pesquisa-eaesp.fgv.br/sites/gvpesquisa.fgv.br/files/arquivos/on_becoming.pdf
- Dieleman, Marleen & Juliette Koning (2020) Articulating Values through Identity Work: Advancing Family Business Ethics Research. *Journal of Business Ethics*, 163: 675-687
- Donaldson, T., & Dunfee, T. W. (1999). When ethics travel: The promise and peril of global business ethics. *California Management Review*, 41(4). http://www.exeter.ac.uk/media/universityofexeter/internationalexeter/documents/iss/Donaldson_CMCR_99.pdf
- Dyllick, T., & Muff, K. (2016). Clarifying the meaning of sustainable business: Introducing a typology from business-as-usual to true business sustainability. *Organization & Environment*, 29(2), 156-174. <https://doi.org/10.1177/0271086026615575176>
- Ebrahim, A. & Rangan, V.K. (2014). What impact? A framework for measuring the scale and scope of social performance. *California Management Review*, 56(3), 118-141. <https://doi.org/10.1525/cmcr.2014.56.3.118>
- Friedman, M. (1970). The social responsibility of business is to increase its profits. *New York Times Magazine*, 1-5. <https://graphics8.nytimes.com/packages/pdf/business/miltonfriedman1970.pdf>
- Geissdoerfer, M., Savaget, P., Bocken, N. M., & Hultink, E. J. (2017). The Circular Economy—A new sustainability paradigm?. *Journal of cleaner production*, 143, 757-768. <https://doi.org/10.1016/j.jclepro.2016.12.048>

- Jackall, R. (1983). Moral Mazes: bureaucracy and managerial work. *Harvard Business Review*, 18-30 <https://hbr.org/1983/09/moral-mazes-bureaucracy-and-managerial-work>
- Koning, J., & Waistell, J. (2012). Identity talk of aspirational ethical leaders. *Journal of Business Ethics*, 107(1), 65-77. https://www.researchgate.net/profile/Juliette-Koning/publication/254426746_Identity_Talk_of_Aspirational_Ethical_Leaders/links/55479abb0cf2e2031b37711a/Identity-Talk-of-Aspirational-Ethical-Leaders.pdf
- Lüdeke-Freund, F., Gold, S., & Bocken, N. M. (2019). A review and typology of circular economy business model patterns. *Journal of Industrial Ecology*, 23(1), 36-61. <https://doi.org/10.1111/jiec.12763>
- Martin, R.L. & Osberg, S. (2007). "Social Entrepreneurship: The Case for Definition", *Stanford Social Innovation Review*, Spring 2007. https://ssir.org/articles/entry/social_entrepreneurship_the_case_for_definition
- Muff, K. (2019): "Thinking in different innovation horizons How to secure the existing business without missing out on future opportunities", November 20th, 2019, CEO Magazine, <https://ceoworld.biz/2019/11/20/thinking-in-different-innovation-horizons-how-to-secure-the-existing-business-without-missing-out-on-future-opportunities/>
- Muff, K. (2021): "Learning from Positive Impact Organizations: A Framework for Strategic Innovation", *Sustainability*; 13(16): 8891, <https://www.mdpi.com/2071-1050/13/16/8891>
- Muff, K., Kapalka, A., & Dyllick, T. (2017). The Gap Frame-Translating the SDGs into relevant national grand challenges for strategic business opportunities. *The International Journal of Management Education*, 15(2), 363-383. <https://doi.org/10.1016/j.ijme.2017.03.004>
- Narbel, F., & Muff, K. (2017). Should the Evolution of Stakeholder Theory Be Discontinued Given Its Limitations?. *Theoretical Economics Letters*, 7(05), 1357. <https://doi.org/10.4236/tel.2017.75092>
- Noortmann, Koning, Hoofd and Vervoort (2019) Scenario-planning project report <https://crestresearch.ac.uk/projects/imaginative-scenario-planning/>
- Porter, M. & Kramer, M. (2011). Creating Shared Value. *Harvard Business Review*, Jan/Feb, 63-77. <https://hbr.org/2011/01/the-big-idea-creating-shared-value>
- Scharmer O. (2018): "The essentials of Theory U", https://www.leadershipnow.com/leadingblog/2018/04/the_essentials_of_theory_u.html
- Taras, V., Steel, P. & Kirkman, B.L. (2016) Does Country Equate with Culture? Beyond Geography in the Search for Cultural Boundaries. *Manag Int Rev* 56, 455-487. <https://doi.org/10.1007/s11575-016-0283-x>
- Trevino, L. K., Hartman, L. P., & Brown, M. (2000). Moral person and moral manager: How executives develop a reputation for ethical leadership. *California management review*, 42(4), 128-142. <https://journals.sagepub.com/doi/pdf/10.2307/41166057>
- 6 min video on True Business Sustainability: <https://youtu.be/AEFqUh4PMmI>
- On wicked problems: <https://theconversation.com/wicked-problems-and-how-to-solve-them-100047>
- On co-production of knowledge: <https://www.bmj.com/content/372/bmj.n434>

