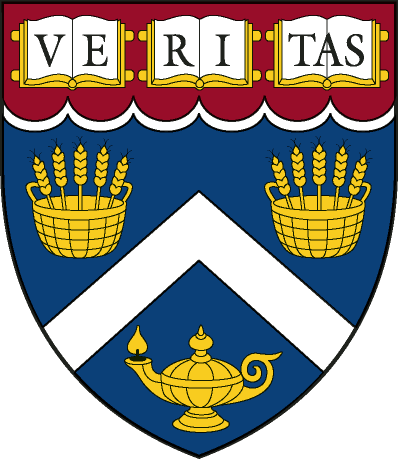
** **Harvard University Extension School**

**Management 5625**

**Sustainability & International Business:**

**Challenges, Opportunities, & Strategies**

**Instructor: Maurie Caitlin Kelly, PhD**

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

**Consider the following:**

***For the past three decades, international 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 19 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: 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**

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.

**Live** **Web Conference Course Information:**

This section of MGMT 5625 is a weekly **live web conference** course. So it is just like being in a classroom each week.

**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:

* macOS 10.13-10.15 | Windows 8.1/10
* 2-Ghz or faster duo core processor
* 8-GB RAM
* Web browsers **updated to latest versions:**Chrome | Firefox | Safari (Mac only - do NOT update Safari if macOS update required)
* Download/upload speed: minimum 4-Mbps
* Wired connection recommended
* Check your speed at <https://speedof.me/>

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

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.

**Zoom**

Our Zoom room can be accessed via our Canvas course website. Just click on Zoom in the left navigation bar and you will be able to join the session.

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* ***Thursda****y****s from 5:30-7:30pm.***

**Course Materials**

**Coursepack**

You will purchase this from the Harvard Coop bookstore website. Here is a link to our material: <https://tinyurl.com/F21-MGMTE-5625-1>

I will send the materials via email. The bookstore will not be sending you the materials from the coursepack.

**Do NOT purchase shipping during the purchasing process. Select pick up instead**--**even though you will not be picking it up. I will send the materials to you via email throughout the course.**

**Online Materials, Articles, Videos**

Links or references to all other materials including articles and videos will be on Canvas. Please see Lecture 1 for more information on how Canvas is set up.

