

BUSINESS IN SOCIETY: CREATING SHARED VALUE

Course code	<i>GRAB001</i>
Level of studies	<i>Graduate</i>
Number of credits	<i>6 ECTS; 36 class hours, 124 hours of self-study, 2 hours of consultation</i>
Course coordinator (title and name)	<i>Assoc. prof. dr. Virginija Poškutė, e-mail: virpos@ism.lt</i>
Prerequisites	<i>Undergraduate diploma</i>
Language of instruction	<i>English</i>

THE AIM OF THE COURSE

Social context in which business operates in XXI century is very complex and uncertain. Businesses are expected and asked to be more responsible for a welfare of a society nowadays, engage in the pursuit of public value, make positive impact not only on economic performance but also on social development of a country. Thus roles and responsibilities of a business in a global economy and society are changing. Furthermore, the relationship between business and society is becoming even more complex in an economy that is increasingly integrated and interdependent. The globalisation of business, the emergence and strengthening of civil society organisations around the world, development of information technologies, increasing governmental regulations and international agreements add additional challenges to managers and their strategic decision-making.

The course aims at raising awareness and enabling future entrepreneurs and leaders from private and public sectors to see the unique obstacles and challenges of business as opportunities. Business competences of dealing with its stakeholders, sensitivity to its ecosystem and abilities to address creatively existing challenges might inspire sustainable business practices and enable it to identify sources of competitiveness. In discussing changing roles of and opportunities for business, framework of creating shared value (CSV) is applied: policies and practices that enhance the competitive advantage and profitability of a company while simultaneously addressing societal needs and challenges. Shared value is not corporate social responsibility, philanthropy, or even sustainability, but a new way to achieve economic success. When businesses act as businesses - not as charitable donors - they can improve profitability while also improving environmental performance, public health and nutrition, affordable housing and financial security, and other key measures of societal wellbeing. Only business can create economic prosperity by meeting needs and making a profit, creating scalable and self-sustaining solutions.

The course is about framework of thinking: theories and academic readings are analysed with help of case studies and real life situations. The cases of the course illustrate various challenges and opportunities for businesses from different industries and different countries.

LEARNING OUTCOMES

Course learning outcomes (CLO)	Study methods	Assessment methods
CLO1. To analyse and evaluate changing roles of business in a global economy and society	Lectures, readings, case studies, self-study, in class discussions	Participation, case summaries, team project
CLO2. To analyze and evaluate the role of stakeholders in sustainable business development and apply stakeholder theories in practice	Lectures, readings, case studies, self-study, in class discussions	Participation, case summaries, team project
CLO3. To enable future leaders to identify and evaluate sources of competitiveness and opportunities to make an impact in society in creating economic and social value	Lectures, readings, case studies, self-study, in class discussions	Participation, case summaries, team project
CLO4. To equip future business and society leaders with capacities to understand and develop sustainable profitable business with social dimension in its strategy	Lectures, readings, case studies, self-study, in class discussions	Participation, case summaries, team project
CLO5. To understand and challenge discussion on relationship between business, state, civil society and others who impact and inspire sustainable business practices	Lectures, readings, case studies, self-study, in class discussions	Participation, case summaries, team project
CLO6. To develop critical thinking and problem-solving skills	Lectures, readings, case studies, self-study, in class discussions	Participation, case summaries, team project
CLO7. To apply the knowledge in a team project	Lectures, self-study, group work	Team project

ACADEMIC HONESTY AND INTEGRITY

The ISM University of Management and Economics Code of Ethics, including cheating and plagiarism are fully applicable and will be strictly enforced in the course. Academic dishonesty, and cheating can and will lead to a report to the ISM Committee of Ethics. With regard to remote learning, ISM remind students that they are expected to adhere and maintain the same academic honesty and integrity that they would in a classroom setting.

COURSE OUTLINE

Session	Topic	In-class hours	Readings
1	Introduction to the course and assignments. Purpose of Business. Changes in perception of business role in society: shareholder management, philanthropy, corporate social responsibility, stakeholder management	4	Friedman, M. (1970). Handy, Ch. (2002). Freeman, R. E. & Mcvea, J. (2001).
2	Competitive strategy: sources of competitiveness (for businesses and for countries). Competitiveness analysis frameworks.	4	Porter, M. E. (1996). What is a strategy? Porter, M. (2008). On Competition. Chapters 2, 6, 7 <u>Case:</u> <ul style="list-style-type: none"> Walmart: Navigating a Changing Retail Landscape (717-474)
3	<u>Guest in the class (on-line):</u> Ms. Ana Nichols, Industry Director at the Economist Intelligence Unit: Measuring ESG: concepts and critiques Designing a Shared Value Strategy.	2 2	 <u>Case:</u> <ul style="list-style-type: none"> Discovery Limited (715-423)
4	Identification of opportunities for creating shared value	4	Porter, M. E. and Kramer, M. (2011). Pfitzer, M. W., Bockstette, V. and Stamp, M. (2013). <u>Cases:</u> <ul style="list-style-type: none"> Rubicon Global (816-015) InterCorp (718-417)
5	Different Stages of Creating Shared Value Creating Value for Stakeholders	2 2	<u>Case:</u> <ul style="list-style-type: none"> Social Business at Novartis: Arogya Parivar (715-411) Polman, P. (2014). Freeman, R. E. & Parmar, B. (2017). Mizruchi, M. S., Kireldorf, H. (2005). Documentary "Fishing with Dynamite" (2019)
6	<u>Guest in the class:</u> Ms. I Blauzdžiūnaitė, Senior Sustainability Manager at Trafi (https://www.trafi.com/): ESG vs. Impact Business Critical perspectives and limits of CSV approach	2 2	 Giridharadas, A. (2018). Crane, A., Palazzo, G., Spence, L. J., & Matten, D. (2014). <u>Case:</u> <ul style="list-style-type: none"> Nestle's Creating Shared Value Strategy (716-422)
7	CSV approach – source of innovations and profitability.	4	Kramer, M. R. and Pfitzer, M.W. (2016). Polman, P., Winston, A. (2021). McDonough, W., Braungart, M. (2010). <u>Case:</u> <ul style="list-style-type: none"> Yara International: Africa Strategy (715-402)

