

# Module Guide: Value Chain Analysis

The first part of the value chain stream consists of the Value Chain Analysis. Responsible production and consumption is one of the Sustainable Development Goals to which 193 governments have committed themselves. Businesses are expected to contribute to this goal significantly. Not only for the purpose of doing good for society but also as it is increasingly considered as being a profitable and future proof way of doing business. In this module you will be introduced to the concepts and tools needed for this future proof way of doing business. Together with your fellow team members, you will analyse the global value chain of a cotton t-shirt/ pair of jeans. You will identify the environmental and social problems in the different parts of this value chain. By doing you will find out how complex global value chains are and how extensive the impact of the value chain of a product can be on both the environment and on people/ communities.

## Module details

- Value Chain Analysis (MIBU-3VCAN-19)
- School Year 2019-2020
- Semester 3 Term A
- Obligatory Second Year module (IB)
- Lecturers: Marieke Kragten / Khalid Raihan / Willem Sorm

## 1. Program Learning Outcomes

LW 10: Formulate one's own position concerning ethical and social responsibility in a professional environment.

TWM 22: Draft the strategic cycle of part(s) of the organization (process and content).

TWM 24: Analyse a complex business problem in an international business setting with use of adequate research design, resulting in an evidence-based feasible solution.

## 2. Description of student activities

In this module you will be working **in teams of four** on a consultancy project about a real life company producing cotton t-shirts or jeans. For this purpose a Terms of Reference has been developed. A made up consultancy firm "HU Sustainability Inc." has submitted a project proposal in response to this call for proposals and they have won the tender. This means they are invited to implement their project proposal. Your group is the team of HU Sustainability Inc that is going to implement this project.

For more information on the terms of reference and the project you are going to implement, please have a look at "Project Brief".

This document also contains detailed information on the deliverable for this module.

### 3. Assessment, Resits & Exemptions

#### Assessment

At the end of this module you will have to hand in a **written group report** which makes up **70%** of your grade.

Next to that you will have to defend your report. This defense consists of a **short pitch**, as a group, followed by **individual interviews**. Each group member will be asked questions about the content of the report. Every student is supposed to be able to answer questions about every part of the report. The individual interview makes up **30%** of your grade.

The minimum grade for both parts should be a 5.5.

If the group fails for the written report they are not allowed to defend their report and fails the individual interview.

If a group member fails the individual interview while the group report was graded at 5.5 or higher, this person will also fail the written report (see resit requirements for more information).

Furthermore:

- Deadline submitting written report: **week 5, on the day of the last VCAN meeting of that week 23.59 pm.**
- A link to the assessment rubric can be found on Canvas below the weekly schedule.
- There are no exemption possibilities for this module.

#### Resit requirements

If the report is a fail the team can repair their written report for the resit. The deadline for submitting the resit report is 9 December 2019 9.00 am. If a member fails the individual interview, even though the group report was graded 5.5 or higher, this person will fail the whole module. They will have to do an individual resit assignment on a different value chain.

### 4. Study Load

This module is worth 5 EC. (1EC = 28 hours)

#### **Contact hours:**

- Conference talks, tutorials, work labs, digital consultation hours 32

#### **Self-study hours:**

- Reading obligatory materials 32
- Project work and report writing 66
- Preparation defense: pitch and individual interview 10

**Total hours** 140

## 5. Program: Weekly overview

See Canvas

## 6. Instructional methods / Didactical forms

- **Conference talks / guest speakers:** inspirational (guest speaker) talks and case studies
- **Tutorials:** discussion materials read and doing exercises applying the concepts/ tools studied.
- **Work labs:** working on your project with opportunity to ask questions to coach.
- **Formative feedback** – during the work labs

## 7. Materials and literature

### **Obligatory reading:**

This book will be used in all three modules of the Value Chain stream.

#### [Foundations of Sustainable Business: Theory, Function, and Strategy](#)

Authors: Sanders R Nada, Wood John D

Publishers: Wiley

ISBN/EAN9781118961216

Edition 1 (2014), Ebook

#### [Doing a successful research project.](#)

Authors: Martin Brett Davies & Nathan Hughes

Publishers: Palgrave Macmillan Ltd

ISBN 9781137306425

Edition 2 (2014)

[The Global Risks Report 2019](#), World Economic Forum, 2019. Executive Summary & chapter 1. PDF available on line.

#### [Logistics and Supply Chain Management](#), Chapter 1.

Author: Christopher Martin

Publishers: Pearson Education Limited

ISBN 978-0-273-73112-2 (paperback)

Edition 4 (2011), Open Source, PDF available on line.

[SCOR Quick Reference Guide](#), version 12.0. APICS. PDF available on line.

[Stakeholder analysis](#), MindTools. Website, video and template.

[Sustainability of supply chains in the age of information](#). YouTube video

[Business ethics and social responsibility](#). YouTube video.

[How can palm oil be more sustainable](#). YouTube video

**& material mentioned in the weekly overview of Canvas**

**Additional reading materials / toolkits:**

- Available for free online PDF: [Making Value Chain Work Better for the Poor. M4P Toolkit](#)
- SDG Compass: [The guide for business action on the SDGs](#) (2015). WBSD, Global Compact, GRI.
- Peter Draper (2015/2016), Who Captures the value in global value chains. In: GREAT Insights December 2015 / January 2016
- Isabelle Ramdoo (2015/2016), Extractives and global value chains: Where does Africa stand? In: GREAT Insights December 2015 / January 2016
- Guiding principles on [Business and Human Rights, 2011](#), UN, New York and Geneva.
- John G. Ruggie (2016) [For the Game, for the World](#). FIFA and Human Rights. Harvard Kennedy School, Harvard University.
- [GRI 4](#) reporting guidelines