



UNSW Course Outline

AGSM9164 Sustainable Value Chains and Business Models (Virtual Weekly) - 2024

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General Course Information

Course Code : AGSM9164

Year : 2024

Term : Term 3

Teaching Period : T3

Is a multi-term course? : No

Faculty : UNSW Business School

Academic Unit : AGSM MBA Programs

Delivery Mode : Multimodal

Delivery Format : Standard

Delivery Location : Online - Synchronous

Campus : Sydney

Study Level : Postgraduate

Units of Credit : 6

Useful Links

[Handbook Class Timetable](#)

Course Details & Outcomes

Course Description

One of the most important ways for organisations to make progress towards their sustainability

goals is to analyse their value chain and business model and how they positively impact people, profit and planet. In this course, value-chain analysis will relate, in particular, to UN Sustainable Development Goals 8 Decent Work and Economic Growth, 10 Reduced Inequalities and 13 Climate Action.

This course will bring together many topics of business sustainability – such as responsible sourcing, green supply chains, designing for circularity, and sustainable consumption – to encourage a systemic and integrated approach to looking at a business value chain. Through this, you will learn how a business can create value in a sustainable way – whether through business model innovation, technology and design, or ecosystem partnerships.

There are many options for building sustainable business models, including circular business models, shared value models and cooperative ownership models. This course will provide a framework for thinking about sustainable business models and provide examples and structures for some common approaches.

Relationship to Other Courses

AGSM9161 Sustainable and Inclusive Business is a pre-requisite for this course.

Course Learning Outcomes

Course Learning Outcomes	Program learning outcomes
CLO1 : Define the concept of a sustainable business model and explain the role of sustainable business models in creating a sustainable future	<ul style="list-style-type: none">PLO1 : Business KnowledgePLO5 : Responsible Business Practice
CLO2 : Develop an understanding of a range of possible sustainable business models (including circular models, shared value models, nature positive models and sharing models) and be able to understand the potential application of each type of model.	<ul style="list-style-type: none">PLO1 : Business KnowledgePLO5 : Responsible Business PracticePLO6 : Global and Cultural Competence
CLO3 : Understand approaches for developing sustainable business models and be able to apply these to real-world challenges	<ul style="list-style-type: none">PLO1 : Business KnowledgePLO2 : Problem SolvingPLO5 : Responsible Business Practice
CLO4 : Design a sustainable business model for an organisation and be able to evaluate its feasibility and impact	<ul style="list-style-type: none">PLO2 : Problem SolvingPLO6 : Global and Cultural Competence
CLO5 : Identify key strategies for addressing sustainability in the value chain, including modern slavery, emission reduction, abatement, sustainable sourcing and business model changes	<ul style="list-style-type: none">PLO1 : Business KnowledgePLO2 : Problem SolvingPLO5 : Responsible Business PracticePLO6 : Global and Cultural Competence
CLO6 : Examine case studies of sustainable value chains and be able to evaluate their effectiveness in addressing key sustainability challenges	<ul style="list-style-type: none">PLO2 : Problem SolvingPLO5 : Responsible Business Practice
CLO7 : Review the supply chain of an organisation and be able to redesign the value chain to improve resilience and sustainability outcomes	<ul style="list-style-type: none">PLO2 : Problem SolvingPLO5 : Responsible Business PracticePLO6 : Global and Cultural Competence

Course Learning Outcomes	Assessment Item
CLO1 : Define the concept of a sustainable business model and explain the role of sustainable business models in creating a sustainable future	<ul style="list-style-type: none"> • Participation • Sustainability insights report • Presentation
CLO2 : Develop an understanding of a range of possible sustainable business models (including circular models, shared value models, nature positive models and sharing models) and be able to understand the potential application of each type of model.	<ul style="list-style-type: none"> • Strategy report • Participation • Sustainability insights report • Presentation
CLO3 : Understand approaches for developing sustainable business models and be able to apply these to real-world challenges	<ul style="list-style-type: none"> • Strategy report • Participation • Sustainability insights report • Presentation
CLO4 : Design a sustainable business model for an organisation and be able to evaluate its feasibility and impact	<ul style="list-style-type: none"> • Strategy report • Participation • Presentation
CLO5 : Identify key strategies for addressing sustainability in the value chain, including modern slavery, emission reduction, abatement, sustainable sourcing and business model changes	<ul style="list-style-type: none"> • Strategy report • Sustainability insights report • Participation • Presentation
CLO6 : Examine case studies of sustainable value chains and be able to evaluate their effectiveness in addressing key sustainability challenges	<ul style="list-style-type: none"> • Sustainability insights report • Participation • Presentation
CLO7 : Review the supply chain of an organisation and be able to redesign the value chain to improve resilience and sustainability outcomes	<ul style="list-style-type: none"> • Strategy report • Participation • Presentation

