

2017

MGMT 753-X17 Strategies for Sustainability

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MGMT-753-X17: Strategies for Sustainability

Summer 2017

Adj. Prof. Scott H. Burns

Class Meeting Times:

May 20 (Sat)	0800 - 1700	Smith Hall
June 17 (Sat)	0800 - 1700	Smith Hall
June 24 (Sat)	0800 - 1700	Smith Hall

Text: individual reading assignments, assigned in advance in Canvas, no text book purchase required.

Additional Reading: Other material as assigned in the syllabus or during the semester, as detailed in Canvas.

Office, Phone No. & Email: 105 Smith Hall Suite 102 (when scheduled in advance).
The best way to reach me is via my Xavier email (burnss7@xavier.edu), for 24 hr response time. In case of an emergency or if you require a quick reply, I can be reached via text (fastest) or phone at my cell phone **513-300-3211**.

Office Hours: By appointment. I will do my best to meet your timing needs.

Williams College of Business Mission Statement:

“We educate students of business, enabling them to improve organizations and society, consistent with the Jesuit tradition.”

Williams College of Business (MBA) Learning Goals:

• **Strategic Thinking and Leadership**

Learning Goal: WCB MBAs will be able to position organizations in chosen market areas, compete successfully, and satisfy stakeholders with the objective of achieving superior organizational performance.

Corresponding Objectives:

1. MBA students will demonstrate the appropriate knowledge of accounting, finance, management, marketing, and strategic integration.
2. MBA students will demonstrate the ability to articulate a vision and set and prioritize strategic objectives.
3. MBA students will formulate business strategies utilizing their understanding of the key functional areas of business.
4. MBA students will practice and assess their capacity to influence others, collaborate, and encourage cooperation toward organization goals.

• **Global Perspective and Cultural Diversity**

Learning Goal: WCB MBAs will be able to work across cultural boundaries, whether these are geographical or societal, in that they possess a recognition and appreciation of the global environment of business and an understanding and appreciation of diversity.

Corresponding Objectives:

1. MBA students will evaluate and integrate economic, political, technological, environmental and societal issues into their decision making and show competencies required to compete in the global environment in their analyses.

2. MBA students will incorporate the concepts of global diversity and inclusiveness in their analyses and decision making.
- **Ethics and Social Responsibility**
Learning Goal: WCB MBAs are able to foster an ethical climate in their roles and responsibilities in business and society.
Corresponding Objective:
 1. MBA students will recognize ethical issues and demonstrate the skills necessary to analyze information and make informed, ethical decisions in complex, conflicting or ambiguous environments or situations.
 - **Critical Thinking**
Learning Goal: WCB MBAs are able to clarify problems, generate and evaluate alternatives using appropriate analytical and quantitative techniques, and draw conclusions.
Corresponding Objective:
 1. MBA students will evaluate organizations and recommend optimal strategies and actions demonstrating their ability to understand context, frame problems and use appropriate analytical and quantitative techniques.
 - **Effective Written and Oral Communication**
Learning Goal: WCB MBAs are proficient in written and oral communication.
Corresponding Objectives:
 1. MBA students will demonstrate their ability to clearly summarize issues and support decisions in writing.
 2. MBA student deliver professional presentations accompanied by the appropriate technology.
 3. MBA students demonstrate effective interpersonal communications skills in a team setting.

Course Description:

“MGMT-753-X17: Strategic Sustainability” (2 credit hours)

This course will provide students a broad overview of sustainability, including Climate Change, key strategic approaches to drive bottom line results from sustainability, and an in-depth look at the three pillars of the Triple Bottom Line Sustainability model for businesses, consisting of economic vitality, environmental stewardship and social responsibility. While sustainability principles can be utilized for operational efficiency and/or marketing purposes, this course emphasizes the identification of strategic opportunities so that organizations become more competitive through the design of initiatives that increase organizational resilience.

Course Objectives:

“MGMT-753-X17: Strategic Sustainability” will focus on the evolving challenges facing communities, countries and corporations in managing the social, environmental and economic aspects of sustainability, with a strong focus on how they develop strategies to deliver the needs of their constituents. The goal is to energize students to view the field of sustainability as a growth industry, with a broad range of opportunities to grow and develop their skills.

By the end of the course, you should be:

- knowledgeable of emerging social, environmental and economic sustainability challenges;
- skilled in recognizing strategic choices organizations are making and how to craft strategies to address emerging needs;
- aware of an organization’s strategic choices and how it affects quality of life;
- recommend improvements to an organization’s sustainability plans;
- understand how to drive a financially viable sustainability program.

