Students with enquiries about program (degree) requirements should contact the College office; enquiries about course administration (subjects) are normally handled by the relevant Research School.

**MGMT3102**  
**Business and its Social Stakeholders**  
**Semester 1, 2015**

**Course Description**  
Business cannot operate without its social stakeholders, ranging from employees to the communities in which it operates, and so its treatment of its social stakeholders is one of the two keys to the sustainability of business. This course builds on MGMT2001 to give students a deeper understanding of the interrelationship between business and its social stakeholders, and how that relationship is best managed by business.

<table>
<thead>
<tr>
<th>Semester and Year</th>
<th>Semester 1, 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Course URL</td>
<td><a href="http://programsandcourses.anu.edu.au/course/MGMT3102">http://programsandcourses.anu.edu.au/course/MGMT3102</a></td>
</tr>
<tr>
<td>Mode of Delivery</td>
<td>On Line</td>
</tr>
<tr>
<td>Prerequisites</td>
<td>To enrol in this course you must have completed MGMT2001</td>
</tr>
<tr>
<td>Incompatible Courses</td>
<td>Nil</td>
</tr>
<tr>
<td>Course Convener</td>
<td>Dr Gary Buttriss</td>
</tr>
<tr>
<td>Office Location</td>
<td>Rm: 2.22 CBE 26c</td>
</tr>
<tr>
<td>Phone</td>
<td>6125 6129</td>
</tr>
<tr>
<td>Email</td>
<td><a href="mailto:Gary.buttriss@anu.edu.au">Gary.buttriss@anu.edu.au</a></td>
</tr>
<tr>
<td>Consultation hours</td>
<td>Consultation via - meetme.so/garybuttriss</td>
</tr>
<tr>
<td>Bio and research interests</td>
<td>I joined the ANU in 2006 after completing my doctorate at UNSW in Marketing. I have taught at The Australian National University, The University of New South Wales, Sydney University, and AGSM, in the areas of sustainability, marketing and management. Prior to becoming an academic I operated my own business in hospitality prior to consulting to business</td>
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</tbody>
</table>
including acting as a mentor for social entrepreneurs with Social Ventures Australia. I currently consult to industry and research focusing how firms adapt to climate change; how this influences and is influenced by organizational identity; how firms migrate their brands to sustainability; communicate their sustainability strategies to stakeholders, among other things.

| **Student Administrators** | Research School of Management  
Room 1088  
Level 1, LF Crisp Building 26  
Mon. – Fri. 9am – 5pm |
COURSE OVERVIEW

Course Learning Outcomes
On satisfying the requirements for this course, students should have the knowledge and skills to:

LO 1. Analyse the interrelationship between an business and its social stakeholders by applying appropriate theories, models, and/or frameworks;

LO 2. Formulate appropriate policies and strategies to manage the interrelationship between business and its social stakeholders that enable outcomes that are both economically and socially sustainable; and

LO 3. Communicate these policies and strategies both in writing and orally to stakeholders to engender support for socially-sustainable outcomes.

Research-Led Teaching
Sustainability is a rapidly evolving concept. As such I include current thinking, practice and research in the area of sustainability.

I endeavour to incorporate examples of leading sustainability practice in business, including knowledge from my consulting to industry, case studies, industry papers, current news articles, blogs, as well as guest speakers working in the area and past students who have gone on to careers in sustainability.

I draw on research I am currently conducting independently, with my research students and with local and international colleagues. This includes research into sustainability implementation as a strategic competitive advantage; business adaptation to sustainability; and the path dependent nature of brands and consumption.

I am also a member of a number of business and environmental research communities and activists groups and draw on research from these areas and activities.

The course also seeks to give students the opportunity to undertake their own independent primary and secondary research. The aim is develop in students an analytical approach to understanding implementation of sustainability and how you can make a contribution as an individual consumer and in their future careers.

Continuous Improvement
This is the first time the course has been run. The nature and delivery of the course has been designed along the same lines as my courses – MGMT2001 - Corporate Sustainability & MKTG2002 – Sustainable Marketing.

We use feedback from students, professional bodies and staff to make regular improvements to the course. In response to this feedback from the above courses, design improvements from the previous version of the course include:

- Development of a menu systems for students to choose different assessment paths
- Marks are now awarded for workshop tasks and weighting of the weekly seminar questions reduced in part.

