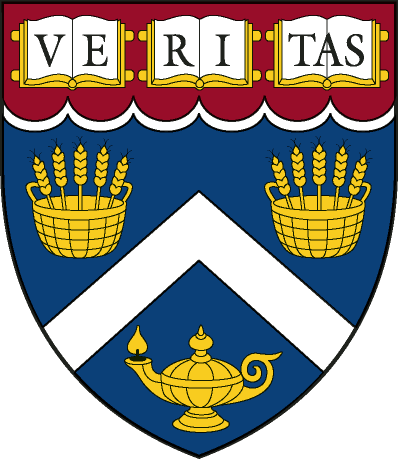
** **Harvard University Extension School**

**Management 5625**

Sustainability & International Business

Instructor: Maurie Caitlin Kelly, PhD

**Live Web Conference Thursdays 5:30-7:30**

**Course Description & Overview**

Sustainability in international business is more than simply adopting sustainable practices--it has the potential to help companies gain competitive advantage. With the growing globalization of social and economic activities worldwide, environmentalism has become a fundamental component of the new business playing field. Many international companies now out-compete their business rivals by implementing robust environmental stewardship and corporate social responsibility programs, engaging stakeholders and by making these efforts both measurable and visible. This course examines the global business environment in the context of sustainability and explores the challenges and opportunities that the new movement toward sustainability offers multinational enterprises and the countries in which they do business. It focuses on the meaning of sustainable development in relation to for profit-making global corporations, the effect of sustainability on global corporate development strategies, and how corporations interact with nations to develop relationships and partnerships that support sustainable economic and environmental development. We will also examine how corporations have failed to adopt and practice sustainable business strategies and their impact on emerging economies.

We will investigate questions such as: What is at stake for businesses and other stakeholders? What are the key strategies and approaches? Who are the leaders…businesses, countries, regions of the world? What are the lessons learned? We do this by examining the sustainability approaches of major mulitnationals as well as exploring the sustainability environment of countries in different regions of the world such as Africa, Europe, Asia, and Latin America, and look at the most and least sustainable corporations in the world doing business in those regions. Topics covered in this course include corporate social and environmental responsibility, risk management, government policies, investor and stakeholder expectations, and impacts and opportunities for multinationals in the age of climate change.   Companies we discuss include Walmart, Shell, Interface, UPS, Chevron, Patagonia, P&G, Ikea, Google, Unilever, Nestlé and more.

This course is designed to be highly interactive. We utilize articles, cases, group simulations, and videos to support learning and engage students. Students will also have a chance to interact with each other through decision making exercises, simulations, and group discussions. The interactive simulations we will be experiencing include (but are not limited to) a foreign direct investment opportunity that has both economic benefits and environmental/social impacts; a multi issue/multi party international environmental negotiation that combines economic and sustainability components; and a renewable energy/infrastructure focused simulation that illustrates the benefits and challenges of our energy future in light of climate change.

**Logistics**

Day and Time: Thursdays 5:30-7:30 pm

Location: Live Web Conference

Instructor: Maurie Caitlin Kelly, PhD

Phone: 814-867-2574

Email: mauriekelly4@gmail.com

Virtual Office Hours: By Appointment—please do not hesitate to contact me if you would like to discuss the course or your progress.

**Course Format**

**Discussion**

This is a discussion based course. You will be expected to actively participate in our discussions, share your ideas and thoughts, and contribute to the overall quality of the course by openly participating. You will have opportunities to participate in both large group and small group discussions.

**Interactive Simulations and Group Efforts:**

Students in this course learn by doing and by working with others. I believe strongly that by participating in simulations and group activities students learn more effectively and find the courses more engaging. With this in mind, I have set up this course to provide students with opportunities to engage in simulations related to sustainability and international business. These scenarios will each be different and will include the opportunity to learn about how foreign direct investment by multinationals impacts countries economically and environmentally, to explore the hard choices and many challenges that countries and companies face while balancing profit and sustainability, and to negotiate strategies related to climate, infrastructure, and energy.

