I. TITLE BADM 797A SPECIAL TOPICS SEMINAR IN ENTREPRENUERAL AND MANAGERIAL DEVELOPMENT

II. DESCRIPTION

Development of special topics in the area of entrepreneurial and managerial development, according to the student’s interests and under the supervision of a faculty member. Comparison of discipline studies and their application in business strategies in different scenarios.


Previous Knowledge of research methods at intermediate or graduate level

Main Objective
In-depth analysis of research methodology underpinning all substantive aspects of theory and practice in that it facilitates the collection, analysis and interpretation of primary and secondary data. The course is designed to develop the student’s knowledge and reflexive understanding of philosophical and practical issues with special reference to management theory and practice

III. OBJECTIVES

A. Terminal and Capacitating Objectives

1. Integration of current themes in entrepreneurship & managerial development, in these case corporate social responsibility and sustainability into business decisions in ways that enhance firm value and provide competitive advantage and risk reduction.
1. Analysis the business case for sustainable development and corporate social responsibility.
1.2. Creation of business strategies that align the self interests of the corporation with the greater public good.

2. Integrate variables related to economic growth, environmental integrity, and social community equity into business decisions.
   2.1. Comprehend synergistic relationship between corporate social responsibility and sustainability.
   2.2. Analysis of the interrelationships between economic, social, and environmental systems.

3. Integration and Analysis of value creation for the firm must be both sustainable over time and genuine in terms of realized value. The integration of values and ethics into business operations is the foundation for a sustainable and successful enterprise.
   3.1. Distinguish the difference between the concepts of growth and development, and the importance of carrying capacity as a determining factor in choosing between the two as a business goal.
   3.2. Create, maintain, and maximize the value of strategic alliances and partnerships between government, civil society, and business.

4. Apply the various strategic components of corporate social responsibility and sustainability into business planning.
   4.1. Identify appropriate value measurement and evaluation criteria for corporate citizenship and sustainability strategies.
   4.2. Analysis of the importance and influence of the public and civil society sectors in firm financial performance and reputation.

5. Analysis of the complex relationships between business and the rest of society, and how the relationships can become business opportunities while also contributing to social good.
   5.1. Analysis the importance of the Commons to business long term success and opportunity.
   5.2. Contrast the changes in capitalism resulting from globalization and the enhanced role of business in society.

Course Audience:

This course is intended and restricted to doctoral students at the end of their academic program and preparing for the development of their dissertation research. The course focuses on using social science methodological processes without regard to the content, nature or foundational discipline of the research under development.

IV. CONTENT
The Changing Face of Capitalism: Past, Present, Future

This week sets up the seminar format for the course and discusses the options for class projects. The context for the course is set through a discussion of the global environment for business practice through presentation of facts, future projections, and scenarios.

The Sustainability Connection

Integrating Economic, Social, and Environmental Value

The evolution of the concept of sustainability is discussed including current views of sustainability as an ethic and dynamic process. The connection between sustainability and corporate citizenship is developed from philosophical and strategic perspectives.

The New Economy of Corporate Citizenship

Challenges and Opportunities

This week explores the changing role of business in society and the mandate that business has a responsibility to help solve social problems in the context of its expertise and as a business opportunity. Corporate citizenship is put in historical context and current philosophies and practices are explored through a series of case studies.

Creating Value: Business Functions

Impacting Productivity

The impact of strategic corporate citizenship and sustainability is explored in the context of a variety of key business functions, including human resource management, diversity, marketing and sales, innovation, investment, and risk reduction.

Creating Value: External Stakeholders

Shareholders, Customers, Community

This week explores the opportunities and challenges to positively impact stakeholders with complementary strategies aimed at the multiple stakeholders of the firm.
The Value of Partnerships

Strategic Alliance Building for Win-Win

The era of clear differences between the roles of public, private, and nonprofit sectors is over. Today’s business environment has moved to one of overlapping, and sometimes competing, roles between sectors. The global economy is one of several drivers causing business to rethink its strategic relationship to the public and private sectors. This section examines how new alliances are being formed for competitive advantage.

