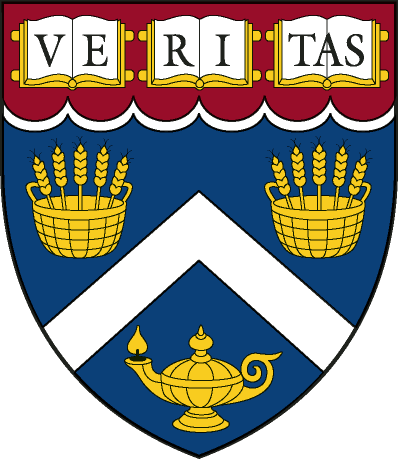
** **Harvard University Extension School**

**Management 5625**

**Sustainability & International Business:**

**Challenges, Opportunities, & Strategies**

**Instructor: Maurie Caitlin Kelly, PhD**

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

**Consider the following:**

***For the past three decades, corporations have enjoyed record profit growth, new market opportunities, and declining costs. Multinationals have benefited from rising consumption and industrial investment, the availability of low-cost labor, and more globalized supply chains. Yet…***

* Billons of workers around the world have no regular income or do not even earn a wage sufficient to live a decent life.
* Wages for many workers have been stagnant and most economic gains have gone to the top of the income pyramid.
* Over 70 million children around the world work in hazardous conditions in agriculture, mining, domestic labor, and other sectors.
* The average consumer is buying 60% more clothing than they were in the year 2000. However, almost 60% of all clothing produced is disposed of within a year of production (ending in landfills or incinerators).
* To make one cotton shirt it takes 2,700 liters of water—what one person drinks in two-and-a-half years. However, 1.1 billion people lack access to water and 2.7 billion experience water scarcity at least one month a year.
* 815 million people across the globe are hungry.
* Less than a fifth of all plastic gets recycled globally. In the U.S., it is less than 10 percent.
* Seventeen of the 18 warmest years in the 136-year record all have occurred since 2001.

**These are just some of the challenges we discuss in MGMT 5625. We will consider not only the challenges but the opportunities and strategies that multinationals, consumers, NGOs and governments use to address these challenges.**

**Course Description & Overview**

MGMT 5625 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 course explores the global business environment in the context of sustainability. 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 across the globe positively and negatively.

We will examine the sustainability the sustainability issues different regions of the world such as Africa, Europe, Asia, and Latin America.

Topics covered in this course include:

* Corporate Social Responsibility
* Sustainability & Strategic Leadership
* Chemical Pollution Impacts
* Fast Fashion & the Apparel Industry
* Labor Rights & Child Labor
* Climate Change
* Supply Chains
* Sustainability as a “wicked problem”
* Renewable Energy
* Food Systems
* The Role of Consumers in Sustainability

Companies we discuss include Walmart, Interface, UPS, Exxon, Patagonia, Ikea, Google, Unilever, Heineken, Nestlé, H&M, Adidas, DuPont, and more. Countries we discuss include Brazil, Costa Rica, Nigeria, South Africa, Haiti, China, Singapore, Germany, Sweden, the US, and more.

**Logistics**

Day and Time: Tuesdays 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**

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. **You must meet the minimum requirements listed below** in order to participate in this class. **Do not call in to the session or join the session from café’s, airports, or other noisy places.** It is distracting to other students and will limit your ability to participate. Inadequate configurations result in problems with audio and video and are disruptive to the class.

This section of MGMT 4225 is a live web conference course. Prior to the first class session on participants must consider the following instructions:

System Requirements

1. Computer minimum specifications:

Windows

2GHz Intel Core™ Duo or faster processor, 8GB RAM

Windows 7, 8, 10

Web Browsers (versions): Chrome 36.0 and later, Firefox 31.0 and later, Internet Explorer 11.0.9, and later. Edge for Win10.

Macintosh

2GHz Intel Core™ Duo or faster processor, 8GB RAM

Mac OS X 10.8 - 10.11

Web Browsers (versions): Safari 8 and later, Firefox 31.0, and later

We do not support participating in web conference courses on mobile devices.

