

THE BUSINESS STUDENT'S GUIDE TO SUSTAINABLE MANAGEMENT

Principles and Practice

Second Edition



A **Greenleaf Publishing** Book

Edited by Petra Molthan-Hill

PRME Principles for Responsible
Management Education

Greenleaf Publishing/PRME Book Series –
For Responsibility in Management Education



Praise for the second edition:

The Business Student's Guide to Sustainable Management: Principles and Practice provides students and educators with a tangible guide to effectively and meaningfully embed sustainability across the curriculum. By addressing not only content but also creative pedagogical approaches to teaching, learning, and assessment, the book ensures a high-quality experience for learners. Through the adoption of content and methods outlined in this book, graduates will be better equipped with the 21st-century knowledge, skills, and attributes that are required to lead the business community to creating a better future for all. I particularly appreciate the way it is designed to allow educators to pick it up and run with it, knowing that they can trust the high quality content of the seminars, whilst also enabling students to independently increase their understanding of how sustainability links to a particular topic within business. The world is in desperate need of business leaders who deeply understand sustainability and have the skills and determination to make a positive impact—this book will help to make that a reality!

**Quinn Runkle, Senior Project Officer—Communities and Curriculum
Department for Sustainability, National Union of Students, UK**

This is an excellent and timely book. It is excellent because of the breadth and depth of coverage, the multiple ways in which it can be used to support different approaches to embedding sustainability in the curriculum, and the teaching and learning resources it provides. It is timely because of the way in which it integrates the Sustainable Development Goals, and so draws on and develops this new world agenda. It is also timely because of the increasingly urgent need to tackle the very significant sustainability challenges facing the planet. If this generation of business students does not act swiftly and decisively in this regard as they progress through their careers, it will quite simply be too late. This book can play an important role in helping them to move in a sustainable direction.

Geoff A. Moore, Professor of Business Ethics, Durham University, UK

One of the first textbooks I have come across to integrate the Sustainable Development Goals into its teaching material—excellent for both business students and students and lecturers from other disciplines, or for anyone who wants to contribute to a more sustainable future for all!

**Walter Leal Filho, Head of Research and Transfer Centre,
Hamburg University of Applied Sciences, Germany**

Building on the impact of the first edition of *The Business Student's Guide to Sustainable Management*, this revised handbook is an invaluable resource for students and educators alike. It includes a wide array of learning resources—overview essays, case examples, curricular supplements (film and print), reference lists, instructional guides available to faculty—to empower the business practitioner who recognizes the necessity for, and the opportunities of, sustainable management. The impressive list of contributors insures that discussions are both practical and relevant across all the business functions. But perhaps the most compelling aspect of this book is its intention: that is, to provide a resource that not only enables faculty to teach about sustainability but also allows students to take control and responsibility for their own learning. In this way, the guide helps future managers to voice and enact their values effectively and responsibly in a world that sorely needs such confident and competent leaders.

**Mary C. Gentile, Creator/Director of Giving Voice To Values,
University of Virginia Darden School of Business, US**

The concept of sustainability is critical for graduates to understand the increasing complexity of the business reality of today and tomorrow. Equipping them with the necessary knowledge is a significant challenge for business education. This book is an important contribution towards this goal and shows how to embed the concept of sustainability throughout the business school curriculum. As a very applicable guide, it is useful for both interested educators and students.

**Joris-Johann Lenssen, Managing Director, ABIS—
The Academy of Business in Society**

We have a challenging and pressing journey to make in sustainability. Take this book with you—the “Sat Nav” of sustainable management.

**Alison Edmonds, Director, Epic Steps CIC—building leadership,
career awareness and social responsibility in our young generation.**

Like all students, business students (and their lecturers) have a choice to make: to use the opportunity of studying for a degree to become part of the solution or a part of the problem. Migration, technology, climate change, resource depletion and other soaring megatrends make the latter career choice a deeply risky prospect for a recent graduate and one which every one of us—university managers, academics and executives—has a responsibility to avoid. This book will certainly help to become part of the solution.

Iain Patton, CEO, EAUC

The SDGs are the framework to make tangible our global common purpose for sustainable wellbeing. They should provide an umbrella that other key sustainability and management initiatives can map to. This edited book provides this mapping, against a broad range of management topics business schools can tackle. Furthermore, it gives practical and detailed examples of how a contribution to the SDGs might be achieved through the classroom. An invaluable multi- and inter-disciplinary resource for business schools beginning their paradigm shift and those already on the journey.

Victoria Hurth, Associate Professor in Marketing and Business Sustainability, Plymouth University, UK

Praise for the first edition:

In 400 pages of easy-to-read text, this book explains what sustainability means for management ... provides fully developed seminars for teaching sessions and an excellent collection of additional learning materials and further readings ... the textbook really is a most useful guide as well for business managers who are interested in making their companies more sustainable.

With new textbooks like *The Business Student's Guide to Sustainable Management*, students, teachers and managers alike now have an opportunity to see how sustainability affects all aspects of a business and how profit-seeking businesses can indeed be good for both people and our planet.

Francis Vorhies, *Forbes*

In what might serve as a textbook, editor Molthan-Hill (Nottingham Trent University, UK) provides an introduction to sustainable management with 30 chapters that are very accessible for self-directed study. The topics covered include: sustainability reporting; environmental economics; sustainable marketing, operations management, and supply chain management; sustainable business strategy development; climate change and greenhouse gas management; stakeholder engagement and corporate peacemaking; and systems making for sustainable management. Each chapter has three fully developed seminars intended to be used by teams of students. For each key subject area, these seminars are crafted on the basis of different learning methods, such as artwork, games, or case studies. Each chapter provides authors' suggestions for digging deeper into the topic through other media, such as films or websites. Each chapter also contains at least five further

readings—most of them very current—each described in a paragraph. In addition, the book is very rich in tables and charts that analytically present the landscape of sustainable management in ways that will help students develop a sophistication—even a facility—in handling the topic.

C. Wankel, St. John's University, New York, US

An important contribution for embedding sustainability into the business school curriculum, this book can be used by students and professors alike to advance the very necessary and critical discussions about how business can truly become sustainable.

Katrin Muff, Dean, Business School Lausanne, Switzerland

This book is far more than a “how to” guide. With the range of ideas and inspiration it provides it really leaves little excuse not to do what we can to make our curriculum fit for graduates who will need to lead the change for a fairer and more sustainable society.