Learning and Teaching Technologies

Moodle - Learning Management System | Zoom

Additional Course Information

Structure

Unit 1: Principles of a sustainable value chain

Unit 2: Partnerships for sustainability

Unit 3: Nature and business

Unit 4: Sustainable sourcing and supply chain 1

Unit 5: Sustainable sourcing and supply chain 2

Unit 6: Designing for sustainability 1 - Products

Unit 7: Designing for sustainability 2 - Services

Unit 8: Circular economy

Unit 9: Sustainable business models

Unit 10: Making sustainable business models work

Assessments

Assessment Structure

Assessment Item	Weight	Relevant Dates	Program learning outcomes
Participation Assessment Format: Individual	10%	Due Date: During classes throughout the term	<ul style="list-style-type: none">PLO1 : Business KnowledgePLO2 : Problem SolvingPLO5 : Responsible Business PracticePLO6 : Global and Cultural Competence
Strategy report Assessment Format: Group	20%	Due Date: Friday of Week 6 by 3pm Sydney time	<ul style="list-style-type: none">PLO1 : Business KnowledgePLO2 : Problem SolvingPLO5 : Responsible Business PracticePLO6 : Global and Cultural Competence
Sustainability insights report Assessment Format: Individual Short Extension: Yes (3 days)	40%	Due Date: Friday of Week 9 by 3pm Sydney time	<ul style="list-style-type: none">PLO1 : Business KnowledgePLO2 : Problem SolvingPLO5 : Responsible Business PracticePLO6 : Global and Cultural Competence
Presentation Assessment Format: Individual Short Extension: Yes (3 days)	30%	Due Date: Monday of Week 12 by 3pm Sydney time	<ul style="list-style-type: none">PLO1 : Business KnowledgePLO2 : Problem SolvingPLO5 : Responsible Business PracticePLO6 : Global and Cultural Competence

Assessment Details

Participation

Assessment Overview

Active participation and engagement in class.

Course Learning Outcomes

- CLO1 : Define the concept of a sustainable business model and explain the role of sustainable business models in creating a sustainable future
- CLO2 : Develop an understanding of a range of possible sustainable business models (including circular models, shared value models, nature positive models and sharing models) and be able to understand the potential application of each type of model.
- CLO3 : Understand approaches for developing sustainable business models and be able to apply these to real-world challenges
- CLO4 : Design a sustainable business model for an organisation and be able to evaluate its feasibility and impact
- CLO5 : Identify key strategies for addressing sustainability in the value chain, including modern slavery, emission reduction, abatement, sustainable sourcing and business model changes
- CLO6 : Examine case studies of sustainable value chains and be able to evaluate their effectiveness in addressing key sustainability challenges
- CLO7 : Review the supply chain of an organisation and be able to redesign the value chain to improve resilience and sustainability outcomes

Assessment Length

N/A

Generative AI Permission Level

Not Applicable

Generative AI is not considered to be of assistance to you in completing this assessment. If you do use generative AI in completing this assessment, you should attribute its use.

For more information on Generative AI and permitted use please see [here](#).

Strategy report

Assessment Overview

Teams will develop a nature strategy or a strategy to address modern slavery in the supply chain for an organisation.

Course Learning Outcomes

- CLO2 : Develop an understanding of a range of possible sustainable business models

(including circular models, shared value models, nature positive models and sharing models) and be able to understand the potential application of each type of model.

