



Course and Examination Fact Sheet: Autumn Semester 2021

7,243: Corporate Sustainability Management

ECTS credits: 6

Overview examination/s

(binding regulations see below)

Decentral - Presentation (in groups - all given the same grades) (45%)

Examination time: term time

Decentral - examination paper written at home (individual) (40%)

Examination time: term time

Decentral - Active participation (15%)

Examination time: term time

Attached courses

Timetable -- Language -- Lecturer

[7.243.1.00 Corporate Sustainability Management](#) -- Englisch -- [Walls Judith Louise](#)

Course information

Course prerequisites

The course has no specific prerequisites, but an interest in sustainability management is desirable.

Learning objectives

- Gain an understanding of the ecological planetary boundaries (such as climate change and biodiversity loss) and social shortfalls and how these are connected to business
- Learn about sustainability business models and frameworks and know how to apply these in practice at a strategic and operational level
- Recognize strategic risks and (innovative) opportunities generated from sustainability, and how companies can manage these
- Examine the multiple tensions that arise among a firm's stakeholders for sustainability demands, and how firms manage this process
- Become an expert at finding and using sustainability data, and assess data for relevance, reliability and rigor
- Critically evaluate concepts and ideas, synthesize arguments, and reconcile divergent perspectives to identify strategic sustainability solutions available to companies

Course content

The course starts out by taking a look at the pressure human activity is placing on the Earth's natural systems, including climate change and biodiversity loss, and social challenges that have arisen as a result of industrialization and its acceleration in the last 70 years. We will then take a look at regulatory, industry, consumer, and other pressures that spur companies to address sustainability challenges, followed by an introduction of the major business models and frameworks companies use in practice. We consider how businesses have moved from a 'triple bottom line' approach to a circular economy in which business is embedded in the larger social and ecological systems. Students will gain insight into different businesses and industries and how companies formulate sustainability strategies, including managing their supply chain and engaging stakeholders. We will also look at how companies govern and monitor their sustainability activities.

The course is designed to be highly interactive in order to promote students' ability to get involved and foster their reflection and critical thinking capacity. We will take a blended-learning approach that follows a flipped classroom design. That means you will be expected to do a significant amount of self-preparation every week, ahead of the class based on material provided through an



online blog and supplementary readings. The classroom setting will be used as a seminar, workshop, debate and tutorial to exchange ideas, clarify concepts, and think of solutions. The in-class experience will require both individual and group contributions by students. Some portions of the course will rely on student-driven activities and you will be asked to design such activities and lead them for in-class implementation. For this reason, class attendance and participation are critical and reflect a high proportion of your overall grade.

Where possible, we use a real-life case analysis for the group projects. This means that your analysis of the problem(s) presented and the solutions you design may shape how an organization implements sustainability going forwarding, providing you with practical experience in a classroom setting.

Course structure and indications of the learning and teaching design

The course is structured in two key blocks. The first half of the course is a flipped classroom led by the professor; students will prepare intensively for class and the classroom setting is used as a workshop. In the second half of the course, students play a driving role to direct classroom activities. In addition, some classroom time will be used to workshop the group projects. All classes will be highly interactive.

First block: flipped classroom style led by professor clarifying basic concepts and topics:

Introduction

What is sustainability?

From linear to circular economy

Role of business in sustainability

Leadership and values

Second block: each team leads an in-class activity on one of the following topics:

Key business models for sustainability

Sustainable production frameworks

Sustainable supply chain management

Design for environment frameworks

Green governance

Stakeholder management

Final session

Student group project presentations

Course literature

Will be provided in the course via the online blog platform: www.csmathsg.com

Additional course information

In the case of the President's Board having to implement new directives due to the SARS-CoV-2 pandemic in AS2021, the course information listed above will be changed as follows:

- The course is conducted online via the platform CANVAS/Zoom.
- The lecturer informs via CANVAS and email on the changed implementation modalities of the course.



- Course content such as guest lectures will be conducted online.
- There are no changes necessary to the course information. In the event of moving to an online platform, we will follow the course content as planned on the original dates.

The examination information listed below would be changed as follows:

- The group leadership of an in-class activity and the group presentations are conducted online and the latter are recorded.

