

Fall Semester 2017

Global Sustainable Strategies

IMP Track

Course Catalogue

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Modules	Courses	Hours	ECTS
GLOBAL RESPONSIBILITY		30	4
RESPONSIBILITY IN PRACTICE	Project management & Sustainable Development	15	4
	Social Innovation	15	
SUSTAINABLE FINANCE AND SOCIAL ECONOMY	Social economic mechanisms	15	4
	Sustainable Finance	15	
SUSTAINABILITY MANAGEMENT	NGO Management	15	4
	Leadership	15	
RESPONSIBLE HUMAN RESOURCE MANAGEMENT		30	4
SUSTAINABLE MARKETING AND SUPPLY CHAIN	Sustainable Supply Chain Management	15	4
	Sustainable Marketing	15	

PROGRAMME DESCRIPTION

OBJECTIVES

The GLOBAL SUSTAINABLE STRATEGIES Major Track seeks to give students a broad view of what organisations, Leaders and managers need to know and do when dealing with global responsibility and sustainability, and how to combine the notions of People, Profit and Planet.

Profitability, sustainability and responsibility have become a kind of generic strategy for global firms. Ideally businesses, governments and society come together to develop partnerships and growth strategies that are dedicated to improving the environment and to becoming social change agents through social and corporate citizenship activities. A social contract between business and society and public–private partnerships are part of this process, even though they have very different objectives. The index of sustainable business is growing fast in terms of investment opportunities by financial institutions in sustainable share portfolios. Business therefore requires a redefinition of the terms ‘profit’ and ‘value’. The GLOBAL SUSTAINABLE STRATEGIES programme will enable students to study in depth how businesses operate in a sustainable and global way, going far beyond corporate social responsibility. This will involve determining how they operate in developed and emerging economies, how they develop their products and grow their customer base, how they create wealth; develop talent, and human capital. It will be important to explore the difficulties experienced by large corporations in becoming ‘sustainable’. The GLOBAL SUSTAINABLE STRATEGIES programme will entail a critical assessment of the ‘credo’ of typical multinational companies regarding their new attitudes to customers, the environment, partners, markets, and stakeholders.

INTENDED LEARNING & PROFESSIONAL OUTCOMES

Skills developed:

- provide a forum for discussion that will enable future managers to take and advantage vis-à-vis other future managers,
- widen students’ management focus to obtain a perspective of global responsibility and sustainability of the business, through the analysis of best practice and theories from a wide range of sectors and countries,
- challenges old concepts and assumptions in order to align business practices with current trends and economic conditions,
- present the latest concepts and ideas for developing corporate sustainable and responsible strategies that create not only value for shareholders but also wealth for the whole stakeholders and balance the notions of People, Planet and Profit
- help students identify and analyse the roles that senior executives must play in order to manage responsibly and sustainably their people and production and lead their companies more effectively

PROGRAMME STRUCTURE

The programme will be delivered by international professors and to a multicultural group (French students + International students).

TEACHING ORGANISATION

An Interactive and differentiated Pedagogy divided into three main learning concepts:

- learning through concepts and tools' acquisition

Delivered through a combination of classroom and hands-on exercises, independent studies, and challenging questions

- learning through case study

After having introduced and discuss with students main concepts, approaches and tools, Professors encourage students to develop their knowledge and work practice by using a solving case approach.

- learning through practice and research

In addition, Professors encourage students to go through rigorous field projects that enable them to put into practice all their learning. This takes the form of what we call a **Field Research Project** or FRP. In group, students are invited to write a paper and perform an oral presentation based upon subjects suggested by student groups, the school, or companies that work very close with the school.

What we are looking for when teaching is to offer to students: knowledge, methods, tools, and experience that can help them to develop their skills not only as a manager but also as a leader. We believe that being a leader implies being able to develop skills and integrate behaviour as:

- transformational leader,
- adaptive leader,
- inspirational leader

We believe that our teaching method can help you to be a leader who inspires innovation and change.

ASSESSMENT

Continuous assessment : 50%

Final Exam : 50%

GLOBAL RESPONSIBILITY

PRESENTATION

The challenges facing business and management in the coming decades will be much greater than in the past. There is much more uncertainty about, for example: resource scarcity, causing price volatility; energy price volatility; climate destabilisation; human rights awareness and regulation; health and safety; environmental accountability, etc. This means that graduates from business schools in the 21st century need to be much more aware of the implications of these pressures than in the past.