- CLO3 : Understand approaches for developing sustainable business models and be able to apply these to real-world challenges
- CLO4 : Design a sustainable business model for an organisation and be able to evaluate its feasibility and impact
- CLO5 : Identify key strategies for addressing sustainability in the value chain, including modern slavery, emission reduction, abatement, sustainable sourcing and business model changes
- CLO7 : Review the supply chain of an organisation and be able to redesign the value chain to improve resilience and sustainability outcomes

Assessment Length

2,500 words (maximum)

Generative AI Permission Level

Planning/Design Assistance

You are permitted to use generative AI tools, software or services to generate initial ideas, structures, or outlines. However, you must develop or edit those ideas to such a significant extent that what is submitted is your own work, i.e., what is generated by the tool, software or service should not be a part of your final submission. You should keep copies of your iterations to show your Course Authority if there is any uncertainty about the originality of your work.

If your Convenor has concerns that your answer contains passages of AI-generated text or media that have not been sufficiently modified you may be asked to explain your work, but we recognise that you are permitted to use AI generated text and media as a starting point and some traces may remain. If you are unable to satisfactorily demonstrate your understanding of your submission you may be referred to UNSW Conduct & Integrity Office for investigation for academic misconduct and possible penalties.

For more information on Generative AI and permitted use please see [here](#).

Sustainability insights report

Assessment Overview

You will report on insights you have gained through interviews with sustainability leaders/managers, ideally within your own industry and at least one within your own organisation.

Course Learning Outcomes

- CLO1 : Define the concept of a sustainable business model and explain the role of sustainable business models in creating a sustainable future
- CLO2 : Develop an understanding of a range of possible sustainable business models

(including circular models, shared value models, nature positive models and sharing models) and be able to understand the potential application of each type of model.

- CLO3 : Understand approaches for developing sustainable business models and be able to apply these to real-world challenges
- CLO5 : Identify key strategies for addressing sustainability in the value chain, including modern slavery, emission reduction, abatement, sustainable sourcing and business model changes
- CLO6 : Examine case studies of sustainable value chains and be able to evaluate their effectiveness in addressing key sustainability challenges

Assessment Length

3,000-4,000 words, maximum (plus appendix with supporting material - compulsory but not marked)

Generative AI Permission Level

Planning/Design Assistance

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Presentation

Assessment Overview

You will choose an organisation from a list of case studies/examples and develop either a more sustainable supply chain and/or an alternative business model to address sustainability issues.

Course Learning Outcomes

- CLO1 : Define the concept of a sustainable business model and explain the role of sustainable business models in creating a sustainable future
- CLO2 : Develop an understanding of a range of possible sustainable business models (including circular models, shared value models, nature positive models and sharing models)

- and be able to understand the potential application of each type of model.
- CLO3 : Understand approaches for developing sustainable business models and be able to apply these to real-world challenges
 - CLO4 : Design a sustainable business model for an organisation and be able to evaluate its feasibility and impact
 - CLO5 : Identify key strategies for addressing sustainability in the value chain, including modern slavery, emission reduction, abatement, sustainable sourcing and business model changes
 - CLO6 : Examine case studies of sustainable value chains and be able to evaluate their effectiveness in addressing key sustainability challenges
 - CLO7 : Review the supply chain of an organisation and be able to redesign the value chain to improve resilience and sustainability outcomes

Assessment Length

5-minute narrated PowerPoint video

Generative AI Permission Level

Planning/Design Assistance

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General Assessment Information

Grading Basis

Standard

Requirements to pass course

Students are expected to attempt all assessment requirements, and must achieve a composite mark of at least 50 out of 100 to pass the course.

Students are also expected to actively engage in course learning activities. Failure to engage in assessment tasks that are integrated into learning activities (e.g. class discussion, presentations) will be reflected in the marks for these assessable activities.