Additional reading (for after the course)

Millon, D.K. (1990), Theories of the Corporation, Duke Law Journal, Vol. 1990, No. 2, April, pp.201-262

Muff, K. (2019). *Five Superpowers for Co-Creators: How change makers and business can achieve the Sustainable Development Goals*. New York: Routledge.

5 Time Scheduling

Class 1

Session	Topic	Lecturer	location
Monday 14-02-2022			
12:30-13:00	Introduction to the course	H. Hummels, J. Koning, K. Muff	JOINT SESSION CLASS 1 & 2
13:00-15.30	What is a corporation? A conceptual foundation	H. Hummels & C. van Aartsen	
15:30-16:00	Snack break		
16:00-19:00	Ethics and Responsibility	H. Hummels	
19:00-...	Dinner		
Tuesday 15-02-2022			
08:30-11:30	Sustainable Development Goals & Business Opportunities	K. Muff	
11:30-12:30	Lunch		
12:30-15:30	Implementing Sustainability to the Core of Business	K. Muff	
15:30-16:00	Snack break		
16:00-19:00	Social Entrepreneurship and Impact	H. Hummels	
Wednesday 16-02-2022			
08:30-11:30	Redefining Stakeholder Engagement	K. Muff	
11:30-12:30	Lunch		
12:30-14:30	Transform Sustainability from Qualifier to Differentiator creating Unique Customer Value	T. Geurts	
14:30-15:30	Travel to Gulpener by bus		
15:30-19:30	Guided tour Gulpener brewery and dinner	T. Geurts	
Thursday 17-02-2022			

08:30-11:30	Sustainability governance: put sustainability at the heart of your business for maximum impact	T. Geurts	
11:30-12:30	Lunch		
12:30-15:30	Ethics, values and CSR beyond the West	J. Koning	
15:30-16:00	Snack break		
16:00-19:00	Sustainability at TUI	R. Pastleitner	
Friday 18-02-2022			
08:30-11:30	Co-production of knowledge: unpacking global challenges in sustainability and security	J. Koning	
11:30-12:30	Lunch		
12:30-15:30	Circular Economy & Business Model (& Value Chain) Innovation	N. Bocken	
15:30-16:00	Snack break		
16:00-19:00	Mosa Meat	M. Post	

Class 2

Session	Topic	Lecturer	location
Monday 14-02-2022			
12:30-13:00	Introduction to the course	H. Hummels, J. Koning, K. Muff	JOINT SESSION CLASS 1 & 2
13:00-15.30	Sustainable Development Goals & Business Opportunities	K. Muff	
15:30-16:00	Snack break		
16:00-19:00	Implementing Sustainability to the Core of Business	K. Muff	
19:00-...	Dinner		
Tuesday 15-02-2022			
08:30-11:30	What is a corporation? A conceptual foundation	H. Hummels & C. van Aartsen	
11:30-12:30	Lunch		
12:30-15:30	Ethics and Responsibility	H. Hummels	
15:30-16:00	Snack break		
16:00-19:00	Sustainability governance: put sustainability at the heart of your business for maximum impact	T. Geurts	
Wednesday 16-02-2022			
08:30-11:30	Social Entrepreneurship and Impact	H. Hummels	
11:30-12:30	Lunch		
12:30-14:30	Transform Sustainability from Qualifier to Differentiator creating Unique Customer Value	T. Geurts	
14:30-15:30	Travel to Gulpener by bus		
16:00-19:00	Guided tour Gulpener brewery and dinner	T. Geurts	