You will be working in groups of two, sometimes on teams, and sometimes as committees or boards making decisions and strategizing. As we progress the scenarios will become more complex and much more challenging—but fun and engaging as well. You will have an opportunity to debrief and share your experiences and learn from each other. In addition to providing interactive learning opportunities, this format makes the course truly enjoyable.

**Web Conference Info:**

This section of MGMT 5625 is a live web conference course. Prior to the first class session on participants must:

* Download the necessary software at <http://www.elluminate.com/support/index.jsp>
* Purchase a headset with a built-in microphone and a web camera (available in most places where computer supplies are sold or online). You must use your headphones and microphone during the class to eliminate any sound issues. Using your built in audio in your computer will cause echoing.
* View a pre-recorded training session for participants at <http://support.blackboardcollaborate.com/ics/support/default.asp?deptID=8336&task=knowledge&questionID=1271>
* You must log in to our site and make sure that your computer equipment is functioning properly before class begins.
* In addition, I will run two short sessions prior to the first class where students can drop in to our web conference Blackboard Collaborate site to check their equipment and ask questions. You will receive an email from me a couple of weeks prior to class with dates/times.

*Please note that this is a live online course and students are expected to attend each session on Thursday****s from 5:30-7:30pm.***

**Course Text & Reading Materials**

* Ross, B. & Amter, S. (2012). *The Polluters: The Making of Our Chemically Altered Environment*: Oxford University Press.
* Winston, A. (2014). *The Big Pivot: Radically Practical Strategies for a Hotter, Scarcer, and More Open World.* Boston: Harvard Business Review Press.

We will also have additional readings and videos. These may be available in different viewing formats—some may not be immediately compatible with your laptop (if you have one). Don’t wait until the last minute to try to watch the videos in case there is a problem.

Other reading materials will be assigned and available via library reserve or online.

