

<b>Sub-module title</b>
Responsible and Sustainable Management
<b>Sub-module code</b>
BW: 24-26
BM: 27-29
EB: 33
RSM
<b>Person responsible</b>
Prof. Dr. Thomas Andorfer
<b>Lecturer</b>
Prof. Dr. Thomas Andorfer
<b>Study semester according to the curriculum</b>
3-7 (BW/BM)
7-8 (EB)
<b>Attendance</b>
Elective subject
<b>Sub-module type</b>
Seminar-style tuition with exercises
<b>Credit value (ECTS)</b>
5
<b>Weekly semester hours</b>
4
<b>Workload total (1 credit = 30 hours)</b>
150 h
<b>Hours in attendance /lectures</b>
42h
<b>Hours for self-study</b>
108h
<b>Method of assessment</b>
Written exam
Duration: 90 minutes
<b>Authorised aides for exam</b>
<ul style="list-style-type: none"> <li>- Non-programmable calculator</li> <li>- Monolingual dictionary</li> </ul>

**Availability**

Only winter semester

**Teaching language**

English

**Content****1 Introduction to sustainability****1.1 General principles of sustainability**

- Definition, meaning and dimensions of sustainability
- Historical development of the concept of sustainability
- Current political, social and economic classification

**1.2 Theoretical foundations of sustainability**

- Concepts and models (sustainable development, triple bottom line, circular economy, conservation, systems theory)
- Sustainability assessment and measurement (life cycle analysis (LCA), product carbon footprint (PCF) and corporate carbon footprint (CCF), eco-efficiency and eco-effectiveness)
- Comparison between product carbon footprint and life cycle assessment in terms of requirements, scope and effort

**1.3 Sustainable value creation**

- Holistic view including upstream and downstream value chains
- Strategies to reduce negative impacts on people, nature and the climate
- Circular economy: closing material and energy cycles

**1.4 Interpretation and classification of sustainability**

- Interpretation and classification of geopolitical, economic, political and social perspectives in relation to sustainability
- Impact assessment and critical classification of individual sustainability concepts

**2 Anchoring sustainability in business administration****2.1 Tension between sustainability and business management**

- Focus on sustainability: input perspective (resource efficiency, resource protection, conservation)
- Focus on business management: output perspective (business management routines and economic action routines)
- Creating a balance between input and output perspectives (dealing with inconsistencies and overcoming complexity)

**2.2 Integrative sustainability management**

- Strategic anchoring (vision, mission, sustainability goals)
- Organizational structure and governance
- Process integration
- Stakeholder engagement and sustainability communication
- Monitoring and reporting

**2.3 Sustainable corporate governance**

- Leadership and corporate culture

- Ethics and compliance
- Development and implementation of a sustainability strategy

#### 2.4 Sustainability innovations

- Development and implementation of sustainable products and services
- Innovation management

#### 2.5 Transformation process

- Systemic thinking and holistic approaches
- Leadership and process competence
- Change and transformation management
- Design thinking models
- Ambiguity and ambivalence tolerance

#### 2.6 EXCURSE: Ethics of conviction vs. ethics of responsibility

- Fundamentals of ethics of conviction vs. ethics of responsibility
- Influence on ecological and economic decision-making routines

#### 2.7 Alternative Economic Models in Sustainability

- Substance Preservation Economy: Prioritizes conserving natural resources.
- Household Economy: Emphasizes local self-sufficiency and resource cycles.
- Economy for the Common Good: Measures success by social and ecological contribution.