Thursday 17-02-2022			
08:30-11:30	Ethics, values and CSR beyond the West	J. Koning	
11:30-12:30	Lunch		
12:30-15:30	Redefining Stakeholder Engagement	K. Muff	
15:30-16:00	Snack break		
16:00-19:00	Sustainability at TUI	R. Pastleitner	
Friday 18-02-2022			
08:30-11:30	Circular Economy & Business Model (& Value Chain) Innovation	N. Bocken	
11:30-12:30	Lunch		
12:30-15:30	Co-production of knowledge: unpacking global challenges in sustainability and security	J. Koning	
15:30-16:00	Snack break		
16:00-19:00	Mosa Meat	M. Post	

6 Session overview

1.a Introduction to the course

By Juliette Koning, Harry Hummels, and Katrin Muff

What can you expect from one week focusing on sustainability, corporate responsibility, circularity, sustainable supply chain management and ethics? During this first half hour of the week, we like to give you an overview of what is coming. It will be a short and open session in which we are open to requests from you, the students.

1.b What is a corporation? A conceptual foundation

By Harry Hummels and Constantijn van Aartsen

Our economy and society are confronted with global social and ecological challenges mainly created and driven by the human species. Climate change, biodiversity loss, resource degradation (e.g. deforestation, overfishing), lack of distributive justice, human rights, and development, are all symptoms of a great explosion in human activity. Are we good ancestors, Roman Kzarnic asks us? Our ecological overshoot is increasing rapidly – meaning that humanity is demanding more resources than what nature can sustainably supply. The other side of the coin or the doughnut is the shortfall in ensuring wealth, prosperity and flourishing for all – too many people remain deprived of socio-economic benefits, opportunities and rights to flourish as a human being. Issues around ethics, sustainability, and responsibility are wicked problems manifesting themselves in increasingly complex decision-making processes.

Corporations and other businesses contribute significantly to creating wicked problems, as much as they can be part of the solution. To better understand the contribution that business can make to a more sustainable, responsible, circular, just and humane society and economy, it is important to understand the roots of our economic thinking.

LEARNING OBJECTIVES

- Understand the nature of (global) inter-connectedness and the global sustainability challenges. We start by taking you back to 42nd Street in New York on the evening of 11 December 1987
- Clarify the concept and the historic development of the corporation as an illustration of the development of our economic thinking and acting
- Engage in a group discussion on the need and the possibility of fundamental change in our economic system, aiming to reduce the ongoing ecological overshoot as well as current human degradation.
- Introduce and discuss new corporate forms – like the Benefit Corporation.

STUDY MATERIAL

Sampford, C. (1991), Law, Institutions and the public/private divide, *Federal Law Review*, Vol. 20, no 2, pp. 185-222 <https://doi.org/10.1177/0067205X9102000202>

Additional readings:

Millon, D.K. (1990), Theories of the Corporation, *Duke Law Journal*, Vol. 1990, No. 2, April, pp.201-262

2. Business Ethics, Responsibility

By Harry Hummels

The sessions introduce students to the topics of ethics and (corporate) responsibility. (Inter)national businesses are constantly challenged with issues related to ethics and responsibility – ranging from respecting human rights to labour practices, fraud, or corruption. What do we mean when we refer to 'ethics and responsibility' in business? Both subjects require personal reflection but what does that mean in the context of corporate behaviour?

LEARNING GOALS

- Become acquainted with basic concepts of ethics and (corporate) responsibility
- Understand and apply the bodies of knowledge in practical cases
- Be able to use these concepts in daily life – both inside and outside the organization – and in interaction with colleagues

STUDY MATERIAL

Donaldson, T., & Dunfee, T. W. (1999). When ethics travel: The promise and peril of global business ethics. *California Management Review*, 41(4).

http://www.exeter.ac.uk/media/universityofexeter/internationalexeter/documents/iss/Donaldson_CM_R_99.pdf

Bovens, M. (1998). *The Quest for Responsibility*. Boston: Cambridge University Press. pp. 22-53 & 106-139 (Chapters 3, 4 & 8).

Robert Jackall, (1983). Moral Mazes: bureaucracy and managerial work. *Harvard Business Review*, 18-30 <https://hbr.org/1983/09/moral-mazes-bureaucracy-and-managerial-work>

Milton Friedman, (1970). The social responsibility of business is to increase its profits. *New York Times Magazine*, 1-5.

<https://graphics8.nytimes.com/packages/pdf/business/miltonfriedman1970.pdf>

Preparatory assignment:

Prepare a one-page description highlighting a responsibility issue in your organisation. Describe the issue briefly and the measures taken by the organization to resolve the issue.