Technology, Software, Equipment
Students will require access to a laptop or tablet as well as ANU wireless network during class seminars. Seminar questions and workshop activities will be provided online through Wattle. Submission of your seminar questions and or workshop activities will also be via Turnitin through Wattle at the end of the class.

**Student Feedback**

All CBE courses are evaluated using Student Experience of Learning and Teaching (SELT) surveys, administered by Planning and Statistical Services at the ANU. These surveys are offered online, and students will be notified via email to their ANU address when surveys are available in each course. Feedback is used for course development so please take the time to respond thoughtfully. Course feedback is anonymous and provides the Colleges, University Education Committee and Academic Board with opportunities to recognise excellent teaching and to improve courses across the university. For more information on student surveys at ANU and reports on feedback provided on ANU courses, visit http://unistats.anu.edu.au/surveys/selt/students/ and http://unistats.anu.edu.au/surveys/selt/results/learning/

**Course Schedule**

Students should consult the course handbook provided in Wattle for details of each weeks readings and seminar questions.

<table>
<thead>
<tr>
<th>Week</th>
<th>Date – WB</th>
<th>Topic</th>
<th>Assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>16th Feb</td>
<td>Administrative introduction to the course</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>23rd Feb</td>
<td>Stakeholders I: Identifying and categorizing stakeholders</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>2 March</td>
<td>Stakeholders II: managing effective stakeholder relationships</td>
<td>Seminar Preparation Assignment Week 3 Or Seminar Preparation Assignment Week 4</td>
</tr>
<tr>
<td>4</td>
<td>9 March</td>
<td>Stakeholders II: the development of stakeholder theory, its limits, and its critics</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>16 March</td>
<td>Social Capital I: what is social capital and how is it measured?</td>
<td>Seminar Preparation Assignment Week 5</td>
</tr>
<tr>
<td>Week</td>
<td>Date</td>
<td>Event</td>
<td>Assignment</td>
</tr>
<tr>
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<tr>
<td>6</td>
<td>23 March</td>
<td>Social Capital II: building social capital</td>
<td>Or Seminar Preparation Assignment Week 6</td>
</tr>
<tr>
<td>7</td>
<td>30 March</td>
<td>Social Capital II: deriving an &quot;income stream&quot; from social capital</td>
<td>Seminar Preparation Assignment Week 7 or</td>
</tr>
</tbody>
</table>

### Mid-Semester Break
6th April – 17th April

<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Event</th>
<th>Assignment</th>
</tr>
</thead>
<tbody>
<tr>
<td>8</td>
<td>20 April</td>
<td>Human Capital: employees as stakeholders</td>
<td>Individual Project due:</td>
</tr>
<tr>
<td>9</td>
<td>27th April</td>
<td>Advanced Social Risk Management I:</td>
<td>or Seminar Preparation Assignment Week 9</td>
</tr>
<tr>
<td></td>
<td></td>
<td>➢ Understanding Social Risk: the contributions of psychology and sociology</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>➢ Ulrich Beck and “Risk Society”</td>
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</tr>
<tr>
<td>10</td>
<td>4th May</td>
<td>Advanced Social Risk Management II:</td>
<td>Seminar Preparation Assignment Week 10</td>
</tr>
<tr>
<td></td>
<td></td>
<td>➢ Anticipating stakeholder action</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>➢ Dealing with outrage</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>11th May</td>
<td>Advanced Social Risk Management III:</td>
<td>Or</td>
</tr>
<tr>
<td></td>
<td></td>
<td>➢ NGOs and the Media</td>
<td>Seminar Preparation Assignment Week 11</td>
</tr>
<tr>
<td>12</td>
<td>18th May</td>
<td>Communicating with Stakeholders</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>25th May</td>
<td>No Class</td>
<td>Short Quiz On Line 30%</td>
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<tr>
<td></td>
<td></td>
<td>There will be no formal class this week due to the administration of the final quiz online during the seminar time.</td>
<td></td>
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</tbody>
</table>

### COURSE ASSESSMENT

**Assessment menu 1**
Choosing this menu means the maximum score you will get for the course will be capped at 69 (which is a credit). You will not get a distinction or high distinction. If you are aiming for D or HD, you need to choose menu 3.
1. Seminar Assignments
Weekly seminar preparation assignment 1 10%  See Course Schedule
Weekly seminar preparation assignment 2 10%
Weekly seminar preparation assignment 3 10%
Weekly seminar preparation assignment 4 10%

3. Short Quiz
Week 12 – Short Quiz 30%  “

Assessment menu 2
If you are aiming for a distinction and high distinction in this course, you will need to choose this assessment menu. It is designed to test deeper understanding, as well as higher levels of achievement of the learning outcomes.
It is important to remember that completing this menu is NOT a guarantee you will get a D or HD. It gives you a shot at it. Whether you achieve your desired grade, or a lower one, depends on the level of understanding and learning you demonstrate in the assessment.