**Zoe Robinson, Director of Education for
Sustainability, Keele University, UK**

[This chapter] covers all the basic areas of Marketing and overlays the concept of Sustainability, demonstrating how it can and should have a positive impact on Marketing. It ... engages the reader and ... provides useful activities and exercises to allow the students to relate Sustainability to their everyday life.

**Alastair Allen, Principal Lecturer and Course Leader in Business
Management & Marketing, Nottingham Business School, UK**

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We do not inherit the Earth from our Ancestors, we borrow
it from our Children

Anon.

In a finite world you cannot have infinite desires,
Money really does grow on trees!
Though we are tethered to the Earth from death to birth
We can fill the universe with our hopes and dreams.

Jerome Baddley

Sustainability is about protecting our options. This requires a new economic paradigm that allows humans to live and work in ways that can be maintained for decades and generations without depleting or causing harm to our environmental, social and economic resources.

Bob Doppelt, *Leading Change toward Sustainability*, 2nd edn (Sheffield, UK: Greenleaf Publishing, 2010), page 40



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Foreword

Jonas Haertle

Is there any job more important, and more influential, than that of a manager? Good management allows our organisations to succeed, our governments to take wise decisions, our scientists to innovate, our entrepreneurs to flourish, our health professionals to have the resources to treat. Whether or not they carry the designation of ‘manager’, those who practise management, and how well they are able to execute the role, shape our world.

And for more than 100 years, we have formally schooled managers in the art, or science, or philosophy, of management. Now more than 10,000 institutions worldwide describe themselves as schools of management or schools of business, and millions of graduates of those schools go into the workplace armed with what they have learned. In 2013, for the first time, more people graduated with MBA degrees—more than 25% of the total—than any other postgraduate designation in the USA.

The very real and very important discussion about what being a ‘good manager’ means, lies behind this book. In 2006, the United Nations Global Compact introduced the idea of setting guiding principles for business educators to help encourage business to be ‘an Agent of World Benefit’. A year later, an international task force of 60 deans, university presidents and official representatives of leading business schools and academic institutions had developed the six Principles for Responsible Management Education, which set the foundation for a global platform

for responsible management education, known as the PRME initiative, by the UN Global Compact with support of leading business school associations.

PRME now has more than 650 of the world's leading business schools who have pledged to follow the six guiding principles of responsible management education in their teaching, research and practices. And, increasingly, whether a school of business and management is a PRME signatory or not, sustainability and responsibility are ever more centre stage.

This movement is increasingly hungry for effective research and teaching resources, and the first edition of *The Business Student's Guide to Sustainable Management*, published by Greenleaf in 2014, made a major contribution to feeding that hunger. For teaching staff and students alike, *The Business Student's Guide* is an extraordinarily useful and practical handbook.

But, more than that, *The Business Student's Guide* addresses a point which those of us in and around business education must keep reminding ourselves. Sustainability is not anti-profit, or anti-success, or, indeed, anti-growth. A responsible business is neither soft-hearted nor soft-headed. Increasingly, consumers prefer to buy from responsible organisations. Investors like to invest in sustainable businesses. A business which properly understands long-term risk and limitation, and innovates to address it, is a better investment proposition than one which blindly ignores them. The world's best graduates want, by preference, to work for organisations which reflect their values, take sensible long-term decisions, and are liked and valued by stakeholders and society at large.

The mix of teaching insights, case studies, exercises, discussion points and insights into the classic business school disciplines of finance, marketing, strategy, operations and HR should be a part of every business academic's armoury, and Petra Molthan-Hill should be commended for assembling contributors with depth of content, in a highly readable format.

To all who read this book, whether you are a teacher, researcher, student or librarian—I wish you the best of luck with your journey. It is one of matchless importance. Your choices as an educator of business students, or a practitioner of management in an organisation, will help shape our world to come. This second edition of *The Business Student's*

Guide to Sustainable Management is as useful a handbook on that journey as you are likely to find.

Jonas Haertle

Head, Principles for Responsible Management Education, UN Global Compact, United Nations, New York

Foreword

Zoe Robinson

The United Nations Decade of Education for Sustainable Development is behind us, but the need for education to help drive us towards a more sustainable society is just as strong. The ‘Decade’ came to a close in 2014, and 2015 also saw the end of the Millennium Development Goals. That these major United Nations programmes have each been replaced, with the UN Global Action Plan on Education for Sustainability replacing the UN Decade of Education for Sustainable Development, and the Sustainable Development Goals replacing the Millennium Development Goals, shows continued commitment to improvements and actions in these areas. Throughout all of these, education is consistently seen as a key part of achieving these goals specifically and a more sustainable society more widely. At the same time, year on year, we see consistent student demand to have sustainability as part of their university experience.

The Sustainable Development Goals aim to ‘stimulate action over the next fifteen years in areas of critical importance for humanity and the planet’. A world where business leaders framed their business operations and decisions with achievement of these goals in mind would both change and speed our trajectory to a more sustainable society. It is only a few years since the first edition of this book was published, in the same year that the Decade of Education for Sustainable Development ended, yet with the ratification of the Sustainable Development Goals our international framework for moving towards a more sustainable society has

changed significantly. This new edition is therefore welcomed, for its emphasis on the Sustainable Development Goals as well as other important UN business-focused initiatives, such as the Principles for Responsible Management Education and the Global Compact, which are driving major developments in business education across the world.

This book therefore provides support for staff in delivering inspiring and empowering education to students on business-related courses, and to students looking to learn more about this field themselves. I am not employed by a business school, yet I believe strongly in the importance of integrating sustainability into the business curriculum, as well as the potential of business and sustainability links to engage students from any discipline with sustainability issues. There are myriad surveys and increasing evidence to show that economic, environmental and social sustainability considerations are seen by CEOs as important to the future of their business. We aspire that all our students will go on to work, and we acknowledge that sustainability considerations are important to all organisations irrespective of their sector, hence considerations of sustainability in business are relevant to students of all disciplines. Therefore this book, although targeted at staff and students on business-related courses, is surely equally applicable to students and staff from all disciplines, for the sustainability of future society is everybody's business.

Dr Zoe Robinson NTF PFHEA

Director of Education for Sustainability, Keele University



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INTRODUCTION

1

The structure and purpose of this book

Petra Molthan-Hill

Sustainability issues are relevant to all organisations of all sizes and in all sectors. Increasingly, organisations themselves are demanding sustainability literacy skills for a wide range of roles and responsibilities. If learners can gain these skills they are therefore improving both their own employability as well as their ability to contribute to making their future workplace and society more sustainable. Yet despite this, and an ever-growing emphasis on employability within the education sector, there are currently few examples of sustainability literacy being addressed across the curriculum in mainstream education.