The assignment has to be handed in the latest on **February 6 23.59hrs, 2022**

Please upload your assignment as PDF **via 'assignment' on EleUM.**

3. Sustainable Development Goals & Business Opportunities

By Katrin Muff

Burning societal or environmental issues have for a longtime been considered mostly a business risk. The Sustainable Development Goals (SDGs) offer a welcome new perspective of considering them as business opportunities. The ESG hype has put sustainability into the executive offer, and yet, the world needs more than simply a ESG risk management. It needs to see business contribute positively to its challenges. For this business needs to face the challenge of figuring out how to go about to accomplish this shift in perspective from a traditional "inside-out" to a new "outside-in" view. Research shows that it takes two mindset transformations to get there. One related to the leadership, and the other related to the organization. We will look into how both can be enabled, using latest insights from the field.

LEARNING OBJECTIVES

- Clarity regarding the perspective-shift involved Understanding the different types of business sustainability – from business as usual to true business sustainability
- in seeing external challenges as business opportunities
- Differentiating ESG risk management from SDG impact creation
- Understanding the "outside-in" leadership mindset and how to get there
- Understanding the "co-creative" organization mindset and how to get there

STUDY MATERIAL

6 min video on True Business Sustainability: <https://youtu.be/AEFqUh4PMmI>

Muff, K., Kapalka, A., & Dyllick, T. (2017). The Gap Frame-Translating the SDGs into relevant national grand challenges for strategic business opportunities. *The International Journal of Management Education*, 15(2), 363-383.

<https://doi.org/10.1016/j.ijme.2017.03.004>

Dyllick, T., & Muff, K. (2016). Clarifying the meaning of sustainable business: Introducing a typology from business-as-usual to true business sustainability. *Organization & Environment*, 29(2), 156-174. <https://doi.org/10.1177/1086026615575176>

Muff, K. (2021): "Learning from Positive Impact Organizations: A Framework for Strategic Innovation", *Sustainability*; 13(16): 8891, <https://www.mdpi.com/2071-1050/13/16/8891>

SUSTAINABLE DEVELOPMENT GOALS



4. Implementing Sustainability to the Core of Business

By Katrin Muff

Business strategy has fundamentally changed in the past two decades from a mostly top-down exercise to an increasingly bottom-up adaptive process. We will study the benefits and limitations of various approaches and familiarize ourselves with a pragmatic strategy process tool designed to do both. The SDGXCHANGE is a state-of-the-art business strategy tool designed to embed the SDGs into the core of the business. This is done through a combination of tools, processes and design-thinking approaches. Participants gain hands-on experience in how business strategy beyond existing market and product boundaries can bring new opportunities in the short, medium- and long-term.

LEARNING OBJECTIVES

- Assessing and comparing different innovation tools
- Understanding the different innovation horizons of business strategy
- Developing a familiarity with the changes in business strategy development of the past decades
- Understanding how to bring about a conversation that can trigger mindset shifts
- Capacity in designing a strategy process that fits an organization's current culture
- Ability to bring in external perspective for a higher degree of innovation in a strategy process
- Understanding how to measure progress in the transformation journey

STUDY MATERIAL

Muff, K. (2019): "Thinking in different innovation horizons How to secure the existing business without missing out on future opportunities", November 20th, 2019, CEO Magazine, <https://ceoworld.biz/2019/11/20/thinking-in-different-innovation-horizons-how-to-secure-the-existing-business-without-missing-out-on-future-opportunities/>

Scharmer O. (2018): "The essentials of Theory U", https://www.leadershipnow.com/leadingblog/2018/04/the_essentials_of_theory_u.html

5. Redefining Stakeholder Engagement

By Katrin Muff

The challenges of the 21st century not only require business to redefine their role and scope, but also to look beyond traditional market and product boundaries. The expectation of stakeholders stress such a broader perspective. Yet, frequently, business considers stakeholders as a tricky counterpart. And indeed, there is no bigger reputational risk to a company than an angry stakeholder. On the other hand, friendly stakeholders are able to contribute to new perspectives and business ideas that can help reshape the transformation of business. A co-creative approach with stakeholders turns this risk into an opportunity. Such a redefinition of how an organization embraces stakeholders comes along with a need to rethink the organizational structure and decision-making. A comparison between advantages and disadvantages of hierarchies and self-organized organizations provides clarity about organizational choices.

