

**California State University, Chico**  
**College of Business**  
**Department of Management**  
**Spring 2009**

**MGMT 460: Managing for Sustainability**

**Section:** 02 – M/W/F 11:00 – 11:50 A.M. – Glenn 225  
01 – M/W/F 12:00 – 12:50 P.M. – Glenn 214

**Instructor:** Angela Casler  
Email: acasler@csuchico.edu  
Phone: 898-4066  
Office: Tehama Hall, 440  
Hours: MW 2:00 p.m. – 4:30 p.m. and by appointment

**Catalog Description**

This course examines the ways in which organizations can be managed to meet the triple bottom line: social, economic and environmental sustainability. Students learn to analyze organizational impacts and develop practices that foster a balanced ecosystem as well as organizational effectiveness.

**Course Relevance**

What's a green business? What's the green economy? What's does green really mean? Managing for Sustainability will challenge you to answer these questions by learning to create solutions on the journey to sustainable business practices and systems.

In America, the lifestyles we lead today were only created by technological innovation within the last 50 years. Ask your grandparents if they ever imagined watching television on the cell phone. Who would imagine that you could use your television as a PC monitor to surf the web or order movies on demand? As world population growth accelerates at a rate never before seen in history, natural resources will quickly deplete to satisfy demand. Essentially, we have moved past the Industrial Era, Information Age, Quality Movement and Corporate Social Responsibility onward to the Sustainability Movement. The sustainability movement requires collaboration from all sectors of society from non-profit to for-profit and all our worlds' citizens. Thus, many scientists, environmentalists, academics, regulators, economists, and business leaders truly understand why we must collectively protect natural resources. Simply put, if action is not taken it will lead to the obsolescence of our lifestyle as we know it today. In American society, many people view the change in lifestyle as a threat to wealth and convenience. This perceived threat creates resistance to change. Therefore, this class will help you formulate strategies to communicate sustainability to all stakeholders: resistant, passive, or engaged. We will focus on what we can do. This class is not about problem solving, it is about creating change along the journey to a healthier society, economy, and environment.

The word “sustainable” is already commonly used in business lingo. Oftentimes, the word “sustainability” leads to confusion within an organization. What is the difference? There isn’t a difference. In business, the word sustainable means creating products and services to be utilized long-term or to be in business for the long-run. Sustainability managers will provide products and services for the long-run, while also minimizing negative impacts to natural resources, society and the economy. Both healthy economies and societies rely on plentiful ecosystems to be able to produce goods and services. Thus, this class will focus on the Triple Bottom Line: being profitable, while protecting human resources throughout the value system to ensure healthy communities and healthy natural environments. We will study strategy, systems dynamics, manufacturing redesign, life cycle assessment, products, product usage by consumers, packaging, global supply chains, accounting, finance, human resources, and marketing, to ensure you have the knowledge, skills and abilities to integrate sustainability into any career or within any position.

You can assist your organizations to understand the long-term consequences of some of the decisions that will be made today on tomorrow’s generations. You are the first generation of educated managers that will lead the sustainability movement. Sustainable strategic management has no rules or consistent standards yet. Therefore, you are entering a new realm of managerial concepts, which includes life cycle assessment and the triple bottom line.

### **University Infrastructure/Initiatives/Activities**

The University’s 6<sup>th</sup> Strategic Priority is, “believing that each generation owes something to those which follow, we will create environmentally literate citizens, who embrace sustainability as a way of living. We will be wise stewards of scarce resources and, in seeking to develop the whole person, be aware that our individual and collective actions have economic, social, and environmental consequences locally, regionally, and globally.”

The Institute of Sustainable Development is responsible for managing our University’s Strategic vision.

*At Chico State, we are dedicated to sustainable development as a means of balancing human social, cultural, and economic needs with the natural environment by respecting the finite natural resources of this planet and living in harmony with other humans and species now and into the future. We strive to become leaders in achieving a new vision of education, which integrates the principles of sustainable development into the academic programs, practices, and collaborations of our university.”*

*Sustainable development requires universities to train caring citizens who exercise their rights globally as well as locally. This means that we will train students to be good stewards of the planet, and we will do so across all disciplines. Every department on campus has something meaningful and important to say about what one generation owes to the next, about what our role in the natural world is, and what it means to live a decent life. Our efforts in sustainability therefore include a number of different, though related,*

*components: academic programs, business practices, civic engagement, community connections, and research and creative activities.*

*We intend to make CSU, Chico the distinctive "green" campus in California and become a national leader in environmental education, science, and policy analysis; the building of environmentally friendly facilities, and practicing and modeling for others sustainable practices. We see civic engagement and sustainability powerfully linked as a way to help students understand that democracy must be actively created and nurtured and as a way to work with others to build and live in the community (<http://www.csuchico.edu/sustainablefuture/>).*

*Scott G. McNall  
Executive Director of the Institute for Sustainable Development*

The College of Business sustainable vision is to, “graduate values-based leaders who are committed to sustainable business practices, which includes creating positive change that will benefit generations to come.”

