

UNIVERSITY OF MASSACHUSETTS AT AMHERST
OFFICE OF THE SECRETARY
THE FACULTY SENATE

PROGRAM REVISION APPROVAL FORM

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PROGRAM TITLE: Management Certificate in Sustainable Business Practice

PLEASE CHECK: GRADUATE _____ UNDERGRADUATE X

DEPARTMENT Management HEAD/CHAIR: William Wooldridge

SCHOOL OR COLLEGE Isenberg School DEAN: Mark Fuller

Submission Date: Dec. 2011 Proposed Starting Date: Fall 2012

I. PROPOSAL DEVELOPMENT

A. Describe the Proposal.

The new 15-credit undergraduate certificate will consist of existing, adapted, and new courses. The program will begin by serving primarily Isenberg students and will expand to serve the entire campus as capacity allows.

Of the 15 credits, nine are required and six are electives chosen from an approved list of sustainability related courses taught in other departments across campus. The 3 required courses are listed and described below.

- **MGMT 491E: Fundamentals of Sustainable Enterprise:** Examines current threats to the sustainability of the global economy, the environmental and social impacts of current business practices, and how both governmental regulations and business initiatives are needed to address these issues. A version of this course has been taught since 2007. Books, materials, and course content have been continually updated. The course is currently in the formal approval process.
- **MGMT 491B: Foundations of Social Entrepreneurship:** Social entrepreneurship is the process of identifying, starting, and leading mission-driven business ventures in both the nonprofit and for-profit sectors. This course is designed to illustrate how entrepreneurial thinking and sound management practice can promote and achieve social change. Topics focus on how core entrepreneurial skills — opportunity recognition, resource mobilization, and organization building — can be leveraged to address social needs. Students will explore this dynamic and growing area of management through case studies, lectures, guest speakers, and team-based projects.
- **SCH-MGMT 492D: Strategic Management for a Sustainable World:** Strategic management means positioning an organization within a domain and marshaling resources to develop sustainable competitive advantage. In the past, use of the word “sustainable” in this context has referred exclusively to the durability of economic profit. This course is designed to show how organizations may broaden the concept and balance economic gains against social and environmental outcomes. Topics include industry structure analysis, the resource-based view and strategic change; each of these are explored as a basis for understanding sustainable strategies. Interactive discussions, teaching cases and live case projects are core pedagogical elements.

Eligible electives for the remaining 2 courses include:

SCH-MGMT 492E (Entrepreneurship and Society)
PLSOIL 397M (Applied Marketing for Green Industry)
RGNPLN 591B (Sustainable Cities)
RGNPLN 591CC (Planning for Climate Change)
RESEC 262 (Environmental Economics)
BCT 597D (Sustainable Building and LEED certification)
GEOSCI 458 (Climate Change)
GEOSCI 491 (Water and Sustainability)
PSIS 590B (Sustainable Food and Farming)

The management department chair in consultation with the department curriculum committee and faculty teaching in the program will determine other courses, either new or existing, that qualify as electives for the program.

Over time new courses will be added and capacity of existing courses will increase to handle the anticipated demand. Some of that demand will be met with online courses. The Management Department will staff the three required course. The electives will draw from the growing number of sustainability related courses offered across campus. Also, we will encourage departments across campus to develop sustainability courses that complement the management certificate.

B. Provide a brief overview of the process for developing the Proposal.

Within the department the idea for a certificate program in sustainable business practice grew out of broader discussions about changing trends in management education and the business environment. These discussions highlighted increasing student and employer demand for courses focused on the management of environmental and social issues. As our conversations continued over several years, it became increasingly clear that sustainability had become a mainstream theme shaping priorities, strategies, and new product development in large corporations.

By the end of academic year 2010/11 it had become apparent that business initiatives targeted at energy conservation, the transition to renewable energy, the redesign of transportation systems, urban redesign, and other sustainability related innovations would drive economic growth and job creation over the coming decades. Working knowledge of these issues and their implications for management were, therefore, becoming fundamental to management education.

The proposal was developed with input from all members of the management department and was informed by the experiences, programs and syllabi of several leading schools of business. Throughout the proposal has had the support and encouragement of the school's dean, Mark Fuller.

II. PURPOSE AND GOALS

Describe the Proposal's purpose and the particular knowledge and skills to be acquired.

Over the last decade concerns about the impact of our current industrial system on environmental degradation and social inequity have grown. At the same time, management theory and practice has grown to appreciate that businesses can also play a role in addressing environmental and social needs. As a result, businesses have faced increasing pressures from a broad and diverse set of stakeholders to, not only improve their environmental and social performance, but also to innovate solutions for a new, more sustainable, economic infrastructure. As a result a host of new "green career" opportunities have arisen both for entrepreneurs and those working within large established organizations.

The program is intended to equip our students with the knowledge and skills necessary to (1) make meaningful contributions to firms' ongoing sustainability efforts and, (2) identify business opportunities created by the range of emergent environmental and social issues. The underlying knowledgebase required to make such contributions include (1) an understanding of the significant environmental and social concerns facing our global economy, (2) appreciation for the role of professional management and modern business structure in addressing pressing social issues, (3) knowledge of various metrics that can be used to assess firms' environmental and social performance, (4) awareness of sustainability practices and strategies currently being adopted by leading firms and an understanding of what constitutes "best practice" within various industries.

III. RESOURCES

If this proposal requires no additional resources, say so and briefly explain why. If this proposal requires additional resources, explain how they will be paid for. For proposals involving instruction, indicate how many new enrollments are expected and whether the courses have room to accommodate them.

No new resources are required to meet the expected demand from Isenberg Students. Of the three required courses, one is already a requirement for all management majors and another is a specialized version of a course required of all Isenberg students. In addition, the only new course, Social Entrepreneurship, can be used to meet a management requirement. The net result is that no additional course sections will need to be staffed as a consequence of the requirements of this program. Further, there are more than enough elective courses in sustainability offered across campus to allow Isenberg students to complete the certificate.

While we expect demand among management and other majors within Isenberg to be strong, estimating demand among non-business majors is difficult. Based on the desirability of what the program offers in terms of employability for non-business majors, and based on the experiences of similar programs at other institutions, we estimate a demand of 100 to 200 additional students by 2015.

To meet the full demand from non-business majors, students will be able to take courses online and during the summer. The three required courses will all be made available online beginning fall 2012. Because online courses are supported by tuition, no additional resources are required from the Isenberg School or the University. As demand from non-business majors grows, new sections of the online courses will be added.