LEARNING OBJECTIVES

- Understanding different ways of working with stakeholders
- Understanding the essential building blocks of stakeholder co-creation
- Ability to design a suitable co-creation process with stakeholders
- Understanding one's personal strength in working with stakeholders
- Reflecting on and sharpening one's personal responsible leadership competencies
- Identifying key risks and opportunities in working together with stakeholders
- Clarity about different organizations forms in ensuring a closer stakeholder connection

READINGS

Narbel, F., & Muff, K. (2017). Should the Evolution of Stakeholder Theory Be Discontinued Given Its Limitations?. *Theoretical Economics Letters*, 7(05), 1357. <https://doi.org/10.4236/tel.2017.75092>

Muff, K. (2019). *Five Superpowers for Co-Creators: How change makers and business can achieve the Sustainable Development Goals*. New York: Routledge.

The book will be provided for you in the week – so you do not need to get and read it beforehand – you will be introduced to the main content in the session and are encouraged to engage with the material for the assignments.

IN-CLASS ASSIGNMENT

The Competency Assessment of Responsible Leadership (CARL): www.CARL2030.org

6. Social Entrepreneurship and Impact

By Harry Hummels

This part of the course focuses on social entrepreneurship – which can be seen as the latest development and spearhead in corporate responsibility. Social entrepreneurship refers to the innovative use of resources to produce and distribute goods and services to pursue societal change and/or address societal needs in a sustainable way.

READINGS

Roger L. Martin & Sally Osberg, "Social Entrepreneurship: The Case for Definition", *Stanford Social Innovation Review*, Spring 2007 - https://ssir.org/articles/entry/social_entrepreneurship_the_case_for_definition

M. Porter, M. & Kramer, M. (2011). Creating Shared Value. *Harvard Business Review*, Jan/Feb, 63-77 - <https://hbr.org/2011/01/the-big-idea-creating-shared-value>

In addition, this session explores the importance of measuring and managing the impact of organisational activities on sustainability outcomes – including the reporting of the outputs, outcomes and potentially the impact. Topics include: Global Reporting Initiative, Integrated Reporting, Social Return on Investment (SROI), Randomized Control Trials, and Storytelling.

READINGS

Ebrahim, A. & Rangan, V.K. (2014). What impact? A framework for measuring the scale and scope of social performance. *California Management Review*, 56(3), 118-141. <https://doi.org/10.1525/cmr.2014.56.3.118>

Bloom, P.N. & Chatterji, A.K. (2009). Scaling for Social Entrepreneurial Impact. *California Management Review*, 51(3), 114-133. <https://doi.org/10.2307/41166496>

The session will involve in-depth critical analysis of two case studies of that you need to prepare before the lecture. The case studies will be shared with you by the MBA team.

Arjalies, D.L., Rodrigue, M., Gibassier, D. & Mark, K. (2018a). *Danone: Adopting Integrated Reporting or Not? (A)*. HBS No. W18733. Boston, MA: Harvard Business School Publishing. <https://hbsp.harvard.edu/product/W18733-PDF-ENG>

Arjalies, D.L., Rodrigue, M., Gibassier, D. & Mark, K. (2018b). *Danone: Adopting Integrated Reporting or Not? (B)*. HBS No. W18734. Boston, MA: Harvard Business School Publishing. <https://hbsp.harvard.edu/product/W18734-PDF-ENG>

LEARNING OBJECTIVES

- understand the concept of social entrepreneurship as a way of doing business applicable for all kinds of organisations
- understand the key element of impact management and measurement
- evaluate diverse approaches to impact measurement
- appreciate the advantages and disadvantages of different reporting standards in practice

Preparation: Read these cases

Danone: Adopting Integrated Reporting or Not? Part A & B

7. Gulpener Bierbrouwerij – Transform Sustainability from Qualifier to Differentiator creating Unique Customer Value

By Ton Geurts

The content of this session will be available in January.

8. Visit Gulpener Brewery

By Ton Geurts

9. Sustainable Governance: Put Sustainability at the Heart of your Business for Maximum Impact

By Ton Geurts

The content of this session will be available in January.

10. Corporate Lecture: Sustainability at TUI

By Ralf Pastleitner

11. Ethics, values and CSR beyond the West

By Juliette Koning

This session will take us to Southeast Asia to investigate leadership challenges faced by business leaders of both small and large companies who aspire to lead ethically and/or responsibly. It follows from the earlier session on these issues but takes us beyond the West and considers a wider set of values (for instance religion) and contexts that can be extremely challenging (weak institutions, cronyism, poverty, discrimination). Sometimes (or often), it is illuminating to look at other contexts and cultures to understand those of our own better.