Robinson 2009: 130

This book is written for undergraduates who are studying for a business or management degree and want to know the part played by **sustainability in the subjects they are studying, for example marketing**. It is also a textbook for lecturers wishing to embed sustainability into their subjects. Furthermore, a business school aiming to embed sustainability across its curriculum will find lots of inspiration for each subject, and later in the next chapter, an overview on how to do it systematically.

This second edition of the book also offers business schools guidance on how to address the Principles for Responsible Management Education (PRME)¹ and more specifically on how and where to integrate the Sustainable Development Goals (SDGs),² the principles of the Global Compact³ and the Global Reporting Initiative (GRI)⁴ into the curriculum.

The book covers **all main subjects** taught in a business or management degree, from accounting to human resources to corporate strategy. It can be used in two different ways: either by selecting a chapter in one subject area, such as economics or operations, and adding it to an existing ‘conventional’ module, usually towards the end of the first year or whenever students have been introduced to the subject in question, or by using the whole book as a textbook for a core module or a final year elective in order to include the sustainability dimension in all subjects of management studied up to that point. For this purpose, the book offers 45 ready-made seminars, three for each subject, or enough to cover a year-long module on sustainability in business. As a student you can also choose to read the matching chapters after you have finished your core modules or in order to get some inspiration for research projects or your assessment. You might also decide to read it in your final year of study to fill the gaps and to increase your employability, or just because you want to be a responsible manager in the future. Whatever the approach is, it is important that you as a student have a basic understanding of the discipline, such as operations management, before you can make use of the seminars included in this book. So you might want to read this book in addition to the core texts in your modules. If lecturers want to integrate more than the three suggested fully developed seminars per subject, there are on average five additional teaching ideas provided in each chapter to enrich their modules. If you as a student want to learn more about sustainability in relation to your discipline, you will also find in each chapter further reading, interesting movies, TED Talks and so on. Special attention has been given to offer a variety of teaching methods, from role play to case studies to artwork.

1 www.unprme.org

2 www.un.org/sustainabledevelopment/sustainable-development-goals/

3 www.unglobalcompact.org

4 www.globalreporting.org

Each chapter is divided into five parts:

- **Chapter brief:** This outlines the learning outcomes and content of the chapter.
- **Core text:** Here you will find an introduction to the key definitions and concepts to be studied in the subject concerned, which are later applied in the seminars.
- **Three fully developed seminars (for a taught session of approximately 50–60 minutes):** Each of these seminars is ready to be delivered without further preparation. They can also be studied independently by you as a student. We recommend, however, that they are used in a group, as an exchange of ideas and understanding would be beneficial. Most seminars can be broken down into different exercises so that shorter activities can also be chosen. The three seminars in any one subject area mostly use different learning methods, e.g. one artwork, one a game, one a case study.
- **Additional teaching/learning material and ideas:** This section in each chapter offers short summaries of additional ideas for teaching/self-study such as movies or websites. Most of them are designed for additional seminars/tutorials of about 60 minutes in length, but some larger activities are also suggested, such as consultancy projects, which could cover a whole term/module. As a lecturer you will also find here ideas on how to address Principles 5 and 6 of PRME – please refer to Table 1 for further information.
- **Further reading:** Here you will find on average five recommendations for deepening your knowledge in this area. Each book or article recommended is summarised in a short paragraph outlining the key benefits for the reader.

Solutions manual/teaching aid

A PDF offering further guidance for lecturers on how to embed sustainability into their discipline, as well as additional teaching material, suggestions for assessment and pedagogical advice on how to use the material offered in this book, can be obtained from the publisher. If you would like a copy, please visit http://routledgetextbooks.com/textbooks/instructor_downloads/.

Overview of the book

In **Chapter 2**, some of the **key concepts** used in this book and in sustainable management are briefly introduced. Guidance and a **framework on how to embed sustainability into management/business education** are offered. Anyone tasked with embedding sustainability into the curriculum of a business school will also find ideas about the various approaches they can take and how it can all be combined together. In this second edition, Carole Parkes, Chair of the PRME Chapter UK and Ireland, and Susan Hill, UN PRME Coordinator at Nottingham Business School, also offer inspiration on how to adopt PRME as a business school.

Chapter 3 is dedicated to the exploration of the meaning of various terms related to sustainability. It is structured differently from the other chapters, as you are encouraged to explore your own interpretation of sustainability and sustainable management. It encourages you as the reader to think about sustainability, using activities and ‘seminars’ to support engagement and sense-making. This is not the standard introduction to a textbook, but has been adopted here because we are dealing with uncertainty and a complex problem and we do not want to ‘inflict’ definitions and prescribed vocabulary on you. Instead we hope that this will help you to find out more about your own standpoint and values and how you might react to sustainable challenges in the future. In this context we have also added in this second edition a part on employability: here the focus is on self-awareness, understanding your own values and experiences, and realising how they might help you to gain suitable employment in a company that matches your preferences. They might also lead you to seek sustainable solutions in your future work, if you wish to do so.

The definition of sustainable management we have chosen to use throughout this book is based on the **triple bottom line** as conceptualised by Elkington (1997). Elkington suggested a focus on **people, planet and profit** in that order of importance. These three dimensions are now commonly used in sustainable management and are often referred to as the social, environmental and economic dimensions of sustainable management. **Chapter 4** is dedicated to the exploration of this concept, discussing each dimension in turn and addressing the question of how

these three dimensions of sustainability—social, environmental and economic—can be balanced.

In **Chapter 5** the different initiatives of the United Nations in relation to business are introduced: the Global Compact, PRME and the SDGs. As every chapter in this second edition refers to these initiatives, you might find it useful to read this chapter in addition to the disciplines you are specifically interested in.

In the following chapters the core subjects taught in a business or management course for undergraduates are covered and suggestions are made as to how sustainable management can be taught in accounting, economics, human resources, marketing, innovation, operations and supply chain management, as well as business models.

In addition, two further topics have been chosen which could form part of a year-long module or could be added to an existing module. Both are considered by the editor to be two of the major sustainability challenges that are faced today. One relates to the area of environmental sustainability: greenhouse gas management (**Chapter 14**). The other relates to the area of social sustainability: corporate peacemaking (**Chapter 15**).

