



## COURSE UNIT (MODULE) DESCRIPTION

Course unit (module) title	Code
<b>Sustainable business development</b> Business ethics (2 cr.), Business resilience (3 cr.), Sustainable business (5 cr.)	

Lecturer(s)	Department(s) where the course unit (module) is delivered
<b>1<sup>st</sup> group</b> <b>Coordinating:</b> doc. dr. Dileta Jatautaitė <b>Other(s):</b> assist. dr. Julija Bužinskė, lekt. Simona Ramanauskaitė	Business School, Saulėtekio al. 22, Vilnius
<b>2<sup>nd</sup> group</b> <b>Coordinating:</b> doc. dr. Julija Bužinskė <b>Other(s):</b> lekt. Greta Gruodė, prof. dr. Maik Huetinger	

Study cycle	Type of the course unit (module)
First	Compulsory

Mode of delivery	Period when the course unit (module) is delivered	Language(s) of instruction
Blended	Spring (4th semester)	English

Requirements for students	
<b>Preliminary requirements:</b> basics of knowledge in economics and management	<b>Related requirements (if any):</b>

Course (module) volume in credits	Total student's workload	Contact hours	Self-study hours
10	260	100	160

Purpose of the course unit (module): programme competences to be developed	
The aim of the module is to provide students with the knowledge and skills to develop ethical, resilient and sustainable business strategies that combine financial goals with social and environmental responsibility and that help ensure the long-term success of the organization by integrating the principles of ethics, resilience and sustainability in business.	

Learning outcomes of the course unit (module)	Teaching and learning methods	Assessment methods
Will be able to understand the basic concepts, specific terms, concepts related to sustainability, resilience and business ethics and explain the importance of sustainability, ethics and	Engaging lectures, discussions, debates, the method of an inverted class,	Written survey in a virtual training environment, concept maps, oral reflection

resilience in the operation and decision-making of modern business.	work with sources of scientific literature.	
Will be able to apply ethical decision-making models and resilience strategies to real business scenarios.	Immersive lectures, debates, discussions, case studies, role-playing games, analytical tasks	Case study
Will be able to analyse environmental, social and governance (ESG) factors influencing sustainable business strategies and assess potential risks and impacts on business outcomes.	Engaging lectures, discussions, group work, analytical tasks	Group oral presentation
Will be able to assess the effectiveness of sustainable and resilient business practices, taking into account case-specific analyses and the organization's context.	Engaging lectures, case study, analytical tasks, comparative analysis of different strategies, reflection	Group project work - preparation and presentation of an organization's resilience plan Group project work - preparation and presentation of the organization's risk assessment
Will be able to develop a comprehensive sustainability strategy for a hypothetical or real organization, including ethical considerations and resilience measures.	Engaging lectures, discussions, group work	Group project work, presentation

Content: breakdown of the topics	Contact hours						Self-study work: time and assignments		
	Lectures	Tutorials	Seminars	Exercises	Laboratory work	Internship/work	Contact hours	Self-study hours	Assignments
1. Business Ethics (2 cr.)	14	1	6				21	31	
1.1. The concept of business ethics. Typology of ethics. Types of ethical dilemmas.	4		2				6	8	Literary analysis, discussions, analysis of situations
1.2. Principles of business ethics of international organizations. Making ethical decisions in an organization.	2		1				3	6	Case studies, literature analysis, analysis of social business situations
1.3. Solving ethical dilemmas and their modern forms.	4		1				5	6	Case studies, literature analysis, analysis of social business situations

