

## **Strategy and Sustainability 22045, autumn 2022**

5 study points, period 1

### **Course description**

The course provides an introduction to the track in international strategy and sustainability by exploring (1) current research on the intersection of strategy and sustainability at Hanken, (2) corporate examples of alignments between strategy and sustainability, and (3) inspirational examples of sustainable innovations found and narrated by the students. Various researchers from the department of management and organization in the fields of corporate social responsibility, business ethics, organizational behavior, social and business sustainability, and strategy will conduct the academic lectures.

The course is obligatory for students from the track in International Strategy and Sustainability.

### **Course category**

Course given entirely on location at Hanken, with recorded sessions when possible. The enrolment key for the course will be sent to all students registered for the course on Sisu on August 26. In addition, it will be shared during the introductory session on August 29.

### **Learning goal**

You have knowledge on current topics and research in the field of strategic management and sustainability in business. You are acquainted with some of the faculty and their research in the department of management and organization. You have skills in academic research and writing in the field of strategic management and sustainability in preparation for your master's thesis.

### **After completing the course, you will be able to**

- identify organizational, governance and sustainability challenges in various economic, social, political, environmental, geographic, institutional, cultural and linguistic contexts
- recognize opportunities for domestic organizations to integrate sustainability issues with international strategy
- translate cutting-edge research into your own research as well as case studies
- appreciate innovative and/or transformative corporate action aiming to address one or several of the UN Sustainable Development Goals (SDGs) and create inspiring and engaging innovation stories through the medium of videos

### **International Learning Experience**

The issues discussed in the course are international in nature. In addition, the course will rely on [Aim2Flourish](#), the world's first higher-education curriculum for the UN Sustainable Development Goals and "Business as an Agent of World Benefit", in relation to Hanken's championing of the UN SDGs as a UNPRME Champion. More info on UN PRME-[www.unprme.org](http://www.unprme.org) and Hanken's PRME & PRME Champions journey: <https://www.hanken.fi/en/news/hanken-continues-prme-champion>.

## Pre-requisites

The course is intended for students who wish to write a master's thesis on the topic of strategy and/or sustainability. The course is mainly research-driven and is particularly suitable for students interested in strategy and sustainability.

## Total Student Workload

133 hours divided into

Teaching and contact hours: 20 h

Independent work of activities, readings, and assignments: 113 h

## Instruction

Lectures and group cases (presentations of videos). Valuable contribution to class discussion will be rewarded.

Examiners Martin Fougère and Eva Nilsson (Aim2Flourish and reflection papers).

## Literature and course material

A number of academic articles (see below). The course material is to be found on Moodle. The enrolment key will be sent to all students registered for the course on Sisu on August 26. In addition, it will be shared during the introductory session on August 29.

## Assessment

### Team preparation for last session (DL 11.10) 10%

You will need to work with your **teams** on a **preparatory paper**, please see separate document 'Team preparation for last session'.

### Individual reflections paper (DL 14.10) 30%

Reflecting on 6 of the lectures (each 5 points, 1.5 pages)  
= **9 pages** paper

Some specific **questions** for each session will be uploaded on Moodle (shortly after each session) and you will have to explicitly answer these questions in your reflections.

For each of the 6 lectures, students will be graded based on how they

- (1) answer the questions at hand in a thoughtful and reflective manner (beyond 'I agree with the author/lecturer'), including a clear argumentation displaying an original way of thinking supported by reference to relevant sources from the course (and beyond, if that is useful)
- (2) through answering the questions, demonstrate an engagement with the lecture and lecture material (slides)
- (3) through answering the questions, demonstrate an engagement with the readings (additional material found online in the case of corporate guest lectures)

### Individual **valuable contribution to class discussion 10%**

Max 2 points for one session with outstanding contribution; 1 point for one session with good contribution (both the comments in the chat section and the activity during class discussion count)

### Text and digital videos on 'Aim2Flourish' case (teamwork, **DL 30.9, 21.10**) **40%**

(note: you are expected to have produced a text and video to present by early October, and you have to submit that on Moodle by **30.9**; however, given the possible challenges of producing something of high quality so quickly, the deadline for submission of your final version of story and video to Aim2Flourish is **21.10** – the grade will be based on this final version)

**Text:** 5 parts of 250 words, each worth 3 points (description, inspiration, impact, business benefits, societal/environmental benefits) + relevance 2 + overview 1 + reflection 2 = **20 points**

**Video:** grading the quality and clarity of (1) centrality claim, how well the importance and relevance are argued; (2) the interview, how it is designed as an appreciative inquiry; (3) the explicit takeaways in the end of the video; and (4) the execution, including 'smoothness', use of extra material, creativity, etc. (each worth 5 points) = **20 points**

### Own video **presentations and Q&A** (teamwork, presentations on 3.10 or 5.10) **10%**

**Presentation 5 points** (drawing the interest of audience before video), **Q&A 5 points** (addressing the questions well)

