

# ES99I-15 Sustainable Operations and Humanitarian Supply Chains

**22/23**

**Department**

School of Engineering

**Level**

Taught Postgraduate Level

**Module leader**

Mehmet Chakkol

**Credit value**

15

**Module duration**

1 week

**Assessment**

100% coursework

**Study location**

University of Warwick main campus, Coventry

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## Description

### Introductory description

This is a five-day intensive module; including lectures and seminars.

[Module web page](#)

### Module aims

The overall aim of the module is to explain the purpose and value of humanitarian organizations and supply chains within the society. Students will gain a deeper understanding of the similarities and differences between commercial and humanitarian operations by discussing the trade-offs in decision making through social and financial frames of reference. As a whole, this module sets out to provide a holistic strategic view of social enterprises through a comprehensive discussion of critical operational issues pertaining to performance, risk, strategy and sustainability.

### Outline syllabus

This is an indicative module outline only to give an indication of the sort of topics that may be covered. Actual sessions held may differ.

The module will consist of 5 days sessions. The module leader will attend all of each session, to integrate and stimulate the interdisciplinary learning.

The core design is that each day the module leader and subject specialists will choose how they wish to deliver a combination of discipline or application grounded material with activities that will allow the students (with the module leader) to develop their learning in an interdisciplinary style that will help them to explore and deepen their knowledge of that day's theories and set texts/materials. Active learning methods (i.e. Team Based Learning; Open Space Learning) will be implemented in order to heighten student engagement and understanding of the week's topic.

#### Day 1:

- Welcome and introduction to the Module.
- The basics of operations, logistics and supply chain management (L&SCM)
- What is humanitarian L&SCM? Defining humanitarian operations and supply chain management
- Similarities and differences across commercial and humanitarian operations

#### Day 2:

- Disaster versus on-going aid supply chains
- Performance objectives for SCM Relationships
- Stakeholder theory principles
- Guest Speaker: Mr. Rajiv Maher - Social Auditor of Supply Chain Sustainability – sustainability auditor of global supply chains of Nestle, Shell and Rio Tinto. He will discuss years of experience of auditing supply chains in Nigeria, China and Chile.

#### Day 3:

- Managing social enterprises and not-for-profits
- How do social enterprises create value: bricolage, networking
- Social vs. business frames of reference for decision making
- The measurement of social value

#### Day 4:

- 2 Guest Speakers:  
Mr. T. Denskus: Social entrepreneurship in development, debates on 'DIY aid', volunteering/voluntourism and the changing nature of development.  
Mr. R.J Wallace: Humanitarian Aid in Rwanda – will discuss his experience in disaster and on-going aid from a United Nations perspective.
- Cross Case Discussions and Preparation for presentations

#### Day 5:

- Case Presentations: Rana Plaza Disaster, Haiti Humanitarian and On-going Aid, Rwanda Crisis; Doctors Without Borders; Ebola crisis
- Review of the module content and discussion on the exam

## Learning outcomes

By the end of the module, students should be able to:

- Develop a comprehensive understanding of the operational functioning and value creation mechanisms of social enterprises and not-for-profit supply chains

- Discuss the similarities and differences between commercial and not for profit supply chains by comparing and contrasting decision making from a social frame of reference versus from a financial frame of reference.
- Analyse and identify the performance measures for a social enterprise's theory of change components (inputs, activities, outputs, outcomes, and impacts)
- Analyse a humanitarian organizations utilizing operational models and frameworks to explain their core operations and supply chain processes, analyse their relationship with stakeholders with associated risks, strategies and challenges.

## Indicative reading list

- Introduction to Sustainable Operations and Humanitarian Supply Chains

Linton, J. D., Klassen R., and Jayaraman, V., (2007) "Sustainable supply chains: An introduction", *Journal of Operations Management*, Vol. 25, Iss. 6, pp. 1075-1082.

Day, J.M., Melnyk, S.A., Larson, P.D., Davis, E.W., and Whybark, D.C. (2012) "Humanitarian and disaster relief supply chains: A matter of life and death", *Journal of Supply Chain Management*, 48 (2), pp. 21-36

Additional reading:

Stephen Brammer, Stefan Hoejmose, Andrew Millington (2011) "Managing sustainable global supply chains Framework and Best Practices" Executive Report, Network for Business Sustainability [<http://nbs.net/wp-content/uploads/NBS-Executive-Report-Supply-Chains.pdf>]

- Social enterprises - history, evolution, purpose, etc.

Dart, R. (2004). The legitimacy of social enterprise. *Nonprofit management and leadership*, 14(4), 411-424

Dees, J. G. (1998). The meaning of social entrepreneurship

Mair, J., Battilana, J., & Cardenas, J. (2012). Organizing for society: A typology of social entrepreneuring models. *Journal of Business Ethics*, 111(3), 353-373.

