



(PALAS 331) **Social Business in Latam:
New Models in Emerging Economies**

Dra. Ma. Griselda Lassaga

(Gabriela González and Guests Professors)

Program in Argentine and Latin American Studies

Universidad de Belgrano

Course Syllabus 2020

Course Information

Instruction in English

Contact Information

griselda.lassaga@ub.edu.ar

Course Description

The business world is recognizing the added value of thinking beyond the traditional linear process. It is well known that sustainable development is reshaping the business strategies to meet the aims of protecting, sustaining and enhancing the human and natural resources that will be needed in the future.

In this course, we will focus in finding the solutions by raising some of the right questions. *How can we contribute to change the way that companies design strategy and create value? How can we tackle critical social issues in brand new ways?* It is imperative to change the logic of value creation. The triple bottom line (people, planet and profit) are becoming pillars of sustainability and demand that business performance be evaluated in the broader context of social benefit. Organizations will be successful if they take proactive measures to build social integration. We will examine the relationship between the economic system and environmental and social policies such as transparency and mutual agreements on the business, public and social sector in Latin America. Students will become familiar with literature about sustainable development and social inclusion. By incorporating this knowledge, the course will enhance cross-organizational and management practices that support healthier and more responsible business. By the end of the semester students will come up with their own projects based on challenging innovation as high-value for companies.

Course Requirements

This course requires of a very active student who will benefit from the combination of academic and hands on learning. Besides the regular class meetings, students will have to attend discussion session and lectures, prepare oral presentations, analyze case studies and attend visits outside class time. Students will also conduct research on a specific topic, the nature and scope of which should be determined in

consultation with the professor. By the end of the semester, students will present to the class the outcome of this research, and write an 8-10-page final paper. The requirements also include four short comprehensive quizzes. In addition to this, each student will be expected to make a significant contribution to the classroom dialogue. Students need a minimum of 75% of attendance to be in good standing for the final exam. Sliding the ID card is the only way to track attendance. UB holds to the view that plagiarism constitutes intellectual theft and is a serious breach of acceptable conduct. Any student caught plagiarizing will immediately be given a "no credit" for all courses taken in the semester. There are no make ups for classes falling on public holidays.

Grading Policy

Class participation:	10%
Assignments (2):	20%
Debate articles (10%)	
Supermarket project (10%)	
Visits on Social Project	20%
Midterm Presentation:	15%
Final Oral Exam:	15%
Final Group Work:	20%

For a better understanding of the comparable table for grading: check your orientation kit handbook.

Final group work:

Students (small groups) will present to the class the "Final work" the outcome of their research, and write a 1,500 words final paper.

Final group presentation format

Your document must follow this format:

Times New Roman, size 12 pts, space 1.5 between lines, and margins 3.0 (both left and right), 400 approx words per page. Number the pages and put the amount of words in the front page of your paper

Final paper; 1,500 words (+/- 10%, which equals to 6-9 pages)

Send to griselda.lassaga@ub.edu.ar (deadline Thursday week 12; 11 PM)

Required Textbooks and Materials

Griselda Lassaga, ed. Course Reader.

Materials will be available on google drive folder.

Academic Calendar

Week 1:

What is business?

Course introduction. *The Story of Stuff* by Annie Leonard, video and debate. What is value for business? What is value for the social sector? What is value for the government?

Readings:

Hoffman, A. (2018) *The Next Phase of Business Sustainability* (3-7)

Natural Step Canada (2009), *Sustainability Primer: "Step by Natural Step. United States Edition* edited by Natural Step US (2-10).

Week 2 :

Should we change the way to do business? What are social enterprises?

1. Group debate about Paris 2015, COP 21: Environment+ businesses + risks+ opportunities.
2. Changing the mindset. New economies, new paradigm.

Readings:

Porter, M. & Kramer, M. (2011); "Creating Shared Value" (4- 17).

Hoffman, A. (2018) *The Next Phase of Business Sustainability* (3-7)

HBR (2016) *On Managing Across Cultures*

Week 3:

Can we change? How can we change?

1. Developing Sustainability in business agenda: class to debate the article « Five Key sustainability trends ».
2. Workshop: groups and topics for the Final Group Paper.

Readings:

Bisang, B. W. (2018) *Five Key sustainability trends for 2018*

Optional readings:

Barton, D. and Wiseman, M. (2014); *Focusing Capital on the Long Term.* Harvard Business Review



Wheeler, D.; Colbert, B. and Freeman, E. (2003); "*Focusing on Value* » (11-13).

