

Sub-module title	Fundamentals in Sustainable Management
Sub-module code	4/FSM
Person responsible	Prof. Dr. Thomas Andorfer
Lecturer	Prof. Dr. Thomas Andorfer
Study semester according to the curriculum	2
Attendance	Compulsory subject
Sub-module type	Seminar-style tuition with exercises
Credit value (ECTS)	5
Weekly semester hours	4
Workload total (1 credit = 30 hours)	150 h
Hours in attendance /lectures	42h
Hours for self-study	108h
Method of assessment	Written exam Duration: 90 minutes
Authorised aides for exam	<ul style="list-style-type: none"> - Non-programmable calculator - Monolingual dictionary
Availability	Only summer 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)

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

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

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 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

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)

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)

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

Teaching materials

Lecture slides

Teaching media

Lecture slides

Further information about the sub-module

-

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.