

RSE501

SUSTAINABILITY CHALLENGES IN BUSINESS

Number of ECTS credits : 4

Course language : Anglais

Course leader : GOODMAN Jennifer

Speakers : GOODMAN Jennifer , VAN CRANENBURGH Katinka , VOGTLIN Christian

≡ COURSE DESCRIPTION

The aim of this course is to provide a foundation to rethink the relationship between business and society. Based on a scientific approach to sustainability and a philosophical/ethical approach to CSR, this module presents the world's grand challenges and tracks the development of business's role in CSR and sustainability. The course moves from a macro to a micro level to connect grand challenges, philosophy and natural sciences to an individual level. Students will learn to use tools for leadership and change management as well as developing their own thinking and personal mission.

≡ COURSE OBJECTIVES

- Gain advanced knowledge of world's grand challenges and their relationship to business & clear conceptual understanding of CSR and sustainability
- Develop leadership and change management skills
- Develop a strong sense of personal mission

≡ LEARNING GOALS

LG02 - Analysis : Analyse complex situations

LG04 - Action : Make proposals, take initiatives

LG11 - CSR : Identify ethical issues and act on them from an ethical perspective

≡ TACKLED CONCEPTS

Grand challenges; CSR, sustainability, Responsible leadership, Ethics

≡ LEARNING METHODS

Lectures, plenary and group discussions, group exercises, small projects and working on real life cases.

The purpose of this diversity is to stimulate learning as well as critical and reflective thinking. A considerable amount of the learning will be generated through students' sharing of opinions, own thinking, and ideas.

≡ ASSIGNMENTS

Course assigned reading

Group work and case preparation

Assignment and exam preparation

≡ BIBLIOGRAPHY

Additional required and recommended reading materials will be provided before the course starts.

Griggs, D. et al. (2013) Sustainable Development Goals for People and Planet. *Nature*, 495 305-307

Howard-Grenville, J. et al. (2014) From the Editors: Climate Change and Management. *Academy of Management Journal*, 57(3) 615-623

<https://sustainabledevelopment.un.org/?menu=1300>

Rockström et al. (2009). A safe operating space for humanity. *Nature* 46: 472-475.

Bansal & Song (2017) Similar But Not The Same: Differentiating Corporate Sustainability From Corporate Responsibility. *Academy of Management Annals* 11(1) 105-149

≡ EVALUATION METHODS

50 % : Contrôle continu

50 % : Examen

≡ SESSIONS

1 **SDGs and grand challenges introduction: where does business fit in?**

LECTURE : 03h00

In this session, we will discuss the grand sustainability challenges our society is facing: what are those challenges? How are they impacting businesses and how businesses are impacting the challenges?

2 **CSR: what is it?**

LECTURE : 03h00

During this session, we will examine the definition and historical development of corporate social responsibility (CSR). We will also debate how is CSR positioned vis-à-vis related concepts such as sustainability, business ethics, corporate philanthropy, corporate citizenship. This will help us to understand what CSR is and what it is not.

3 **The firm and its stakeholders**

LECTURE : 03h00

It is time to get practical! During this session, we will work around the notion of stakeholders. We will learn the definitions and concepts that will enable you to undertake stakeholder analysis. We will use specific tools to do a stakeholder analysis. Those tools are very helpful to understand the impact companies can have in social, environmental or economic terms.

4 **Topic session: The plastic stakeholder forum**

LECTURE : 03h00

During this session, we will explore one of the major environmental issues: plastic pollution. Through a role play, you will experiment how it feels to be a stakeholder, defend your interests, define a strategy, engage with others and try to reach a decision that will impact you but also other stakeholders.

5 **Leadership for sustainability (1)**

LECTURE : 03h00

Addressing sustainability challenges and making decisions are both vitally important in leadership. These sessions explore the importance of leadership in CSR, different styles of leadership and facilitate students to consider their own future leadership roles.