LEARNING OBJECTIVES

- Understand the notion of ethical leadership
- Appreciate contextual dynamics
- Broaden the scope of underpinning values for CSR/ethical leadership
- Learning from other cultures (what does it tell us about our 'own' culture(s))

READINGS

On ethical leadership:

Trevino, L. K., Hartman, L. P., & Brown, M. (2000). Moral person and moral manager: How executives develop a reputation for ethical leadership. *California management review*, 42(4), 128-142.

<https://journals.sagepub.com/doi/pdf/10.2307/41166057>

On context/values:

Dieleman, Marleen & Juliette Koning (2020) Articulating Values through Identity Work: Advancing Family Business Ethics Research. *Journal of Business Ethics*, 163: 675–687

And/or

Koning, J., & Waistell, J. (2012). Identity talk of aspirational ethical leaders. *Journal of Business Ethics*, 107(1), 65-77. https://www.researchgate.net/profile/Juliette-Koning/publication/254426746_Identity_Talk_of_Aspirational_Ethical_Leaders/links/55479abb0cf2e2031b37711a/Identity-Talk-of-Aspirational-Ethical-Leaders.pdf

On cultural differences (whatever these may mean):

Taras, V., Steel, P. & Kirkman, B.L. (2016) Does Country Equate with Culture? Beyond Geography in the Search for Cultural Boundaries. *Manag Int Rev* 56, 455–487.

<https://doi.org/10.1007/s11575-016-0283-x>

12. Co-production of knowledge: unpacking global challenges in sustainability and security

By Juliette Koning

In order to tackle 'wicked problems', there is a need to understand such issues from multiple viewpoints and from the inside-out. The latter dimension is often lacking as it makes the issue more complex and time-consuming. Nevertheless, there is much to gain to take time to explore complex issues from multiple perspectives as well as to think what alternative means we can employ to do so and study the issues from the inside-out. Hence, in this session we will ask: How can we look into complex problems from the inside-out? What have alternative approaches, such as using the arts, to offer? We will do so, by delving deeper into the case of illegal and unsustainable fishing in Indonesia and the case of organizing for security in the UK/Netherlands/South Africa. We will discuss the use and value of arts-based methods, the co-production of knowledge and critical reflexivity practice as ways to engage with complex problems.

LEARNING OBJECTIVES

- Explore a complex (wicked) problem from different perspectives
- What does inside-out mean and why might it be relevant?
- Understand the idea of co-production of knowledge
- Experience working with 'the arts' in organizations

READINGS

On wicked problems:

<https://theconversation.com/wicked-problems-and-how-to-solve-them-100047>

On co-production of knowledge:

<https://www.bmj.com/content/372/bmj.n434>

On reflexivity:

Cunliffe, A. L. (2016). "On becoming a critically reflexive practitioner" redux: What does it mean to be reflexive?. *Journal of Management Education*, 40(6), 740-746.

https://pesquisa-eaesp.fgv.br/sites/gvpesquisa.fgv.br/files/arquivos/on_becoming.pdf

Example of using arts-based approaches (collage-making)

Noortmann, Koning, Hoofd and Vervoort (2019) Scenario-planning project report

<https://crestresearch.ac.uk/projects/imaginative-scenario-planning/>

13. Circular Economy & Business Model (& Value Chain) Innovation

By Nancy Bocken

Innovation is a key driver for the sustainability transformation required to align our economic system with the ecological boundary conditions. But how to go about it? The circular economy is now seen as potential driver for sustainable development by business, academia, and policymakers. In such a future circular economy, new business models need to be developed that slow, close and narrow resource loops while regenerating the natural environment to address key resource and climate challenges. However, this is not easy and new tools and methods are necessary to support the transition and development of such new business models. There are many generic tools and approaches that might be used, such as the lean startup approach by Eric Ries, or the business model canvas by Osterwalder & Pigneur. Also there are various sustainability focused tools such as the value mapping tool. However, few tools specifically focus on circular business model innovation, and the generic tools and approaches might 'dilute' the circularity or sustainability message.