Course Schedule

Teaching Week/Module	Activity Type	Content
Week 1 : 9 September - 15 September	Topic	Unit 1: Principles of a sustainable value chain
	Assessment	Assessment 1: Participation
Week 2 : 16 September - 22 September	Topic	Unit 2: Partnerships for sustainability
	Assessment	Assessment 1: Participation
Week 3 : 23 September - 29 September	Topic	Unit 3: Nature and business
	Assessment	Assessment 1: Participation
Week 4 : 30 September - 6 October	Topic	Unit 4: Sustainable sourcing and supply chain 1
	Assessment	Assessment 1: Participation
Week 5 : 7 October - 13 October	Topic	Unit 5: Sustainable sourcing and supply chain 2
	Assessment	Assessment 1: Participation
Week 6 : 14 October - 20 October	Topic	Unit 6: Designing for sustainability 1 - Products
	Assessment	Assessment 1: Participation Assessment 2: Strategy report due on Friday by 3pm Sydney time
Week 7 : 21 October - 27 October	Topic	Unit 7: Designing for sustainability 2 - Services
	Assessment	Assessment 1: Participation
Week 8 : 28 October - 3 November	Topic	Unit 8: Circular economy
	Assessment	Assessment 1: Participation
Week 9 : 4 November - 10 November	Topic	Unit 9: Sustainable business models
	Assessment	Assessment 1: Participation Assessment 3: Sustainability insights report due on Friday by 3pm Sydney time
Week 10 : 11 November - 17 November	Topic	Unit 10: Making sustainable business models work
	Assessment	Assessment 1: Participation
Week 11 : 18 November - 24 November	Other	Independent study
Week 12 : 25 November - 1 December	Assessment	Assessment 4: Presentation due on Monday by 3pm Sydney time

Attendance Requirements

Students must have a reliable internet connection and a working laptop/computer with camera, and attend the scheduled 90-minute online classes in Weeks 1 to 10. There are also other required online asynchronous activities outside of class times.

Course Resources

Prescribed Resources

You have three major resources to help you learn:

1. The course materials, comprising the weekly study units with readings, references, insights

and commentary. You will do much of your learning outside the classroom by working through the course materials, and by completing the activities as they arise.

2. Your online or face-to-face classes with your Facilitator. The Facilitator's job is to guide your learning by conducting class discussion, answering questions that might arise after you have done the week's work, providing insights from their practical experience and understanding of theory, providing you with feedback on your assessments, and directing discussions and debates that will occur between you and your co-participants in the classroom.
3. Your co-participants. Your colleagues in the class are an invaluable potential source of learning for you. Their work and life, and their willingness to question and argue with the course materials, the Facilitator and your views, represent a great learning opportunity. They bring much valuable insight to the learning experience.

Other resources

BusinessThink

BusinessThink is UNSW's free, online business publication. It is a platform for business research, analysis and opinion. If you would like to subscribe to BusinessThink, and receive the free monthly e-newsletter with the latest in research, opinion and business then go to the [BusinessThink website](#)

Course Evaluation and Development

This is a new course offered for the first time in Term 3 2024.

Staff Details

Position	Name	Email	Location	Phone	Availability	Equitable Learning Services Contact	Primary Contact
Facilitator in charge	Yubao Liang					No	Yes

Other Useful Information

Academic Information

COURSE POLICIES AND SUPPORT

The Business School expects that you are familiar with the contents of this course outline and the UNSW and Business School learning expectations, rules, policies and support services as listed below:

- Program Learning Outcomes
- Academic Integrity and Plagiarism
- Student Responsibilities and Conduct
- Special Consideration
- Protocol for Viewing Final Exam Scripts
- Student Learning Support Services

Further information is provided on the [Policies and Guidelines](#) page.

Students may not circulate or post online any course materials such as handouts, exams, syllabi or similar resources from their courses without the written permission of their instructor.

STUDENT LEARNING OUTCOMES

The Course Learning Outcomes (CLOs) – under the Outcomes tab – are what you should be able to demonstrate by the end of this course, if you participate fully in learning activities and successfully complete the assessment items.

CLOs also contribute to your achievement of the Program Learning Outcomes (PLOs), which are developed across the duration of a program. PLOs are, in turn, directly linked to [UNSW graduate capabilities](#). More information on Coursework PLOs is available on the [Policies and Guidelines](#) page. For PG Research PLOs, including MPDBS, please refer to [UNSW HDR learning outcomes](#).

Academic Honesty and Plagiarism

As a student at UNSW you are expected to display [academic integrity](#) in your work and interactions. Where a student breaches the [UNSW Code of Conduct](#) with respect to academic integrity, the University may take disciplinary action. To assure academic integrity, you may be required to demonstrate reasoning, research and the process of constructing work submitted for assessment.