### **Sessions and deadlines**

- (1) 29.8, 14:15-15:45 Introduction to the course and 'Aim2Flourish' (Martin Fougère)
- (2) 2.9, 8:30-10:00 Introduction to strategy (Janne Tienari) [SDGs 8, 9, 17]
- (3) 5.9, 14:15-15:45 Sustainability, win-win-wins and trade-offs (Martin Fougère) [SDGs 1-17]
- (4) 7.9, 12:30-14:00 Strategy and Sustainability all the way through: Policy, intermediaries, innovations (Martin Fougère, possible other speaker) [SDGs 1-17]
- (5) 14.9, 12:30-14:00 The shift to online work from strategic and sustainability perspectives (Emma Nordbäck) [SDGs 3, 5, 7, 8, 10]
- (6) 15.9, 8:30-10:00 Strategy and the city (Janne Tienari) [SDGs 8, 9, 11]
- (7) 19.9, 16:00-17:30 Manna & co from strategy and sustainability perspectives (Susanna Inkinen, Manna & co) [SDGs 5, 10, 12, 16, 17]
- (8) 26.9, 16:00-17:30 St1 from strategy and sustainability perspectives (Timo Huhtisaari, St1 Nordic) [SDGs 1, 2, 7, 8, 9, 11, 12, 13]

30.9: Deadline for Aim2Flourish story and video submission on Moodle

- (9) 3.10 14:15-17:30 2 sessions Presentations of videos 1-2 (Eva Nilsson)

(10) 5.10 12:30-14, 16:00-17:30 2 sessions Presentations of videos 3-4 (Eva Nilsson)

11.10: Deadline for team preparation for last session

(11) 12.10 Debates and course wrap-up (Martin Fougère, possible other speaker)

14.10: Deadline for individual reflections paper

21.10: Deadline for final version of Aim2Flourish story and video (submitted to Aim2Flourish)

**Readings** (to be found through Hanken databases and/or Google Scholar / Researchgate / etc.)

*For session (2) on Strategy:*

Mantere, S., & Vaara, E. (2008). On the problem of participation in strategy: A critical discursive perspective. *Organization science*, 19(2), 341-358.

Mintzberg, H. (1994). The fall and rise of strategic planning. *Harvard business review*, 72(1), 107-114.

*For session (3) on Sustainability:*

Bansal, P., & Song, H. C. (2017). Similar but not the same: Differentiating corporate sustainability from corporate responsibility. *Academy of Management Annals*, 11(1), 105-149.

Blythe, J., Silver, J., Evans, L., Armitage, D., Bennett, N. J., Moore, M. L., ... & Brown, K. (2018). The dark side of transformation: Latent risks in contemporary sustainability discourse. *Antipode*, 50(5), 1206-1223.

Feola, G. (2020). Capitalism in sustainability transitions research: Time for a critical turn?. *Environmental Innovation and Societal Transitions*, 35, 241-250.

*For session (4) on Sustainability all the way through:*

Mazzucato, M., Kattel, R. and Ryan-Collins, J. (2020) Challenge-driven innovation policy: Towards a new policy toolkit. *Journal of Industry, Competition and Trade* 20(2): 421-437.

<https://link.springer.com/article/10.1007/s10842-019-00329-w>

Kattel, R. and Mazzucato, M. (2018) Mission-oriented innovation policy and dynamic capabilities in the public sector. *Industrial and Corporate Change*, 27(5): 787–801.

Toivonen T, Nordbäck E and Takala V (2018) Sparking Social Innovation: Evidence on Teams, Ideas and Incubation from Finland (An Evaluation Study of the National “Ratkaisu 100” Challenge Prize Competition by SITRA). Helsinki: SITRA. <https://www.sitra.fi/en/publications/sparking-social-innovation-challenge-prizes/>

*For session (5) on The shift to online work from strategic and sustainability perspectives:*

Colbert, A., Yee, N., & George, G. (2016). The digital workforce and the workplace of the future. *Academy of Management Journal*, 59(3), 731-739.

Shreedhar, G., Laffan, K., & Giurge, L. (2022). Is remote work actually better for the environment? *Harvard Business Review*. ISSN 0017-8012

Spreitzer, G., Porath, C. L., & Gibson, C. B. (2012). Toward human sustainability: How to enable more thriving at work. *Organizational Dynamics*, 41(2), 155–162.

*For session (6) on Strategy and the City:*

Kornberger, M. (2013) Disciplining the future: On studying the politics of strategy. *Scandinavian Journal of Management* 29: 104-107.

Kornberger, M. & Clegg, S. (2011) Strategy as performative practice: The case of Sydney 2030. *Strategic Organization* 9(2): 136-162.

Vaara, E., Sorsa, V. & Pälli, P. (2010) On the force potential of strategy texts: A critical discourse analysis of a strategic plan and its power effects in a city organization. *Organization* 17(6): 685-702.