Sustainable value innovation: Rethinking how business creates value in a changing world

ENNEG855	3 Credits
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Assitant	-

COURSE DESCRIPTION

This course covers the fundamentals of business innovation as a force for good – why making a positive impact on society and the environment are a growing concern and strategic priority for companies in every sector, what leading companies are doing about it, and how they are doing it.

Global issues such as climate change, income inequality, artificial intelligence, and pandemics, as well as rising expectations for personal health and wellbeing at work, are introducing greater levels of complexity into business strategy and operations, with far-reaching implications for customer satisfaction and employee engagement. Effective handling of these issues can lead to new sources of revenue generation and cost efficiency, as well as reputational value, while failure to do so can lead to financial and competitive risk.

I.- COURSE LEARNING OBJECTIVES

The general objective of this course is to develop students' capacity to understand and practice **sustainable value innovation—business innovation as a force for good.** The course challenges students to rethink the role and purpose of business in a world characterized by growing social, environmental, technological, and economic complexity, and to explore how companies can simultaneously create competitive advantage and contribute positively to human and ecological wellbeing. Through frameworks, cases, experiential exercises, and team-based projects, students will learn to identify opportunities for innovation, distinguish incremental improvement from more transformative approaches to sustainability, and develop strategies that create value for multiple stakeholders. The course also seeks to strengthen the systems thinking, creativity, and leadership capabilities needed to navigate uncertainty, engage others, and contribute to organizations in which **business prospers, people thrive, and nature flourishes.**

1. Understand business innovation from a shareholder & stakeholder value perspective.	
2. Apply widely used management frameworks and tools (e.g. Porter, Blue Ocean Strategy, Base of the Pyramid models, disruptive innovation, and scenario planning) to develop successful sustainability strategies for value and profit.	

3. Distinguish between doing less harm, incremental positive impact, and systemwide transformation	
4. Develop systems thinking and bolster creativity to drive innovation.	
5. Design workplaces for personal flourishing. Understand how to manage yourself and be able to more effectively engage others in an increasingly complex workplace	

II.- CONTENTS

Topic	Content	Mandatory Reading	Activities
1	Introduction. The business case for sustainable value innovation	– Townsend, Solitaire (2023), The Solutionists: How Businesses Can Fix the Future. Kogan Page. Introduction and Chapters 1 and 6 – Laszlo, C., Cooperrider, D. L., and Fry, R. (2024). "Business innovation as a force for good: from doing less harm to making a positive impact T1 and T2". Business and Society Review – Alvarez, Sharon et al. (2020), "Developing a Theory of the Firm for the 21st Century". Academy of Management Review, Vol 45, No. 4, 711-716 (PDF) https://doi.org/10.5465/amr.2020.0372	Interactive lectura and inquiry - What is the overarching purpose of management in today's world? - How is it different from purpose in the world of 50 years ago?
2	Exploring possible futures	The World in 2040. Allianz Partners Report Global Trends 2040: A More Contested World. National Intelligence Council	The world in 2040: a scenario planning exercise (remaining class time)
3	The shift to flourishing	Pavez, I., L. Kendall, and C. Laszlo (2020), "Positive-Impact Companies: Toward a New Paradigm of Value Creation", Organizational Dynamics (2020)	Choose an organization or innovation that you believe illustrates a Positive Impact strategy. (20 pts) (G) 1. What is the organization doing that can be considered to be Positive Impact?

			2. Why are they doing it? (explain in terms of the value created) 3. Do you see it as a legitimate long-term strategy for the organization?
4	Doing business in the Base of the Pyramid	London, Ted. (2016), The Base of the Pyramid Promise: Building Businesses with Impact and Scale. Stanford Business Books. Chs. 1-2 Van der Merwe, M. D. et. al. (2017), The Base of the Pyramid: Towards a High Growth Framework for SME Action. IAMOT Proceedings. PDF. See the summary table on page 2. Optional: Vishnoi, P., N. Bhardwaj, and A. Vohra (2022), "Marketing at the bottom of the pyramid: Literature review and future research agenda." Int J Consum Stud. 2022; 46:1517–1536. Sections 1 (Introduction) and 3 (Findings and Discussion)	Search for exceptional innovations in the BoP. Find three examples of organizations/products/services that successfully meet unmet customer needs and investor expectations. Assess in each case whether you believe the example illustrates BoP 1.0, 2.0, or 3.0.
5	Social Entrepreneurship	- Social Entrepreneurship: What It Is and Why Everyone's Talking About It (2022). Blog July 28, 2022. - Martin, Roger L. & Sally Osberg (2007) "Social Entrepreneurship: The Case for Definition". Stanford Innovation Review, 2007	Individuals, teams, or start-up companies who develop, fund, and implement solutions to social, cultural, health or environmental problems
6	Quantum Leadership	Tsao, Fred and C. Laszlo (2019). Quantum Leadership: New Consciousness in Business. Stanford University Press. Chs. 1 and 4 Laszlo, C. (2020) "Quantum Management: The Practices and Science of Flourishing Enterprise". Journal of Management, Spirituality, and Religion. Volume 17, Issue 4: Special Issue on Quantum Management. Online 24 February 2020	Interactive lecture Case studies: Google, General Mills, Buurtzorg, Natura, Beiersdorf, YETI, Aetna, or a company of your choice that exemplifies quantum leadership. Assignment: Choose one of the above exemplars. Drawing on the assigned reading and public searches, research the leadership and culture of the company. In what way do the leaders and corporate culture embody a consciousness of wholeness

			and connectedness? What direct/ indirect evidence are you using to support your findings?

III.- METHODOLOGY, EVALUATION AND BASIC REGULATIONS

3.1.- Methodology:

grading rubric has 4 criteria: completeness, specificity, APA format citation of course readings, and quality of writing.

3.2.- Evaluation:

- assignments. 10 or 20 points each
- 1 group presentation (The World in 2040). 20 points
- Participation. 10 points 1.

The grading of all assignments will be done with a grade from 1 to 7

3.3.- Basic Regulation

1. Students must have at least 75% attendance in the course to pass it.
2. Classes will be on the days and times indicated by the program management.
3. For each class, students must have read and studied the corresponding bibliography in advance.
4. The grading of all evaluations will be done with a grade from 1 to 7.
5. The professor reserves the right to add, delete or replace bibliography during the course of the program if he/she deems it appropriate for the proper progress of the subject.
6. The unjustified absence of a student from a requirement will be graded 1.
7. It is important to emphasize that each student must assume his or her own responsibility in completing the program, especially in relation to:
    a. Be up to date on the development of the subject and the various instructions given by both the teacher and the course coordination. For example, absence from a class session does not exempt you from the academic obligations established that day.
    b. Ensure faithful compliance with the dates and deadlines established for the different evaluation activities. Once set and known, they will not be modified.
    c. Obtain the support material indicated for the chair when applicable.
8. All works presented during the program will only have value to the extent that their author is able to explain and support them personally. Deliveries that contradict the above are not accepted. Any medical justification corresponding to non-attendance to a requirement must be presented through the regular channels established by the University.
9. Any form of copying and/or plagiarism is penalized and if this situation is identified, the

respective disciplinary procedure will be followed.

IV.- BIBLIOGRAPHY

Mandatory Readings

- See readings above

*Syllabus subject to changes