Module 6: Managing for the Future				Study programme	MBA english

Modul type:	ECTS-Points:	Workload:	Study stage:	Module duration:	
Compulsory	5	150	3rd	56 hrs plus exam	

Course(s):		Contact hours:	Independent study-hours:	Planned groupsize (max.):
Course 6a: Sustainability Management and CSR		28	46	15
Course 6b: Opportunity Recognition		28	46	15

Module Learning Outcomes:

In module 6 participants broaden their perspective by working out the external framework for corporate actions. In a first step, students are enabled to identify the interaction between firms and the stakeholders who are affected by the firm on a societal, political, or ecological level. Students learn why and how firms should act responsibly with respect to their nearer and wider corporate environment in different situations. In a second step, students are familiarized with tools to identify opportunities for future business. Students learn about the necessity to continuously deal with the identification and evaluation of new future businesses. Based on practical examples and the literature, students learn that idenfiying novel businesses is not a matter of chance, but can be the outcome of a structured and systematic process.

Intended Learning Outcomes:

Course 6a: Sustainability Management and CSR

After the attendance of this course, students are able to

- explain and differentiate various understandings and elements of sustainability management and CSR
- explain the most important drivers and inhibitors of sustainability management and CSR;
- discuss the role of businesses in society;
- describe the influence of businesses on various stakeholders and vice versa;
- describe different tools of sustainability management and CSR;
- critically discuss the applicability, opportunities, and limitations of different tools of sustainability management and CSR;

Basic literature:

Crane, A., Matten, D., Glozer, S., & Spence, L. (2019). Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization (5. Ed.). Oxford University Press.

Course 6b: Opportunity Recognition

At the end of this unit students should be able to:

- Understand firms' necessity to strategically renew on a regular basis
- Explain the typical life cycle stages of industries and products
- Distinguish between continuous and one-off opportunity recognition formats
- Explain different company-related tools of opportunity recognition, such as the technology application matrix and the core business approach
- Outline tools that seek to identify opportunity in the firm's market environment (e.g., consumption chain analysis)
- Apply tools that leverage the broader environment to spot new opportunities (e.g., reverse innovation approach)
- Evaluate ideas in terms of their future business potential

Basic Literature:

Engelen, A./von Gagern, C.: Opportunity Recognition: 15 Ansätze für mehr Unternehmenswachstum, SpringerGabler.

Kuratko, D./Morris, M./Covin, J.: Corporate Innovation and Entrepreneurship – Entrepreneurial Development Within Organizations. International Edition.

Description / Contents:

Course 6a: Sustainability Management and CSR

1. Introducing into Sustainability (Management) and CSR
2. Elements and concepts of Sustainability Management and CSR
3. Companies and stakeholders: Mutual influences and impact on Sustainable Development
4. Tools and Instruments of Sustainability Management and CSR

Course 6b: Opportunity Recognition

1. **Introduction to Opportunity Recognition**
2. **Company-related Tools for Opportunity Recognition**
    2.1   Technology-application matrix
    2.2   Business-model-innovation approach
    2.3   Core-business approach
    2.4   Big-data approach
    2.5   Product-trend approach
3. **Market-related Tools for Opportunity Recognition**
    3.1   Consumption chain
        3.2   Empathetic design
        3.3   Granularity approach

  3.4 Innovation mapping

  3.5 Market imperfections

4. **Environmental Tools for Opportunity Recognition**

  4.1 Reverse-innovation approach

  4.2 Interpreter approach

  4.3 Innovation-crowdsourcing

  4.4 Lead-user approach

  4.5 Market-space approach

Language:

Courses are taught in English.

Teaching methods:

Lecture, group work, self-study.

Module applicability:

MBA „General Management" - english

Pre-requisites/Requirements:

Admission to the MBA programme "General Management" - english

Examination types:

Homework or written examination.

Requirement for award of ECTS-points:

Successful participation in each of both examinations.

Course availability:

Annually

Assessment:

The exam of this module counts for 9,09 per cent of the final examination

Modul convenor and main lecturer:

Prof. Dr. Rüdiger Hahn, Prof. Dr. Andreas Engelen, Dr. Verena Rieger

Further information:

Material for the courses will be provided online before the courses start

Module Version:

2020-11 V1