

Professor Dr. Suleika Bort

Chair of International Management
and Social Entrepreneurship



Master seminar (7 ECTS) in winter term 2022/23: Advances in International Management and Social Entrepreneurship

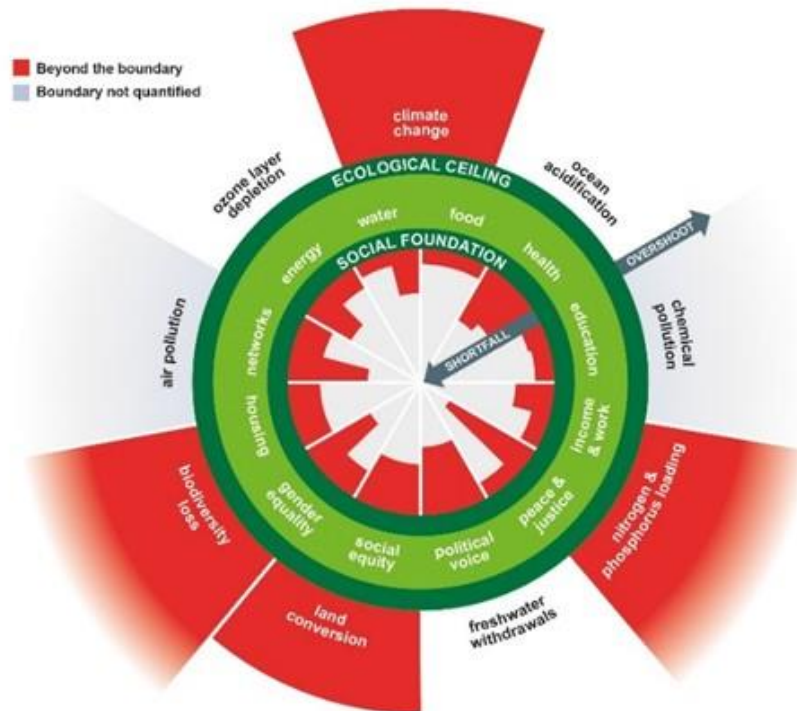


Figure 1: The doughnut economy (<https://www.weforum.org/agenda/2017/04/the-new-economic-model-that-could-end-inequality-doughnut>)

Seminar topic: A structural transformation of organizations

Based on the principles of strong sustainability and the post-growth economy, British economist Kate Raworth has created the concept of the doughnut economy, which places both ecological limits and social needs at the center of the economic system instead of endless growth (Raworth, 2017a; Raworth, 2017b). The doughnut economy has tended to be associated with cities such as Amsterdam and Tel Aviv, which already incorporate the principles into their city planning. However, the regenerative and distributive doughnut approach is also suitable for businesses and organizations.

What's possible for a business is largely determined by how it has been designed. The design of an enterprise shapes its priorities, how it engages with its surroundings and navigates decisions, who has power and voice when it comes to making decisions and where it invests and channels its profits. In other words, its purpose, and networks, how it is governed and owned and the nature of its relationship with finance. Therefore the goal is to analyze with reference to the doughnut the transformation of companies and organizations in the following design aspects:

1. **Purpose:** Why does the organization exist: what purpose is it in service to? Is it focused on maximizing financial returns, or on a living purpose bigger than itself?

Purpose is essential, but it must be backed up by four other traits of organizational design.

2. **Networks.** What are the organization's networks? How does it relate to its customers or members, its staff or volunteers, its suppliers, neighbors and allies? Are they aligned with its purpose and values, or are they caught up in a culture that undermines them?
3. **Governance.** How is the organization governed? Who is in the room when decisions get made, and who has voice in those decisions? How is progress towards the purpose measured, and how is that purpose safeguarded when under pressure?
4. **Ownership.** Who owns the organization? Who owns the land it is on, the data it generates, the knowledge that it creates, the assets that it holds? Is it owned by a founding entrepreneur or by a family, by shareholders or by the state, by its own employees or by venture capital? The design of ownership profoundly shapes the last — and deepest — design trait.
5. **Finance.** How is the organization financed, and what is that finance demanding? Is it seeking fast and high financial returns, or it is invested in generating social and ecological value, with or without financial return? Is that finance in service to the organization's purpose, or in service to itself? (<https://doughnuteconomics.org/about-doughnut-economics>, retrieved on June, 07th, 2022 based on Kelly, 2012)