1.4. Ethical decision-making models.	2		1			3	4	Literature analysis, analysis of areas of corporate social responsibility
1.5. Interaction between ethics and organizational culture. Ethical leadership.	2	1	1			4	7	Case studies, literature analysis
<b>2. Business resilience (3 cr.)</b>	<b>18</b>	<b>1</b>	<b>10</b>			<b>29</b>	<b>49</b>	
2.1. The concept, dimensions, systems and importance of business resilience. Legal and regulatory aspects of business resilience. Indicators by which the resilience of the organization is evaluated. Scenario planning and strategic forecasting.	2					2	2	Literature review, information search, student reflection
2.2. Business risk assessment and management	2		2			4	10	Development and presentation of the selected organization's risk register and risk management plan
2.3. Financial resilience in business. Technology resilience. Supply chain resilience. The resilience of the business model. Operational resistance.	2					2	2	Case studies
2.4. Planning the continuity of the company's activities. Principles for the implementation of business resilience. Key competences for resilience include business continuity, disaster recovery, incident management, physical security, threat intelligence and emergency response.	2	1	6			9	20	Drawing up and presenting a business continuity plan for the selected organization
2.5. Global business resilience: management of international disruptions. Resilience of start-ups and small businesses. Responsiveness to change and innovation are pillars of resilience.	2					2	2	Literature review, case studies, student reflection
2.6. Formation of a resilient organizational culture. Employee well-being and resilience of the organization.	2					2	3	Literature review, case studies, student reflection
2.7. Business resilience and sustainability. Business resilience in the context of climate change.	2		2			4	4	Overview of physical risk maps, case study
2.8. Crisis management and response. Leadership and decision-making in times of crisis. Crisis communication and public relations.	2					2	4	Literature review, case studies, student reflection
2.9. Analysis of the lessons learned from the crisis and the crisis. The future of business resilience	2					2	2	Literature review, case studies, student reflection
<b>3. Sustainable Business (5 cr.)</b>	<b>32</b>	<b>2</b>	<b>16</b>			<b>50</b>	<b>80</b>	

3.1. The concept of sustainable development, the components of sustainable development and their interaction. Semantic interpretations of sustainability, corporate social responsibility, and social business models.	4		2			<b>6</b>	<b>8</b>	Literary analysis, discussions, analysis of situations, case studies, presentations
3.2. Historic and current business paradigms, profit maximization, and the associated ecological and social constraints. Understanding the tension between corporate growth imperatives and the pursuit of sustainable development.	4		2			<b>6</b>	<b>8</b>	Literary analysis, discussions, analysis of situations, case studies, presentations
3.3. "Global challenges (climate change, biodiversity loss, resource scarcity, social inequalities) and the role of enterprises in achieving the United Nations Sustainable Development Goals (SDGs). Balancing stakeholder interests and integrating sustainability into long-term corporate strategies.	4		2			<b>6</b>	<b>12</b>	Literary analysis, discussions, analysis of situations, case studies, presentations
3.4. Distinguishing authentic sustainable practices from superficial 'green' claims. The impact of 'green growth' narratives on corporate reputation and strategy, and the necessity for transparent, meaningful sustainability initiatives.	4	1	2			<b>7</b>	<b>12</b>	Literary analysis, discussions, analysis of situations, case studies, presentations
3.5. Innovation in sustainable product design and supply chain management. Transition to renewable energy, resource efficiency, and exploring degrowth, circular economy, and cradle-to-cradle frameworks as transformative business models.	4		2			<b>6</b>	<b>8</b>	Literary analysis, discussions, analysis of situations, case studies, presentations
3.6. Evaluating Environmental, Social, and Governance (ESG) criteria in shaping investor and consumer decisions. Sustainability reporting, corporate accountability, and the strategic implications of meeting or exceeding ESG-driven market demands.	4	1	2			<b>7</b>	<b>12</b>	Literary analysis, discussions, analysis of situations, case studies, presentations
3.7. Sustainability regulation. The main international and national sustainability regulations and their impact on the strategy, activities, and innovation potential of enterprises. Ensuring compliance, engaging with policymakers, and aligning with regulatory mandates.	4		2			<b>6</b>	<b>10</b>	Literary analysis, discussions, analysis of situations, case studies, presentations
3.8. Exploring emerging sustainable technologies, business models, and leadership approaches. Anticipating future challenges, engaging stakeholders, and reimagining strategies for sustainable enterprise development within evolving market and policy environments.	4		2			<b>6</b>	<b>10</b>	Literary analysis, discussions, analysis of situations, case studies, presentations