Course Schedule

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| Session Date | Topics | Readings for **Next Class** | Assignments for **Next Class** |
| Session 1:  Thursday September 3rd | * Course Overview * Introductions * Discussion:   + *Why Sustainability?*   + *What is the intersection of sustainability and international business?* * Lecture: *Intro to Sustainability & IB Concepts, Theories* | Readings:   * Milton Friedman *The Social Responsibility of Business is to make Profit* * *It’s Just Good Business* * *20 Years Later, Interface looks back on Ray Andersons Legacy* | Submit: Introduction & Sustainability Survey on our course site by Thursday Sept. 10th  Video: Watch *The Business Logic of Sustainability*, Ray Anderson, CEO Interface, Ted Talk (16 minutes)  Video: Watch, *Milton Friedman and the Profit Motive* (5 minutes) |
| Session 2:  Thursday September 10th | * Lecture: *Sustainability & IB Concepts, Theories* * Company Focus: *Interface & Ray Anderson* * Discussion: * *What is Corporate Social Responsibility (CSR)?* * *Can we balance profits with sustainability?* | Readings:   * *The Polluters*, Chapters 1-8 (97 pages). | Submit: Sustainability News #1 by 5pm Thursday Sept. 17th  Video: Watch *Earth Focus: Toxic Futures Untold Stories of Chemical Pollution* (27 minutes)  Video: Watch *The Donora Smog Incident* (4 minutes) |
| Session 3:  Thursday September 17th | * S & IB in the News 1 * Lecture: *The Chemical Industry & Sustainability* * Discussion: *The Polluters & The Rise of the Chemical Industry* | Readings:   * *The Polluters*, Chapters 9-15 (73 pages). * *Going, Going, Trying to Go Green* (1 page) * *Commonly Used Chemicals Under New Scrutiny* (1 page) * *Fifty Years After Silent Spring, Assault on Science Continues* (2 pages) | Submit: Sustainability News #2 by 5pm Thursday Sept. 24th |
| Session 4:  Thursday September 24th | * S & IB in the News 2 * Discussion: *The Polluters & The Rise of the Chemical Industry* Conclusion & Future * Company Focus: *Dupont* * Lecture: *Rachel Carson & The Role of Science* | Readings:   * *Bepo Dam* * *Africa’s New Friend China Finances 9.3 Billion in Hydropower Projects* | Submit: Responses to Bepo Dam questions. |
| Session 5:  Thursday October 1st | * Bepo Dam Simulation | Readings:   * The Big Pivot, Introduction, Chapters 1-4, The Mega Challenges | Submit: Sustainability News #3 by 5pm Thursday Oct. 8th  Submit: Europe Case Study by 5pm Thursday Oct. 8th  Video: WATCH *The Earth is Full* (16 minutes) |
| Session 6:  Thursday October 8th | * S & IB in the News * Discussion: The Big Pivot Mega Challenges * Small Group Discussion: Sustainable Europe | Readings:   * Walmart articles * Specific material for your selected company. | Submit: Company Case Study by 5pm Oct. 15th |
| Session 7:  Thursday October 15th | * Company Focus: Walmart * Small Group Discussion Company Case Studies | Readings:   * *The Big Pivot Part II: Vision Pivot,* Chapters 5-7 * *Sustainability a CFO Could Love* | Submit: Sustainability News #4 by 5pm Thursday Oct. 22nd  Complete: Mid Term Exam |
| Session 8:  Thursday October 22nd | * S & IB in the News * Company Focus: UPS * Discussion: The Big Pivot Part II: Vision Pivot | Readings:   * The Big Pivot Part II: Valuation Pivot, Chapters 8-10 * Assigned articles related to Sustainability & Latin America & Caribbean | Submit: Latin America Case Study by 5pm Thursday October 29th  Video: WATCH *Haiti Smallholder Alliance* |
| Session 9:  Thursday October 29th | * Discussion: The Big Pivot Valuation Pivot * Guest Speaker * Small Group Discussion: Latin America | Readings:   * *FDI Simulation Material* | Submit: FDI Simulation Responses.  Complete: Mid Term Exam |
| Session 10:  Thursday November 5th | * FDI Simulation | Readings:   * *The Big Pivot Partner Pivot & Conclusion* * *Doing Well in Africa Can Also Mean Doing Good* * *Getting a Fair Deal on Africa’s Resource Wealth* * Assigned articles related to Sustainability & Africa | Submit: Africa & Sustainability Case Study by 5pm Thursday October 29th  Video: WATCH: *Shell Oil: The Awful Truth* (5 minutes)  Video: WATCH: Chocolate the Bitter Truth (60 minutes)  Video: WATCH Let’s Save Africa (3 minutes) |
| Session 11:  Thursday November 12th | * Discussion: Big Pivot Partner Pivot * Focus on the Chocolate Industry * Small Group Discussion Africa | Readings:   * Is the Hub of Corporate Sustainability Moving Towards   Asia?   * China * Singapore | Submit: Asia & Sustainability Case Study by 5pm on Thursday Nov. 19th  Video: WATCH *Under the Dome* (20 minutes)  Video: WATCH *Palm Oil* (15 minutes)  Video: WATCH *Shipbreakers* (12 minutes) |
| Session 12: Thursday November 19th | * Discussion: China, Singapore, and Emerging Asia * Small Group Discussion Sustainability & Asia | Readings:   * Mercury Simulation Material * TBA | Submit: Responses to Mercury questions by 5pm Dec. 3rd  Video: Watch *Mercury* |
| Thursday November 26th | NO CLASS Thanksgiving Break |  |  |
| Session 13:  Thursday December 3rd | * Discussion: The Mercury Question—Industry, Governments, Non Profits and Sustainable Business Practices * Mercury Simulation | Readings:   * Future of Sustainability and IB article | Prepare: Work with your Mercury group |
| Session 14:  Thursday December 10th | * Mercury Simulation * Final Thoughts | None | SUBMIT: Sustainability Essay Brief: Your Thoughts on the Future. |
| Session 14:  Thursday December 17th | * **Final Exam Week** |  |  |

**Grading**

Your grade will be based on the following point scale:



**Assignments**

Detailed descriptions of assignments and due dates are posted on our course site in the weekly summary section for each week.