Examination information

Examination sub part/s

1. Examination sub part (1/3)

Examination time and form

Decentral - Presentation (in groups - all given the same grades) (45%)

Examination time: term time

Remark

See remark in "Examination Content".

Examination-aid rule

Presentations

In presentations, aids for visual presentation can be used. These aids can be specified or restricted by the lecturers.

Supplementary aids

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Examination languages

Question language: English

Answer language: English

2. Examination sub part (2/3)

Examination time and form

Decentral - examination paper written at home (individual) (40%)

Examination time: term time

Remark

Critical thinking assignment.

Examination-aid rule

Term papers

Written work must be written without outside help according to the known citation standards, and a declaration of authorship must be attached, which is available as a template on the StudentWeb.

Documentation (quotations, bibliography, etc.) must be carried out universally and consistently according to the requirements of the chosen/specified citation standard such as e.g. APA or MLA.

The legal standard is recommended for legal work (cf. by way of example: FORSTMOSER, P., OGOREK R., SCHINDLER B., Juristisches Arbeiten: Eine Anleitung für Studierende (the latest edition in each case), or according to the recommendations of the Law School).

The reference sources of information (paraphrases, quotations, etc.) that has been taken over literally or in the sense of the original text must be integrated into the text in accordance with the requirements of the citation standard used. Informative and



bibliographical notes must be included as footnotes (recommendations and standards e.g. in METZGER, C., Lern- und Arbeitsstrategien (latest edition)).

For all written work at the University of St.Gallen, the indication of page numbers is mandatory, regardless of the standard chosen. Where page numbers are missing in sources, the precise designation must be made differently: chapter or section title, section number, article, etc.

Supplementary aids

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Examination languages

Question language: English

Answer language: English

3. Examination sub part (3/3)

Examination time and form

Decentral - Active participation (15%)

Examination time: term time

Remark

In-class participation to discussions etc.

Examination-aid rule

Active classroom participation

In the "Active classroom participation" examination form, regular participation in class is assessed.

The assessment criteria can be as follows:

- Requests to speak enrich the discussion (productive) / requests to speak disturb the discussion (counterproductive);
- Requests to speak are correct/requests to speak are incorrect;
- Requests to speak are frequent/average/rare;
- No requests to speak, but students follow the lesson/no requests to speak and students do not noticeably follow the lessons.

Supplementary aids

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Examination languages

Question language: English

Answer language: English

Examination content

The contents of the group and individual assignments will be announced in the first class.

Additional information to the examination sub part 1/3:

There will be two components to the group presentation:

1. Strategic sustainability analysis of a project defined by our Corporate Partner. You will be required to analyse the project and critically assess its viability using frameworks learned in class. You will then need to evaluate strategic options going forward and discuss the implementation of one option, addressing any weaknesses and opportunities (worth 30% of your grade)
2. Group leadership of an in-class activity to last 60 minutes (worth 15%)

Examination relevant literature



The relevant literature will be provided via the online blog platform (www.csmathsg.com) and will be discussed during the first class.

Please note

Please note that only this fact sheet and the examination schedule published at the time of bidding are binding and takes precedence over other information, such as information on StudyNet (Canvas), on lecturers' websites and information in lectures etc.

Any references and links to third-party content within the fact sheet are only of a supplementary, informative nature and lie outside the area of responsibility of the University of St.Gallen.

Documents and materials are only relevant for central examinations if they are available by the end of the lecture period (CW51) at the latest. In the case of centrally organised mid-term examinations, the documents and materials up to CW 42 are relevant for testing.

Binding nature of the fact sheets:

- Course information as well as examination date (organised centrally/decentrally) and form of examination: from bidding start in CW 34 (Thursday, 26 August 2021);
- Examination information (regulations on aids, examination contents, examination literature) for decentralised examinations: in CW 42 (Monday, 18 October 2021);
- Examination information (regulations on aids, examination contents, examination literature) for centrally organised mid-term examinations: in CW 42 (Monday, 18 October 2021);

Examination information (regulations on aids, examination contents, examination literature) for centrally organised examinations: two weeks before the end of the registration period in CW 45 (Monday, 8 November 2021).