Some very successful, and outwardly robust, companies experienced severe challenges when unprecedented flooding in Bangladesh in 2010 totally disrupted their supply chains and production of their products. The financial crisis of 2008/9 created money supply problems that still impact today, and are likely to continue to do so in the near future.

More recently the manipulation of tax liabilities by multinational companies has drawn attention to taxation as an issue of social justice, a central tenet of notions of sustainability. Indeed, the business model applied by many multinationals is to create a network of companies designed to enrich shareholders by exploiting workers, disregarding environmental implications of operations, maximising inward investment grant opportunities, etc.

How does this sit with assertions that companies are responsible or sustainable? This course seeks to critically examine the proposition that the planet is safe in the hands of business as the Work Business council on Sustainable Development would have us believe.

We examine the science behind climate change and look at the impact that industry has on global warming; we review the voluntary codes that are so attractive to large corporations to legitimise their operations, and ask, ‘are these programmes making business more sustainable? We draw on global data on resource use and pricing and consider the longer term implications of scarcity of resources, and we consider if there can ever be ‘sustainable capitalism’.

COURSES OBJECTIVES

On completion of this module, students should be able to:

- develop knowledge and understanding of the relationships among business, society, the environment and science
- develop an appreciation of the significant features of Corporate Responsibility and Sustainable Development and an understanding of the wider concepts of Responsible Management

Learning outcomes

On successful completion of the module the student should be able to demonstrate:

- knowledge of the key terms in the realms of Sustainable Development and Corporate Responsibility

- a critical understanding and application of relevant concepts and principles to the analysis of responsibility within a business context
- an understanding of developments in the natural sciences relating to climate change and resource scarcity and how these relate to the business world.
- an ability to critically evaluate the potential of business to deliver negative social and environmental impacts by its activities.
- a critical awareness of issues of responsible business, including, but not limited to, fair trade, financial probity, pollution, industrial accidents, green supply chains, child labour, etc.

Skills developed

- Critical thinking and analysis
- Understanding of complexity and complex systems
- Demonstrate a knowledge and understanding of the literature in this area
- Presentation and defence of critical analysis of case material, desk research and publicly available information.

RESPONSIBILITY IN PRACTICE

PRESENTATION

Following the Global Sustainable Strategies Programme students will, in this module, be given the opportunity to examine at first-hand how the theory transforms into practice.

2 main courses : “Social innovation” and “Project Management and Sustainable Development”.

COURSES OBJECTIVES

Social innovation

The mission of this module is to awaken, educate, and embolden students to create innovative solutions to community and global problems through opportunity recognition, collaboration, passion, persistence, and skilled leadership.

During the module the participant will explore, experiment and test key concepts associated with social entrepreneurship and social innovation.

Project Management and Sustainable Development

The Sustainable Development is a real and big issue for the whole society in terms of local policy and governance, economic strategy, or social and environmental.

The course will focus on this notion and this process applied to different project management cases: cities, organizations, companies and non for profit organizations. The Sustainable Development have several and different definitions as realities according to the type of actors. Seminars, project cases and role-playing games through the sport as a subject will add realism to the general learnings.

LEARNING OBJECTIVES

Social innovation

- Understand the “entrepreneurial mindset” and learn the introductory skill sets and frameworks necessary to become change agents through social innovation;
- Strengthen diagnostic, evaluation, and planning skills as social entrepreneurs and public leaders to address important social problems;
- Work directly with community partners to understand areas of need and opportunities for entrepreneurial contribution;
- Establish vibrant relationships with classmates, contribute to the evolution of the class, and have fun in the process

Project Management and Sustainable Development

The main objectives are to help and support students:

- to build their own critical sense on this notion very political and polemical,

- to develop practical and effective methods and tools to understand, analyze and achieve Sustainable Development processes,
- to be able to manage a project of sustainability in different situations and for different types of clients

SUSTAINABLE FINANCE AND SOCIAL ECONOMY

Presentation

The new practices of sustainable development entail a new definition of ‘value’, which is enlarged to encompass economic, social and environmental components on an equal level. These practices, however, appear incompatible with the current theoretical and methodological foundations of academic mainstream finance, which is heavily influenced by logical positivism and the methodological individualism hypothesis based on the maximization of the shareholder utility function. For instance, academic finance focuses on the micro level and emphasizes econometric modelling rather than adopting a longer-run view incorporating the lessons from economic history. This paradox challenges us to reconsider the epistemological and theoretical foundations of modern finance, and, in particular, the dominant role played by shareholders. It is our responsibility to question the idea that social welfare and ethics are simply the result of shareholders value maximization and to enrich financial thinking and financial practices, particularly with perspectives and contributions from other social sciences. In particular, we argue that there is a need to turn the order upside down: economy and finance must be embedded in environmental and social welfare in order to confront the challenges we face, rather than the other way around. Should we promote another character, as a substitute to the shareholder? How might we (re)define the concept of value? This module will introduce students to these important issues, with the objective of re-embedding the management of organization into societal concerns.