The two final chapters bring all the previous topics together. **Chapter 16** is dedicated to systems thinking. Here the main questions are how you as a future manager can handle a complex system such as an organisation/business, and how you can link together all the separate subjects introduced previously. **The final chapter** offers a framework on how sustainably responsible strategies can be designed into the overall corporate strategy.

All chapters in this book offer ideas on how to implement the six principles of PRME in a business school context. You will find in Chapter 5 more information about each principle, its background and application. Some projects described in this book are especially suitable for addressing Principles 5 and 6 of PRME, as shown in Table 1. Furthermore, the table also gives an overview of which chapters are explicitly linked to a specific PRME working group, Global Compact or/and the GRI. You might want to study these chapters to understand these initiatives better.

All of these initiatives, and especially the SDGs, are also integrated into every chapter of this book. You will find three introductory seminars about all the SDGs in Chapter 4 (third seminar) and Chapter 5 (first and second seminar); you could use these seminars as a starting point in

Table 1: Overview of United Nations initiatives in this book

Chapter	Principle of PRME 5	Principle of PRME 6	PRME Working Group ...	United Nations Global Compact	Global Reporting Initiative (GRI)	Sustainable Development Goal (SDG)
3. Exploring sustainability and your employability		Seminar 1: 'Exploring Sustainability'				SDG 17
4. Integrating the three pillars of sustainability: Social, environmental and economic			... on Anti-Corruption in Curriculum Change	Case Study: 'Accenture, 2013' Explains the background of Principle 10: Anti-corruption		SDGs 12, 14, 15, 16, 17
5. PRME, the UN Global Compact and the Sustainable Development Goals	An overview of the principles	An overview of the principles	An overview table of all the working groups	Figure: The link between the UN Global Compact, PRME and the SDGs Seminar 3: 'Global Compact Activity'		SDG 4

(continued...)

Chapter	Principle of PRME 5	Principle of PRME 6	PRME Working Group ...	United Nations Global Compact	Global Reporting Initiative (GRI)	Sustainable Development Goal (SDG)
6. Sustainability reporting					Explains the background of GRI G4) Seminar 1: 'Sustainability reporting principles'	SDGs 8, 15
7. Designing sustainable business with the base of the pyramid			... on Poverty, a Challenge for Management Education Seminar 1: 'Understanding Poverty and the BoP'	Explains the link between Principles 1–6 and a 'people-centred approach to business'		SDGs 1–6, 8–10
8. Environmental economics	Provides an introduction to the tools provided by Environmental Economics to better calculate the social impacts of activities.	Seminar activities encourage dialogue between students taking the role of businesses and governments.			Seminar 1: 'Information reporting for sustainable development'	SDGs 12, 14, 15

Chapter	Principle of PRME 5	Principle of PRME 6	PRME Working Group ...	United Nations Global Compact	Global Reporting Initiative (GRI)	Sustainable Development Goal (SDG)
9. Human resource management: developing sustainability mindsets			... on Gender Equality ... on developing a Sustainability Mindset.			SDGs 3, 5, 8
10. Sustainable marketing		Additional teaching materials: Youth Fashion Summit Project				SDGs 8, 9, 12, 13
11. Crowdsourcing for sustainable solutions						SDGs 5, 7, 9, 11, 17
12. Sustainable operations management	Case Study: 'Sustainability Essay Competition' (sponsored by Cheltenham Racecourse)					SDGs 9, 12, 13

(continued...)

Chapter	Principle of PRME 5	Principle of PRME 6	PRME Working Group ...	United Nations Global Compact	Global Reporting Initiative (GRI)	Sustainable Development Goal (SDG)
13. Sustainable supply chain management	An overview of modern slavery in the supply chain	Additional teaching materials: Topics for Debate		An explanation of Social Sustainability in the Supply Chain and Supply Chain Traceability and Transparency An explanation of Environmentally Sustainable Supply Chain management		SDGs 1, 8, 12
14. Climate change and greenhouse gas management	Case Study: ‘Greenhouse Gas Management Project—Work-Based Learning: Students Solving Sustainability Challenges through Strategic Business Partnerships’		... on Climate Change and Environment			SDGs 7, 9, 11, 13

Chapter	Principle of PRME 5	Principle of PRME 6	PRME Working Group ...	United Nations Global Compact	Global Reporting Initiative (GRI)	Sustainable Development Goal (SDG)
15. Stakeholder engagement and corporate peacemaking			... on Business for Peace	Case Study: 'Business for Peace'		SDGs 7, 16
16. Systems thinking and sustainable management						SDGs 11, 13, 16
17. Developing sustainable responsible strategies in business	Case Study: 'Strategic Management Project'			An overview of the deeper ethical reasoning behind the principles. Seminar 3: 'SCR Compliance'		SDG 10

Source: Compiled by Jessica Willats and Petra Molthan-Hill, 2016.

any of the disciplines. References to individual goals such as SDG 1 'No Poverty' or SDG 12 'Responsible Consumption and Production' are made throughout; Table 1 highlights in the last column which chapter focuses more than others on a specific goal and could be used as a starting point to explore a specific SDG and its relation to business.

All chapters in this second edition have undergone a major revision to include the SDGs but also in order to update the content generally. Some authors have designed new seminars and added new teaching/learning material compared with the first edition.

Finally, I would like to make you aware that the second edition offers **two new chapters in addition to that on PRME** and all the other improvements: in Chapter 7, Angelo Bisignano, Patrica Werhane and Michael Ehret explore new business models designed to support sustainable development (goals). They pay special attention to how SDG 1 'No Poverty' could be addressed by innovating and creating new businesses with a focus on the 'bottom of the pyramid' (Prahalad 2004). Lorinda Rowledge wrote Chapter 11 on open innovation, and more specifically on crowdsourcing sustainable solutions. In this sense, I hope that this chapter and this book will inspire many to contribute towards a more sustainable future.

References

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The structure and purpose of this book

Elkington, J. (1997) *Cannibals with Forks: The Triple Bottom Line of 21st Century Business* (Oxford, UK: Capstone Publishing).

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A new framework for embedding sustainability into the business school curriculum

PRME (2012) *Inspirational Guide for the Implementation of PRME: Placing Sustainability at the Heart of Management Education*, 1st edn (Sheffield, UK: Greenleaf Publishing). The guide answers the most frequently asked questions concerning the implementation of PRME by highlighting real-world examples from the most advanced signatories. In doing so, the guide provides detailed case studies on how to incorporate sustainability into management education curricula.

