Aston Business School
Birmingham

BHM328 Strategic Business Sustainability

Academic Year 2012/13

Number of Aston Credits: 15

Number of ECTS Credits: 7.5

Staff Member Responsible for the Module:

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Availability: See 'office hours'
Or contact the Work & Organisational Psychology Group Administrator:
Mrs. Jenny Thompson, Room SW8002, Extension 3257

Pre-requisites for the module:

Module available on MSc Social Responsibility and Sustainability.

Curriculum map skills included in the module are:
A1, A2, A3, A5, B1, B2, B3, B4, C1, C2, C3, D1, D2, D3, D4, D5.

The module is also available as an elective on the MSc. International Business, MSc. Strategy and International Business, MSc. Marketing Management, MSc. Business and Management, MSc. Organisational Psychology and Business, MSc. Work Psychology and Business.

The most important pre-requisites for this module are an openness of mind, critical and evaluative skills, an ability to take on large, complex and new ideas, and a willingness to read new material.

Mode of Attendance:

On campus

Module Objectives and Learning Outcomes:

The module takes a complementary approach, and builds on existing management and strategy modules, to incorporate explicit ecological and sustainable perspectives, in

understanding how management can operate at a new level to include cradle-to-cradle ecological principles and meet the challenges of managing businesses in a resource-constrained world. Consideration will be given at both corporate and functional levels and in particular the implications for sales and marketing will be examined.

Module Content:

Summary of Content

- Introduction to and drivers for strategic business sustainability
- The science of sustainability
- Cradle to cradle and other strategic sustainability approaches
- Carbon and ecological foot-printing
- The psychology of sustainability
- External perspectives
- Implications for management and marketing

Corporate Connections:

The module takes a theoretical approach but applies to product and service-based firms both large and small. The module uses a number of practical examples, case studies and practitioner perspectives, and examines the implications of a sustainability-led strategic approach for firms in different parts of the world.

International Dimensions:

Ecological sustainability is a global issue and the module takes a global perspective. The module incorporates material from current global events, different cultural world-views and also non-human world-views.

Contribution of Research:

The module is research-led and reflects the module leaders research interests into business sustainability. This incorporates understanding the strategic and philosophical nature of the sustainability debate and the need to move sustainability research from its

current 'atheoretical' and phenomenon-driven position to one that senior management can adopt as part of an overall business strategy.

Ethics, Responsibility & Sustainability:

Strategic Business Sustainability belongs to the suite of modules that run on the MSc Social Responsibility and Sustainability. Its focus is to expose students to environmental and ecological issues and how these can be integrated into business and marketing strategy. This module takes an overtly ecological perspective and also examines our human responsibility towards other species and the Planet itself.

Method of Assessment and Feedback:

Group presentation on a nominated topic (50%)
(A1, A2, A3, A5, B1, B2, B3, B4, C1, C2, C3, D1, D3, D5).

Individual reflective assignment (1500 words) (50%)
(A2, A3, A5, B3, C1, C3, D2, D4)

Presentations are used in this module to provide students with the opportunity to research an area of their choice related to sustainability. This further widens their ability to engage with the subject, research new material and demonstrate their competence in synthesis, critical reasoning and evaluation. It also broadens their communication, presentation and team-working skills.

The individual reflective exercise provides students with the opportunity to reflect on their own experience of what they have learnt from the module and how it applies to their own life.

Feedback is provided on an individual and group basis for above assignments.
Formative feedback is available through group discussion and tutorials.

Learning Hours:

3-hour session weekly or block sessions (mix of lectures and seminars).

Contact Hours	27
Directed Learning	42
Private Study/Group Work	45
Assignment	36
Total	**150**

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The following essential and recommended readings are subject to change. Students should not therefore purchase textbooks prior to commencing their course. If students wish to undertake background reading before starting the course, many of the chapters/readings are available in electronic form via on-line library catalogues and other resources.

Essential Reading:

Stead, W. E. and Stead, J. G. (2004) *Sustainable Strategic Management*, M. E. Sharpe.

McDonough, W. and Braungart, M. (2002) *Cradle to Cradle: Remaking the Way We Make Things,* North Point Press.

Du Nann Winter, D. and Koger, S. M. (2004) *The Psychology of Environmental Problems*, 2nd Ed., Lawrence Erlbaum Associates.

Peattie, K. and Belz, F. M. (2009) *Sustainability Marketing: A Global Perspective*, Wiley and Sons.

Indicative Bibliography:

Borland, H. (2009). 'Conceptualising global strategic sustainability and corporate transformational change'. *International Marketing Review*, 26, 554-572.

Borland, H. (2012). Using science in business sustainability teaching and research, Chapter 11, in Haynes, K., Murray, A., and Dillard, J. (eds.) *Corporate Social Responsibility: A Research Handbook.* Abingdon: Routledge.

Dunlap, R., Van Liere, K., Mertig, A. and Jones, R. (2000). 'New trends in measuring environmental attitudes: measuring endorsement of the new ecological paradigm: a revised NEP scale'. *Journal of Social Issues,* 56, 425-442.

Hart, S. (1997). 'Beyond greening: strategies for a sustainable world'. *Harvard Business Review*, 75, 66-76.

Hart, S. and Milstein, M. (1999). 'Global sustainability and the creative destruction of industries'. *MIT Sloan Management Review,* 41, 23-34.

Hart, S. and Milstein, M. (2003). 'Creating sustainable value'. *Academy of Management Executive*, 17, 56-67.

Kilbourne, W. E. (1998). 'Green marketing: a theoretical perspective'. *Journal of Marketing Management,* 14, 641-655.

Lovelock, J. (2000). *The ages of gaia: a biography of our living earth.* New York: Bantam.

Odum, E. (1953). *Fundamentals of ecology.* Philadelphia: Saunders.

Porritt, J. (2007). *Capitalism as if the world matters.* London: Earthscan.

Lovelock, J. (2000). *The ages of gaia: a biography of our living earth.* New York: Bantam.

Odum, E. (1953). *Fundamentals of ecology.* Philadelphia: Saunders.

Porritt, J. (2007). *Capitalism as if the world matters.* London: Earthscan.

Purser, R. E., Park, C. and Montuori, A. (1995). 'Limits to anthropocentrism: toward an ecocentric organization paradigm?' Academy of Management Review, 20, 1053 1089.

Shrivastava, P. (1995). 'The role of corporations in achieving ecological sustainability'. Academy of Management Review, 20, 936-960.

Stead, J. G. and Stead, W. E. (2010). 'Sustainability comes to management education and research: a story of co-evolution'. Academy of Management Learning and Education, 9, 488-498.

UN Commission on Environment and Development, (1987). (The Brundtland Report) *Our common future.* New York: Oxford University Press.

Young, W. and Tilley, F. (2006). 'Can businesses move beyond efficiency? The shift toward Effectiveness and Equity in the corporate sustainability debate'. Business Strategy and the Environment, 15, 402-415.