LEARNING OBJECTIVES

- Become acquainted with the circular economy concept
- Understand and operationalize the innovation challenges of sustainability
- close the 'idea-action' gap in sustainability and circular economy
- make sense of complex sustainability issues and develop feasible but impactful (business) solutions

READINGS

Circular Economy

Blomsma, F., & Brennan, G. (2017). The emergence of circular economy: A new framing around prolonging resource productivity. *Journal of Industrial Ecology*, 21(3), 603-614. <https://doi.org/10.1111/jiec.12603>

Geissdoerfer, M., Savaget, P., Bocken, N. M., & Hultink, E. J. (2017). The Circular Economy—A new sustainability paradigm?. *Journal of cleaner production*, 143, 757-768. <https://doi.org/10.1016/j.jclepro.2016.12.048>

Business Model Innovation

Bocken, N. M., & Geradts, T. H. (2020). Barriers and drivers to sustainable business model innovation: Organization design and dynamic capabilities. *Long Range Planning*, 53(4), 101950. <https://doi.org/10.1016/j.lrp.2019.101950>

Bocken, N. M., De Pauw, I., Bakker, C., & van der Grinten, B. (2016). Product design and business model strategies for a circular economy. *Journal of Industrial and Production Engineering*, 33(5), 308-320. <https://doi.org/10.1080/21681015.2016.1172124>

Lüdeke-Freund, F., Gold, S., & Bocken, N. M. (2019). A review and typology of circular economy business model patterns. *Journal of Industrial Ecology*, 23(1), 36-61. <https://doi.org/10.1111/jiec.12763>

14. Talk - Entrepreneur: Mark Post – Mosa Meat

In the final session of the week, we will be inspired by scientist and entrepreneur Mark Post.

In 2013, Mark unveiled the world's first slaughter-free hamburger to a packed press conference in London. The burger was harvested directly from cow cells, rather than raising and slaughtering a whole animal. It was the result of years of research at Maastricht University, and cost €250,000 to make. The effort was funded by Sergey Brin, the co-founder of Google. The motivation was to find a new method to make real meat to feed our fast-growing population in a sustainable, healthy and animal-friendly way. Following the success of the first hamburger, Mark co-founded Mosa Meat to commercialise cultured meat (also known as clean meat) and bring it to plates everywhere.

<https://www.mosameat.com/about-us>



7 Course assignments

Will be available in January.

8 Examination

Will be available in January.

9 Teaching faculty profiles

The course *Sustainability* has been developed and will be taught by:



Prof. dr. **Nancy Bocken** is a Professor in Sustainable Business Management and Practice at Lund University, an Associate Professor in Industrial Design Engineering at TU Delft, a fellow at the Cambridge Institute for Sustainability Leadership (CISL), Co-founder of HOMIE, visiting professor at Lappeenranta University of Technology and Maastricht University, and an advisor to a number of organisations (large and small) on sustainable business models. Nancy's research evolves around the broad field of Sustainable Business Management and Practice. Within this, she is exploring the areas of sustainable

business models, business experiments for sustainability, sustainable innovation, Circular Economy, scaling up sustainable business, and closing the 'idea-action' gap in sustainability, through development, testing and application of novel tools, methods and approaches.

For more info see <http://nancybocken.com/about/>

Ton Geurts MSc "The Brightlands Institute for Supply Chain Innovation (BISCI) is driving state-of-the art digital and sustainable supply chain innovations by combining resources and expertise from knowledge institutions, business and government, thereby building a leading supply chain knowledge excellence center"



A highly experienced transformation leader, in programs, interim management, top executive across several industries and continents with a passion for processes, M&A, sustainability, supplier quality management and program management on advancing capabilities and performance, IoT, digitisation, including the necessary standardisation and master data management needed.

Lectures at post doc MBA programs are given at universities like Maastricht, Vlerick/Ghent and Erasmus/Rotterdam.

Passion for sustainability and the highest standards in business is combined with a huge interest in building, optimizing and leading organizations. As a networker, he relishes working in complex global business environments and enjoys learning from other cultures.

He built an international career with Royal DSM, which he joined as a company lawyer in 1986. This was followed by roles in marketing and business management, including production responsibility in Chile. From 2000 to 2003 he oversaw the successful rollout of internet capabilities for the entire company. From 2003 he was part of the team managing the acquisition and integration of Roche Vitamins & Fine Chemicals, in which capacity he

was instrumental for Procurement. He lived in Basel, Switzerland from 2003–2007.