PRME (2013) *Inspirational Guide for the Implementation of PRME: Learning to Go Beyond*, 2nd edn (Sheffield, UK: Greenleaf Publishing). Following on from the *Inspirational Guide for the Implementation of PRME: Placing Sustainability at the Heart of Management Education*, this book provides 27 detailed case studies on how to adapt management education and the role of PRME in effecting such change. The case studies from universities and business schools spanning Asia, Oceania, Latin America, the USA and Canada, Europe, the Middle East and Africa highlight the innovation and learning that are required to transform the constructs of management education.

Sunley, R., and J. Leigh (2016) *Educating for Responsible Management: Putting Theory Into Practice* (Sheffield, UK: Greenleaf Publishing). This book showcases innovative approaches to pedagogy for PRME that exceed current discussions of sustainability and corporate social responsibility, to provide a wider lens that highlights the processes of educating the next generation of responsible managers. Drawing on the know ledge and experience of leading practitioners, Sunley and Leigh share their practice and research on how management educators can prepare themselves, their students, the learning environment, and their teaching resources to meet the challenges of responsible management education.

Murray, P. (2011) *The Sustainable Self: A Personal Approach to Sustainability Education* (London: Earthscan). This book contains numerous worksheets to build sustainability literacy or to facilitate learning about a particular aspect of sustainability.

Stibbe, A. (ed.) (2009) *The Handbook of Sustainability Literacy: Skills for a Changing World* (Totnes, UK: Green Books). This book has been mentioned several times in this chapter and contains individual essays on topics such as carbon capability and systems thinking, which may be useful for general reading or as a base for learning activities. In particular, Zoe Robinson makes specific suggestions for business in 'Greening Business: The Ability to Drive Environmental and Sustainability Improvements in the Workplace' (pp. 130–136).

Weybrecht, Giselle (2013) *The Sustainable MBA: A Business Guide to Sustainability*, 2nd edn (Chichester: John Wiley & Sons). If you want to integrate more tools and concepts into your modules, you will find rich material in Weybrecht's book. It is also organised around the core subjects and offers tools in line with the MBA curriculum. The Sustainable MBA can be used to supplement our teaching material and ideas presented here; alternatively, some of our teaching ideas can be also adapted to the MBA and Master's curriculum in order to broaden the variety of the tools offered in The Sustainable MBA.

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Ehrenfeld, J. and A. Hoffman (2013) *Flourishing: A Frank Conversation About Sustainability* (Sheffield, UK: Greenleaf Publishing). A compelling and insightful conversation between a

teacher and his former student and the creation of a sustainable world.

Marshall, J. , G. Coleman and P. Reason (2011) *Leadership for Sustainability: An Action Research Approach* (Sheffield, UK: Greenleaf Publishing). Offers different organisational and individual views from practice. Interesting case examples and insights to contributions to a more sustainable world and how they were/are achieved.

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Integrating the three pillars of sustainability: social, environmental and economic

Crane A. , and D. Matten (2015). *Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalisation*, 4th edn (Oxford, UK: Oxford University Press). An excellent entry-level textbook about the world of business ethics. This covers the foundation of business ethics, applying understandings to each of a corporation's major stakeholders. It details the role of sustainability in ethical business and why it is important. *Business Ethics* also looks at sustainability reporting and sustainability share indexes and why they are an excellent way to look into the future of business and sustainability.

Elkington, J. (1997) *Cannibals with Forks: The Triple Bottom Line of 21st Century Business* (Oxford, UK: Capstone Publishing). The quintessential read for understanding the importance of integrating all three elements of sustainability in business, and why the triple bottom line is important in this. While some of the claims about lacklustre attitudes to sustainability may feel a little dated, Elkington's book remains a worthwhile read and provides a solid understanding of the business case for sustainability from the ground up.

Fisk, P. (2010) *People, Planet, Profit: How to Embrace Sustainability for Innovation and Business Growth* (London: Kogan Page). This borrows directly from Elkington's (1997) tripartite mantra. Comparing the approach of many different companies from different sectors around the world, and their sustainability achievements, this book sets out the case to business leaders why embracing sustainability is not only the right thing for society and the environment, but also the right thing for their business. It also provides a wealth of case studies and practical examples of sustainability in action.

KPMG (2013) *The KPMG Survey of Corporate Responsibility Reporting 2013*, <https://assets.kpmg.com/content/dam/kpmg/pdf/2015/08/kpmg-survey-of-corporate-responsibility-reporting-2013.pdf>, accessed 14 February 2017. Recommended reading for students, academics and business professionals alike, this report details the current state of corporate responsibility publishing throughout the world and examines current trends. It details the growth in the number of countries and sectors producing corporate responsibility documents and the important implications for sustainability. Additionally, it describes the need for integrated reporting and the feedback this would have in implementing sustainable management strategies.

TEEB (The Economics of Ecosystems and Biodiversity) (2010) *The Economics of Ecosystems and Biodiversity: Ecological and Economic Foundations* (London: Hardback). This introduces the concept of ecosystem services and their use in a business context. The report demonstrates how businesses can align their actions in relation to biodiversity along with other corporate responsibility initiatives. It draws attention to the global economic benefits of biodiversity and its increasing importance as a field of interest in the next few decades. TEEB highlights that businesses have a crucial role in halting biodiversity loss, that can also have benefits for the company.

United Nations (2016) 'The Lazy Person's Guide to Saving the World', www.un.org/sustainabledevelopment/takeaction/, accessed 16 September 2016. This web page from the United Nations shows how everyone has a role to play in creating a better world and achieving the SDGs. We are all part of the solution to sustainability issues, and the 'Lazy Person's Guide to Saving the World' shows how you can contribute to a better future through small actions in your everyday life.

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biodiversity communication, sustainable consumption and stakeholder participation are introduced and explained.

Gray, R.H. , C. Adams and D. Owen (eds.) (2014) *Accountability, Social Responsibility and Sustainability: Accounting for Society and the Environment* (Upper Saddle River, NJ: Pearson). This textbook is a must for students who want to gain comprehensive views on the developments in accountability, social responsibility and sustainability theories and practices and their relevance for socio-environmental and financial issues. This in-depth and nuanced guide to the topic represents a critical account of the tensions between the way in which organisations are controlled and their greater responsibility and accountability to society.

Hopwood, A. , J. Unerman and J. Fries (eds.) (2010) *Accounting for Sustainability: Practical Insights* (London: Routledge). This book provides a great starting point for students who intend to gain rich insights on the different tools and techniques that companies use to advance their sustainability agenda and embed sustainability in their decision-making and reporting. The book features case studies from eight organisations including HSBC, Sainsbury's, Novo Nordisk and BT, providing practical guidance to professionals and students alike.

