



[STRATS] Strategy and Sustainability

Introduction

Over the last few years there has emerged an unprecedented interest in sustainability on the part of governments, business, and civil society. With respect to the natural environment, it seems that we may have reached a tipping point in terms of industry beginning to address the urgent issues of climate change, air and water pollution, desertification and other critical issues. On the social side, the 17 sustainable development goals adopted by the United Nations have become a language that many companies are using to engage with their traditional stakeholders as well as civil society as a whole.

Strategy & Sustainability is a 6-session course that looks at how companies are dealing sustainability and the strategic issues they face when doing so.

Objectives

The course is positioned as a baseline course giving graduates of the Global Executive MBA a minimal understanding of the issues involved so that they may dig deeper into how sustainability impacts their professional future in specific industries and locations.

Content

The course will cover an introduction to the topic and Professor's Rosenberg's own framework that he introduced in his book, *Strategy and Sustainability* (Palgrave Macmillan, 2015). The course will also explore the nature of the climate emergency via MIT's En-Roads simulation. Two sessions will involve a deep dive into packaging and consumer goods as an example and the last session will look at a more radical approach as defined by Gunter Pauli in the *Blue Economy* (Xlibris Au, 2017).

As part of the course students are expected to read and watch the assigned materials, actively participate in class discussion and record a 2-3 minute video blog given their thoughts on sustainability at the end of the module.

Evaluation

70% of the grade is based on each student's comments in class with 30% based on the depth and coherence of the comments given in the video blog.

Learning Goals & Learning Objectives

LG1: Strategic decision making.

LO 2. Students will distinguish and effectively categorize the relevant information for the taking of business decisions.

LO 3. Students will integrate knowledge and face the complexity of formulating judgments based on information that, being incomplete or limited, includes reflections on the social and ethical responsibilities linked to the application of their knowledge and judgments.

LO 6. Students will identify risk factors, evaluate them, and study their impact on decisions.

Competences

Basic

CB6. Possess and understand knowledge that provides a basis or opportunity to be original in the development and / or application of ideas, often in a research context.

CB7. The students know how to apply the knowledge acquired and their ability to solve problems in new or unfamiliar environments within broader (or multidisciplinary) contexts related to their area of study

CB8. The students can integrate knowledge and face the complexity of formulating judgments based on information that, being incomplete or limited, includes reflections on social and ethical responsibilities linked to the application of their knowledge and judgments.

CB9. Students know how to communicate their conclusions and the knowledge and ultimate reasons that support them to specialized and non-specialized audiences in a clear and unambiguous way.

CB10. Students possess the learning skills that allow them to continue studying in a way that will be largely self-directed or autonomous.

General

CG3 – To work on a team in multicultural business environments, inspiring trust in colleagues and partners, commitment to achieving the objectives, and delegating tasks and decisions.

CG9 – To interpret the global context in order to analyze and judge the threats and opportunities facing the organization.

CG10 – To acquire the vision of a global citizen when dealing with the multicultural aspects present in the international market.

Specific

CE12 – To devise a personal ethical framework for decision making in the organization through reflection and critical discussion of the traditional ethical thought systems.

CE13 – To understand the opportunities associated with Corporate Social Responsibility (CSR) and be capable of developing a CSR management system.

Sustainable Development Goals (SDG)

SDG 1 – No Poverty

SDG 2 – Zero Hunger

SDG 3 – Good Health and Well-Being

SDG 4 – Quality Education

SDG 5 – Gender Equality

SDG 6 – Clean Water and Sanitation

SDG 7 – Affordable and Clean Energy
SDG 8 – Decent Work and Economic Growth
SDG 9 – Industry Innovation and Infrastructure
SDG 10 – Reduced Inequalities
SDG 11 – Sustainable Cities and Communities
SDG 12 – Responsible Consumption and Production
SDG 13 – Climate Action
SDG 14 – Life Below Water
SDG 15 – Life on Land
SDG 16 – Peace, Justice and Strong Institutions
SDG 17 – Partnerships for the Goals

Professor's Biography

Prof. Mike Rosenberg

Professor of the Practice of Management of the Strategic Management Department
Doctor of Philosophy (Management), Cranfield University
Master in Business Administration, IESE, University of Navarra
Bachelor of Science in Engineering, University of Michigan

Mike Rosenberg is a Professor of the Practice of Management in the Strategic Management Department at IESE Business School where he lectures on strategy, globalization, and sustainability in IESE's MBA programs. He also serves as Academic Director for several school's executive education programs.

His first book, titled *Strategy and Sustainability* (Palgrave Macmillan, 2015) is an exploration of the link between business and the environment and looks at the issue more from the perspective of business executives rather than that of environmentalists. The second book is titled *Strategy and Geopolitics* (Emerald, 2017) and is written to encourage business leaders to pay more attention to what is happening around the planet. Both books offer their own frameworks for looking at these two issues. His latest book, *Learning to Fly* (Anthem, 2022) is about how to manage your career throughout life given the complexity of today's world.

In addition to his academic work, Professor Rosenberg consults with leading international companies and is asked to speak on topics relating to environmental sustainability and managing global firms in light of the increasingly complex geo-political situation in many parts of the world.

Prior to joining the IESE faculty full time in 2003, Professor Rosenberg worked for more than 15 years as a Management Consultant for Arthur D. Little, A.T. Kearney and Heidrich & Struggles working in Europe, North America, and Asia; primarily in the Automotive industry.

Professor Rosenberg has an undergraduate degree in Naval Architecture from the University of Michigan, an MBA from IESE Business School and received his Ph.D. from the Cranfield School of Management.