Total	52	4	44			100	160	
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Assessment strategy	Weight, %	Deadline	Assessment criteria
Presentation of an ethical dilemma solution (Business Ethics)	20%	As the module progresses	The assessment is based on the correctness of the performance of the task, detail, level of application of knowledge, creativity in solving the problems presented and the clarity and efficiency of the presentation of the material, as well as the application of ethical decision-making models.
Enterprise risk assessment (Business resilience)	20%	As the module progresses	15% of the content of the presentation (the assessment is based on the compliance of the performed task with the requirements of the task, the detail of the performance of the task, the level of application of knowledge) 5% clarity of presentation, smooth thought teaching, visual quality of slides, time management. (Presentation, group of 5-6 people)
Establishment of a business continuity plan (Business resilience)	20%	As the module progresses	15% of the content of the presentation (the assessment is based on the compliance of the performed task with the requirements of the task, the detail of the performance of the task, the level of application of knowledge) 5% clarity of presentation, smooth thought teaching, visual quality of slides, time management. (presentation, group of 5-6 people)
Written survey in a virtual learning environment (Sustainable business)	20%	As the module progresses	20 closed-type questions, each with an estimate of 1 point. Each question has several answer options, one of which is correct. When the correct answer is marked, it is estimated at 1 point, incorrectly - 0 points.
Presentation of the Sustainability Strategy (Sustainable Business)	20%	As the module progresses	10 % of the content of the presentation (critical assessment of the sustainability strategy of a selected company) 10% clarity of presentation, smooth teaching of thoughts, visual quality of slides.

**\*The final module assessment is accumulated over the entire module study period and calculated according to the specified assessment strategy.**

Author	Year of publication	Title	Issue of a periodical or volume of a publication	Publishing place and house or web link
<b>Compulsory reading</b>				
1. Shaw, W. H.	2017	Business Ethics. Cengage Learning	9th Ed.	WileyPLUS
2. Trevino L. K., Nelson K. A.	2021	Managing Business Ethics: Straight Talk about How to Do It Right,	8th Edition	WileyPLUS
3. Godfrey, P. C., Jacobus, L. E.	2021	Ethics and Business: An Integrated Approach for Business and Personal Success	1st Edition	WileyPLUS