6 **Leadership for sustainability (2)**

LECTURE : 03h00

Continued from previous session

7 **Making tough decisions: exploring the ethical dilemmas?**

LECTURE : 03h00

What is the “right” thing to do when faced with grand challenges and difficult choices? On what factors should decision-making be based? We will explore some ethical dilemmas and consider them from different ethical perspectives to provide a framework for making decisions.

8 **Leading and managing change**

LECTURE : 03h00

Meeting the SDGs requires change. This session explores change management within organisations including the tools needed and challenges faced to bring about change.

9

Case session: Social issues and change

LECTURE : 03h00

This session focuses on a contemporary issue and real life case.

10

Group challenge or presentations

LECTURE : 03h00

This last session will be devoted to the presentation of your group assignment.

Number of ECTS credits : 4

Course language : Anglais

Course leader : VOGTLIN Christian

Speakers : TRANCHANT Cyril , VOGTLIN Christian

≡ COURSE DESCRIPTION

The aim of this course is to enable students to develop a coherent sustainability strategy for their company. Students will learn how to identify the opportunities and the risks related to social and environmental issues and will be trained in the measurement of the triple bottom line performance (social, ecological and economic performance).

≡ COURSE OBJECTIVES

The main objective of this course is to learn the key theory with practical applications relevant to sustainability/CSR strategies and social performance measurement. After completing this course you will be able to:

- Develop a sustainability strategy
- Understand and measure the impact of CSR initiatives and monitor them
- Measure and manage social and environmental risk and opportunities through key performance indicators

≡ LEARNING GOALS

LG02 - Analysis : Analyse complex situations

LG05 - Action : Evaluate, prevent and manage short, medium and long-term risks

LG12 - CSR : Take a decision from economic, social and environmental perspectives

≡ TACKLED CONCEPTS

Creating shared value; Triple bottom line; Strategic decision making; International sustainability strategy; Key performance indicators (KPIs) for sustainability

≡ LEARNING METHODS

The course integrates a variety of didactical approaches and techniques including lectures, plenary and group discussions, group exercises, small projects and working on real life cases. Students will benefit from practitioners experiences in the field.

≡ ASSIGNMENTS

- Reading materials will be provided in advance and students are expected to come prepared to class
- Group work and case preparation
- Assignment and exam preparation

≡ BIBLIOGRAPHY

Husted, B. W., & Allen, D. B. (2006). Corporate Social Responsibility in the Multinational Enterprise: Strategic and Institutional Approaches. *Journal of International Business Studies*, 37(6), 838-849.

Porter, M. E., & Kramer, M. R. (2006). Strategy & Society: The Link Between Competitive Advantage and Corporate Social Responsibility. *Harvard Business Review*, 84(12), 78-92.

Porter, M. E., & Kramer, M. R. (2011). Creating Shared Value: How to Reinvent Capitalism - And Unleash a Wave of Innovation and Growth. *Harvard Business Review*, 89(1/2), 62-77.

Valente, M. (2017). Corporate Responsibility Strategies for Sustainability. In A. Rasche, M. Morsig & J. Moon (Eds.), *Corporate Social Responsibility: Strategy, Communication, Governance* (pp. 86-109): Cambridge University Press.

Additional required and recommended reading materials will be provided before the course starts.

≡ EVALUATION METHODS

40 % : Contrôle continu

60 % : Examen

≡ SESSIONS

1 Introduction to sustainability strategy

BRIEFING : 03h00

In this session, we will get familiar with the why, what and how of a sustainability strategy. The session will introduce the basic idea of a sustainability strategy and we will start to critically analyze the sustainability strategies of different companies.

2 Evaluating external threats and opportunities

BRIEFING : 03h00

In this session, we will discuss the challenges of becoming a sustainable organization, but also the opportunities related to it. The session will introduce the concept of creating shared value. The focus will be on best practices in the industry, pressures from the institutional environment and the relevance of external stakeholders in developing the strategy.