Additional:

Battilana, J., & Lee, M. (2014). Advancing research on hybrid organizing—Insights from the study of social enterprises. *The Academy of Management Annals*, 8(1), 397-441.

Mair, J., & Marti, I. (2006). Social entrepreneurship research: A source of explanation, prediction, and delight. *Journal of world business*, 41(1), 36-44;

Yunus, M. (2007). Creating a world without poverty: Social business and the future of capitalism. PublicAffairs.

- How value is created in sustainable social enterprises: bricolage, networking, etc.

Battilana, J., Sengul, M., Pache, A. C., & Model, J. (2015). Harnessing productive tensions in hybrid organizations: The case of work integration social enterprises. *Academy of Management Journal*, 58(6), 1658-1685.

Di Domenico, M., Haugh, H., & Tracey, P. (2010). Social bricolage: Theorizing social value creation in social enterprises. *Entrepreneurship theory and practice*, 34(4), 681-703;

Additional:

Ebrahim, A., Battilana, J., & Mair, J. (2014). The governance of social enterprises: Mission drift and accountability challenges in hybrid organizations. *Research in Organizational Behavior*, 34, 81-100.

Hlady-Rispal, M., & Servantie, V. (2016). Deconstructing the Way in which Value Is Created in the Context of Social Entrepreneurship. *International Journal of Management Reviews*)

- Social vs. business frames of reference for decision making

Besharov, M. L. (2014). The relational ecology of identification: How organizational identification emerges when individuals hold divergent values. *Academy of Management Journal*, 57(5), 1485-1512.

Smith, W. K., Gonin, M., & Besharov, M. L. (2013). Managing social-business tensions: A review and research agenda for social enterprise. *Business Ethics Quarterly*, 23(03), 407-442.

Trivedi, C., & Stokols, D. (2011). Social enterprises and corporate enterprises: Fundamental differences and defining features. *The Journal of Entrepreneurship*, 20(1), 1-32.

Additional:

Tracey, P., & Phillips, N. (2015). Managing the Consequences of Organizational Stigmatization: Identity Work in a Social Enterprise. *Academy of Management Journal*, forthcoming;

Zhu, Y., Rooney, D., & Phillips, N. (2015). Practice-based wisdom theory for integrating institutional logics: a new model for social entrepreneurship learning and education. *Academy of Management Learning and Education*)

- The measurement of social value

Beer, H. & Micheli, P. (2017). How performance measurement influences stakeholders in not-for-profit organizations. *International Journal of Operations and Production Management*, forthcoming;

Ebrahim, A., & Rangan, V. K. (2014). What Impact? *California Management Review*, 56(3), 118-141)

Additional:

Barman, E. (2016). *Caring Capitalism*. Cambridge University Press.

Mair, J., Mayer, J., & Lutz, E. (2015). Navigating institutional plurality: Organizational governance in hybrid organizations. *Organization Studies*, 36(6), 713-739.

## **Interdisciplinary**

Students will be expected to undertake 124 hours of directed reading, private study, independent research and reflection to an extent appropriate for the assessment being undertaken.

## **Subject specific skills**

- Analyse and identify the performance measures for a social enterprise's theory of change components (inputs, activities, outputs, outcomes, and impacts)
- Analyse a humanitarian organizations utilizing operational models and frameworks to explain their core operations and supply chain processes

- Examine the relationships with stakeholders with associated risks, strategies and challenges.

## Transferable skills

Communication skills (written and oral), presentation skills, problem-solving skills, team-working skills.

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## Study

### Study time

Type	Required
Lectures	25 sessions of 1 hour (17%)
Seminars	5 sessions of 1 hour (3%)
Private study	10 hours (7%)
Assessment	110 hours (73%)
Total	150 hours

### Private study description

Pre-module preparation and reading.

## Costs

No further costs have been identified for this module.

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## Assessment

You must pass all assessment components to pass the module.

### Assessment group A

	Weighting	Study time	Eligible for self-certification
Oral Presentation	20%	22 hours	No
Essay	80%	88 hours	Yes (extension)

### Feedback on assessment

Essay marked with detailed comments. Feedback provided to students on the oral presentation.

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## **Availability**

## **Courses**

This module is Core for:

- TESA-H1C1 Postgraduate Taught in Humanitarian Engineering
  - Year 1 of H1C3 Humanitarian Engineering (with Management)
  - Year 2 of H1C3 Humanitarian Engineering (with Management)

This module is Option list A for:

- TESA-H1C1 Postgraduate Taught in Humanitarian Engineering
  - Year 1 of H1C1 Humanitarian Engineering
  - Year 2 of H1C1 Humanitarian Engineering