2. Internet Speeds (download/upload): Minimum 1.5 Mbps, use a wired connection

Can check at <http://www.speedtest.net>

3. Headset

Logitech H390 USB headset

Or Sennheiser PC230 USB headset

(Similar quality USB headsets available, which may be adequate)

**You must use a headset with a microphone.** It is difficult and sometimes impossible to hear students when they simply use the built-in mic on their computer.

4. Video camera (two options)

Adequate: most built-in camera and basic webcams will be fine.

Best: Logitech 930e webcam: a little more expensive but much better video quality.

**Zoom**

**Zoom** will automatically download when a user connects to the correct URL. In most cases, an applet will open upon download. If your web browser prohibits the auto-launch please double-click on the downloaded file. Please be aware that most Zoom courses are video intensive so a good webcam and headset are important.

Getting started with Zoom has basic feature and setup advice. This web site also has Zoom specific "help" chat.

NOTE: Consistent connectivity issues due to inadequate internet service or not utilizing the recommended computing configuration will result in a lower participation grade. If you are not present or we cannot hear you on a regular basis, you cannot participate effectively.

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

**Course Text & Reading Materials**

* Williams, E. Freya. (2015) Green Giants: How Smart Companies Turn Sustainability into Billion-Dollar Businesses.

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 the Harvard library or other online sources.

Course Schedule

This syllabus is subject to change due to the needs of the class and potential guest speakers.