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| Participation (200 Points) | This course is an engaging discussion-based course. You will learn more the more you and others participate. Participation includes your involvement in the online course discussion, small group discussions, and simulations as well as engagement in the weekly activities. |
| International Business & Sustainability Case Studies (150 Points) | In order to be fully prepared for our sessions, you will be submitting 6 brief case studies assigned topics prior to class as indicated in our syllabus. You will not submit one for every class—just 6 throughout the semester. These should be approximately 2-3 double spaced pages in length. These include: the Company Case Study, the Regional Country Case Studies, and the Final Thoughts Essay as indicated in syllabus. |
| Sustainability in the News (100 Points) | You will be submitting 5 news items throughout the semester. The news item you submit will be based on our topic of the week. These will be submitted as discussion items on our course site. |
| Interactive Projects & Simulations (300 Points) | You will be participating in interactive group projects and simulations throughout the semester. You will be submitting a simulation strategy document prior to each scenario. |
| Exams (250 Points) | There will be two exams in this course worth 125 points each. The first exam will be given midway through the course. The final exam will be given during the final exam period. |

Grades reflect the quality of a student’s work submitted throughout the term according to the Harvard Extension School’s grading standards (<http://www.extension.harvard.edu/exams-grades-policies/grades>)

**The Fine Print**

***Academic Integrity***

Just as ethics and integrity are important in management practice, academic integrity is important in this course. You are responsible for understanding Harvard Extension School policies on academic integrity ([www.extension.harvard.edu/resources-policies/student-conduct/academic-integrity](http://www.extension.harvard.edu/resources-policies/student-conduct/academic-integrity)) and how to use sources responsibly. Not knowing the rules, misunderstanding the rules, running out of time, submitting "the wrong draft", or being overwhelmed with multiple demands are not acceptable excuses. There are no excuses for failure to uphold academic integrity. To support your learning about academic citation rules, please visit the Harvard Extension School Tips to Avoid Plagiarism ([www.extension.harvard.edu/resources-policies/resources/tips-avoid-plagiarism](http://www.extension.harvard.edu/resources-policies/resources/tips-avoid-plagiarism)), where you'll find links to the Harvard Guide to Using Sources and two, free, online 15-minute tutorials to test your knowledge of academic citation policy. The tutorials are anonymous open-learning tools.

***Workload***

The value you receive from this course will be commensurate with the thought and effort that you put into the endeavor. Students should expect to spend 2-6 hours outside of class each week to read the assigned materials, reflect, complete assignments, and prepare for the next class session.

***On Time***

Students are expected to arrive to the online classroom on time and stay for the duration of the class session. If you expect to be late or absent from class – or need to leave early – let me know prior to the start of class.

***Deadlines***

All assignments must be submitted to the correct assignment drop box on the course course website at the specified day and time and **late submissions will not be accepted**. If you experience any problems uploading your assignment to the drop box, you should email the document to me with an explanation. Please note that, if you email the assignment because you cannot upload it, the email and the relevant attachment *must be received on or before the assignment deadline to be accepted*. Should you experience any internet problems, please call/leave a message for the instructor – this call should occur before the submission deadline passes. Delays resulting from medical or family emergencies will be dealt with on a case-by-case basis.

***Professional Conduct***

Professional behavior is expected throughout the class. This means respectful communication. During discussions, negotiations, and debriefs, civil discourse should be maintained at all times and comments should be aimed at moving the discussion forward. This does not mean that students must always agree with others since reasoned, respectful dissention may be part of the discovery process and lead to previously unconsidered options. Opportunities to provide feedback to classmates will be provided in class in our debriefing sessions.

***Disability Services***

The Extension School is committed to providing an accessible academic community. The Disability Services Office offers a variety of accommodations and services to students with documented disabilities. Please visit[www.extension.harvard.edu/resources-policies/resources/disability-services-accessibility](http://www.extension.harvard.edu/resources-policies/resources/disability-services-accessibility) for more information.