Assessment Task | Value | Due Date
--- | --- | ---
1. Seminar Assignments | 10% | See Course Schedule
Weekly seminar preparation assignment 1 | 10% |
Weekly seminar preparation assignment 2 | 10% |
Weekly seminar preparation assignment 3 | 10% |
Weekly seminar preparation assignment 4 | 10% |

2. Independent Project | 30% |

3. Short Quiz | 30% |
Week 12 – Short Quiz |

1. Seminar Assignments – 4 x 10% - 40% total

The assessment is tightly integrated as a three step process:

1. You read the assigned articles and case study/studies each week and prepare written responses to the set questions; you submit four of these for marking using the discussion template / rubric provided on Wattle;

2. You come to class each week and take part in the general discussion of the questions and add to your assignment with in-class learning which is taken into consideration in the grading; and

3. To maximise the learning outcomes from this course, each student should prepare all seminar preparation questions and assignments, however only four (4) are submitted for grading.

4. About 200 words per question, usually 3 or 4 questions per assignment. The suggested length should allow you to cover all material, but there is no word limit. All information needed to answer the questions is in the set readings and case studies. You will also make notes on your assignment; see ‘in-class learning’s’ (below).
5. It is not expected or necessary for you to read outside the set readings, and assignments can and have received an HD without doing so. Your time will, I believe, be best spent in focused study of the set materials.

6. **In-class Learning** - You cannot develop skills in analysis by simply reading or listening to one person’s viewpoint, so the seminars are based on student interaction and class discussion. It is essential that you read and think about the assigned material before class, and that you both listen to others and make your own contributions during seminar discussions. The in-class learning demonstrates that you have continued to learn during the class, and are actively thinking about the relationship between your preparation and the class discussion. To demonstrate your in-class learning, you will make ADDITIONAL notes in class on your question template, pointing out errors that you have made or noting important or interesting points that you have missed.

7. **The Seminar preparation submission process**
   - Students must participate in the class to submit the seminar questions.
   - As the answers are discussed in the seminar, late assignments will not be or substitutions accepted.
   - **ALL QUESTIONS ARE TO BE PREPARED**
   - At the end of the class your answer including in-class learning though the Turnitin link on Wattle.
   - Students will receive a ‘raw mark’ for each seminar question. These raw marks will be averaged and then converted into a grade at the end of the semester. Details will be provided in week 1 introduction to the course (the complicated process is as a result of moving to Turnitin submissions of assignments)
   - Submitting a student’s name on a workshop submission who is not present for the workshop is considered academic misconduct.
   - The feedback on your submission will focus on process issues to help you to continually improve your work, rather than simply to correct factual errors in a particular question. A more detailed discussion of the appropriate content of questions will be provided on Wattle.

2. **Individual Research Project - 30%**
   A detailed assignment brief will be provide in week 3 and posted to Wattle. Each student has the option to undertake an individual research project. Students may choose a question from a set of questions provided OR student may have a particular topic or project related to the course they wish to explore in greater depth. In this case the student must make an appointment with the course convenor before the end of week 6 to discuss and set the individual project topic.

Word limit 2,500 - 3,000 words.

**Assignment Submission**
Online Submission: All assignments are submitted using the course Wattle site. Assignments submitted through Wattle no longer require cover sheets. Please keep a copy of the assignment for your records.

The ANU is using Turnitin to enhance student citation and referencing techniques, and to assess assignment submissions as a component of the University's approach to managing Academic Integrity. For additional information regarding Turnitin please visit ANU Online.
Late Submission of Individual Research Project and Extensions
If an assignment is submitted after the due date and time it will not be marked unless an application for Special Consideration is approved. An application for Special Consideration must:

- where relevant include a medical report completed by a medical practitioner (an ordinary "medical certificate" is not sufficient);
- include a copy of as much of the assignment as has been completed by the due time and date; and
- be submitted as soon as practicable, preferably before or on the due date.