4. Galaitzi, S.E., Wallet, E., Keisler, J.M. et al.	2023	Business Continuity Management, Operational Resilience, and Organizational Resilience: Commonalities, Distinctions, and Synthesis	14th Edition	<a href="https://link.springer.com/article/10.1007/s13753-023-00494-x">https://link.springer.com/article/10.1007/s13753-023-00494-x</a>
5 . Steen-Tveit, K., Munkvold, B.E. & Rustenberg, K	2024	Use of Standard Operating Procedures for Supporting Cross-Organizational Emergency Management: Challenges and Opportunities Identified from a Tabletop Exercise		<a href="https://link.springer.com/article/10.1007/s13753-024-00583-5">https://link.springer.com/article/10.1007/s13753-024-00583-5</a>
6. Frigotto, M.L., Young, M., Pinheiro, R.	2022	Resilience in Organizations and Societies: The State of the Art and Three Organizing Principles for Moving Forward. In: Pinheiro, R., Frigotto, M.L., Young, M. (eds) Towards Resilient Organizations and Societies. Public Sector Organizations.		<a href="https://link.springer.com/chapter/10.1007/978-3-030-82072-5_1?fromPaywallRec=true">https://link.springer.com/chapter/10.1007/978-3-030-82072-5_1?fromPaywallRec=true</a>
7. Sawalha, I.H.S., Anchor, J.R. & Meaton, J.	2015	Continuity Culture: A Key Factor for Building Resilience and Sound Recovery Capabilities	6th Edition	<a href="https://link.springer.com/article/10.1007/s13753-015-0070-5?fromPaywallRec=true">https://link.springer.com/article/10.1007/s13753-015-0070-5?fromPaywallRec=true</a>
8. Rugger, C. A.	2021	Sustainability and sustainable development: A review of principles and definitions.		<a href="https://www.sciencedirect.com/science/article/pii/S0048969721025523?via%3Dhub">https://www.sciencedirect.com/science/article/pii/S0048969721025523?via%3Dhub</a>
9. Martín-de Castro, G., & Amores-Salvadó, J.	2024	Sustainable Business Models. In Regenerative Strategies: Exploring New Sustainable Business Models to Face the Climate Emergency (pp. 78–113)		<a href="https://www.cambridge.org/core/books/regenerative-strategies/sustainable-business-models/58C4C830BE664B9170D51A08B86B1FA1">https://www.cambridge.org/core/books/regenerative-strategies/sustainable-business-models/58C4C830BE664B9170D51A08B86B1FA1</a>
10. Zimek, M.; Rupert J. Baumgartner	2024	Systemic sustainability assessment: Analyzing environmental and social impacts of actions on sustainable development		<a href="https://www.sciencedirect.com/science/article/pii/S2666791624000101">https://www.sciencedirect.com/science/article/pii/S2666791624000101</a>
11. Kopnina, H., Padfield, R., & Mylan, J.	2023	Introduction: Key concepts in sustainability and		<a href="https://www.taylorfrancis.com/books/edit/10.4324/9781">https://www.taylorfrancis.com/books/edit/10.4324/9781</a>

		business. In <i>Sustainable Business</i>		003266150/sustainable-business-helen-kopnina-rory-padfield-josephine-mylan?refId=4e6df29a-fbd3-4d3f-adfb-24e6a7bf91b8&context=ubx
12. Smith, R.	2016	Green capitalism: the god that failed		<a href="https://d1wqtxts1xzle7.cloudfront.net/46763672/Smith-PAPERBACK-FINAL-17-June-16-libre.pdf?1466791068=&amp;response-content-disposition=inline%3B+filename%3DGreen_Capitalism_the_God_that_Failed.pdf&amp;Expires=1733914863&amp;Signature=AQXL8tly1L2vzxUui7F9WWMwtAHigIpL0~~1pbmaH3YOXjJcNb7X2DcFTSzKds7vYfbV94qOLiIXYfRoZjWP77mAM8Va55a5BU5UssC9oSuEFjdyK4esnnKGB6Rbq~UGSHsvYI~G8Tv1svXR2Xm71YomyS9A6XKblEjSI0uctrEA F474NzmGkcWQgDtaRNyEjQz4p8NBYxJhWnopcODcmvmQfSQW73RembepL5kB5HNDZnDZoQVmJuMEesx7IF5pJVPvqZ5FGBxKfMmkMY1KAB9zpJocRIRWoz8yZ5~DehFgXs~uOQI I5qOGj5gr6LHj~P0cyNotYoEV5pCeKw__&amp;Key-Pair-Id=APKAJLOHF5GGSLRBV4ZA">https://d1wqtxts1xzle7.cloudfront.net/46763672/Smith-PAPERBACK-FINAL-17-June-16-libre.pdf?1466791068=&amp;response-content-disposition=inline%3B+filename%3DGreen_Capitalism_the_God_that_Failed.pdf&amp;Expires=1733914863&amp;Signature=AQXL8tly1L2vzxUui7F9WWMwtAHigIpL0~~1pbmaH3YOXjJcNb7X2DcFTSzKds7vYfbV94qOLiIXYfRoZjWP77mAM8Va55a5BU5UssC9oSuEFjdyK4esnnKGB6Rbq~UGSHsvYI~G8Tv1svXR2Xm71YomyS9A6XKblEjSI0uctrEA F474NzmGkcWQgDtaRNyEjQz4p8NBYxJhWnopcODcmvmQfSQW73RembepL5kB5HNDZnDZoQVmJuMEesx7IF5pJVPvqZ5FGBxKfMmkMY1KAB9zpJocRIRWoz8yZ5~DehFgXs~uOQI I5qOGj5gr6LHj~P0cyNotYoEV5pCeKw__&amp;Key-Pair-Id=APKAJLOHF5GGSLRBV4ZA</a>