Figure 2: The five key design traits of organization's (<https://doughnuteconomics.org/about-doughnut-economics>)

Possible research questions

1. What is in the design of enterprises that allows the pursuit of regenerative and distributive goals within the doughnut?
2. How can the design traits be designed to operate within the doughnut?
3. How are the design traits interdependent? How need the design traits be combined to operate within the doughnut?
4. Which design traits offer scope for designing, which are more fixed in advance? And which are crucial for managing within the donut?

Procedure

Depending on the number of participants, the examination is likely to be conducted in groups: Each student group will intensively deal with a (scientific) topic and one or several companies in this seminar. These have to be analyzed in detail in a 12-page seminar paper and finally presented. The seminar consists of interactive lectures, in which methods of scientific work and presentation skills will be discussed. In consulting meetings, the groups present their interim results and receive individual feedback. Finally, the groups present their work and results will be discussed.

Proof of Proficiency

Within the seminar, each group will write a 12-page seminar paper according to scientific standards and present their results in groups of two to three members. The seminar will be held in English.

Evaluation criteria

Individual performance records:

- Seminar paper (60 %)
- Final presentation (15 min) (30 %)
- Peer-review (5 min) (10 %)

The final grade is determined according to the portfolio approach.

Target group

The target group is anyone who would like to optimally prepare for a master's thesis in the field of international management and social entrepreneurship who are particularly interested in research in entrepreneurship, sustainability, and the way we think about business.

Application

In the upcoming winter term, the chair will offer a seminar for Master students. If you are interested, please apply from **June 20th to June 27th, 2022, 12:00 noon at the latest**.

Due to limited supervision capacities, an application procedure is necessary. Please apply via our [application form](#) with the required documents:

- HISQIS grade transcript
- CV
- letter of motivation (max 250 words).

Maximum number of participants: 12

If you have any questions regarding the seminar, feel free to get in touch.

Seminar instructor

Jannes Kormann
HK 14b, 224
Jannes.Kormann@uni-passau.de

Syllabus (provisional)

Date	Preparation for session	Subject
Monday, 24.10.2021 14:00-18:00 c.t.		Kick-off <ul style="list-style-type: none">• Introduction to the specific topics in this seminar• Introduction to the methods of scientific writing/ working.• Introduction to the basics of scientific presentations and giving peer reviews.• Assignment of topics and groups
Monday, 28.11.2021	Submission of an exposé with outline	Guidance meeting/ Individual or group coaching (Q&A session) – Presenting and

14:00-18:00 c.t.	(Upload the exposé with outline on 25 November at the latest)	pitching the state of work of the seminar paper
Monday, 12.12.2021 14:00-18:00 c.t.	Interim presentation Give an overview of the current state of your research project. (Upload of the short presentation to StudIP until December 11 th , 2022)	Guidance meeting/ Individual or group coaching (Q&A session) – Presenting and pitching the state of work of the seminar paper
Monday, 16.01.2022 23:59 pm	SUBMISSION	The final presentation has to be submitted to get the chance of a peer review
Monday, 23.01.2022 14:00-18:00 c.t.	Two presentations (PDF & PPT)	Final presentations and peer review
Monday, 06.02.2022 23:59 pm	SUBMISSION Seminar paper	Submission electronically via StudIP

Literature

Kelly, M. (2012). *Owning our future: The emerging ownership revolution*. Berrett-Koehler Publishers.

Raworth, K. (2017a). Doughnut economics: Seven ways to think like a 21st century economist. Penguin Random House. See also: <https://www.kateraworth.com/doughnut/>

Raworth, K. (2017b). Why it's time for Doughnut Economics. *IPPR Progressive Review*, 24(3), 216-222.

Summary of the doughnut economics: <https://doughnuteconomics.org/about-doughnut-economics>, retrieved on June, 07th, 2022.

See also for further academic articles and reports: <https://doughnuteconomics.org/tools-and-stories/43>, retrieved on June, 07th, 2022.