8	Measuring Shared Value	4	Measuring Shared Value, FSG. <u>Case:</u> <ul style="list-style-type: none"> Becton Dickinson: Global Health Strategy (718-406)
9	Team project presentations	4	
		Total: 36 hours	

FINAL GRADE COMPOSITION

Type of assignment	Self-study hours	% of the total grade
Participation	40	35%
Case summaries / answers to case questions	24	20%
Final: team project (paper and presentation)	60	45%
Total:	124	100

DESCRIPTION AND GRADING CRITERIA OF EACH ASSIGNMENT

Assessment 1. Participation (35%)

Your presence is necessary for everyone's success in this course. Please be proactive in situations where you will be absent, if you experience an emergency, or anticipate a prolonged absence for any reason.

Students are expected to actively participate in class discussing and analysing cases as well as materials read before the class. The students are evaluated based on the knowledge shown during the analyses and discussions (frequency and quality of contributions to class discussion).

Criteria for evaluating class contributions

- The course about a framework for thinking
- Analytical rigor is highly valued
- No outside-of-case data is allowed or rewarded
- Cold calls are fair game, anytime
- Building on previous contributions
- Being concise; marshal evidence; show your logic
- Integrate across facts, issues, and cases
- Take a constructive approach and tone
- Be prepared for follow-up questions
- Participate while not speaking

Electronic devices are welcome in class, to support learning. Please be mindful that they do not serve as a distraction to you or those around you.

Assessment 2. Case summaries/answers to questions (20%)

It is required to present a half page (max one page) summary / answers to specified case questions before the relevant class.

Assessment 3. Team project (paper and presentation) (45%)

Students will work in small groups (max 3 people depending on class size) to prepare a short paper (9-10 pages, 3700 – 4200 words). Detailed information on the issues to be covered in the paper will be presented in a separate document and introduced during the first class. Final version of the paper will have to be uploaded to e-learning system by the end of the course. Presentations of the papers will be delivered in two final classes of the course.

The final evaluation for the team project will be distributed as following: 60% for the paper and 40% for the presentation.

RETAKE POLICY

In case of a negative final grade, students are allowed a resubmit final paper. All the requirements are the same as for Team Project but it shall be individually prepared paper. The weight of a re-take (paper without presentation) is 45%. Case summaries/answers to case questions can not be retaken but its evaluation (if positive) is not annulled.

REQUIRED READINGS

- Author Talks: Paul Polman on business as a force for good. (2021). McKinsey & Company.
- Crane, A., Matten, D., Glozer, S., & Spence, L. (2019). Business ethics: Managing corporate citizenship and sustainability in the age of globalization. Oxford University Press.
- Crane, A., Palazzo, G., Spence, L. J., & Matten, D. (2014). Contesting the value of "creating shared value". *California management review*, 56(2), 130-153.
- Giridharadas, A. (2018). *Winners Take All: The Elite Charade of Changing the World*. Knopf.
- Freeman, R. E. & Mcvea, J. (2001). A Stakeholder Approach to Strategic Management. SSRN Electronic Journal. 10.2139: https://www.researchgate.net/publication/228320877_A_Stakeholder_Approach_to_Strategic_Management
- Freeman, R. E. & Parmar, B. (2017). *Managing for Stakeholders and the Purpose of Business*. UVA-E-0415 (Charlottesville, VA: Darden Business Publishing).
- Friedman, M. (1970). The Social Responsibility of Business is to Increase its Profits.
- Handy, Ch. (2002). *What's a Business For?* Harvard Business Review.
- Kramer, M. R. and Pfitzer, M. W. (2016). The Ecosystem of Shared Value. Harvard Business Review. October 2016.
- McDonough, W., Braungart, M. (2010). *Cradle to Cradle: Remaking the Way We Make Things*. North Point Press.
- Measuring Shared Value: How to Unlock Value by Linking Social and Business Results. FSG
- Mizruchi, M. S., Kimeldorf, H. (2005). The Historical Context of Shareholder Value Capitalism, Political Power and Social Theory 17 (2005): 213-221; <https://scholar.harvard.edu/files/dobbin/files/mizruchi2005a.pdf>
- Pfitzer, M. W., Bockstette, V. and Stamp, M. (2013). Innovating for Shared Value. Harvard Business Review. September 2013.
- Polman, P. (2014). *Business, society, and the future of capitalism*. McKinsey & Company.
- Polman, P., Winston, A. (2021). *Net Positive: How Courageous Companies Thrive by Giving More Than They Take*. Harvard Business Review Press.
- Porter, M. (2008). *On Competition (Updated and Expanded Edition)*. Boston: Harvard Business School Press.
- Porter, M. E. and Kramer, M. (2011). Creating Shared Value. Harvard Business Review. January-February 2011.
- Porter M. E., Kramer M. R. (2006). Strategy and society: the link between competitive advantage and corporate social responsibility. Harvard Business Review. 2006 December; 84(12):78-92, 163.
- Porter M. E., Kramer M. R. (2002). The competitive advantage of corporate philanthropy. Harvard Business Review. 2002 December, 80 (12):56-68, 133.
- Porter, M. E. (1996). What is a strategy? Harvard Business Review (November-December): 61-78.
- The Economist (2005). The good company. The Economist, 374(8410).

Cases provided by Harvard Business School.