#### Optional reading

11. Freeman, R.E., Dollars, G.G.	2023	A Puzzle About Business Ethics. In: Dmytriyev, S.D., Freeman, R.E. (eds) R. Edward Freeman's Selected Works on Stakeholder Theory and Business Ethics. Issues in Business Ethics.	vol 53	Springer, Cham.
12. Pal, R., Altay, N.	2023	The missing link in disruption management research: coping.		<a href="https://link.springer.com/article/10.1007/s12063-022-00282-8?fromPaywallRec=false">https://link.springer.com/article/10.1007/s12063-022-00282-8?fromPaywallRec=false</a>

13. Horne, J.; Fichter, K.	2022	Growing for sustainability: Enablers for the growth of impact startups – A conceptual framework, taxonomy, and systematic literature review		<a href="https://www.sciencedirect.com/science/article/pii/S0959652622007946?via%3Dhub">https://www.sciencedirect.com/science/article/pii/S0959652622007946?via%3Dhub</a>
14. Cheek, W., Chmutina, K	2022	Measuring Resilience in the Assumed City		<a href="https://link.springer.com/article/10.1007/s13753-022-00410-9">https://link.springer.com/article/10.1007/s13753-022-00410-9</a>
15. Blouin, S., Herwix, A., Rivers, M. et al	2024	Assessing the Impact of Catastrophic Electricity Loss on the Food Supply Chain	15th Edition	<a href="https://link.springer.com/article/10.1007/s13753-024-00574-6">https://link.springer.com/article/10.1007/s13753-024-00574-6</a>
16. Wen, J., Wan, C., Ye, Q. et al	2023	Disaster Risk Reduction, Climate Change Adaptation and Their Linkages with Sustainable Development over the Past 30 Years: A Review		<a href="https://link.springer.com/article/10.1007/s13753-023-00472-3">https://link.springer.com/article/10.1007/s13753-023-00472-3</a>
17. Keisler, J.M., Wells, E.M. & Linkov, I	2024	A Multicriteria Decision Analytic Approach to Systems Resilience		<a href="https://link.springer.com/article/10.1007/s13753-024-00587-1">https://link.springer.com/article/10.1007/s13753-024-00587-1</a>
18. Friedman, M.	1970	The social responsibility of business is to increase its profits. In <i>Corporate ethics and corporate governance</i>		<a href="https://static1.squarespace.com/static/56b7a300356fb06478dcea5a/t/5fb99036957a3511df281e4a/1605996599044/A+Friedman+doctrine%E2%80%90-The+Social+Responsibility+Of+Business+Is+to+Increase+Its+Profits+-+The+New+York+Times.pdf">https://static1.squarespace.com/static/56b7a300356fb06478dcea5a/t/5fb99036957a3511df281e4a/1605996599044/A+Friedman+doctrine%E2%80%90-The+Social+Responsibility+Of+Business+Is+to+Increase+Its+Profits+-+The+New+York+Times.pdf</a>
19. Porter, M. E., & Kramer, M. R.	2007	The big idea: Creating shared value, rethinking capitalism. <i>Harvard business review</i>		<a href="https://hbr.org/2011/01/the-big-idea-creating-shared-value">https://hbr.org/2011/01/the-big-idea-creating-shared-value</a>
20. Fleming, P.	2012	<i>The end of corporate social responsibility: Crisis and critique</i>		<a href="https://sk.sagepub.com/book/mono/the-end-of-corporate-social-responsibility/toc">https://sk.sagepub.com/book/mono/the-end-of-corporate-social-responsibility/toc</a>