



## Exemplary instructions

*Below you can find the instructions that master students received that followed the 2020 course 'global business strategies'. The course was given in 4 weeks. In the first week an SDG posters was made as part of a group assignment – with assigned groups. In weeks 2 – 4 students worked on one company – with a little feedback group that they could partly select themselves – to create a poster as interim research result aimed at triggering 'peer-to-peer' feedback and finally write a research essay on the basis of the poster and feedback. All three products were graded, partly by the participants themselves (as an exercise in peer review) and the staff.*

- The basic book used for this course was another one on 'International Corporate Responsibility (ICR)' but it contains comparable content as the 'Principles of Sustainable Business' book. You can find the full text of this book on this website ['further reading'] under "Getting all the Motives Right"*
- The booklet used for the SDG assignment, was the predecessor of the Principles book – the booklet written for the RSM Series on Positive change: business and the SDGs. You can find the full text of this booklet on this website ['resources'] under 'open access' source.*

## DETAILED INSTRUCTIONS ASSIGNMENTS

### Assignments

- 1. GROUP RESEARCH POSTER and clip (deadline 5/10, 11:59 AM, give others feedback by 05/10/2020, 14:59)**
- 2. [2] INDIVIDUAL RESEARCH POSTER and clip (deadline 22/10, 11:59 AM, give others feedback by 22/10/2020, 14:59)**
- 3. INDIVIDUAL RESEARCH REPORT (ON BARRIERS TO CHANGE) (deadline 23/10, 23:59)**

**[1] GROUP RESEARCH POSTER (deadline 05/10, 11:59 am, feedback deadline 05/10, 14:59)**

In week one you are stimulated to work in a small group on one SDG. You will apply two techniques: the 'wicked problems' analysis and a 'societal triangulation' analysis to identify the nature of the problem and the possible approaches towards solving the problem (see part II of the SDG book). The way to communicate your findings is in the

form of a poster. For each SDG we try to organize three parallel groups to enable interrater reliability and intergroup discussion.

Each group gets one SDG assigned. In a dedicated session (see scheme) they present their findings on this SDG along a set research framework that is explained below, by uploading group a clip of 60-90 seconds via canvas. The other groups can then supply feedback using the online feedback forms. Deadline poster and clip: 05/10, 11:59 am, give others feedback by 05/10/2020, 14:59

Examples of SDG group posters are provided on CANVAS.

### **Presentation requirements:**

- Poster format: poster A-3 format (or two A-4 formats).
- Clear and nice layout that reveals your most important analytical efforts as well as presents a clear argument on possible solutions
- Leading question of group poster: How wicked is the SDG problem and what interesting approaches by companies (either alone or in partnerships) can be identified
- Apply two scanning techniques: (1) wickedness scale; try to get some interrater reliability); (2) checklist 2 (read carefully the SDG booklet) on how to do this
- define partnering challenges for companies to address the various levels of the challenge: tier 1, 2, 3, 4
- Discuss the frontrunner examples: strength/-weakness
- make a trend analysis: increasing or decreasing problem over the last ten years; go to the website of the SDG knowledge platform to find some trend (but also check whether they are valid):  
<https://sustainabledevelopment.un.org/>
- Possible corporate solutions: example of a company that has addressed this? Pros and Cons of the proposed solution? Think of companies that have adopted one of these goals in their annual reports; what is their vision or narrative on the issue?
- More information on corporate approaches to the SDGs can be found here:  
<http://sdghub.com/business-action/>
- **Sourcing and reliability:** reveal the sources and where you found them at the bottom or the back of the poster (2) the interrater reliability you achieved on the two scan techniques (degree of wickedness and societal triangulation nature of wickedness) will be discussed in class per SDG. Define common challenges.

### **[2] INDIVIDUAL RESEARCH POSTER (deadline 22/10, 11:59 am, feedback deadline: 22/10, 14:59)**

You have already experienced what it takes to make a research poster after week 1 (as an assignment for a group). This is an important technique applied in this class is

to use research-oriented posters to channel and communicate results, as well as create the possibility for meaningful peer reviews and a stimulus for individual progress. Your individual poster (notice: in one of the previous course manuals it is stated that you do two posters; but for time's sake, we will do only one poster, but with two barriers).

