



Introduction to Performance and Progress

Course Syllabus

Introduction to P&P

This course introduces the concepts underlining the balance of financial performance and contribution to societal progress in the corporate world. It is expected to reflect their roles as leaders/professionals in a changing society and the underlying tensions of corporations within their journey towards sustainability.

Visualization (Infographic)

TBD

Overview

<i>Course Code</i>	
<i>Course Title</i>	Introduction to financial performance and contribution to societal progress
<i>Degree</i>	MA / Graduate
<i>Course Length</i>	6 hours (classes)
<i>Number of ECTS Credits</i>	1 ECTS
<i>Total workload</i>	18h (classes + assignments + private study)
<i>Prerequisites</i>	None
<i>Teaching and Learning Methods</i>	. The method of learning by examples (demonstration) . Learning-by-doing (practice by doing)
<i>Assessments</i>	One individual reflective assessment on the implications of this course for future professional endeavors
<i>Course creators from Conscious Business Education</i>	Creator: Miguel Alves Martins, Nova SBE, miguel.alvesmartins@novasbe.pt and with contributions of Tomé Salgueiro, University of Delaware, tomesalg@udel.edu Academic peer: [Name, Institution, Email] External peer: [Name, Institution]
<i>Course Material Language</i>	English

Introduction to the Course

Hybrid organizations are a concept that has an increased presence in our economy. Understanding the theoretical concepts, aligning them with reference case studies, and explaining key challenges will lead the student to learn and understand the challenges in applying such a notion. The class discussion of a case study

will support that learning journey and understanding of potential implications to your future professional life. The courses focus on for-profit corporations designed by nature to be hybrid or on a trip towards hybridization (i.e., they were not born as such and are making a journey toward that positioning).

Learning Outcomes / Objectives

A. Knowledge and Understanding

- Understanding the concepts of financial performance and contribution to societal progress;
- The difference between value creation and value capture;
- Understand the implication of P&P in management;
- Understand what organizational tensions are and how to deal with them;

B. Subject-Specific Skills

- The course also provides a reflective journey to what type of leader/professional the student wants to be.

C. General Skills

- Analytical and critical thinking;
- Communication;
- Teamwork;

Taking into consideration the fundamental purpose of this course, the learning methods most suitable for this course are:

- The method of learning by examples (demonstration)
- Learning-by-doing (practice by doing)

The course design aims to provide students with a reflective experience of balancing financial performance and contribution to societal progress in individuals and organizations by supporting the global shift to a new convergent economy. Classes methods are mixed between lectures, work sessions, and cases. Students are expected to have a high degree of class participation. Students are also expected to contribute to performance & progress theory by producing a briefing paper on their experience during the course and how they think it will influence their path.

Course Content (incl. Module Description)

- What is a convergent economy, and why do we need it?
- Why financial performance and contribution to societal progress (P&P)?
- What are the implications for management?
- What are the tension points towards a convergent economy?

Session	Session Type	Content
Session 1	Lecture	Introduction to Performance and Progress <ul style="list-style-type: none">- Reflection on Capitalism, its origins, and where it's going



Session 2	Case Study 1 + Discussion	Patagonia Case Study <ul style="list-style-type: none"> - O'Rourke, D., & Strand, R. (2016). Patagonia: Driving sustainable innovation by embracing tensions. The Berkeley-Haas Case Series. University of California, Berkeley. Haas School of Business. How to address the tension
Session 3	Lecture	Organizations Tensions and how to address them: What are the tensions points towards a convergent economy? <ul style="list-style-type: none"> - Introduction to Paradoxes and Dialectics - Importance of Paradoxes in a Sustainability Journey - Possible ways of addressing such tension
Session 4	Lecture	<ul style="list-style-type: none"> - The implication for management: an introduction to Hybrid Organizations

Expectation

toward the students

- Understanding managerial and corporate principles facilitates the conversation and accelerates the learning objectives. The same principles can be applied to managers with professional experience as a reflection process on addressing the sustainability journey and main required changes, namely at the leadership level. The course is expected to be interactive, and the students prepare and engage in the case discussion.

Teaching and Learning Methods Used

- The classes consist of discussions about both the theory and its applications. Classroom participation is expected and required. You will learn the topics referred to above through a teaching approach that mixes case studies, short videos, class discussions, and presentations.

Prerequisites

- Students are expected to be students of management, finance, or economics.

Special Features of this Course

- It introduces the need to deal with the salient tensions that arise within a journey towards sustainability and creating more hybrid organizations that balance financial performance and contribution to societal progress.

Course Length

12h workload

Number of ECTS Credits

1 ECTS

Total Workload

This is a 1 ECTS course.

Attending sessions	Two sessions	4 hrs.
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Private study (case study preparation)		4 hrs.
Assignment	One assignment	4 hrs.
TOTAL		12 hrs.

Assessments

Students will be expected to show strong critical thinking, independent thinking, and problem-solving skills in all assessment methods. Students must collect information from multiple sources and analyze it in-depth, providing logical and compelling interpretations, offering alternative solutions, and showing originality and capacity to be experimental, inventive, and ingenious.

One individual reflective assessment on the implications of this course for future professional endeavors

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Suggested Literature

Kramer, M. R., & Porter, M. (2011). Creating shared value (Vol. 17). Boston, MA, USA: FSG.

Rangan, S. (Ed.). (2015). Performance and progress: Essays on capitalism, business, and society. OUP Oxford.

Rangan, S. (Ed.). (2018). Capitalism Beyond Mutuality?: Perspectives Integrating Philosophy and Social Science. Oxford University Press.

Smith, W. K., & Lewis, M. W. (2011). Toward a theory of paradox: A dynamic equilibrium model of organizing. Academy of management Review, 36(2), 381-403.

Communication

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Classroom rules

- Preparation is critical to guaranteeing the right environment and learning experience.

Course creators from *Conscious Business Education*

Creator: Miguel Alves Martins, Nova SBE, miguel.alvesmartins@novasbe.pt and with contributions of Tomé Salgueiro, University of Delaware, tomesalg@udel.edu

Academic peer: [Name, Institution, Email]

External peer: [Name, Institution]

Sources that were used to create this course

Rangan, S. (Ed.). (2015). Performance and progress: Essays on capitalism, business, and society. OUP Oxford.

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