In 2007 he joined AkzoNobel as Chief Procurement Officer (CPO), reporting directly to the Board of Management (later Executive Committee). He took Procurement from state of decentralization to a highly effective and efficient center-led global function centered on sustainable supply chains.

As per September 1st 2014 until March 1st 2019 he joined NV Bekaert SA , directly reporting to the Bekaert Group Executive, responsible as CPO and SVP Supply Chain Excellence.



Prof. dr. **Harry Hummels** holds a chair in Ethics, Organisations, and Society at Maastricht University and one in Social Entrepreneurship at Utrecht University School of Economics. For nearly twenty years Harry held senior management positions in the financial sector, including ING Bank, SNS REAAL, and ACTIAM. In addition, for several years he was a senior advisor to the United Nations Office of Project Services' (UNOPS) Social Impact Investing Initiative and represented the Global Impact Investing Network in Europa. At present, Harry sits on various boards and advisory committees. He researches and publishes on Agape, Social Entrepreneurship, Impact Investing, Responsible Investing, Corporate Responsibility, Business and Organizational Ethics and Philosophy of Work, while also having published two cookbooks. Harry enjoys the good life, including reading, cooking, hiking, family holidays and chatting with friends in his favourite pub Frowijn.

For more info see <https://www.maastrichtuniversity.nl/h.hummels>

Prof. dr. **Juliette Koning** is Professor of Business in Society at the School of Business and Economics, Maastricht University (the Netherlands), where she is also Head of the Organisation, Strategy and Entrepreneurship Department. Juliette has a PhD in social anthropology (University of Amsterdam, the Netherlands) from which she investigates the role and meaning of religion, ethnicity, kinship, identity, ethics, relationality, gender, and generations for organizational leadership, business conduct, small business development and entrepreneurship. For the last ten years, Juliette worked in the UK, at Oxford Brookes Business School where she was among others, director of the Research Centre for Business, Society and Global Challenges. Fieldwork characterises her research, as well as the use of arts-based and visual methods and co-production of knowledge. Recent projects include organizing for security in the UK, the Netherlands and South Africa, and interorganizational collaboration addressing illegal and unsustainable fishing in Indonesia. She has a longstanding interest in ethnic Chinese entrepreneurship in Southeast Asia. Juliette is Associate Editor of Human Relations (a Financial Times top ten journal) and is a visiting professor in the applied anthropology masters at the University of Amsterdam.



<https://www.maastrichtuniversity.nl/p70076472>

<https://www.juliettekoning.com/>



Prof. dr. **Katrin Muff** is Director at the Institute for Business Sustainability and Professor of Practice in Sustainability & Leadership at LUISS Business School in Rome. She is an internationally recognized thought leader in the transformative space of sustainability and responsibility. She teaches, consults, speaks and is active on boards. Until 2018 she helped transform Business School Lausanne, where she acted as Dean from 2008-2015. From 2010 onwards, she led BSL's research activities in sustainability and responsibility related transformation of business and leadership. Prior, she worked in strategy and general management functions accumulating two decades of international experience at ALCOA (United States, Russia), IAMS Europe – Procter & Gamble (the Netherlands), Schindler Lifts (Australia and Switzerland) and Yupango (Switzerland).

For more info see <https://www.katrinmuff.com/>

10 Participants

Class 1

1	Prathyusha	Adiraju
2	Alessia	Arena
3	Vincent	Bastiaans
4	Roy	van den Berg
5	Bart	Breuer
6	Jack	Croes
7	Ted	Junker
8	Junyu	Li
9	Tom	Mastenbroek
10	Simon	Miller
11	Emanuele	Negri
12	Paris	Oikonomou
13	Aleksandra	Petseva
14	Lauro	Pontes
15	Hewy	Rappé
16	Attilio	Scala
17	Sofia	Sevastidou
18	Eddie	van der Wereld

Class 2

1	Martijn	Antzoulatos
2	Jacques	Basson
3	Ignacio	Bonetto Beytía
4	Ali	Boyaci
5	Lai	Chan
6	Hannah	Doff
7	Agripino	Eugenio
8	Laura	Galante
9	Matthias	Jocher
10	Xuanqi	Li
11	Jonaki	Majumdar
12	Luca	Mucchetti
13	Niels	Nijs
14	Matija	Posavec
15	Kaustubh	Raool
16	Oana-Giuliana	Scutaru
17	Sowaba	Shehzad
18	Jeffrey	Zitter