Week 4:

Social Impact : **What does it mean to put the people first.**

Class debate about the article : Murdoch, L. (2019) Lachlan Murdoch and scores of other business chiefs want to put people before profits? Really?

1. What are the benefits of this philosophy?
2. Field trip

Readings

Murdoch, L. (2019) Lachlan Murdoch and scores of other business chiefs want to put people before profits? Really?

Optional readings:

Flores, T. (2005) De la culpa a la autogestión. (20-23)

Week 5:

1. Patagonia Case Study and Patagonia B.
2. Business, environmentally responsible agenda

Readings:

Patagonia Harvard Case Study (1-23)
Patagonia B Harvard Case Study (1-14)

Week 6:

1. Bcorporations.
2. Minicases of B corps in Latam

Readings for the workshop

Honeyman, R. (2014) The B Corp- handbook (151-164).

Optional reading :

Pauli, G. (2017) PLAN A Argentina.

Week 7:

1. Review for Midterm. Exercises towards the Supermarket Project (*to be presented on week 12*)
2. **Social impact in Latinamerica** by Gabriela González
Class debate about the article: Dutt, P. (2019) *The rise, fall and rise again of businesses serving more than just their shareholders*

Reading:

Dutt, P. (2019) The rise, fall and rise again of businesses serving more than just their shareholders.

Week 8:

1. Social impact in Latin America: sports and art strategies to promote social inclusion in vulnerable sectors of Great Buenos Aires by Gabriela González
2. MIDTERM

Week 9:

1. Circular economy, blue economy. Sustainability Portfolio: new business and new markets.
2. Field trip

Readings

Brugmann and Prahalad, CK. "Cocreating Business's. New Social Compact" (2-11).

Week 10:

Environmental Practices in Argentina. By Albina Lara
Environmental Approach Case Study in Argentina

Readings

Dalal- Clayton, B. and Bass, S. (2009) "The Challenges of Environmental Mainstreaming"(67-82).



Week 11:

Learning by innovation

1. Innovation and sustainability
2. Work on mini-cases.

Readings:

Nidumolu, R; Prahalad, C.K., and Rangaswami (2009) M.R, Why sustainability is now the key driver of innovation (3-10).

Pauli, G. (2017) PLAN A Argentina.

Week 12:

1. Emerging markets: inclusive business in Argentina.
2. Supermarket exercise in class

Optional reading:

Lietner, B (2005) El Futuro del Dinero (279-299)

Week 13:

1. Poverty and Social Integration
2. FINAL INDIVIDUAL EXAM

Readings:

WRI (2008) "Roots of Resilience: Growing the wealth of the poor" (46-68).

IDB (2015); "A Rising US\$ 750 Billion Market". Inter-American Development Bank.

Week 14:

Paper Discussion

What is the best way to do social business?

1st Round Final presentation.

Week 15:

What is the best way to do social business?

2nd Round Final presentations.

Final conclusions

Bibliography

- Barton, D. and Wiseman, M. (2014); *Focusing Capital on the Long Term*. Harvard Business Review
- Bisang, B. W. (2018) *Five Key sustainability trends for 2018*
- Brugmann and Prahalad, CK. *Cocreating Business's. New Social Compact* (2-11).
- Dalal- Clayton, B. and Bass, S. (2009) *The challenges of environmental mainstreaming* (67-82).
- Dutt, P. (2019) *The rise, fall and rise again of businesses serving more than just their shareholders*.
- Flores, T. (2005) *De la culpa a la autogestión*. (20-23)
- HBR (2016) *On Managing Across Cultures*
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- Honeyman, R. (2014) *The B Corp- handbook* (151-164).
- IDB (2015); *"A Rising US\$ 750 Billion Market"*. Inter-American Development Bank.
- Lietaer, B (2005) *El Futuro del Dinero* (279-299)
- Murdoch, L. (2019) *Lachlan Murdoch and scores of other business chiefs want to put people before profits? Really?*
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- Pauli, G. (2017) *PLAN A Argentina*.
https://www.argentina.gob.ar/sites/default/files/libro-plan-a_spanish-1.pdf

Porter, M. & Kramer, M. (2011); "Creating Shared Value" (4- 17).

Wheeler, D. Colbert, B. and Freeman, E. (2003); "*Focusing on Value* » (11-13).

WRI (2008) "Roots of Resilience: Growing the wealth of the poor" (46-68).