



2016

Syllabus: Foundations for Sustainable Enterprise

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**Isenberg School of Management
University of Massachusetts Amherst**

**Syllabus for MANAGMNT 366
Foundations for Sustainable Enterprise
Spring 2016**

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Details:

<u>Time</u>	<u>Location</u>
TuTh 10:00AM - 11:15AM	ISOM 127

Office Hours: Weds 10:00AM – 12:00PM, or by appointment

Required Materials:

The coursepack that contains Harvard Business School cases and articles from the publisher that can be purchased and accessed at <https://cb.hbsp.harvard.edu/cbmp/access/45125233>. Assigned articles that are not included in the coursepack and any additional required materials will be posted on Blackboard or available online through your Umass library access.

Course Description:

In this course we examine environmental and social challenges that arise as a result of how businesses and organizations interact with their natural environment. From a managerial standpoint we explore national and international implications of business' and governments' responses to these challenges. Can businesses contribute to the shift towards a more sustainable future? We analytically consider both supporting and opposing answers to this question. We learn about drivers of sustainability initiatives adopted by organizations and become familiar with current debates related to sustainability among business thought leaders. Finally, we look at the challenges of adopting sustainability strategies by organizations, learn to critically analyze them and practice to effectively communicate the results of our analyses.

Objectives:

- Develop awareness about environmental challenges faced by businesses.
- Learn about major debates among business thought leaders regarding business' role in shifting towards sustainable future.
- Examine drivers and challenges of sustainability initiatives in organizations.
- Learn to efficiently search library databases to retrieve information about sustainability aspects of organizations' operations.
- Practice to systematically synthesize information from various sources and effectively communicate the results of analyses.

Course Components & Grading:

Attendance, contribution to class discussions & in-class assignments	25%
Midterm	25%
Final exam (cumulative)	25%
Shared value analysis (group project)	20%
Group project presentation	5%

- Attendance, contribution to class discussions & in-class assignments

I expect students to attend class and be active contributors to class discussions as we work through the assigned cases and readings. This includes asking helpful/insightful questions, summarizing the main points and identifying the key issues of interest in cases, and performing analyses that integrate concepts covered in the course. During discussions students may be assigned to a team, which will be given discussion questions and/or asked to participate in various in-class assignments. I will use deliverables for each assignment to evaluate team and individual performance. Your grade for class participation will be based on the quality and quantity of your contributions.

- Midterm and final exams

The exams are largely multiple choice with some short and longer response questions. There are no make-up exams. The final exam is cumulative, but a greater number of questions will be allocated to material covered after the midterm.

- Shared value analysis (group project)

Each student will be assigned to a 3-4-person team. Each team takes on the role of sustainability consultants who offer *shared value* advisory services to organizations seeking to become more sustainable. The consulting team identifies a company in an industry sector of interest and determines its working definition of sustainability. It examines the chosen company's current shared value offering and suggests ways of improving it. The deliverable for this course component is a report which is due at the course wrap-up session. I will post a detailed description of the requirements and expectations for this group memo on Blackboard.

- Group project presentation

Each group project team will present their analysis in class for peer evaluation. Presentations will be held during the two last class sessions. I will provide details about the requirements and expectations for presentations on Blackboard.

Course Policies:

- *Academic honesty.* The course is governed by the University of Massachusetts' policies and guidelines concerning academic honesty. Please review them at: <http://www.umass.edu/ombuds/honesty.php/>.
- *Accommodation policy.* The University of Massachusetts Amherst is committed to providing an equal educational opportunity for all students. If you have a documented physical, psychological, or learning disability on file with Disability Services (DS), Learning Disabilities Support Services (LDSS), or Psychological Disabilities Services (PDS), you may be eligible for reasonable academic accommodations to help you succeed in this course. If you have a documented disability that requires an accommodation, please notify me within the first two weeks of the semester so that we may make appropriate arrangements.
- *Attendance.* Students are expected to attend all class sessions. Medical and family emergencies should be reported as soon as possible. I discourage late entries and early departures as they disrupt other students' learning. I encourage students to sit in the same seat throughout the semester except during group break-outs. The seating chart facilitates my getting to know students and is standard practice in business schools. *Important:* Please display your name card that I will provide for every class or you may be marked absent and/or may not get participation credit.
- *Late submissions.* Late submissions are subject to a grade penalty. Attendance on exam days is compulsory, and make up exams will not be given without prior approval.
- *Electronic equipment.* The use of cell phones or other communication devices is disruptive in class. If you have an emergency, please excuse yourself quietly. Students are permitted to use computers during class for note-taking and other class-related work only. Recording of lectures is prohibited unless arranged in advance with me. No headphones are allowed during class time (unless you have a documented disability that requires you wearing a headset).
- *Expected classroom behavior.* Students enrolled in MANAGMNT 366 are expected to attend every class, read the assigned readings, and be prepared to work on in-class assignments when they are provided by the instructor. Please come on time and stay throughout the entire class time. Be respectful towards your student colleagues and teaching staff. Any disruptive behavior will be dealt with according to the Guidelines for Classroom Civility and Respect provided by the UMass Amherst Dean of Students Office (http://www.umass.edu/dean_students/campus-policies/classroom).