Inclusivity Statement

I am committed to providing an atmosphere for learning that respects diversity and in which all students feel comfortable and safe to learn. In order to build a classroom community I ask that students:

- share their unique experiences, values and beliefs;
- be open to the views of others;
- honor the uniqueness of their peers;
- appreciate the opportunity that we have to learn from each other in this community;
- communicate in a respectful manner;
- keep confidential discussions that the community has of a personal (or professional) nature;
- utilize this opportunity together to discuss ways in which we can create an inclusive environment in this course and across the Xavier community;
- we will be discussing topics which have political undertones and implications, it is critical to respect each other's opinions, as there are no right or wrong answers, just differences of viewpoints. We learn by having open dialogue and understanding.

If you feel uncomfortable or not valued in a discussion, please review with the professor.

Communication with Students regarding Class:

I will use Canvas to post documents regarding class assignments and notes, including articles to read for class, etc. Course material will be organized in clearly labeled modules. I will also email class members using the email list in Canvas with important information regarding class. It is your responsibility to regularly check both sources on a timely basis to keep abreast of class information. If you need to reach me quickly, text message or direct phone call (513-300-3211) are the best.

Attendance

You will be training to be a Chief Sustainability Officer in this class. Just as showing up for work is expected, so is attendance in this class. This course is based on the content of the material discussed in class, as opposed to a text book. As such, students are expected to be in attendance. You are expected to contact me in advance (text message best for quick notice) for any absence.

If you miss a class, I expect us to get together and review the content you need to understand. It will be your responsibility to reach out to me and set up that time. Unexcused absences will have a negative effect on your grade, as noted below.

Grade Components

<u>Class Participation</u>	<u>50 points</u>
Class content quiz	10 points each
<u>Individual Paper</u>	<u>20 points</u>
1 paper on Sust Dev Framework	20 points
<u>Quiz</u>	<u>80 points</u>
Climate Change Exam	30 points
FINAL Exam	50 points
<u>Project</u>	<u>50 points</u>
Poster Session	50 points
<u>TOTAL</u>	<u>200 points</u>

Brief Description of Grade Components

I will provide more information regarding each of the aspects of the course on which you will be evaluated at the beginning of class. Any questions or concerns on grades should be raised with the instructor. Status will be regularly updated in Canvas.

Class Preparation

The class is divided into six learning segments.

Segment #1	Climate Change
Segment #2	Sustainability Strategies
Segment #3	Social & Economic Sustainability
Segment #4	Environmental Sustainability (Energy)
Segment #5	Environmental Sustainability (Waste & Water)
Segment #6	Class Project review, Sustainability recap

Students are expected to come to class prepared to discuss each segment. Reading assignments to prepare for a segment will be posted at least a week in advance in Canvas. Reading assignments to prepare for the topic will be posted at least a week in advance in Canvas. Each segment will have an on-line quiz, to insure student understanding of the material and preparation for class. Involvement in the class discussion is expected/required.

Individual Papers

You will write one short (1-2 pages) individual paper during the course. The paper will cover analysis of a sustainability based business issue. You will be provided with some source materials and can also research your own as well. The paper will be completed after the first class (5.20.17) and due by 6.17.17. Papers will be submitted via Canvas. Late submission will result in a 2point deduction. I will share an example of the work I am expecting in class.

Team Project

Our class, utilizing three teams, will develop a presentation related to expanding a corporation's manufacturing operations into Kenya. The presentation will address the proposed actions to address all three sustainability pillars to allow the company to successfully enter Kenya and become a contributing citizen to the community. More information will be provided in the first week of class as the project kicks off. The teams will each deliver a PPT presentation (20 mins) during the last class segment.

Writing Center

Expressing yourself effectively in writing is a critical skill that will affect your credibility in the business environment. If your writing capabilities can be improved upon with a visit to the Writing Center, by all means take advantage of this resource. I deduct for typos, spelling and grammar errors on papers you turn in during the semester. Link to Writing Center: http://www.xavier.edu/writing_center.

Honesty

Any dishonesty will result in a grade of F for the assignment, or, depending on the nature of the dishonesty, an F for the course. Primarily, although not exclusively, dishonesty involves the representation of another's work as your own. This includes plagiarism of any material contained in any course assignment or exam.

What is plagiarism?

- Plagiarism is using the work of another as if it were your own, without enclosing the words of others in quotations.
- Plagiarism is copying from the Internet, from a web page, or from another person without giving credit. This includes copying and pasting content from a source into the text of your paper.

- Plagiarism is using ideas which are not your own without giving credit to the source of those ideas. Citing the source of an idea is required even if you have paraphrased the author's words.
- Plagiarism can be applied to ideas, research, art, music, graphs, diagrams, websites, data, books, newspapers, magazines, plays, movies, photos, and speeches.

