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MANAGING SUSTAINABILITY IN MANAGEMENT EDUCATION

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Presentation

1. Background: Sustainability in mgmt. education
2. Research interest: CSR in mgmt. education
3. Findings: Complex discourses of CSR

1. Background

Political interest in sustainability in management

- › Policy instruments
 - Regulation
 - Economic incentives
 - Voluntary agreements

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Political interest in sustainability in management

- › Policy instruments
 - Regulation
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 - Management education

Ad.1. Background

Political interest in sustainability in management

UN: Global Compact (1999)

Principles for Responsible Mgmt Education (2007)

...

EU: Green Paper on Corporate Social Responsibility (2001)

European Alliance for CSR (2006)

Strategy for Corporate Social Responsibility (2011)

...

“Corporate social responsibility [...] means not only fulfilling the applicable legal obligations, but also **going beyond compliance and investing `more´ into human capital, the environment and relations with stakeholders.** The experience with investment in environmentally responsible technologies and business practices suggests that in going beyond legal compliance companies can increase competitiveness and it can have a direct impact on productivity.”

EU (2001:1)

“The further development of **CSR requires new skills as well as changes in values and behaviour**. Member States can play an important role by encouraging education establishments to integrate CSR, sustainable development and responsible citizenship into **relevant education curricula** [...]. European business schools are encouraged to sign the UN Principles for Responsible Management Education.”

EU (2011:12)

2. Research interest

How is sustainability conceptualized in CSR management education policies and programs?

- › General conceptions across
 - a. Policies
 - b. Programs
 - c. Paradigmatic literature

Ad.2. Research interest

Methodological approach

- › Theoretical perspective: Fairclough (1992)
 - Discourse perspective which highlights developments and tensions: While discourses incorporate widely accepted understandings, social practices and institutional forms, they are neither simple nor unambiguous
- › Empirical data: Policies, programs, paradigmatic texts
 - Different conceptions, models and metaphores

3. Findings

Conceptions of sustainability in CSR discourses

- › A narrow economic conception of sustainability
 - Legal responsibility to make money

- › A broad economic conception of sustainability
 - Multiple responsibilities in the local community

- › A complex systemic conception of sustainability
 - Integrated responsibilities in a complex community

“[M]any companies in the EU have not fully integrated social and environmental concerns into their operations and core strategy.”

EU (2011:5)

“In [a capitalist] economy, there is one and only one social responsibility of business – to use its resources and engage in activities designed to increase its profits as long as it stays within the rules of the game, which is to say, engage in open and free competition, without deception and fraud. [...] Few trends could so thoroughly undermine the very foundations of our free society as the acceptance of corporate officials of a **social responsibility other than to make as much money for their stockholders as possible.**”

Friedman (1962:133)

Ad.3. A narrow conception

A narrow economic conception of sustainability

- › Legal responsibility: Maximizing profit
 - Conception of business: State of war
 - Conception of CSR: Possible competitive advantage
 - Stance toward CSR: Rejection or non-responsiveness

“A strategic approach to CSR is increasingly important to the competitiveness of enterprises. It can **bring benefits in terms of risk management, cost savings, access to capital, customer relationships, human resource management, and innovation capacity.**”

EU (2011:3)

Stakeholders	Economic	Legal	Ethical	Philanthropic
Owners				
Customers				
Employees				
Community				
Competitors				
Suppliers				
Social activists				
Public at large				
Others				

(cf. Carroll, 1991:44)

