Preliminary version of syllabus

Course syllabus

Näringslivsrådgivning - miljöstrategiskt arbete i praktiken
Environmental Management and Strategy in Practice - Business Consulting

IMEN46, 7.5 credits, A (Second Cycle)

Valid for:
Decided by: PLED W
Date of Decision: 2018-03-22

General Information

Main field: Environmental Management and Policy. Depth of study relative to the degree requirements:
Second cycle, has second-cycle course/s as entry requirements.
Elective Compulsory for: XA_EMP1
Language of instruction: The course will be given in English

Aim

The aim of the course is to allow students to apply theories, methods for analysis, tools and concepts from previous courses in a practical setting and to experience how environmental management is organized in an organization through designing a competitive long-term environmental strategy not yet tested for a Reference Company in a real-world setting.

Learning outcomes

Knowledge and understanding
For a passing grade the student must

• Be able to analyze the business model of the business including value creating processes and value proposition, stakeholders, product and service development, scope for innovation, contextual understanding of the sector.
• Be able to apply knowledge of key concepts in environmental management in organizations taught in preceding industry and business courses.
• Be able to demonstrate understanding of possibilities with and limitations of the decision-making tools in strategic management.
• Be able to understand and implement generic approaches in a consulting process, key elements of successful consulting, methods for collection, analysis and presentation of data in a consultancy context.

Competences and skills
For a passing grade the student must

• Be able to execute a business analysis to an environmental business challenge.
• Be able to apply theories and concepts of environmental management in organizations to a specific real world case.
• Be able to apply relevant analytical tools for identification and assessment of challenges and opportunities, and for the evaluation of proposed solutions in a specific real world case.
• Demonstrate an ability to formulate, present, and defend a convincing businesses strategy pertaining to
environmental challenges/opportunities and present this to a real world corporate client.  
• Be able to gather relevant information through interviews with company representatives at different levels and functions, company presentations data content analysis (company sources, sector analysis, regulatory drivers), observations.  
• Be able to conduct/express him/herself in a professional business setting.  
• Be able to express him/herself in professional writing intended for business audience.  
• Demonstrate an ability to collaborate and take responsibility in a group work setting and to plan and execute the course assignments within given time limits.

Judgement and approach  
For a passing grade the student must  
• Demonstrate an ability to evaluate and critically select among gathered information relevant for the task.  
• Demonstrate an ability to exercise judgement on quality and validity of gathered information.  
• Demonstrate an ability to select and justify the applications of corporate sustainability approaches in environmental management in organizations (such as supply chain management, strategic environmental management, eco-branding, environmental communication, eco-efficiency).  
• Demonstrate an ability to critically evaluate and justify choices for environmental strategy choices in practice.  
• Demonstrate an ability to critically reflect on the opportunities and challenges facing environmental managers in practice.

Contents  
The course is based on group assignment where each group of students is assigned to work with a reference company. At the start of the course a number of seminars will address critical skills for business consultancy, but the bulk of the course is devoted to the project which students undertake with the company as an external partner and study object. Time is allocated for company visits, interviews and meetings, document review and other information gathering. Collected information shall be critically reviewed and processed in the groups in order to develop novel strategies for the company. Each group shall 1) establish an overall picture of the business (ownership, organizational structure, decision-making procedures, policies, production, products and services, main competitors and structure of the sector, economy and sales. 2) conduct a simplified initial review and define significant direct and indirect environmental aspects 3) analyse the business context and 4) review and reflect upon the strategy currently in use, and make concrete and well-motivated suggestions that can strengthen company competitiveness and profitability.

The consultancey process is facilitated by mandatory and voluntary consultations with course teachers as well as formative feedback sessions.

Each group will produce two written deliverables. One report for the business client and one case report for which fellow students are the key audience. The group is also required to provide an oral presentation both for the business client and one presentation in class which will be followed by a common discussion and reflection.

Each group present their results both as a written report and in oral presentations.

Examination details  
Grading scale: TH - (U,3,4,5) - (Fail, Three, Four, Five)  
Assessment: To pass the course the student must, together with a group of peers, deliver a report and present their analysis and recommendations to their peers and course teachers in a course seminar. Subsequently, each group shall also present to their respective company representatives. The course grade is based on the written deliverables (80%) and the oral presentation in class (20%). Individual adjustment of the group grade can be made based on the individual participation in consultations and feedback sessions, and the individual’s contribution to the written reports, as well as the oral presentation.

The examiner, in consultation with Disability Support Services, may deviate from the regular form of examination in order to provide a permanently disabled student with a form of examination equivalent to that...
of a student without a disability.

Admission

Admission requirements:

- Students should have been admitted to the MSc Programme in Environmental Management and Policy, and have completed a minimum of 37 credits of programme courses

The number of participants is limited to: No
The course overlaps following course/s: IMEN24, IMEN70

Reading list

- According to a literature list that will be available at the latest eight weeks before start of the course on the course web page.

Contact and other information

Course coordinator: Nancy Bocken, nancy.bocken@iiiee.lu.se
Course homepage: http://www.iiiee.lu.se/education/emp/curriculum
Further information: Students on the programme should complete either this course or the IMEN70 course.