3 Evaluating internal strengths and weaknesses

BRIEFING : 03h00

In this session, we will focus on the company's value chain and the identification of internal strengths and weaknesses. The focus will be on implementing a sustainability strategy within the organization and the concept of the triple bottom line.

4 Human resource management for sustainability

BRIEFING : 03h00

This session will introduce how human resource management (HRM) can contribute to a sustainability strategy. We will get familiar with HRM instruments and practices related to sustainability, and learn about what sustainability means in winning the "war for talent". The session will also touch upon tools for managing diversity.

5 Identifying key performance indicators

BRIEFING : 03h00

In this session, we will identify key performance indicators that can help with implementing a sustainability strategy and monitoring the triple bottom line performance (social, ecological and economic performance).

6**Environmental impact assessment**BRIEFING : 03h00

The session introduces tools for measuring the environmental impact of a company. It will focus on the challenge of climate change and the assessment of a company's carbon footprint.

7**Sustainably strategy in an international environment**BRIEFING : 03h00

The session will focus on the cross-cultural challenges of an international sustainability strategy and the concept of global-local in international strategy. We will also discuss global governance solutions to sustainable development and how companies engage in these solutions. Finally, we will touch upon how to deal with corruption and human rights issues in an international setting.

8**Managing a sustainable supply chain**BRIEFING : 03h00

This session will focus on how to ensure a sustainable supply chain. We will focus on how to engage international suppliers (and also their suppliers) to uphold sustainability standards. We will discuss what the major challenges are in this regard.

9**Company engagement**BRIEFING : 03h00

Company representatives will tell us about their experiences with implementing a sustainability strategy and measuring sustainability performance.

10**Summary, Presentations and Reflections**BRIEFING : 03h00

Number of ECTS credits : 4

Course language : Anglais

Course leader : STERVINO Sandrine

Speakers : HAMONIC Alice , LAGORCE Sebastien , SHYMKO Yuliya , STERVINO Sandrine , TOUZARD Catherine

≡ COURSE DESCRIPTION

This course aims at providing students with a variety of business models and types of governance for managing sustainable impacts. It will explore different legal forms that exists such as cooperatives or B-Corps which can support social or environmental mission. We will also analyze how different business models are used to create social, environmental, and economic value.

≡ COURSE OBJECTIVES

Upon completion of the module, you should

- Be able to recognize the different organizational forms to choose the most appropriate to achieve social/environmental and economic goals
- Evaluate the implications different organizational forms have on their stakeholders and internal practices
- Understand the specificities of the social economy sector

Identify value creation through business model analysis

≡ LEARNING GOALS

LG01 - Analysis : Make use of critical analysis/critical thinking skills

LG10 - CSR : Identify and understand stakeholder interests

LG15 - Cooperation : Act with flexibility, adaptability and intellectual curiosity

≡ TACKLED CONCEPTS

Social Economy; Social Entrepreneurship; Cooperatives; Business model for sustainability, Sharing economy; Social Mission

≡ LEARNING METHODS

Lecture

Readings

Case studies (videos, newspapers, websites)

≡ ASSIGNMENTS

There will be a group and individual assignment.

≡ BIBLIOGRAPHY

[Pia A. Albinsson](#) and [B. Yasanthi Perera](#) (Eds) (2018), *The Rise of the Sharing Economy: Exploring the Challenges and Opportunities of Collaborative Consumption*.

Peter Drucker (2016), *Managing the non-profit Organization*, Routledge Peter Lacy and Jakob Rutqvist (2015), *Waste to Wealth: The circular Economy Advantage*, Palgrave Macmillan

Moratis, Lars, **Melissen**, Frans, **Idowu**, Samuel O. (Eds.) (2018), *Sustainable Business Models. Principles, Promise, and Practice*, Springer

[Rory Ridley-Duff and Mike Bull \(2015\)](#), *Understanding Social Enterprise. Theory and Practice*, Sage, 2nd Edition.

