

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

**UNDERGRADUATE COURSE APPROVAL FORM
(Courses Numbered 001-599)**

15 Copies Required for Courses Numbered 001-499

20 Copies Required for Courses Numbered 500-599

1. **DEPARTMENT, COURSE NUMBER AND TITLE:** MGMT 366 Fundamentals of Sustainable Enterprise
2. **SCHOOL OR COLLEGE:** Isenberg School of Management
3. **Proposer's Name, Telephone and Email:** William Wooldridge, 545-5697, Wooldridge@isenberg.umass.edu
4. **Proposed Instructor:** William Wooldridge
5. **Course Credits:** 3
6. **Are there Prerequisites?** No **If yes, please specify** _____
7. **What is the intended clientele? Lower Division** _____ **Upper Division** Juniors and Seniors
Department majors only _____ **Departmental/related majors** X **Non-Majors** X
If course is intended for majors, what role will it play in the curriculum? Required X **Elective** _____
8. **Complete Course Catalog Description (30 Words):**

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 for profit business initiatives are needed to address these issues.
9. **Please attach the following materials:**

<u>X</u>	Week-by-week outline of topics covered in course (or syllabus)
<u>X</u>	List of Required readings
<u>X</u>	Description of required assignments (papers, exams, projects, reports, presentations, etc.)
<u>X</u>	Summary of course grade criteria
<u>X</u>	Selected bibliography of works used by instructor in developing course, especially recent works (as appropriate)
<u>X</u>	If the course number is above 200 and there are no prerequisites, please explain

Each of the categories of required materials is addressed on the attached syllabus. As the course is to be part of a broader certificate program in sustainable business practice that is likely to draw students from various majors, it is designed to be assessable to students with no prior training in management. Thus, there are no prerequisites per se. For Isenberg students, however, MGMT 301, Principles of Management is assumed.

10. **If course has been offered as an experimental or special topics course, please comment (on an attached page) on its evolution.**

This course evolved from MGMT 365, Business and Environment, to focus specifically on the most significant threats to the sustainability of the global economy. A version of the course has been taught since 2007. Overall, the course has been in high demand and well received by students. Informal polling of students (and employers) provide clear indications that 1) the information provided in the course will be important to their future success as managers, 2) they would like to learn more about this topic.

Books and materials have been continually updated. Most recently, the course has been revised to align with two new sustainability related courses that are now scheduled to be offered by the Management department, Foundations of Social Entrepreneurship, and Strategic Management of a Sustainable World.

Upon approval of the course by the department head, one copy of this form shall be sent from the departmental office to the Faculty Senate Office to allow for the course to be published on the University's Web Site for comment.

For courses numbered 500-599, the "Guidelines for Course Approval Form" from the Graduate Council must accompany the new course proposal.



MGMT 491E: Sustainable Enterprise

Fall 2011 Syllabus

**Tuesdays & Thursdays 9:30 – 10:45 a.m.
Room SOM G29**

Instructor: Bill Wooldridge
Email: wooldridge@isenberg.umass.edu
Office: SOM 350
Office Hours: TTh 11:00-12:00, or by appointment

COURSE OVERVIEW AND OBJECTIVES:

During the past several years, concerns about the impact of our current industrial system on environmental degradation and social inequity have grown. As a result, businesses have faced increasing pressures from stakeholder groups (customers, regulators, non-governmental organizations, and investors) to improve their environmental and social performance. Accordingly, the concept of sustainability has achieved greater prominence in business. Although there are many definitions of sustainability, we will focus on the following three definitions in this course:

- Development that meets the needs of the present without compromising the ability of future generations to meet their own needs
- The “triple bottom line”: economic, environmental, and social value
- A business approach to create long-term shareholder value by embracing opportunities and managing risks deriving from economic, environmental and social developments

As we will discuss in this course, sustainability in business is not just an issue of compliance with society’s expectations. Through innovation and expanded market opportunities, companies that acquire resources and develop capabilities associated with sustainability have the potential to create significant value and generate substantial competitive advantage.

This course’s primary objective is to facilitate an understanding of issues with respect to sustainable enterprise. A concise historical and scientific review will be necessary to achieve this goal. As such, the course is organized into the following three parts:

- Part 1 provides a brief history of selected societal collapses, identifies major drivers of those collapses, and sheds light on the relevance of those drivers for today’s society
- Part 2 offers scientific insights into our current environmental challenges and proposes potential policy responses to those challenges
- Part 3 presents an examination of sustainable business practices. We will review research in leading management journals and apply this research, along with your prior business knowledge, to selected case studies. Your team will also have the opportunity, using a sustainability rating agency’s database, to examine the performance of an individual firm. Part 3 is intended to supply a sufficient grounding to

allow you to identify opportunities to create sustainable value in businesses with which you are engaged in the future.