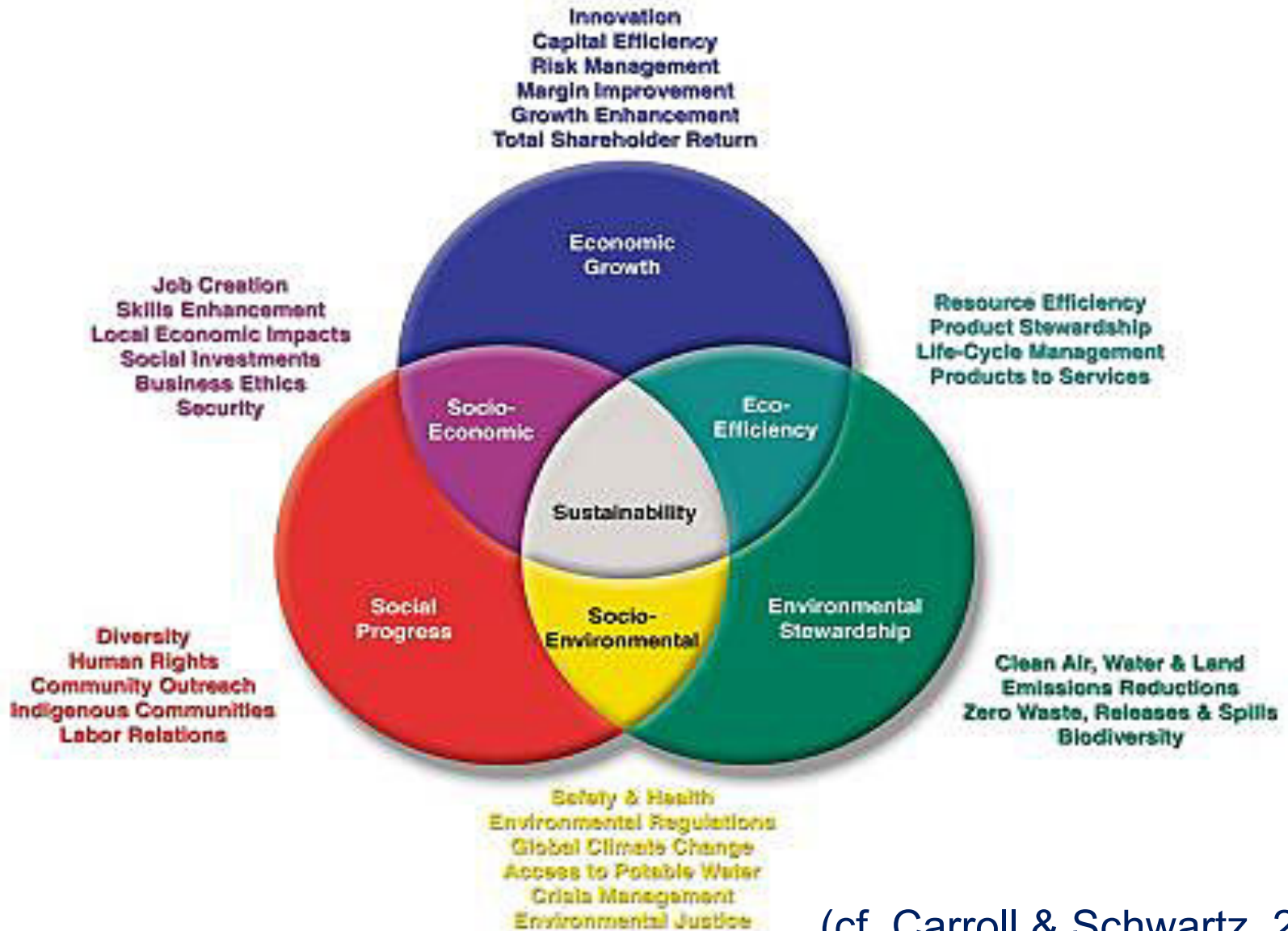
Ad.3. A broad conception

A broad economic conception of sustainability

- › Multidimensional responsibility: Balance concerns
 - Conception of business: Win-win competition
 - Conception of CSR: Framework for stakeholder concerns
 - Stance toward CSR: Compliance or efficiency

“[T]o meet their corporate social responsibility, enterprises should have in place a process to **integrate social, environmental, ethical, human rights and consumer concerns into their business operations and core strategy** in close collaboration with their stakeholders, with the double aim of both maximizing the creation of shared value for their shareholders and other stakeholders and at the same time identifying, preventing and mitigating their possible adverse impacts.”

EU (2011:6)



(cf. Carroll & Schwartz, 2003)

“Managers will need to experience the world differently, as human beings connected to the world around them and not only as professional managers.”

Laszlo (2003:27)

Ad.3. A systemic conception

A systemic conception of sustainability

- › Systemic responsibility: Integrate concerns
 - Conception of business: Well-being of social systems
 - Conception of CSR: A systemic worldview
 - Stances toward CSR: Strategic proactivity and internalization

Implications

Managing sustainability in mgmt education requires conceptual awareness

- › Sustainability is conceptualized in multiple ways
 - Neither simple nor unambiguous
 - Related to different conceptions of business activity, some of which are “root metaphors” (Audebrand, 2010) in strategic management



THANK YOU

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