Course Objectives

The ongoing economic, social and environmental crisis has revealed the need to redefine the function of finance and economy. Academic finance and economy bear significant responsibility in this process addressing the interaction between finance, economy and society. As a response, many private actors have broadened their definition of ‘value’ in order to include environmental and social elements into their management and asset allocation practices.

The pedagogical objective of this class is to juxtapose standard corporate finance assumptions against the specificities of social business, and to propose relevant approaches for the successful prospective analysis of social entrepreneurship projects.

Students following this course will develop an awareness of the pitfalls of mainstream financial theory when it comes to the selection of social business projects; and master a set of specific techniques for the analysis of social projects. They will be equipped with a battery of specific methods allowing them to determine financing strategies and screen social investment projects, with a specific focus on the Global South.

Furthermore, this module will provide an introduction to economic mechanisms developed for social objectives. We will distinguish between socio-economic mechanisms and social economic mechanisms, including the briefest of incursion into the role of the rise and downfall (?) of capitalism.

SUSTAINABILITY MANAGEMENT

PRESENTATION

Sustainability issues are being addressed in many industries, nonprofits and governmental agencies and are incorporated broadly into different organizational functions, all with the common goal of creating a sustainable economy, society, and environment.

In this module, there are 2 main courses : NGO Management and Sustainable Leadership.

NGO MANAGEMENT : students will be introduced to NGOs and their management of projects. Successful NGOs provide high quality services to beneficiaries. Competition among NGOs in the delivery of services and in the acquisition of donor funding is rising. To achieve success, NGOs have to continually improve and professionalise their work, which puts more and more demands on the management and leadership of an organization.

SUSTAINABLE LEADERSHIP

In the society of today, with almost standardization of education and fast movement of the technology unique personalities are needed. There is always a need for individuals who take leadership roles, transform and bring adequate changes in our complex global environment. In a globalized and an interconnected world of today, which goes through a crisis such as hunger, water shortage, pollutions, human, health and other related issues.

This course coaches, motivates and inspires students to become aware of their own values, skills, strengths and weaknesses, work on their mission statements. There is a hope that students take responsibility on what they select as a change management for sustainability in a real life (in all levels of organizational context such as: education, business, environment,...), use their capacity to convince and empower others and engage the community in sustainability and ethical leadership.

COURSES OBJECTIVES

NGO MANAGEMENT

On this course, participants will be able to become familiar with the history of development cooperation and humanitarian aid, learn about current international trends and challenges. Furthermore, they will understand the role and challenges of NGOs vis-à-vis the development concerns of the community and how to translate a strategic plan into an operational plan. They will also see the basics of project management: How to make a needs assessment, how to design and plan a project, and how to integrate monitoring into the project plan.

SUSTAINABLE LEADERSHIP

“Get the opportunity and think through your values, leadership principles and develop yourself as a leader and stay out from the crowd”.

This course uses guided discussions, individual and small group-exercises to define the most important skills for effective team leaders. Through self-assessment, self-discovery, questions, exercises and practices, participants will be aware of self and lead to make a draft of personal / organizational mission statement. Meanwhile, based on their identified personal/group values, they will be inspired to take a leadership role and develop an action plan for sustainable leadership development.

Through a variety of examples and participation, students must establish an atmosphere of trust and openness and ensure stimulating setting for reflection, personal and professional growth.

RESPONSIBLE HUMAN RESOURCE MANAGEMENT

PRESENTATION

Intensive globalization of international companies forces businesses to focus on one main concern: the performance of people and of organization. However, the HR function can no longer be confined to the tryptich ” People, Planet, Profit”. Precisely because a business is part of a network of partners and customers on international marketplace, it can no longer focus only on performance indicators. Companies have to fit in with a long-term strategy: that is the goal of Corporate Social Responsibility (CSR).