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Designing sustainable business with the base of the pyramid

Bendell, J. (2000) Terms for Endearment: Business, NGOs and Sustainable Development (Sheffield, UK: Greenleaf Publishing). This book inspires the reader to rethink the relationship between firms and NGOs, with contributions from academics and practitioners which challenge the view that economic and social goals are mutually exclusive. Examples of intra-organisational management show new ways for engaging with sustainable development.

Casado Cañeque, F. , and S.L. Hart (eds.) (2015) Base of the Pyramid 3.0: Sustainable Development Through Innovation and Entrepreneurship (Sheffield, UK: Greenleaf Publishing). This book is an insightful collection of perspectives on the road ahead for the enterprise-based approach to poverty eradication, as the contributors present both success and failure stories. The lessons learned from these experiences will help prospective responsible managers to anticipate possible challenges in working with the BoP.

Elkington, J. , and P. Hartigan (2008) The Power of Unreasonable People: How Social Entrepreneurs Create Markets that Change the World (Boston, MA: Harvard Business School Publishing). This thought-provoking book questions traditional assumptions about entrepreneurial mindsets. The authors present a series of success stories from the world of social enterprise and the experiences of unconventional entrepreneurs invite prospective responsible managers to revisit their understanding of corporate goals.

Karnani, A. (2011) Fighting Poverty Together: Rethinking Strategies for Business, Governments, and Civil Society to Reduce Poverty (New York: Palgrave Macmillan). In a world where capitalism represents the dominant economic logic, this book highlights the central role of collaboration in the fight against poverty. The author offers a critical view of Prahalad's enterprise-based approach and calls for more pragmatic solutions based on empowering individuals through employment.

Prahalad, C.K. (2004) The Fortune at the Bottom of the Pyramid: Eradicating Poverty Through Profits (Upper Saddle River, NJ: Wharton School Publishing). With eye-opening examples, this seminal book sheds light onto the dynamics of life in poverty, offering new perspectives to global firms. In spite of the critiques received, the book represents a crucial turning point for introducing the discussion of poverty into business schools.

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Environmental economics

Helm, D. , and C. Hepburn (eds.) (2009) *The Economics and Politics of Climate Change* (Oxford, UK: Oxford University Press). This book summarises the economic instruments and policy approaches used so far to tackle climate change, outlining the uneven and sometimes disappointing results obtained, and suggesting alternatives for targets or areas of focus. It highlights the need for international cooperation and gives examples of what has been done by the European Union but also in countries outside of Europe. The difficulties on reaching agreements both to mitigate and adapt to the consequences of climate change, an issue with potentially wide implications worldwide and which constitutes a risk to the possibilities of a sustainable future, reinforces the need for international intervention instead of national or regional approaches.

Jordan, A.J. , and A. Lenschow (eds.) (2008) *Innovation in Environmental Policy? Integrating the Environment for Sustainability* (Cheltenham, UK: Edward Elgar). This book provides a good overview of the way that environmental concerns have been progressively introduced in the policy decision-making process across different countries, in and outside of Europe, the

rationale behind it and the difficulties in getting real progress and positive outcomes from measures implementation. Policy-makers face many challenges, associated both with uncertainty and with reluctance to change, as well as with sometimes divergent interests when it comes to priorities at the time of deciding which policy should be chosen and which sectors should be affected.

Pattberg, P. , F. Biermann , S. Chan and A. Mert (2012) (eds.) *Public–Private Partnerships for Sustainable Development: Emergence, Influence and Legitimacy* (Cheltenham, UK: Edward Elgar). It is clear that in order to achieve sustainable development a joint effort is required and this includes investments on newer, greener, more sustainable infrastructures and services that are basic needs for the general public such as energy and water provision. This book provides an overview of the advantages and drawbacks of public–private collaboration on these big projects, with examples from different countries including developing ones. It also outlines the political issues that can arise from the public awareness of how these projects are handled, from legitimacy to democracy of the existing procedures.

Stavins, R.N. . (ed.) (2012) *Economics of the Environment: Selected Readings*, 6th edn (New York: Norton). This book includes a selection of papers by some of the most renowned experts in the area of environmental economics, setting out their points of view on many of the issues surrounding environmental economics, natural resources, sustainability, climate change economics and policies, and corporate social responsibility, among others. Sometimes responses to, and criticism of, previous papers is included, which could initiate an enriching discussion process to ascertain with which of the expressed positions the reader most identifies. The papers included cover a good number of years, which also facilitates the observation of changes in approach to the same issues over time.

Zysman, J. , and M. Huberty (eds.) (2014) *Can Green Sustain Growth? From the Religion to the Reality of Sustainable Prosperity* (Stanford, CA: Stanford University Press). ‘Green growth’ became a politically popular concept a few years ago, as the type of growth required to leave behind the last international economic crisis. This book notes the difficulty in changing pre-existing systems into more sustainable ones, and the challenge of converting words into actions when the change is costly and requires political support. It provides examples of how this is being managed in different countries, including the role that each actor plays (governments and companies). It also presents the energy sector as the focus point where changes are taking place in a more noticeable way.

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Human resource management: developing sustainability mindsets

Cohen, E. (2010) *CSR for HR: A Necessary Partnership for Advancing Responsible Business Practices* (Sheffield, UK: Greenleaf Publishing). The HR department can and should play an important role in CSR. This book is designed to assist practitioners in understanding how CSR is changing the HR function. It outlines the implications of the growing importance of CSR for different HR functions, examines how HR can help embed CSR and proposes the infrastructure needed. Effectively, CSR for HR is a guide for HR professionals in how to adopt a CSR approach to HRM.

Cohen, E., S. Taylor and M. Muller-Camen (2012) *HRM's Role in Corporate Social and Environmental Sustainability* (Alexandria, VA: Society for Human Resource Management). This report begins by examining the critical role HRM plays in sustainability and the HRM tools available to embed sustainability strategy in the organisation. The second section introduces a roadmap to sustainable HRM. It outlines global business approaches to sustainability, labour standards and specific aspects of sustainable practice such as employee volunteering, employer branding and green HRM. Finally, the report explores the new HR skills required for practising sustainable HRM and the applicability of sustainable HRM in different types of organisations.