≡ EVALUATION METHODS

40 % : Contrôle continu

60 % : Examen

≡ SESSIONS

1 **Defining the Social Economy**

LECTURE : 03h00

Defining the Social Economy

The origins of the social economy in Europe and in France

The European definition/Around the world

The economic weight of the social economy

2 **Social Mission and or vs Economic Mission**

LECTURE : 03h00

What does it mean for a business/an organization to have a social mission?

What sort of organizations/businesses are dealing with a social mission?

Can it be complementary to an economic mission?

Concept of Hybrid Organizations

3 **Social Enterprise**

LECTURE : 03h00

Origins of the concept/Different definitions

Different notions: Social Entrepreneurship / Social Entrepreneur

Social value creation / Measuring social value

4 **Cooperatives**

LECTURE : 03h00

Historical roots

Coop Principles

Coops today

Expectations and challenges

5 **Case study**

LECTURE : 03h00

A comparison of 2 hybrid enterprises

A worker coop / a social driven Enterprise

Commonalities /differences

Public-Private Partnerships, B-Corps ... as other forms for sustainability

Why such an interest from the private sector to social purposes?

Why kind of benefits for the community ?

6

Non-for Profit Organizations & Volunteering

LECTURE : 03h00

Origins and motivations

Issues and limits

7

Defining the sharing Economy

LECTURE : 03h00

The emergence of the sharing economy

The sharing economy as a new business or as a more cooperative way of life

Different business models

Social and environmental impact of the sharing economy

8

The sharing economy: some case studies in the transport industry

LECTURE : 03h00

How does the sharing economy remove the transport industry?

Wat are the benefits and the costs for society?

The sharing economy as a more sustainable model in the transport industry ?

9

the circular economy

LECTURE : 03h00

Definition of a circular economy

Developing business models in a circular economy

How the circular economy can generate more sustainable business models ?

10

A final case study

LECTURE : 03h00

A case study Mixing the 3 economies (Social Economy, Sharing Economy, Circular Economy)

Number of ECTS credits : 4

Course language : Anglais

Course leader : AVETISYAN EMMA

Speakers : AVETISYAN EMMA , SOBCZAK ANDRE , TOUZARD Catherine

≡ COURSE DESCRIPTION

This course focuses on the issue of transparency, accountability and communication. The objective is twofold. First, to understand the CSR standards that are shaping contemporary CSR. Those standards vary greatly and come from a great variety of actors such as governments, NGOs, or businesses. Second, to equip students with the capacity to communicate about CSR and critically assess CSR communication.

≡ COURSE OBJECTIVES

- Get familiar with the various CSR guidelines, standards, and certification schemes
- Understand the role and value of CSR standards as well as their limits
- Be able to assess a CSR report
- Be able to develop a strong CSR communication strategy and recognise the risks of CSR washing
- Put theory into practice by formulating relevant recommendations and ideas to improve existing CSR communication & reporting

≡ LEARNING GOALS

LG01 - Analysis : Make use of critical analysis/critical thinking skills

LG07 - Entrepreneurship and Innovation : Identify needs and draw up an appropriate offer

LG13 - Cooperation : Communicate and interact

≡ TACKLED CONCEPTS

CSR standards, non-financial reporting, CSR rating agencies, certification/labels, communication, accountability, transparency, greenwashing

≡ LEARNING METHODS

The course integrates a variety of didactical approaches and techniques including lectures, plenary and group discussions, group exercises, small projects and working on real life cases and sample reports.

The purpose of this diversity is to stimulate learning as well as critical and reflective thinking. A considerable amount of the learning will be generated through students' sharing of opinions, own thinking, and ideas.

≡ ASSIGNMENTS

- Class attendance is required
- Students are expected to constructively and actively participate in class
- Reading materials will be provided in advance and students are expected to come prepared to class
- There will be group and individual assignments

≡ BIBLIOGRAPHY

Antal, A. B. & Sobczak, A. 2007. Corporate social responsibility in France: A mix of national traditions and international influences. *Business & Society*, 46(1): 9-32.