To assist you in understanding what academic integrity means, and how to ensure that you do comply with the UNSW Code of Conduct, it is strongly recommended that you complete the [Working with Academic Integrity](#) module before submitting your first assessment task. It is a free, online self-paced Moodle module that should take about one hour to complete.

Submission of Assessment Tasks

SHORT EXTENSIONS

Short Extension is a new process that allows you to apply for an extended deadline on your assessment without the need to provide supporting documentation, offering immediate approval during brief, life-disrupting events. Requests are automatically approved once submitted.

Short extensions are ONLY available for some assessments. Check your course outline or Moodle to see if this is offered for your assessments. Where a short extension exists, all students enrolled in that course in that term are eligible to apply. Further details are available the UNSW [Current Students](#) page.

SPECIAL CONSIDERATION

You can apply for special consideration when illness or other circumstances beyond your control interfere with your performance in a specific assessment task or tasks, including online exams. Special consideration is primarily intended to provide you with an extra opportunity to demonstrate the level of performance of which you are capable.

Applications can only be made online and will NOT be accepted by teaching staff. Applications will be assessed centrally by the Case Review Team, who will update the online application with the outcome and add any relevant comments. The change to the status of the application immediately sends an email to the student and to the assessor with the outcome of the application. The majority of applications will be processed within 3-5 working days.

For further information, and to apply, see Special Consideration on the UNSW [Current Students](#) page.

LATE SUBMISSION PENALTIES

LATE SUBMISSION PENALTIES

For assessments other than examinations, late submission will incur a penalty of 5% per day or part thereof (including weekends) from the due date and time. An assessment will not be accepted after 5 days (120 hours) of the original deadline unless special consideration has been approved. In the case of an approved Equitable Learning Plan (ELP) provision, special consideration or short extension, the late penalty applies from the date of approved time extension. After five days from the extended deadline, the assessment cannot be submitted.

An assessment is considered late if the requested format, such as hard copy or electronic copy, has not been submitted on time or where the 'wrong' assessment has been submitted.

For assessments which account for 10% or less of the overall course grade, and where answers are immediately discussed or debriefed, the LIC may stipulate a different penalty. Details of such late penalties will be available on the course Moodle page.

FEEDBACK ON YOUR ASSESSMENT TASK PERFORMANCE

Feedback on student performance from formative and summative assessment tasks will be provided to students in a timely manner. Assessment tasks completed within the teaching period of a course, other than a final assessment, will be assessed and students provided with feedback, with or without a provisional result, within 10 working days of submission, under normal circumstances. Feedback on continuous assessment tasks (e.g. laboratory and studio-based, workplace-based, weekly quizzes) will be provided prior to the midpoint of the course.

Faculty-specific Information

PROTOCOL FOR VIEWING FINAL EXAM SCRIPTS

UNSW students have the right to view their final exam scripts, subject to a small number of very specific exemptions. The UNSW Business School has set a [protocol](#) under which students may view their final exam script. Individual schools within the Faculty may also set up additional local processes for viewing final exam scripts, so it is important that you check with your School.

If you are completing courses from the following schools, please note the additional school-specific information:

- Students in the **School of Accounting, Auditing & Taxation** who wish to view their final examination script should also refer to [this page](#).
- Students in the **School of Banking & Finance** should also refer to [this page](#).
- Students in the **School of Information Systems & Technology Management** should also refer to [this page](#).

COURSE EVALUATION AND DEVELOPMENT

Feedback is regularly sought from students and continual improvements are made based on this feedback. At the end of this course, you will be asked to complete the [myExperience survey](#), which provides a key source of student evaluative feedback. Your input into this quality enhancement process is extremely valuable in assisting us to meet the needs of our students and provide an effective and enriching learning experience. The results of all surveys are carefully considered and do lead to action towards enhancing educational quality.

QUALITY ASSURANCE

The Business School is actively monitoring student learning and quality of the student experience in all its programs. A random selection of completed assessment tasks may be used for quality assurance, such as to determine the extent to which program learning goals are being achieved. The information is required for accreditation purposes, and aggregated findings will be used to inform changes aimed at improving the quality of Business School programs. All material used for such processes will be treated as confidential.

TEACHING TIMES AND LOCATIONS

Please note that teaching times and locations are subject to change. Students are strongly advised to refer to the [Class Timetable website](#) for the most up-to-date teaching times and locations.