

Liverpool John Moores University

Title: STRATEGY FOR SUSTAINABILITY
Status: Definitive
Code: **6015SERBM** (117903)
Version Start Date: 01-08-2011

Owning School/Faculty: Liverpool Business School
Teaching School/Faculty: South Eastern Regional College

| Team | Leader |
|-------------|--------|
| John Meehan | Y |

Academic Level: FHEQ6
Credit Value: 24.00
Total Delivered Hours: 80.00
Total Learning Hours: 240
Private Study: 160

Delivery Options

Course typically offered: Standard Year Long

| Component | Contact Hours |
|-----------|---------------|
| Lecture | 26.000 |
| Workshop | 52.000 |

Grading Basis: 40 %

Assessment Details

| Category | Short Description | Description | Weighting (%) | Exam Duration |
|----------|-------------------|--------------|---------------|---------------|
| Exam | Exam | | 50.0 | 2.00 |
| Essay | Essay | 2,500 words. | 50.0 | |

Aims

1. To provide students with a contemporary introduction to the integration of corporate social responsibility issues into the business strategies of organisations;
2. To enable students to examine the challenges of operationalising a stakeholder based management philosophy implicit in adoption of a 'triple bottom line' philosophy;
3. To explore the arguments for and against adoption of a TBL philosophy and the emerging practices of measurement being used to support the business case for such an orientation.

Learning Outcomes

After completing the module the student should be able to:

- LO 1 Critically evaluate the contemporary and historical debates surrounding the mainstreaming of social and environmental objectives alongside economic ones in business strategy;
- LO 2 Critically analyse the practical approaches being used by lead organisations seeking to 'hardwire' CSR related objectives into functional areas of the organisation;
- LO 3 Offer a reasoned analysis of debates surrounding the appropriate methods to ensure adoption and compliance of emerging best practice in relation to CSR;
- LO 4 Critically evaluate the managerial challenges associated with measuring TBL impacts and evaluate the strengths and weakness of emerging methodologies;
- LO 5 Understand the particular managerial issues arising from a variety of contexts in which managers are required to introduce processes and standards for the practice of socially and environmentally responsible management, e.g. small vs. large organisations, global vs. local, and different industries.

Learning Outcomes of Assessments

The assessment item list is assessed via the learning outcomes listed:

| | | | |
|-------------|---------|---------|---------|
| Examination | LO 1 | LO 4 | LO 5 |
| Essay | LO 2 | LO 3 | |

Outline Syllabus

Historical development of CSR movement from 1960s.

Convergence of contemporary business strategy practices (emergent strategy, customer responsiveness, entrepreneurship and innovation) and consumer adoption of CSR agenda.

TBL philosophy (arguments for and against).

The business case for a CSR orientation.

Global supply chains (sustainability strategy).

Marketing and CSR (life cycle analysis in NPD, recycling, ethical brands, labeling, communications strategy).

Social entrepreneurship.

Self vs. statutory regulation.

Human Resource Management and CSR (market led value driven culture, managing diversity, managing organisational identity, training and development for CSR, etc).

The managerial challenges associated with TBL measurement.

Tools for measuring organisational performance in relation to TBL, e.g. SROI.

Learning Activities

The focus of this module is on contemporary practice and therefore learning activities will strongly feature cutting edge cases and applied exercises as well as guest speakers. These will be contextualized by lectures and workshops.

References

| | |
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| Course Material | Book |
| Author | Smith, N C and Lenssen, G |
| Publishing Year | 2009 |
| Title | Mainstreaming Corporate Responsibility |
| Subtitle | |
| Edition | |
| Publisher | John Wiley |
| ISBN | |

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|------------------------|--|
| Course Material | Book |
| Author | Crane, A, McWilliams, A, Matten, D and Siegel, D S (eds) |
| Publishing Year | 2008 |
| Title | The Oxford Handbook of Corporate Social Responsibility |
| Subtitle | |
| Edition | |
| Publisher | OUP |
| ISBN | |

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|------------------------|----------------------------|
| Course Material | Book |
| Author | Blowfield, M and Murray, A |
| Publishing Year | 2008 |
| Title | Corporate Responsibility |
| Subtitle | A Critical Introduction |
| Edition | |
| Publisher | OUP |
| ISBN | |

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|------------------------|---|
| Course Material | Book |
| Author | Crane, A, Matten, D and Spence, L (eds) |
| Publishing Year | 2007 |
| Title | Corporate Social Responsibility |
| Subtitle | Readings and Cases in a Global Context |
| Edition | |
| Publisher | Routledge |
| ISBN | |

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|------------------------|--------------------------------------|
| Course Material | Book |
| Author | William B Werther and David Chandler |

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|------------------------|---|
| Publishing Year | 2011 |
| Title | Strategic Corporate Social Responsibility |
| Subtitle | |
| Edition | |
| Publisher | Sage |
| ISBN | |

Notes

This module addresses the mainstreaming of CSR in contemporary management strategies and the implications of this change for management practices, processes and reporting standards. This shift is explored across a range of geographical, organisational and industrial contexts.