COURSE MATERIALS:

Brown, Lester. Plan B 4.0: Mobilizing to Save Civilization. Earth Policy Institute, 2009. Available free online at http://www.earth-policy.org/images/uploads/book_files/pb4book.pdf.

Diamond, Jared. Collapse: How Societies Choose to Fail or Succeed. Penguin Books, 2011. ISBN: 9780143117001.

Other reading assignments will be provided during the semester.

GRADING & ASSESSMENT:

<u>Activity</u>	<u>% of Course Grade</u>
Quizzes	20%
One-page reactions	20%
Class participation	20%
Final exam	20%
Team Socrates report and presentation	20%
<i>Total</i>	<i>100%</i>

The grading scale for the course is: A = 93%-100%; A- = 90%-92%; B+ = 87%-89%; B = 83%-86%; B- = 80%-82%; C+ = 77%-79%; C = 73%-77%; C- = 70%-72%; D = 65%-69%; F = 0%-64%. No incompletes will be given.

Description of Activities

Quizzes (4 total; 20% of course grade) – A multiple-choice quiz will be given at the beginning of four classes. Questions will be factual and based on the readings assigned for that day. The quizzes will be given at the beginning of *four classes between September 13 and October 13* and will not be announced prior to class.

One-page reactions (4 Total; 20% of course grade) – For each of the *four cases that we will review between October 27 and November 17*, you will write a one-page reaction, due via Moodle by the start of each class. Your reaction should address the questions that I have posted on Moodle for each case.

Class participation (20% of course grade) – You will be expected to actively participate in class discussions and activities.

Final exam (20% of course grade) – There will be a final exam on *December 8*, based on *material covered through November 29*.

Team Socrates report and presentation (20% of course grade) – Using the Socrates database (access through <http://guides.library.umass.edu/business>), your team will analyze the economic, environmental, and social and performance of an individual firm. Each team will write a **report (8-12 double-spaced pages)** and design a **PowerPoint presentation (maximum of 15 slides)**. The written report should include a discussion of the firm's recent environmental, social, and governance performance (3-4 pages) and recommendations for improvement (5-8 pages). The PowerPoint presentation should summarize the key points of the written report. I will randomly assign you to a team and will announce the composition of the teams on *September 29*. Your team must submit the name of the firm that you wish to study via Moodle by the start of class on *October 13*. I may ask you to change your selection if I determine that the Socrates database does not contain sufficient

Nov 1	Sustainable Value – Part 2 Reading: Nidumolu, Prahalad, & Rangaswami, 2009, Why Sustainability is Now the Key Driver of Innovation, <i>Harvard Business Review</i> Reading: Lubin & Esty, 2010, The Sustainability Imperative, <i>Harvard Business Review</i>
Nov 3	Monsanto Reading: Monsanto Case One-page reaction due via Moodle by start of class
Nov 8	Base of the Pyramid Reading: Prahalad & Hart, 2002, The Fortune at the Bottom of the Pyramid, <i>Strategy + Business</i>
Nov 10	Nike Reading: Nike Case One-page reaction due via Moodle by start of class “Elevator speech” on initial Socrates findings – All teams
Nov 15	Responses to Climate Change Reading: Lash & Wellington, 2007, Competitive Advantage on a Warming Planet, <i>Harvard Business Review</i> Reading: Enkvist, Naucner, & Oppenheim, 2008, Business Strategies for Climate Change, <i>McKinsey Quarterly</i>
Nov 17	DuPont Reading: DuPont Case One-page reaction due via Moodle by start of class
Nov 22	Sustainability Reporting Reading: Boston College Center for Corporate Citizenship, 2010, How to Read a Corporate Social Responsibility Report, pp. 2-4 Reading: GRI Sustainability Reporting Guidelines Reference Sheet, 2011 Reading: Royal Dutch Shell plc Sustainability Report, 2010, pp. 1-7, 28-33
Nov 24	No class – Happy Thanksgiving
Nov 29	Concluding comments
Dec 1	Socrates Presentations – Teams 1, 2, 3
Dec 6	Socrates Presentations – Teams 4, 5, 6
Dec 8	On-line Exam

ADDITIONAL INFORMATION:

Please note that students are expected to adhere to the *UMass Academic Honesty Policy* and the guidelines set forth in the *Code of Student Conduct*.

Students with disabilities are responsible for registering with the University’s Learning Disabilities Support Services (LDSS) in order to receive special accommodations and services. Please inform me within the first two weeks of classes if a reasonable accommodation for a disability is needed. A letter from LDSS must accompany this request.