### **Organization:**

- On 22/10, every participant in the class makes an individual poster on two 'bears on the road' (or barriers)
- Upload an individual clip of 60-90 seconds via canvas. The other students can then supply feedback. [upload the poster on canvas by 22/10/2020, 11:59 am, and give others feedback by 22/10/2020, 14:59]
- Online feedback forms will be used

### **Content:**

- You show the (interim) research results of your individual research on two dimensions that you chose to focus on during this course: (1) one related to the category 'avoid doing harm' (routes A and B in chapter 3 and 4); (2) one related to the category 'doing good' (routes C and D in chapters 3 and 4).
- You show the additional literature that you have systematically collected on this topic in order to make this poster a really 'research-oriented poster' and which will be an important additional part of your individual paper grade.
- You also show that you are able to apply these insights to the specific company and sector that you are focusing on in your case group
- So, the poster also contains general information on the company and sector.
- This poster provides input for your final paper on 'driving ICR to the next level' of your particular company in which you focus on (a) some general positioning questions (for which your group effort is vital) and (b) two specific barriers that you focus on individually during week 3 and 4.
- The feedback of your fellow students (in the group and between groups) should help, while your poster should inspire them to consider other barriers to change

### **Requirements:**

The effectiveness of the individual research poster sessions depends on the following components (which also form the minimum requirements for good posters):

- The way the poster is presented: clarity of concepts, clear questions, clear information and sources
- Layout: Part of the clarity of the poster and the argument that you want to convey depends on the layout; a well thought of layout can be simple but must be meaningful. We will provide exemplary posters that has had this function;
- The size of the poster: preferably 2xA4 (A3); bigger and costly is not necessary
- Hard copy poster: the posters will be used as part of interim assignments, for which a hard copy is important; but more important: a hard copy poster provides you with the best opportunity to show your results in class and discuss them;

- Learning effect: by comparing posters (even on the same topic and/or on the same company) you learn that it is possible to have comparable information, but nevertheless present it differently and thus convey a different message

### **[3] INDIVIDUAL RESEARCH REPORT (ON BARRIERS TO CHANGE) (deadline 23/10, 23:59)**

Your group will help you to create a positive and small-scale learning environment on your company and industry/sector. So, make use of your group and participate actively in the sessions where we organize interaction between the groups. But the proof of the pudding will be checked in your individual intellectual coverage of the main learning of this course through your individual company paper. The individual company paper selects two typical barriers to change of a global company: (1) one that focuses on route A + B challenges (avoid doing harm challenges) and (2) one that focuses on route C + D challenges (doing good challenges). The list of Table 5.1 in GatMR book and the short explanations throughout the book (part I) are thereby leading.

The individual paper also profits from the group effort by creating a general map of the position and the particular management challenges as defined in Part II (chapter 7) of the book. The group helps to map the company and industry; which will be used as input in the group presentation and as an annex to the individual company advice by the individual participant. The individual paper will also profit very much from the interim poster presentation in which you engage in peer reviews around your first efforts to defining the main challenges of your company for 'driving ICR to the next level' after which you focus your corporate advice on two particular 'barriers to change'.

#### **The paper has the following components:**

- [1] Define the context of your paper: You sketch the 'basic position' of the company on the basis of what you discovered with your group and the main challenges of the sector on what you discovered in interrater reliability discussions with other groups in the same sector (1 page approximately)
- [2] Map the general challenge: You then discuss where you think the company is in various parts of its business model (you apply the mapping techniques of chapter 7 of the GatMR book or p.88/89 of the SDG book; do this together with your teammates; maybe even on a more or less intuitive basis). Explain in 1-2 pages approximately what your scores reveal and what main barriers your company faces. More detailed maps can be included in the annex.
- [3] Zoom in on two specific challenges: select two challenges that you find particularly interesting or relevant and show that you are able to find relevant literature. Summarize the relevant literature on the topic (applying systematic literature review techniques (Skill Sheets C5). Make an analytical scheme defining 'independent' 'dependent' 'intermediary' and 'intervening' variables (Skill Sheet A12). 2-3 pages approximately per challenge

- [4] Come up with an advice for your company on how to drive the company to higher levels of ICR (a) in general, (b) specifically on the two barriers you have been analyzing.

**Other specifications:**

[1] Maximum pages; 10 (excluding annexes and bibliography); 1 interline; 12 pitch; normal margins; WordPerfect

[2] Apply the general rules of correct quotation and referencing (Skill Sheets E9, E10, E11)

[3] Annex: the feedback forms that you received on your interim poster presentation

[4] Digital format: a pdf version of the report and the poster.

[5] **Deadline of submission: October 23rd, 23:59; canvas**