Students with Learning Disabilities

It is my goal that this class be an accessible and welcoming experience for all students. If you are a student with a disability who may have trouble participating or effectively demonstrating learning in this course, contact me to arrange an appointment to share your Accommodation Letters from Disability Services and to discuss your needs. Disability related information is confidential. If you have not contacted Disability Services (located in the Learning Assistance Center) to arrange accommodations, I encourage you to do so by contacting Cassandra Jones, by phone at 513-745-3280, in person on the Fifth Floor of the Conaton Learning Commons, Room 514, or via e-mail at jonesc20@xavier.edu as soon as possible as accommodations are not retroactive.

Office of Student Success

Location: 514 Conaton Learning Commons

Phone: 513-745-3036

Email: studentretention@xavier.edu

The Staff in the Office of Student Success is available to assist students to make the most of their Xavier experience. Personal staff consultations, success coaching, referrals to on-campus Solution Centers, and guiding students to effectively navigate their college experience are central to our work. Please visit www.xavier.edu/student-success to learn more or visit us in the Conaton Learning Commons.

Final Grade Calculation

When I calculate grades at the end of the semester, I will use the following scale:

Points	Grade		Points	Grade
93 - 100	A		77 - 80	C+
90 - 93	A-		73 - 77	C
87 - 90	B+		70 - 73	C-
83 - 87	B		60 - 70	D
80 - 83	B-		Below 60	F

SCHEDULE OF CLASSES

Detailed agendas and assignments for each class segment will be posted in Canvas.

MGMT 753-X17/Sustainability Lesson Plans

Assignment	due 5.20.17	Pre-Work, Quizzes 1 & 2
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Date	Segment	Time	Content	Pre-Work/Class Material
5.20.17	Segment #1	0800 - 0900	Introductions (Video, SHB, Class, Syllabus, SustMom, MgtMin)	Class Preparation: 1) Watch "An Inconvenient Truth" 2) Read "New Climate Economy" 3) Read Laudato Si Executive Summary 4) Review Clean Power Plan 5) Read COP21 Key Outcomes 6) Read Trump, Denial folders
		0900 - 0945	Climate Change 101	
		1000 - 1015	Break	
		0930 - 1000	Gore, Stern, Hawken, Pope Francis	
		1015 - 1100	Clean Power Plan, COP21	
		1100 - 1200	Pres. Trump, Climate Change Skeptics	
		1200 - 1300	Lunch Break	
	Segment #2	1300 - 1340	Mgt Minute: Smon Sinek	Class Preparation: 1) Read "The Triple Bottom Line" 2) Read Hart & Milstein's "Sustainable Development Framework" 3) Read "A National Strategic Narrative" 4) Read "Strategies for Sustainability"
		1340 - 1400	Triple Bottom Line/3 Pillars	
		1400 - 1440	Sustainable Development Framework, GARP	
		1440 - 1500	Break	
		1500 - 1540	SVF discussion - PGA	
		1540 - 1620	Seven Tenets of a Strategy for Sustainability	
		1620 - 1640	Grand New Strategy	

Assignment	due 6.17.17	Climate Change Exam, SVF paper, Quizzes 3 & 4
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Date	Segment	Time	Content	Pre-Work/Class Material
6.17.17	Segment #3	0800 - 0900	Social Sustainability	Class Preparation: 1)
		0900 - 0930	Men at work discussion	
		0930 - 1000	Break	
		1000 - 1115	Economic Sustainability	
		1115 - 1200	Universal Basic Income discussion	
		1200 - 1300	Lunch	
	Segment #4	1300 - 1430	Fossil Fuels review (Oil, Coal, Natural Gas)	Class Preparation: 1)
		1430 - 1445	Electrical Grid	
		1445 - 1500	Break	
		1500 - 1645	Renewable Energy (Solar, Wind, BioMass, Hydro, Geo, Nuclear)	
		1645 - 1700	Recap, Project prep	

Assignment	due 6.24.17	Kenya presentation, Quizzes 5 & 6
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Date	Segment	Time	Content	Pre-Work/Class Material
6.24.17	Segment #5	0800 - 0830	Video, What's happening in Sustainability?	Class Preparation: 1)
		0830 - 0930	Solid Waste and 6th Mass Extinction	
		0930 - 1015	Recycling Exercise, Discussion	
		1015 - 1030	Break	
		1030 - 1130	Water & Forest Conservation	
		1130 - 1200	LEED, LCA	
		1200 - 1300	Lunch	
	Segment #6	1300 - 1400	Sustainable class discussion	Class Preparation: 1)
		1400 - 1500	Kenya reviews	
		1530 - 1545	Break	
		1545 - 1615	Class recap	
		1615 - 1700	Top Ten review	

Assignment	due 7.02.17	Final Exam, Course Evaluation
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