Chauvey, J.-N., Giordano-Spring, S., Cho, C. H., & Patten, D. M. 2015. The normativity and legitimacy of CSR disclosure: Evidence from France. *Journal of Business Ethics*, 130(4): 789-803.

Gilbert, D. U., Rasche, A. & Waddock, S. 2011. Accountability in a global economy: the emergence of international accountability standards. *Business Ethics Quarterly*, 21, 23-44.

Rasche, A. 2010. The limits of corporate responsibility standards. *Business Ethics: A European Review*, 19(3): 280-291.

Further required and recommended reading materials will be provided before the course starts.

≡ EVALUATION METHODS

40 % : Contrôle continu

60 % : Examen

≡ SESSIONS

1 Introduction to CSR standards, guidelines and certifications

LECTURE : 03h00

There is a plethora of CSR standards, guidelines and certifications providing practical guidance for companies to operationalize CSR. This session provides an overview of the CSR standards, guidelines and certification landscape. We will dig into concrete company cases to appreciate the richness and complexity of the CSR standards.

2 ESG Rating Agencies

BRIEFING : 03h00

Probably one of the most important users of CSR reports are CSR rating agencies. They need this information to evaluate, rank and benchmark companies on their CSR performance.

In this session, we will explore the methodologies, strategies, market positioning of different CSR rating agencies.

3 GRI and materiality assessment

LECTURE : 03h00

The Global Reporting Initiative has become the 'gold' standard in CSR reporting. Today, more than 80% of the world's 250 largest companies issue CSR reports using GRI's Sustainability Reporting Standards. Through the analysis of CSR reports, you will look inside the GRI guidelines and explores how companies try to generate reliable, relevant and standardized information using GRI.

This session also discusses how firms increasingly use materiality assessments to identify those CSR issues that have a direct or indirect impact on the organization's ability to create value for itself and its stakeholders.

4 ISO26000

BRIEFING : 03h00

One of the most comprehensive and world spread CSR guidelines is ISO26000. This session will explore how ISO26000 guideline can help all type of organizations in the private, public and non-profit sectors in addressing their social responsibilities while respecting cultural, societal, environmental and legal differences.

5 CSR accountability: auditing and certification

BRIEFING : 03h00

CSR auditing and certification are important to show commitment but also prove a responsible approach; In this session, we will dig into the challenges of CSR auditing and certification. What does it mean to conduct a CSR audit or certification? What can be audited and certified, what cannot? Who are the actors in CSR audit and certification?

6 CSR Reporting: what are the trends?

BRIEFING : 03h00

This session focuses on CSR reporting. It will bring you through the historical roots of CSR reporting to understand the current trends. We will consider CSR disclosure standards and regulations around the world, to outline different reporting regimes (by showing the cross-national differences) but also to encourage a discussion around the future directions of CSR reporting

7 Carbon footprint assessment

BRIEFING : 03h00

Investors around the world are increasingly asking companies to prepare for the climate change threats and opportunities. In this session, you will explore the most recognized methodologies used for a carbon footprint assessment. Through a company example, you will see how companies measure and communicate about their carbon footprint and the benefits of doing so.

8**Communicating CSR externally**LECTURE : 03h00

Stakeholders are increasingly demanding transparency on companies' CSR activities. Developing an effective external CSR communication has become essential. During this session, you will work on how to develop a strong CSR communication for external stakeholders. If CSR reporting is one communication mean, there are many other communication channels possible, which we will explore. If CSR communication is a necessity, it is not always easy. We will consider the challenges and potential risks (such as greenwashing) related to communication.

9**Communicating CSR internally**LECTURE : 03h00

While firms want external stakeholders to be aware of responsible activities, they should not forget about communicating with their internal stakeholders. CSR communication is complex and should strive for various stakeholder engagement. This session focuses on the key issues of communicating CSR to employees and highlights the effective channels of communicating CSR ideas and programs.