King, D., and S. Lawley (2016) *Organizational Behaviour* (Oxford, Oxford University Press). This introductory text on organisational behaviour features issues around sustainability and CSR, inclusion and diversity (particularly around leadership) and issues on developing a more critical mindset. It offers many real-life cases of companies that have been criticised for their actions as well as examples of organisations that are developing a growing reputation for CSR. It also includes interviews with important business leaders around the issues of sustainability (particularly in the car industry) and ethical action (in the banking sector).

Savitz, A. (2013) *Talent, Transformation and the Triple Bottom Line* (San Francisco, CA: Jossey-Bass). Employees are central to creating sustainable organisations, yet they are left on the side-lines in most sustainability initiatives along with the HR professionals who should be helping to engage and energise them. This book shows business leaders and HR professionals how to: motivate employees to create economic, environmental and social value; facilitate necessary culture, strategic and organisational change; embed sustainability into the employee life-cycle; and strengthen existing capabilities and develop new ones necessary to support the transformation to sustainability.

SHRM (Society for Human Resource Management) (2011) *Advancing Sustainability: HR's Role* (Alexandria, VA: Society for Human Resource Management). The majority of organisations in the USA are engaged in some form of sustainable work practices and, of those that have calculated the return on investment, almost half have reported a positive outcome. This research is based on a 2010 survey of 728 HR professionals in the USA. Other noteworthy findings were that the three key drivers for these activities were contribution to society, competitive financial advantage and environmental considerations. Moreover, one of the most

important positive outcomes from sustainability initiatives was improved employee morale. In this report, you will find examples and case studies from a range of organisations and sustainable workplace practices.

Sunley, R. , and J. Leigh (eds.) (2016) *Educating for Responsible Management: Putting Theory Into Practice* (Sheffield, UK: Greenleaf Publishing). This PRME-backed book covers many of the central principles and ideas behind PRME and gives some ideas about their implications for the teaching of management education. It covers areas such as developing a responsible mindset through to the role managers can play in creating a more meritocratic workplace. It will be of interest to those that teach HR and potential future HR managers in how to help promote and develop a sustainability mindset and change management education.

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Sustainable marketing

Allwood, J.M. , S.E. Laursen , C.M. de Rodriguez and N.M.P. Bocken (2006) *The Present and Future Sustainability of Fashion and Textiles in the UK* (Cambridge, UK: University of Cambridge Institute for Manufacturing), www.ifm.eng.cam.ac.uk/resources/sustainability/well-dressed/, accessed 22 January 2017. This extensive report covers a wide range of issues in relation to sustainability in the fashion and textiles industry and can be considered a standard reference for this business sector in the UK. You will find a selection of interesting facts and figures relating to the production, selling and consumption of textiles, e.g. we consume approximately 2 million tonnes or around 35 kg per person of textiles each year, costing us about £20 per kg.

Belz, F.M. , and K. Peattie (2012) *Sustainability Marketing: A Global Perspective*, 2nd edn (Chichester, UK: Wiley and Sons). This seminal text offers an in-depth exploration of sustainability marketing and the ways in which it can address socio-ecological problems. It begins by discussing key marketing issues in the 21st century and a framework for sustainability marketing then covering values, marketing strategies, CB and the marketing mix, with the final part predicting the future of sustainability marketing.

Blowfield, M. (2013) *Business and Sustainability* (Oxford, UK: Oxford University Press). This textbook covers a broad range of sustainability issues relating to business and management, and the most relevant chapter for marketers focuses on innovation, planning and design. Snapshots and extended case studies are included to demonstrate how sustainability strategies can be developed and implemented in practice.

Dahlstrom, R. (2011) *Green Marketing Management* (Andover, UK: South-Western Cengage). This textbook covers a wide variety of issues exploring the relationship between environmental sustainability and marketing, with an emphasis on the significance of value and a good selection of case studies on well-known brands. Key sections include the consumption–environment interface and providing value via sustainable marketing strategies, as well as green marketing and sustainability reporting. The book is original in providing a macroeconomic view of energy consumption, pertaining to households, the services sector, the transportation sector and industry.

Harrison, R. , T. Newholm and D. Shaw (2005) *The Ethical Consumer* (London: Sage). This edited compilation offers a series of perspectives from various authors on the ways in which consumers can behave ethically, as well as considering the barriers to this behaviour. The book discusses how consumers can act as voters, the impact of campaigners, consumers' beliefs and decisions, corporate disclosure and challenges for ethical markets.

Martin, D. , and J. Schouten (2012) *Sustainable Marketing* (Upper Saddle River, NJ: Prentice Hall). This definitive textbook by academics from the University of Portland, USA, comprises all of the aspects you would expect to find in a standard marketing textbook, viewed from a sustainability perspective, forming a comprehensive guide to the topic with innovative cases and a broad range of academic references.

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Crowdsourcing for sustainable solutions

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Chesbrough, H. (2003) *Open Innovation: The New Imperative for Creating and Profiting from Technology* (Boston, MA: Harvard Business School Press). In this book, Henry Chesbrough suggests starting with building an appreciation for the merits of the traditional industrial R&D paradigm, before launching into its issues and problems. He presents four course modules and summarises innovation case studies appropriate for a wide range of somewhat sophisticated management topics. Module 3 addresses the innovation processes that companies use to source ideas and technologies from the external environment given knowledge is now widely distributed. Chesbrough also introduces the concept that 'technology has no economic value absent a business model'.

Plastrik, P. , M. Taylor and J. Cleveland (2014) *Connecting to Change the World: Harnessing the Power of Networks for Social Impact* (Washington, DC: Island Press). This book is a guide to building and managing networks for social impact. Aimed primarily at leaders of non-profits, it

describes important considerations for building and designing effective social-impact networks. Critical within this are purpose; membership; value propositions; coordination, facilitation and communication; resources; governance; assessment; and operating principles.

Rowledge, L.R. (2017) *CrowdRising: Building a Sustainable World through Mass Collaboration* (Saltaire, UK: Greenleaf Publishing). CrowdRising introduces the convergence of society's and business's need for transformational change towards sustainability and social justice with the emerging technological capability and leadership insights necessary to achieve business sustainability and solve global challenges. Open innovation and crowdsourcing, applied to tapping our collective know ledge, wisdom and power, is endorsed as the window of hope. The book provides in-depth case studies and a myriad of examples of crowdsourcing used for: • Catalysing innovative solutions to scientific, technological and societal challenges (Chapter 3) • Soliciting customer vision, insights and action (Chapter 4) • Engaging employees in improvement, innovation and activism (Chapter 5) • Gathering citizen input and democratising governance (Chapter 6) • Activating student initiative for good (Chapter 7) • Co-creating strategy for environmental, social and economic sustainability (Chapter 8) CrowdRising provides guidance for designing and implementing open innovation and crowdsourcing campaigns and highlights selected crowdsourcing platforms. The book closes with the importance and potential of open innovation for co-creating a positive future.

