

VER 2022-09-29

LLSMS2220 SEMINAR ON CURRENT MANAGERIAL ISSUES

LANGUAGE	English
SEMESTER	Q1+Q2 2022-2023
ECTS	3 (30h)
ASSESSMENT	Case and assessment work (25%), individual work (50%), class participation (25%). No final exam.
PREREQUISITES	None.
TEAMS CHANNEL	Cours-LLSMS2220-2022-23
INSTRUCTORS	Prof. Per AGRELL, Dean of the Faculty, per.agrell@uclouvain.be Prof. Benjamin HUYBRECHTS (IESEG FR), b.huybrechts@ieseg.fr Francqui Professor at LSM,
ASSISTANT	Colin LEONETTI, UCL/LSM/OIS, colin.leonetti@uclouvain.be
BACKGROUND	<p>A management training should include elements of timely topics, treated in an academic manner and opening the eyes for how the competencies and resources of the faculty apply beyond the specific tasks and specializations pursued. In collaboration with the VBO-FEB Chair Belgian Business Champions, the researchers at LSM and at FEB/KULeuven have worked together to produce Belgian teaching cases in management, based on Belgian experiences. These cases, accompanied by oral presentations by entrepreneurs, for the basis of a series of business talks in the course.</p> <p>The societal topics for 2022/2023 are new social enterprises (non-profit, volunteers and sustainability, and academic impact on policy (how can researchers support public decision makers in their missions). The course is also involving the Francqui Professor at LSM, Benjamin HUYBRECHTS, on the topic of social enterprises.</p>
COURSE FOCUS	<p>The seminar is structured around:</p> <ol style="list-style-type: none">1. A set of general lectures focused on a global societal issues and related research questions.2. A set of business talks focused on a small set of organizations and the related business cases. <p>For the business cases, the goal is to get a clear view on how each of these businesses works. The students have to prepare, in groups, an analyses of a business cases.</p> <p>For the societal challenges, the goal is to get a solid understanding of one dimension of these issues. The students have to prepare,</p>

individually, one research question related to one issue and deliver an answer to it.

OBJECTIVES

The course objectives are:

1. to get students accustomed to current managerial issues with a special focus on Belgian cases,
2. to get students accustomed to some major global economic or political issues (the society theme of the year),
3. to get the students accustomed to the reading of some advanced press,
4. to provide students competencies in terms of reviewing work of others and providing feedback.

TEACHING METHODS

The seminar is based on the following elements:

- The students prepare, individually, one research question related to the societal theme of the year and an answer to that question. They should also provide feedback one research report of their peers.
- The students, in groups, prepare one business case per semester. They should also provide, in groups, some feedback on the business cases of their peers.
- A set of guest speakers related to the business cases that are dealt with and to the society theme of the year.

ASSESSMENT

The performance assessment will be based on individual and group performance

- Group research report (25%)
- Assessment of research reports (15%)
- Individual reports (business case) (25%)
- Assessment of individual reports (15%)
- Participation (bonus/malus) (20%)

INDIVIDUAL REPORT

The individual submission consists in a research paper on the thematic issue for the year (social enterprises or academic policy impact). The guidelines and timing for the individual report are given on Moodle.

INDIVIDUAL REVIEWS

Each individual will review four other research papers according to a set of criteria defined in a separate document. The reviews are anonymous.

GROUP REPORT	The group should deliver one business case, in Q2. The specification for the group report is given on Moodle.
GROUP ASSESSMENT	The group should also review four business cases from other group after submission. The guidelines for peer review (anonymous) are given on Moodle.
FAILURE	A failing grade at the June session is to be offset with an additional larger report to be submitted in the September session. Instructions for the remake report are given as needed.
GROUPS	Groups are defined by four members. Use the group formation tool to find members, but only register groups on Moodle for members that have agreed to it. International students staying only for Q1 can register in a group of three members. See Moodle for deadline for group formation.
ARTICLES	Under 'Readings' on the Moodle webpage.
HONOR CODE	Any case of plagiarism in project work is penalized with at least zero points for the assignment. In case of groupwork, all members of the group will get zero points. In case you do not know how to cite other texts, illustrations or material, consult the instructor before the submission of the written work. Violations of the exam regulations are penalized according to the university rules; all instances are reported.
WEBSITE	Notes, slides, questions to cases and articles are available from Moodle under the course LLSMS2220 heading.
RECORDING	The course material, recordings of sessions, case debriefs or other material in the course are made available for your personal use only and you may not publish or distribute them elsewhere or alter them in any other format or purpose. In particular, lectures by invited guests must not be recorded in any way unless they explicitly approve it.



CHAIRE FRANCQUI BENJAMIN HUYBRECHTS

HUYBRECHTS Currently the Francqui Professor at UCLouvain and LSM, Benjamin Huybrechts is Full Professor in business and society at IESEG School of Management (Lille). He holds a PhD in Management from Liège University and spent his post-doctoral research stay at the University of Oxford (Saïd Business School). His research topics include the emergence of social enterprises and cooperatives, their management and governance as hybrid organizations, and partnerships and networks in the context of institutionalizing alternative organizational forms.