10**Project presentation**LECTURE : 03h00

During the last session students are expected to present their project in front of jury members

Number of ECTS credits : 4

Course language : Anglais

Course leader : GOODMAN Jennifer

Speakers : GOODMAN Jennifer , SHYMKO Yuliya

≡ COURSE DESCRIPTION

This module aims to provide students with the necessary training to manage across sectors. The course examines a variety of engagement formats for different sectors including corporate political activity, NGO activism and partnerships, and multi-stakeholder initiatives. It builds skills for managing both contention and collaboration. Students will explore the value of open innovation and co-creation with stakeholders for developing cross-sector solutions.

≡ COURSE OBJECTIVES

- Gain an in-depth understanding of the interests and strategies of different stakeholder groups and engagement mechanisms.
- Develop skills for managing contention and collaboration
- Build skills necessary for co-creation and open innovation with multiple stakeholders

≡ LEARNING GOALS

LG06 - Action : Communicate in a foreign language in a professional context

LG07 - Entrepreneurship and Innovation : Identify needs and draw up an appropriate offer

LG10 - CSR : Identify and understand stakeholder interests

≡ TACKLED CONCEPTS

Stakeholder management & engagement; managing across sectors; multi-stakeholder initiatives; open innovation

≡ LEARNING METHODS

Lectures, plenary and group discussions, workshop, small projects real life cases.

The methods are chosen to stimulate learning through participation as well as critical and reflective thinking. Students will have the chance to try out different roles and think from different perspectives.

≡ ASSIGNMENTS

Course assigned reading

Group work and case preparation

Assignment and exam preparation

≡ BIBLIOGRAPHY

Additional required and recommended reading materials will be provided before the course starts.

Jamali D. and Keshishian t. (2009) Uneasy Alliances: Lessons Learned from Partnerships Between Businesses and NGOs in the context of CSR. *Journal of Business Ethics*, 84:277–295

Seitanidi and Crane (2009). Implementing CSR Through Partnerships: Understanding the Selection, Design and Institutionalisation of Nonprofit-Business Partnerships. *Journal of Business Ethics*, 85:413–429

Albareda, L, Tencati, A, Lozano, J, Perrini, F, 2006, The government's role in promoting corporate responsibility: A comparative analysis of Italy and UK from the relational state perspective, *Corporate Governance* 6, 4, 386–400

Mena, S. & Palazzo, G. (2012) Input and Output Legitimacy of Multi-Stakeholder Initiatives. *Business Ethics Quarterly* 22(3) pp 527-556

≡ EVALUATION METHODS

50 % : Contrôle continu

50 % : Examen

≡ SESSIONS

1 Collaboration and partnerships – what are they and why do we need them?

LECTURE : 03h00

This introduction explores the ideas behind collaboration and partnerships in the context of CSR and sustainability.

2 Types of collaboration and partnerships

LECTURE : 03h00

There is a wide array of ways in which companies can organize to collaborate with other stakeholders such as MSIs and bilateral partnerships. The session explores and analyses the different types using real life examples

3 Cross-Sector Collaboration

LECTURE : 03h00

This case study session offers in-depth insights into some of the complexities of cross-sector collaboration

4 Social activism and working with NGOs

LECTURE : 03h00

This session focuses on the relationship between business and NGOs. It uses examples to look at different types of social activism and business responses taking both contention and collaboration into account.

5 Working with government

LECTURE : 03h00

Government is a key player in developing cross-sector solutions to grand challenges. The session demonstrates different ways in which government and business interact and covers the more political role of business looking at Political CSR and Corporate Political Activity

6 Collaborative and open Innovation

LECTURE : 03h00

Innovation is essential to building a sustainable future. Inclusion of different stakeholders in a more open innovation approach has been shown to lead to more sustainable solutions. This session looks at different ways to innovate with stakeholders and the opportunities and challenges it brings.

7 Co-creating solutions

LECTURE : 03h00

This practical workshop session provides the opportunity to take part in an open innovation challenge to co-create solutions.