Measurement and Evaluation

Long and Short Term Standards

This section examines new measures of effectiveness of corporate citizenship and sustainability strategies. A value equation is developed. Multiple measures are discussed including stock price, firm valuation, financial performance, reputation, brand equity, risk management, and government oversight.

Global Public Goods

The Special Case of the Commons

The Commons represent those dimensions of the universe that are not owned by anyone entity—atmosphere, oceans, air, Antarctica, etc. The class will explore the challenges and opportunities faced in preserving the commons in an increasingly competitive and crowded global village.

Intergovernmental Organizations

The Case of the United Nations

The role of intergovernmental organizations is explored with special emphasis on the United Nations and its changing role in world affairs and its relationship to business. The Global Compact, Global Reporting Initiative, and the role of UNEP, UNDP, etc. are examined.

Futures Scenarios

Project Presentations

The final week of class will focus on the future of business practice and its societal implications. Scenario building using different levels of corporate social
responsibility and sustainable practices will be developed. Each project will be presented and discussed in class.

V. ACTIVITIES:

Classes will conducted as a graduate seminar and include a combination of brief lecture segments, discussion of the assigned readings, case presentations and debate, perspective from leaders in the field serving as guest lecturers, and brief video segments. The focus will be on dialogue between students, faculty, and outside speakers on issues related to the strategic value and implementation of corporate citizenship strategies. Students will be responsible for leading class discussions. Readings will be assigned from both classic and the most contemporary articles in the fields. Students will be responsible for discussion of one book of their choice related to the course at some time over the quarter and the development of an extensive bibliography of resources for a topic of their choice. Additionally, either individually or in teams of two, a project of their choice in the area of corporate citizenship and sustainability will be completed and presented in class.

Book Review

Each student will choose a book related to the content and philosophy of this course to read and prepare a review. The book should be cleared with the professor as appropriate. A written review and critique of the book will be prepared, and an oral presentation to the class will be given at some time during the ten weeks of the quarter. The written review should be no longer than two single spaced type written pages. The review should contain a brief synopsis of the book; key points and any conclusions; your personal evaluation of the book’s quality, relevance, and validity; and the key learning taken away by the student.

Annotated Bibliography

The purpose of the annotated bibliography is to provide an opportunity for each student to increase their understanding of a topic of interest through secondary research and to share that information with the class. The research topic should be one of high interest to the student, and must be cleared with the professor before beginning research. The bibliography of each student will be shared with all other students in the class.

Corporate Citizenship Project
The project topic is to be chosen and developed by the student(s) with the consent of the professor. First and foremost it should be a topic of great interest and passion. Second, it should have clear strategic implications for an organization. The project may be a real project conducted for a specific organization or developed by the student(s) from some other frame of reference (e.g., new company, repositioning an existing company, social marketing plan, building brand equity and reputation for an existing company facing a crisis, etc.). At a minimum, the project will contain the following sections:

- Introduction
- Background
- Relevant secondary research
- Business idea, hypotheses
- Planning components
- Proposed measurement and evaluation
- Future Scenario
- Conclusions and/or Recommendations

**Discussion/Class Participation:**

This class forms a learning community of its own. It is assumed that everyone shares a responsibility to maximize the learning experience for all in the class. Each student should strive to contribute to class discussion. Participation will be evaluated as to quality and quantity. Comments that reflect knowledge of the reading material and any critical evaluation of that material will be much more highly valued than simply opinions on any issues being discussed. Strong convictions are encouraged, and convictions of all varieties will be respected, but those convictions should be grounded in some analysis or knowledge of the issues under examination. There are two opportunities to contribute to class discussion. First, students may participate during class. Thus class attendance and participation are considered critical to the success of the course. Students must assume responsibility for reading material and preparing cases prior to class. Since participation will be scored, failure to attend class will result in a loss of participation points. If students are unable to attend class, they should inform the professor before class.
VI. EVALUATION

Project Paper and Presentation 40%
Class Discussion and Participation 35%
Book Review 10%

VII. RESOURCES


VIII. BIBLIOGRAPHY

Vary depending on the research topic selected. The followings are suggested references related to the suggested topics:


Kanji, G. K. & Sa, P.  


References