CLASS 1 In this class, we will come back on the notion of sustainability transition, and we will explore how different types of actors (business, government, civil society,...) can contribute to pursuing such transition. We will then more specifically examine the role of businesses and the opportunities and pitfalls of transitioning towards more sustainable models. Finally, we will examine the different sources of inspiration that could guide businesses in the process of reshaping their goals and practices, and we will introduce social enterprise as one underexamined model for experimenting with sustainable approaches to business activity.

MODULE 2 In this second class, we will examine more in detail the organizational features and practices experimented with in social enterprises. We will focus on: the role of purpose through the combination of economic, social and environmental goals; multistakeholder governance; and limited profit distribution. We will then explore the potential of these practices to bring about social impact and to orient business activities towards sustainability. This will enable us to assess to what extent businesses can take inspiration from intra-organizational practices of social enterprises to engage into an in-depth transition of their goals, models and practices.

MODULE 3 The third class will pursue the same approach of examining to what extent social enterprise can serve as a source of inspiration for businesses' sustainability transition, this time focusing on inter-organizational dynamics. Two dynamics will be explored, organic growth and collaborative mindset, which resonate with new approaches to growth and collaboration that are needed in the context of the sustainability transition. We will then explore several pathways of cross-pollination, on top of which are partnerships enabling mutual learning. The class will end with a critical reflection on the potential and limitations of cross-pollination between business and social enterprise, and on how business activity can be reshaped as a tool to address sustainability challenges

ACADEMIC POLICY IMPACT SPEAKERS

AERNOUDT

Rudy AERNOUDT, Belgian, is a professor, economist, philosopher and politician, currently professor of corporate finance and European enterprise policy at UGhent and University of Nancy. He has also been head of the MIT-spinoff OLPC, as well as curator of TEDxBrussels. He co-founded EBAN, the European Business angel network. He is senator ambassador and European chair of the World Business Angels Investment Forum. During 2013-2015, he served as Head of Cabinet of the President of the European Economic and Social Committee, EESC. Politically, he is the only Belgian to have served as Head of Cabinet at the European, national (Belgian) and regional (Wallonia and Flanders) levels! Among his many initiatives can be noted the foundation of a bilingual movement in 2008 and a party in 2009, along with several awards from both the French and Dutch-speaking communities in Belgium.

CANDELON

Bertrand CANDELON, French/Belgian, is a professor of finance and head of research of Louvain Finance at UCLouvain/LSM. He is also scientific director of research initiative "Risk Management and Investment Strategies" at Institut Louis Bachelier (Paris). He earned a Ph.D. from UCLouvain in 1998, was a Pierre and Marie Curie postdoctoral fellow at Humboldt-Universität zu Berlin and held the International Monetary Economics chair at University Maastricht from 2001 to 2014, where he is still an honorary professor. His research topic covers a large spectrum in macro-econometrics, e.g. macroeconomics (money demand, fiscal policy, raw commodities) and international finance (financial crisis early warning systems, the financial markets co-movements). He serves frequently as expert for the federal government in Belgium for financial and risk management issues (COVID crisis and pension reform), but also as advisor for the European Commission and for the Institute for Capacity Development at the IMF.

DE SCHUTTER

Olivier DE SCHUTTER, Belgian, is a legal scholar in economic and social law, professor of international human rights law at UCLouvain/DRT, with parttime professorships at the College of Europe (Poland) and at Science Po, Paris. Currently is the United Nations Special Rapporteur on extreme poverty and human rights since 2020, previously he has served as the United Nations Special Rapporteur on the right to food, (2008-2013), General Secretary of the International Federation of Human Rights (2004-2008), chaired the Belgian Advisory Council on Policy Coherence for Development, co-chaired the International Panel of Experts on Sustainable Food Systems (IPES-Food), coordinator of the European Union Network of Independent Experts on fundamental rights (2002-2007), among many other mandates and missions. He has published some 200 chapters and scientific papers on issues related to economic, social and human rights.

LECTURE PLAN : GENERAL LECTURES (Q1/2022)

LEC	DAY	h	TOPIC	PROF
1.	04/10	17h	Inauguration: Chair VBO-FEB Belgian Business Champions BeVenue, Rue Ravenstein 4, 1000 Brussels, Registration at : https://www.vbo-feb.be/en/events/20221004---belgian-business-champions-chair/Program/ ,	FEB KULeuven LSM
2.	05/10	18h	Lecture: Prosperité sans croissance Venue: UCLouvain Mons, bat D Registration : https://uclouvain.be/fr/sites/mons/evenements/05-10-21-lecon-inaugurale.html?fbclid=IwAR39VbgNREWXHdqF_VcdMw7WQlr6y3-e4oFeLBy2D-zoKQIBhZI-5cDG_Bc	Oliver DE SCHUTTER
3.	12/10	16h15	The role and limits of economic policy support for governments: experience from Belgium	Bertrand CANDELON
4.	19/10	16h15	<i>Sustainability transition, role of business and the potential of social enterprises</i>	Benjamin HUYBRECHTS
5.	TBC		<i>Evidence-based advice for European enterprise policy: an academic view</i>	Rudy AERNOUDT
6.	16/11	16h15	<i>Social enterprise as a source of inspiration: an intra-organizational approach</i>	Benjamin HUYBRECHTS
7.	21/12	16h15	<i>Social enterprise as a source of inspiration: an inter-organizational approach</i>	Benjamin HUYBRECHTS

The business talks (Q2/2023) will be confirmed during the semester on Moodle and in an update of this document.