8 Types of conflict and contestation

LECTURE : 03h00

Cross-sector collaboration does not come without its challenges. Conflict and contestation can arise in a variety of forms. The objective of the session is to identify potential and existing conflicts and explore solutions to manage them.

9 Collaborating in developing country contexts

LECTURE : 03h00

Cross-sector collaborations can often include working between developed and developing country contexts. Such collaboration offers the potential to have impact on a range of social, environmental and economic issues but also brings with it a new set of challenges.

The final session draws on the knowledge and skills built over the course to consider the types of solutions needed to meet future sustainability goals with students reporting back on project work.

Number of ECTS credits : 4

Course language : Anglais

Course leader : LE PENDEVEN Benjamin

Speakers : LE PENDEVEN Benjamin

≡ COURSE DESCRIPTION

This module aims to provide students with the necessary training to

- Understand the characteristics of social finance and finance for social issues
- Finance social enterprises on the private markets (subsidies, debt, equity)
- Finance social and environmental goals on the financial markets (SRI, financial market and low-carbon economy, etc.)
- Get a clear understanding of the trends and news on the social finance sector, including emerging and western countries

≡ COURSE OBJECTIVES

- understand the financial tools and techniques for organizations in the social economy ;
- Gain in-depth knowledge of the particularities of social finance in Europe and in emerging countries, both on private and public markets ;
- Identify, select, finance and follow social investments.

≡ LEARNING GOALS

LG09 - Entrepreneurship and Innovation : Develop innovative solutions and test them

LG10 - CSR : Identify and understand stakeholder interests

LG15 - Cooperation : Act with flexibility, adaptability and intellectual curiosity

≡ TACKLED CONCEPTS

Social finance; socially responsible investment; crowdfunding; Impact investing; Impact; social entrepreneurs; Social Impact Bonds

≡ LEARNING METHODS

Lectures, simulations, and discussions.

Students will benefit from practitioners experiences in the field.

≡ ASSIGNMENTS

There will be a group and individual assignment.

≡ BIBLIOGRAPHY

Le Pendeven B. (2014), Capital-investissement et entrepreneurs de la diversité : retour sur le cas Citizen Capital, *Entreprendre & Innover*, vol.1, n°20, pp.39-49

Le Pendeven B. (2013), Le capital-investissement à vocation sociale existe-il en France?, *Entreprendre & Innover*, vol.1, n°17, pp.44- 56

Le Pendeven, B., Nico, Y., Gachet, B., (november 2015), Social Impact Bonds, un nouvel outil pour le financement de l'innovation sociale, study for Institut de l'Entreprise

To be completed

≡ EVALUATION METHODS

40 % : Contrôle continu

60 % : Examen

≡ SESSIONS

1**Introduction: financing the ventures in the social economy and the financing curve**BRIEFING : 03h00

In this session, we will introduce the main notions of the social economy financing. Why the social economy needs specific financing solutions? What are the financing tools for young social ventures?

2**Early Stage financing in the Social Economy**BRIEFING : 03h00

During this session, we will study specifically the early stage financing of the small firms in the social economy: loans, subsidies, business-angels investments, and others.

3**Impact investing: the market**BRIEFING : 03h00

In this session, we will explore the market of impact investing, the trends, and the social and economic issues.

We will also explain the notion of “impact”, how to measure it in various contexts, and why it is a key point in the social economy financing realities.

4**Impact investing: the actors**BRIEFING : 03h00

The impact-investing ecosystem is quickly evolving. In this session, we will explore all the categories of investors, especially the social venture funds. Their own business-models will be explained, and we will understand who are they stakeholders.

5**Impact investing: how an entrepreneur can raise funds?**BRIEFING : 03h00

This session will be dedicated to the entrepreneurial point of views. We will develop the skills for raising funds in a social economy context.