The objective of this course is to present the evolution of the HR function as a strategic pillar of the business development in an international context.

The HR function is a keystone of a "sustainable" strategy to prepare the company for future growth prospects. Implementing a sustainable HR strategy is not acting human first, but thinking strategy first.

In addition, globalization brings people from a variety of cultures to collaborate and to cope with complex factors and different environments. In a highly interconnected world, teams and management have to work together taking into account the different ‘norms’, social traditions, negotiation styles, or the impact of remote communications (transnational, virtual and global). Individuals, team members and managers working in such an environment have to develop cultural awareness and be able to handle cultural differences.

The focus of this course is on a general overview of International HR Management (IHRM) and CSR This session will cover:

- => Sustainable HR concepts & trends
- => the basics in cross-cultural communications and management. It aims to reveal some of the multicultural challenges that operational managers and HR teams have to overcome. It will provide a background & tools to analyze cultural differences. Therefore, it will emphasize the cultural and geographical differences which impact individual, group, and organizational behavior.

Theoretical approaches and their applications will be covered.

COURSES OBJECTIVES

This course is designed to teach :

- To understand the future trends & the challenge that International HR faces in each relevant area of responsibility
- To understand how long-term HR management can provide a competitive advantage to organizations
- To discuss ethical and social responsibility issues important to the business environment and our society.
- To clarify the IHR leadership within the corporation as regarding CSR.

Objectives related to IHRM

- To comprehend the strategic role of HR as a whole and how People management and business management are closely linked with each other.
- To articulate IHRM main issues : talent management (recruitment, mobility) and performance management (people review, motivation)

Objectives related to cultural awareness

- To increase cultural awareness and cross-cultural communication proficiency.
- To review the concepts and issues (theoretical and practical approaches) regarding international culture and business management.

Objectives related to multicultural management

- To develop the understanding of foreign cultures in order to be prepared for future management of multicultural team.
- To recognize the interplay of diversity in an organization's environments (internal, external, and global business environment).
- To understand the link between corporate culture and managerial style according to the different national approaches.

SUSTAINABLE MARKETING AND SUPPLY CHAIN

PRESENTATION

In this module two important subjects will be studied : Sustainable Marketing and Sustainable Supply Chain Management.

SUSTAINABLE MARKETING

Over the past decade few marketing topics have been more popular than “green” or “sustainability”.

The recent explosion of green media, products, services and marketing has brought with it a lot of confusion, a lack of trust and the risk of returning the consumers to an era of apathy and non-action.

We are moving into a future where Sustainable Marketing cannot remain separate from business operations and the role and responsibilities of the marketing team are evolving as well.

Reflecting the changing attitudes and behaviors of today’s consumers, marketing strategies need to be played by these new rules.

Based on concrete examples and on professional feedback, this course will go from the core concepts and framework of sustainable marketing to the study of examples of successful Sustainable Marketing efforts being conducted by several business leaders.

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

This course is very relevant to any manager, whether in a service organization or in a manufacturing company. This course provides a survey of concepts and issues involved in managing an organization’s supply chain, that are directly related to producing and delivering its products or services, and its sustainability over the long run. Managing resources and supply chain dynamics are key focus of this course. Among the issues discussed are the strategic role of a supply chain, key strategic drivers of supply chain performance and common problem-solving approaches that help supply chain and logistics professionals make better decisions that contribute to the long run sustainability of the organization and its supply chain. Topics include supply chain design, planning, and operation, facilities, inventory, transportation, information management, and coordination in a Sustainable Supply Chain.

COURSES OBJECTIVES

SUSTAINABLE MARKETING

- Understand the stakes and the context of practicing in Sustainable Marketing field and how it is evolving from traditional marketing.
- Understand the complexity of the field of application and develop an interest in the strategic interests of Sustainable Marketing.

- Explain the key challenges in Sustainable Marketing and identify the key growth drivers.
- Develop a critical thinking on sincerity and implementation of actions in Sustainable Marketing and in the wider field of Responsible and ethical business.

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

- Appreciate the variety of issues involved in the Sustainability of Supply Chains.
- The strategic importance of good SCM and how to use it as a competitive advantage..
- How the drivers may be used at a practical level to improve SC performance and it's Sustainability.
- An understanding of the analytical methodologies in the managerial context for Sustainable Global Supply Chains
- Tying everything together to better coordinate the Global Market's changing SC dynamics.