Course Schedule

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

**Please see Canvas weekly modules for specifics on readings, videos, assignments, and due dates.**

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| **Session Date** | **Topics** | **Readings & Videos** | **Assignments** |
| Session 1  September 2nd | * Intro to Sustainability & IB Concepts * What is the intersection of sustainability and international business? * What are the major challenges we have related to sustainability today? | There are no readings or videos for our first session.  The complete list of readings and videos are listed and available on Canvas. The information below may change based on current events or class needs. | There are no assignments for our first session. Your first assignments are due on Thursday September 10th.  The details and list of all assignments are listed and available on Canvas. |
| Session 2  September 9th | * Megachallenge 1: Plastic | READ:   * *We know plastic is harmful to Marine Life, But what about us?* * *The Plastic Crisis is More Urgent than you Know.* * *The Plastic Industry's Fight Against Recycling*   WATCH:  Monumental Effort to Rid the World’s Oceans of Plastic (13 Minutes)  Plastic 101 | SUBMIT:   * Sustainability News #1 Plastic * Living in a Plastic World assignment |
| Session 3  September 16th | * Megachallenge 2: Chemical Pollution | READ:   * Welcome to Beautiful Parkersburg West Virginia * House of the Butterflies   WATCH:  *Earth Focus: Toxic Futures Untold Stories of Chemical Pollution* (27 minutes)  *Toxic Baby* (Ted Talk; 17 minutes) | SUBMIT:   * Company Sustainability Strategy Research Brief #1: (see instructions on Canvas) |
| Session 4  September 23rd | * Beaumont Environmental Justice Simulation * Environmental Justice Discussion | READ:   * Beaumont Incinerator Simulation Material   WATCH:  A Brief History of Environmental Justice (3 minutes)  Pollution is Segregated: Interview with Robert Bullard (17 minutes) | SUBMIT:   * Sustainability News #2 (Pollution) * Company Sustainability Strategy Report #2 (see instructions on Canvas) |
| Session 5  September 30th | * Friedman on Profit * Strategic Leadership in Sustainability * Company Focus: Interface   Guest Speaker, Nadine Gudz | READ:  WATCH:   * Milton Friedman (1 page) * 20 Years Later, Interface (2 pages) * Strategic Leadership in Corporate Sustainability (6 pages)   WATCH:  *The Business Logic of Sustainability*, Ray Anderson, CEO Interface, Ted Talk (16 minutes)  *Milton Friedman and the Profit Motive* (5 minutes) | SUBMIT:   * Beaumont Environmental Justice Simulation responses |
| Session 6  October 7th | * Regional Focus: Europe & Sustainability * Company Focus: Unilever | READ:   * EU sustainability   WATCH:  *Dutch Cycle Paths* (6 minutes)  *Profit’s not always the point* (7 minutes) | SUBMIT:   * Sustainability News #3 (Europe and Sustainability) * Company Sustainability Strategy Brief #3 (see instructions on Canvas) |
| Session 7  October 14th | * Megachallenge 3: Climate Change * Company Focus: Exxon * Regional Focus: Asia & Sustainability | READ:   * The Point of No Return * Short Answers to Hard Questions about Climate Change * Earth will be too hot for humans * Rapid Unprecedented Change Needed to Halt Climate Change   WATCH:  *The Earth is Full* (16 minutes)  *Vice News the Cost of Climate Change* (28 minutes)  *John Oliver Climate Change Debate* (7 minutes) | SUBMIT:   * SIB News #4 (Asia and Sustainability) * **MID TERM EXAM Opens Thursday October 14th at 12am; Closes Thursday October 21st at 5:00pm.** |
| Session 8  October 21st | * Simulation 2: Bepo Dam | READ:   * Final Project Description * Bepo Dam Simulation Material | SUBMIT:   * Responses to questions for Bepo Dam Simulation |
| Session 9  October 28th | * Regional Focus: Latin America & Sustainability * Megachallenge 4: Food Systems * Group Workshop Final Project | READ:   * Amazon Fires in Brazil * Heineken in Haiti * There is no such thing as humane meat or eggs * Can we justify killing animals for food   WATCH:  *Haiti’s Smallholder Alliance* (20 minutes)  *A Small Country with Big Plans to Get Rid of Fossil Fuels* (15 minutes) | SUBMIT:   * Sustainability News #5 (Latin America and Sustainability) |
| Session 10  November 4th  Class starts at 6:30pm EST | * Megachallenge 5: Fast Fashion/Consumption | READ:  *New Meaning of Fast Fashion*  WATCH:  *The True Cost of Fast Fashion* (6 minutes) | SUBMIT:   * Company Sustainability Strategy Report #5: Fashion/Apparel * Clothing Survey (participation points) |
| Session 11  November 11th | * Simulation 3: Foreign Direct Investment Scenario * Group Workshop Final Project | READ:  FDI Simulation Material | SUBMIT:   * FDI Simulation responses |
| Session 12  November 18th | * Industry Focus: Chocolate & Cocoa Industry * Regional Focus: Africa, & Sustainability * Final Project Group Workshop | READ:   * Big Chocolate and Child Labor article only * Big Chocolate and Child Labor (there is also a video embedded in this page) * Cocoa's Child Laborers * Child Labor on Nestle Farms   REVIEW (look at):   * World Cocoa Foundation website * Chocolate Scorecard * Lumina Certification Programs Compared   WATCH:  *Chocolate: The Bitter Truth* OR *The Dark Truth About Chocolate* | SUBMIT:   * Responses to chocolate video on Canvas |
| No Class November 25th | Thanksgiving Vacation |  |  |
| Session 13  December 2nd | * Mercury Simulation * Final Project Group Workshop | READ:  Mercury Simulation Material  WATCH:  *What is Mercury poisoning? (2 minutes)*  *The Minamata Story (3 minutes)* | SUBMIT:   * Mercury Responses |
| Session 14  December 9th | * Final Presentations * Course Wrap Up |  | SUBMIT:   * Presentation and Executive Summary by 5pm Wednesday December 8th. * Team member evaluations by 11:59pm Sunday December 12th |
| **Final Exam Week** | * Final Exam Week |  | **SUBMIT:**   * Final Exam opens Saturday December 11th; closes Saturday December 18th . |

**Grading**

Your grade will be based on the following scale:



**Assignments**

All assignments are available on our Canvas site.

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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 and Canvas.  When class starts your video camera should be on and stay on throughout the session. That demonstrates that you are actively engaged in the discussion and with your peers. If you consistently turn off your video and are silent, I will assume you are not participating in class.  Throughout the semester, I will have opportunities for you to earn participation points through activities and discussions. |
| Final Presentation and Executive Summary (100 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 (100 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 (200 Points) | As an individual, you will be reviewing and reporting on company sustainability strategies.  You will be posting your findings in response to questions on Canvas. |
| 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. 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>)

**Policies**

***Attendance***

***Attendance is required.*** 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. Absence from class can result in a lower grade. If you are absent for a simulation or for your final presentation you will not receive credit for that activity.

***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 <https://www.extension.harvard.edu/resources-policies/resources/disability-services-accessibility> for more information.

***Academic Integrity/Honesty***

You are responsible for understanding Harvard Extension School policies on academic integrity (<https://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 (<https://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.