### **3 Legal requirements**

#### 3.1 Political objective

- Creating transparency and comparability

#### 3.2 Regulatory framework

- National legal acts (LkSG)
- European legal acts (Green Deal, CSRD, EU Taxonomy, CBAM, EUDR, CSDDD)
- International legal acts (Agenda 2030 and SDGs, Paris Climate Agreement, OECD Guidelines)

#### 3.3 New regulatory framework

- Comparison of the changed/adapted regulatory framework
- Evaluation of the changed/adapted regulatory framework
- Derivation and presentation of the impact on companies

#### 3.4 International and European standards

- UN Global Compact, GRI, TCFD, ESRS

### **4 Role and influence of stakeholders**

#### 4.1 Changing stakeholder expectations

#### 4.2 Increasing stakeholder awareness and sense of responsibility towards people, the environment and the climate

#### 4.3 Effects and challenges for companies

- Stakeholder analysis
- Stakeholder mapping
- Strategies for stakeholder involvement

## 5 Digitality/digitalization

### 5.1 Digitalization as an enabler for sustainability

- Smart technologies and application in sustainable corporate management
- Big data, AI and IoT

### 5.2 Digitalized value chains

- Digital twins, blockchain
- Supply chain management systems

### 5.3 Digital transformation

- Opportunities and challenges of digital transformation
- Change management in the digital age

## Learning objectives: Subject competence

### After successfully completing this sub-module, students are able to

- critically evaluate the current economic and management systems from the sustainability perspective and offer (new) approaches within the sustainability framework (3)
- assess the activities and functions of their workplaces in terms of sustainable management and suggest (new) models and tools that can transform their organizations towards sustainability (3)
- analyze and reflect on alternative economic models such as **Substance Preservation Economy, Household Economy, and Economy for the Common Good**, and integrate them into management practice (3)

## Learning objectives: Personal competence

### After successfully completing this sub-module, students are able to respond to sustainability-related issues in their environment (2)

- act as change agents in spreading and mainstreaming sustainability knowledge in their workplace and everyday life (2)
- respond to sustainability-related issues in their environment (2)
- critically question conventional growth paradigms and apply values of sufficiency, self-sufficiency, and common good in their personal and professional decisions (2)

## Literature

### Required reading

Antonioli, D., Ghisetti, C., Mazzanti, M., and Nicolli, F. (2022) Sustainable production: The economic returns of circular economy practices, *Business Strategy and the Environment*, in press

Brinkmann, R. (2016) *Introduction to Sustainability*, Wiley-Blackwell

### Recommended reading

George, G., Haas, M.R., Joshi, H., Tracey, P. (2022) *Handbook on the Business of Sustainability*, Edward Elgar

Gray, R. A., Carol, A. Owen, Dave. (2014). *Accountability, social responsibility, and sustainability : accounting for society and the environment* Boston : Pearson Education Limited.

Kumar, S., Sureka, R., Lim, W.M., Mangla, S.K and Goyal, N. (2021) What do we know about business strategy and environmental research? *Insights from Business Strategy and the Environment*, *Business Strategy and the Environment*, 30, 3454-3469

Markovic, S., Sancha, C., Lindgreen, A (2021) *Handbook of Sustainability-Driven Business Strategies in Practice*, Edward Elgar

Additional and helpful literature in German (not mandatory)

Baumast, A; Pape, J. (2022): Betriebliches Nachhaltigkeitsmanagement, 2. überarbeitete und erweiterte Auflage, Stuttgart

Müller-Christ, G. (2020): Nachhaltiges Management. Über den Umgang mit Ressourcenorientierung und widersprüchlichen Managementrationalitäten, 3. überarbeitete und erweiterte Auflage, Baden Baden

Pufé, I. (2017): Nachhaltigkeit, 3. überarbeitete und erweiterte Auflage, München

Rogall, H.; Gapp-Schmeling, K. (2021): Nachhaltige Ökonomie: Band 1: Grundlagen des nachhaltigen Wirtschaftens, Marburg

**Teaching materials**

Lecture slides

**Teaching media**

Lecture slides

**Further information about the sub-module**

Max. number of participants: 30

Registration necessary. Details can be found in ELO.

Lecture Times: Will be released in the schedule.

**Applicability of the module for other degree programmes**

In other degree programmes, the module is not anchored in the curriculum as a compulsory or compulsory elective module. However, it can be taken as a purely elective module after consultation with the faculty. The respective examination board will decide on possible recognition.