In general, a successful application for Special Consideration will result in the marking of the work completed at the due date with some upward adjustment of the mark, rather than an extension of time. However, in extenuating circumstances, supported by appropriate documentation, an extension may be granted.

Note that the teaching staff for this course do not make decisions regarding Special Considerations.

Extensions and Penalties
Where an assignment is submitted after the due date, students are penalised by five per cent of the possible marks available for the assessment task per working day or part thereof.

Special consideration for assessments
Students who are unable to submit their assignment by the due date may be eligible for an extension if supported by an application for Special Consideration.

Information on special assessment consideration can be found at: http://www.anu.edu.au/students/program-administration/assessments-exams/special-assessment-consideration.

Special Consideration applications must be completed before the due date of the affected assessment, or no later than three working days after the due date of the affected assessment.

The application must include all supporting documentation and include a copy of as much of the assignment as has been completed by the due time and date.

Special consideration applications are only submitted online at special.consideration@anu.edu.au. You will be notified by the RSM office if an extension has been approved.

Returning Assignments
Ass all assessment for this course is digital through Turnitin students will receive their assessment and comments via Turnitin.

Resubmission of Assignments
Resubmissions are not permitted.

Identify your Assignment with your Student Number only
When submitting your assignment please ensure that it contains your student number in the file name and on the first page. Please do not put your name anywhere in your assignment.

**Use of Assignments as exemplars and grade moderation**

An important resource for enhancing educational quality is a stock of student work which can be de-identified and used as exemplars for future students in ANU courses, and for grade moderation exercises for teaching staff. If you do not wish your assignment to be used for such purposes please include a note to that effect on the front page of the assignment.

**Examinations**

4. In-class Quiz - 30%

There is no external exam for this subject. Instead there will be a short final in-class quiz in week 12 (15%). This will entail applying the learning that has taken place to-date in the course. Further details will be provided in-class.

**Scaling**

Your final mark for the course will be based on the raw marks allocated for each assignment or examination. However, your final mark may not be the same number as produced by that formula, as raw marks may be converted into a final grade. Any alteration applied will preserve the rank order of raw marks.

**Finalisation of Marks and Grades**

After marking is concluded the lecturer will submit a report to the Committee of Examiners for the course recommending final marks and letter grades for each student. The Committee comprises, at a minimum, the Director of the Research School of Management, the lecturer, and at least one second examiner. The lecturer’s recommendations are based on the points accumulated by each student and judgments about individual student performance, guided by the ANU Policy on Coursework Assessment:

**Referencing Requirements**

Referencing is not required for weekly seminar questions, workshop exercises or for the final quiz. Details of the presentation guide including referencing for the individual research project will be distributed in week 3.

**READING LISTS**

No textbook is required for this course. All readings will be provided through Wattle. A course book (a pdf doc) sets out the weekly readings, questions and other resources for the course.

**COMMUNICATION**

Students may email me directly or via Wattle. There is no set consultation time. Instead students make appointments with me via the meetme link provided in my name block on wattle (this will tell you when I am available each week.).

**Email**
If necessary, the lecturers and admin for this course will contact students on their official ANU student email address. Information about your enrolment and fees from the Registrar and Student Services’ office will also be sent to this email address.

**Announcements**

Students are expected to check the Wattle site for announcements about this course, e.g. changes to timetables or notifications of cancellations. Notifications of emergency cancellations of lectures or workshops will be posted on the door of the relevant room.

**Course URLs**

More information about this course may be found on:

- Programs and Courses - [http://programsandcourses.anu.edu.au/course/MGMT3102](http://programsandcourses.anu.edu.au/course/MGMT3102)
- ANU College of Business and Economics website ([http://cbe.anu.edu/courses](http://cbe.anu.edu/courses)) and
- Wattle ([https://wattle.anu.edu.au](https://wattle.anu.edu.au)), the University’s online learning environment. Log on to Wattle using your student number and your ISIS password.

**POLICIES**

ANU has educational policies, procedures and guidelines, which are designed to ensure that staff and students are aware of the University’s academic standards, and implement them. You can find the University’s education policies and an explanatory glossary at: [https://policies.anu.edu.au/ppl/index.htm](https://policies.anu.edu.au/ppl/index.htm).


Students are expected to have read the Code of Practice for Student Academic Integrity before the commencement of their course.

Key policies include:

- Student Assessment (Coursework)
- Student Surveys and Evaluations
- Assessment of Student Learning