|  |  |  |  |
| --- | --- | --- | --- |
| **Session Date** | **Topics** | Readings & Videos for **Next Class** | Assignments for **Next Class** |
| Session 1  September 4th | * Course Overview * Intro to Sustainability & IB Concepts, Theories * What is the intersection of sustainability and international business? | READ:   * Milton Friedman *(1 page)* * *20 Years Later, Interface (2 pages)* * *Strategic Leadership in Corporate Sustainability (6 pages)* * *Green Giants, Chapter 1 & 2*   WATCH:  *The Business Logic of Sustainability*, Ray Anderson, CEO Interface, Ted Talk (16 minutes)  *Milton Friedman and the Profit Motive* (5 minutes) | SUBMIT:   * Your Introduction * Company Sustainability Strategy Research Brief #1: Interface |
| Session 2  September 11th | * **Company Focus:**   ***Interface***   * Discussion:   *What is Corporate Social Responsibility (CSR)?*  *Can we balance profits with sustainability?*  *Strategic Leadership in Sustainability* | READ:   * *Welcome to Beautiful Parkersburg West Virginia* * *Green Giants, Chapter 3, A Higher Purpose*   WATCH:  *Earth Focus: Toxic Futures Untold Stories of Chemical Pollution* (27 minutes)  *Toxic Baby* (Ted Talk; 17 minutes) | SUBMIT:   * Sustainability News #1 (Chemical Pollution) * Company Sustainability Strategy Research Brief #2: DuPont |
| Session 3  September 18th | * S & IB in the News 1 * Discussion: *The History and Impacts of Chemical Pollution* * **Company Focus: *DuPont*** | READ:   * *Tobacco* * *Lobbyists* * *We know plastic is harmful to Marine Life, But what about us?* * *The Plastic Crisis is More Urgent than you Know.* * *We made Plastic.*   WATCH:  Monumental Effort to Rid the World’s Oceans of Plastic (13 Minutes)  Plastic 101  *Nicotine is not Addictive* (4 minutes)  *Tobacco Industry and Indonesia* (23 minutes) | SUBMIT:   * Sustainability News #2 (Lobbyists, Tobacco, Chemical Pollution) |
| Session 4  September 25th | * S & IB in the News 2 * **Industry Focus:** **Lobbyists** and ***Tobacco*** * **Megachallenge 1: Plastic** | READ:   * *Simulation Material* | SUBMIT:   * Responses simulation questions |
| Session 5  October 2nd | * Simulation 1: Environmental Justice | READ:   * EU sustainability   WATCH:  *Adidas Better Place Initiative* (20 minutes)  *Dutch Cycle Paths* (6 minutes) | SUBMIT:   * Sustainability News #3 (Europe and Sustainability) * Company Sustainability Strategy Brief #3: Adidas |
| Session 6  October 9th | * S & IB in the News * **Company Focus: *Adidas*** * Regional Focus: Europe & Sustainability | READ:   * Unilever * Green Giants, Chapter 4, Built in, Not Bolted   WATCH:  *Profit’s not always the point* (7 minutes)  *The Earth is Full* (16 minutes)  John Oliver Climate Change Debate (7 minutes) | SUBMIT:   * Company Sustainability Strategy Brief #4: Unilever |
| Session 7  October 16th | * **Company Focus: Unilever** * **Megachallenge 2: Climate Change** | READ:  Bepo Dam Material | SUBMIT:   * Mid Term Exam (Opens this Tuesday at 7:30pm; Closes next Tuesday before Session 8 at 5pm; on Canvas) * Responses to questions for Bepo Dam Simulation |
| Session 8  October 23rd | * Simulation 2: Bepo Dam | READ:  See Canvas  WATCH:  *Haiti Smallholder Alliance* (20 Minutes)  *A Small Country with Big Plans to Get Rid of Fossil Fuels* (15 minutes) | SUBMIT:   * Sustainability News #4 (Latin America and Sustainability) |
| Session 9  October 30th | * SIB in the News * Regional Focus: Latin America & Sustainability * **Company Focus: Heineken** | READ:   * *FDI Simulation Material* | SUBMIT:   * FDI Simulation responses |
| Session 10  November 6th | * Simulation 3: Foreign Direct Investment Scenario | READ:   * *Doing Well in Africa Can Also Mean Doing Good* * *Getting a Fair Deal on Africa’s Resource Wealth*   WATCH:  *Chocolate: The Bitter Truth* or the Dark Truth About Chocolate | SUBMIT:   * Company Sustainability Strategy Brief #5: Nestle * TBA |
| Session 11  November 13th | * **Industry Focus: Chocolate & Cocoa Industry** * Regional Focus: Africa, & Sustainability * **Company Focus: Nestle** * Megachallenge 3: Equity * Group Workshop | READ:   * *China* * *New Meaning of Fast Fashion*   WATCH:  *Liquid Ivory* (15 minutes)  Fast Fashion (TBA)  *Shipbreakers* (12 minutes) | SUBMIT:   * SIB in the News #5 (Asia and Sustainability) * Clothing Survey |
| Session 12  November 20th | * Regional Focus: Asia & Sustainability * **Megachallenge 4: Fast Fashion** * Group Workshop | READ:   * Green Giants, Chapters 5 & 6 * The Wicked Problems of Global Sustainability * Sugar Shifted Blame to Fat * Factory Farming   WATCH:  Fast Food, Fat Profits (23 minutes) | SUBMIT:   * Food Survey |
| Session 13 | * **Megachallenge 5: Consumption** * *Sustainability as a Wicked Problem* * **Food** | No readings. | SUBMIT:   * Presentation and Executive Summary by 5pm Thursday |
| Session 14 | * Presentations * Course Wrap UP |  | SUBMIT:   * Team member evaluations by Thursday at 5pm. |
| Session 15 | * Final Exam |  | SUBMIT: Final Exam |

**Grading**

Your grade will be based on the following point scale:



**Assignments**

All assignments are available on our Canvas site.

|  |  |
| --- | --- |
| 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 and Canvas. |
| Final Presentation and Executive Summary (150 Points) | In a group you will be developing a sustainability strategy and related goals for a multinational corporation. In the last week of the semester you will present your strategy and goals to the class. |
| Sustainability in the News (125 Points) | You will be submitting a discussion of 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. |
| Company Briefs (125 Points) | As an individual, you will be reviewing five company sustainability strategies and comparing them to corporations of similar size and endeavor. You will be posting your findings in response to questions on Canvas. Each brief is worth 25 points. |
| Simulations (150 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) 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), 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.

***Accessibility***

The Extension School is committed to providing an accessible academic community. The Accessibility 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.