6**Public and Corporate financing for social entrepreneurs**BRIEFING : 03h00

The social firms and NGO working in the social economy can be financed by public money and corporate investments. In this session, we will explore the financing solutions and the trends related to these sources of cash.

7**Social Impact Bonds in the world**BRIEFING : 03h00

Social Impact Bonds are emerging all around the world. This session will be dedicated to discover this innovative financing mechanism for social issues, and the students will be trained to understand the specificities of the SIBs. We will also discover the impact of SIBs on social public policies.

8**SCOP, B-Corps, Social Purpose Corporations: how the investors and bankers deal with particular status?**BRIEFING : 03h00

Numerous particular status exist in the social economy in the different countries. In this session, we will understand how these particular status can impact the shareholders, and what are the impact on the financial issues.

9

Financing large firms in the social economy

BRIEFING : 03h00

The social economy is also concerned by very large firms and NGOs. During this session, we will work on their own needs, strategies and specificities.

10

Financial markets, social and environmental issues

BRIEFING : 03h00

During the last decades, a new form of “green and social finance” as appeared on the financial markets, with green bonds, social bonds, carbon trading, SRI, etc. In this session, we will explore all these topics and financing tools.

RSE507

CONSULTING PROJECT

Number of ECTS credits : 4

Course language : Anglais

Course leader : STERVINO Sandrine

Speakers : STERVINO Sandrine

≡ COURSE DESCRIPTION

This module adopts an experimental-learning approach to teach students how to deal with complex consultants' assignments. To do so, students will work on a real-time consulting mission in teams under the guidance of faculty members and in contact with an organization.

The mission starts with a briefing from the organization and lasts all along the semester, with an intermediate presentation and a final presentation to the organization. Consulting teams benefit from feedbacks from the organization at several steps of their work. Also, coaching sessions with a faculty member are regularly provided to each team to help them in their progression.

Students will have to deal with a CSR complex problematic and are expected to dedicate considerable extra-work to meet deadlines as consultants do.

≡ COURSE OBJECTIVES

- In order to address a sustainable issue, been able to do an in-depth analysis of a specific situation
- And to design some strong recommendations to an organization to help it overcome a CSR problem
- Been able to work in group, to cooperate, to help others in your group to get new skills and to learn from other members new skills
- Been able to formulate clearly in a written report and in an oral presentation your recommendations
- Been able to defend your recommendations during a Q&A with some members of the organization and classmates

≡ LEARNING GOALS

LG03 - Analysis : Use cross-disciplinary approaches

LG08 - Entrepreneurship and Innovation : Take the initiative for projects

LG09 - Entrepreneurship and Innovation : Develop innovative solutions and test them

LG14 - Cooperation : Work effectively in a team

≡ TACKLED CONCEPTS

Evaluating organizations' needs and expectations, Researching relevant data and informations, Managing projects, Meeting deadlines and milestones, Producing deliverables, Scoping and implementation

≡ LEARNING METHODS

Simulation, coaching sessions, experiential learn

≡ ASSIGNMENTS

Kick-Off Case

Consulting Mission

≡ BIBLIOGRAPHY

Gale (2009), *Consulting for Business Sustainability*, Routledge

Grayso and Hodge (2004), *Corporate Social Opportunity! Seven Steps to Make Corporate Social Responsibility Work for Your Business*, Routledge.

≡ EVALUATION METHODS

100 % : Contrôle continu

≡ SESSIONS

1 Kick off Session

LECTURE : 01h00

Introduction and initial brief

2 Kick off Session

LECTURE : 06h00

Presentation and debriefing

3 Consulting Mission

LECTURE : 02h00

Initial Brief

4 Consulting Mission

LECTURE : 04h00

Intermediary Preparation

5 Consulting Mission

LECTURE : 06h00

Intermediary Presentations

6 Consulting Mission

LECTURE : 04h00

Final Preparation

7 Consulting Mission

LECTURE : 06h00

Final Presentations

8 Consulting Mission

LECTURE : 01h00

Final Debriefing