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Climate change and greenhouse gas management

COP21 (6th Annual Sustainable Innovation Forum 2015), www.cop21paris.org The Sustainable Innovation Forum was founded in 2007 with its main office in London, and is an annual event, jointly organised by Climate Action and the United Nations Environmental Programme (UNEP), the world's foremost body on environmental protection and stewardship. This is a good site to find updated environmental policies and contemporary issues to be addressed, and is an important resource bank related to the natural environment.

IPCC (Intergovernmental Panel on Climate Change), www.ipcc.ch The IPCC (Intergovernmental Panel on Climate Change) is the leading international body for the assessment of climate change. Established by the UNEP (United Nations Environment Programme) and the World Meteorological Organization (WMO), it provides updated information on climate change from scientific perspectives, and the potential environmental and socio economic impacts. It currently has a membership of 195 countries, helping governments in their decision and policy-making.

Climate Change Explained , www.gov.uk/guidance/climate-change-explained The role of the Government Office for Science and its Adviser is to provide sound advice and recommendations to all levels of government, including the Prime Minister and Cabinet with regards to policy-making in relation to current scientific evidence related to climate change.

United Nations Environment Programme: Environment for Development , www.unep.org The UNEP is part of the United Nations system established for the environment. It acts as a catalyst, advocate, educator and facilitator to promote the wise use and sustainable development of the global environment. UNEP's work comprises of strengthening institutions in relation to the management of the environment, assessing global, regional and national environmental trends and conditions, and developing global and national environmental mechanisms that can be utilised globally.

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Berners-Lee, M. (2010) *How Bad are Bananas: the Carbon Footprint of Everything* (London: Profile Books). This informative and entertaining book provides information about the carbon footprints of a huge variety of products and activities while challenging beliefs and ideas about sustainability and sustainable living.

BSR (Business for Social Responsibility) (2007) *Beyond Neutrality: Moving Your Company Toward Climate Leadership*, http://icarusfoundation.typepad.com/icarusblog/files/BSR_Beyond-Neutrality.pdf. This report describes how companies can create business and social value by acting on climate change beyond reducing their internal carbon emissions, through the application of several resources including interviews with corporate practitioners and insights from BSR conferences, including the company round table 'Arriving at Strategic Policy Positions on Climate Change' held in May 2007 in conjunction with Yale University and Time Warner.

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Stakeholder engagement and corporate peacemaking

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Ralph, N. (2015) *Peacemaking and the Extractive Industries: Towards a Framework for Corporate Peace* (Sheffield, UK: Greenleaf Publishing). With case studies specifically on corporate peacemaking and the involvement of companies in peace negotiations and mediation, this book provides an innovative approach and new theory to demonstrate and encourage corporate contributions to peace processes. It also analyses some key concerns on corporate engagement in peace, and ways to address these issues.

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- Fisher, C. , A. Lovell and N. Valero-Silva (2013) *Business Ethics and Values*, 4th edn (London: Pearson-Financial Times). This is a very popular book on business ethics written with a systemic flavour. It has a chapter devoted to corporate social responsibility and another on sustainability. It also contains a filmography chapter with over a hundred films (each with a short synopsis) that could be chosen as case studies for class discussions and essays, and personal/group independent study.
- Jackson, M.C. (2000) *Systems Approaches to Management* (New York: Springer). This text provides a comprehensive summary of systems thinking in the management sciences. The main sections on functionalist, interpretive and emancipatory systems approaches include reviews of the main systems methodologies. Jackson not only provides a summary of the methodologies, but also an analysis of their strengths and weaknesses. It is written in a very clear and accessible style and is a good source of references for further study.
- Morgan, G. (2006) *Images of Organization* (London: Sage). This book has become a classic on the study of organisations since its first edition in 1986. The idea of managers using metaphors in 'the art of reading' problematic situations is very powerful indeed. The first four metaphors, organisations as 'machines', 'organisms', 'brains' and 'cultures', are central to the understanding of how systems thinking is interwoven into the different management disciplines. The strengths

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MBDC (2013) *Cradle to Cradle Certified: Product Standard Version 3.0*, www.c2ccertified.org/images/uploads/C2CCertified_Product_Standard_V3.pdf, accessed 14 September 2016. Braungart and McDonough's (2002) classic in new ecological thinking and acting in business highlights how mankind could ideally develop an economy without any waste. Instead, all waste generated by one product should be used as a resource for other products, inspired by the way nature produces no waste but rather has closed cycles of life where one living being uses the output of other living beings as an important resource for survival (i.e. cradle to cradle). The other two titles give more practical hints how to implement the cradle-to-cradle approach through technical designs.

Cannon, Tom (2012) *Corporate Responsibility: Governance, Compliance and Ethics in a Sustainable Environment*, 2nd edn (Harlow, UK: Pearson). This critical view on diverse issues of corporate responsibility, with many practical recommendations and case studies, allows leaders to strategically develop organisations, integrating social and ecological environments for successful business.

Collins, Denis (2012) *Business Ethics: How to Design and Manage Ethical Organisations* (Hoboken, NJ: Wiley). This book provides the reader with a broad overview of the most important issues of business ethics and delivers many organisational recommendations that allow ethics to be implemented in daily business life.

Porter, Michael E. , and Mark R. Kramer (2008) 'Strategy and Society: The Link between Competitive Advantage and Corporate Social Responsibility', in M. Porter (ed.), *On Competition*, rev. edn (Boston, MA: Harvard Business School Publishing): 479–503. This article thoroughly eliminates the prejudice that social responsibility is an obstacle for profitability in business. Moreover, it includes many business opportunities which have yet to be exploited. The authors show how to use strategic planning in order to gain a competitive advantage.

Sandel, Michael J. (2009) *Justice: What's the Right Thing to Do?* (New York: Farrar, Straus and Giroux). The Harvard philosopher gives an excellent introduction to the established theories of ethics. With many examples it introduces the different ways one can evaluate actions as ethical or not. The introduction of utilitarian, deontological and virtue ethics is especially useful in terms of gaining a deeper understanding of the ethical responsibility that represents one dimension of the SCR model.

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