### **Student Activities**

You can make an impact. You can get involved. You can develop valuable experience to prepare you for your career. Get connected and visit BMU 301. Here are some of the activities and internships you can explore through the College of Business, Associated Students Sustainability and University Programs:

- NetImpact
- Sustainable Consultation of Office Practices (SCOOP)
- Green Campus
- AS Recycling
- Recycling and Rubbish Exhibit (RARE)
- Community Action Volunteers in Education (CAVE)
- Community Legal Information Center (CLIC)
- Diversion Excursion
- Environmental Action and Resource Center (EARC)
- Environmental Affairs Council (EAC)
- Environmental Ambassadors

### **Learning Objectives**

This class will not focus on environmental concerns, such as global warming, climate change, or pollution. This class focuses on creating leaders and managers who understand how to implement sustainable strategies to create new journeys and solutions for your organizations.

MGMT 460 also develops your ability to organize and present ideas so that the intended message is the message received. By participating in this class, you will practice speaking, listening,

writing, and reading so that these skills improve and the factors leading to ongoing improvement become clear to you.

The following are the learning objectives for this course. By the end of the semester, you will:

1. Understand your own definition of sustainability.
2. Understand how to create a strategic vision for your organization.
3. Understand the impact of the organization's external environment and how to analyze business processes.
4. Understand how to implement sustainability management within an organization to include strategic, tactical and operational goals.
5. Understand the audit process of planning, organizing, leading and controlling.
6. Develop project management skills.
7. Practice working in teams to ensure the ability to work with others with different perspectives and agendas.
8. Understand how to create new solutions that protect people, the planet, while being profitable.
9. Understand how to be an effective change agent.
10. Understand how to reduce your own carbon footprint.
11. Be knowledgeable of strategies for responding to resistance to sustainability.
12. Develop leadership and follower skills.
13. Learn to motivate others in a positive manner.
14. Actively learn how to manage teams.
15. Enhance your oral and written communication skills.

### **Learning Activities**

This course offers specific information about the domain of managing for sustainability in an interactive way. Lectures are intended to supplement text materials; also discussions and classroom activities are intended to demonstrate the application of lecture and text concepts. Therefore, it is important that you read all material and complete assignments prior to class. To reduce the usage of paper, many of your assigned readings will be accessible on the portal, to include links to readings from library databases.

MGMT 460's learning objectives will be enhanced with guest speakers, lecture, and practical application of theory, teamwork, involvement in campus initiatives and activities, and facility tours. **It is important to review the schedule for the class, as sometimes our class meetings will be held at different locations.** It is imperative that you notify me immediately of any schedule conflicts.

### **Learning Demonstration**

Exams/Quizzes—Three exams and the best of six out of seven quizzes count towards your total points. Each exam can be a mixture of essay, short answer, multiple choice and true and false questions. Exam total values are 700 points. Quizzes will be true/false or multiple choice questions. Each quiz is valued at 100 points, and you can drop your lowest grade for a total value

of 600 points. Quizzes will be given at the beginning of the class period on assigned readings. The quizzes and exams cover all of the assigned readings, (even though I may not discuss all of the assigned readings in class), class discussions, lectures, guest speaker visits, and class activities.

All exams and quizzes must be taken at the assigned time and place. There are **NO** make-up exams given after the exam date **for any reason** (weddings, illness, death, field trips, first or second interviews, faulty alarm clock, etc.) Please see me by the second week of class if you are taking advantage of Disability Support Services.

#### Individual Assignment:

Three individual assignments count toward your total points earned in the class. The first is an exercise to learn how to integrate sustainability into your own lifestyle and manage change effectively and efficiently (150 points). The second assignment is to explore sustainable publicly traded companies through a stock market simulation (50 points with extra credit potential). Finally, the Annual CSU-Production and Operations Management Association Conference will be hosted by our campus on 2/20/09-2/21/09. This year the theme is managing for sustainability, thus our class will be attending portions of the conference.

#### Group Assignment:

Each student will actively participate in a practical group assignment that will develop creative solutions for a local business. As learning to collaborate is essential to becoming a change agent, the project is a team assignment. It is a comprehensive exercise that will evaluate the business' value chain, and research and design solutions that are both viable and feasible for the owner/manager using managerial concepts of the Triple Bottom Line and Life Cycle Assessment. Time management and team communication are essential in completing the project. Your team will be required to work outside of class in addition to during class. Teams consist of 4-5 students who select and research a local business. Finally, your team will share your knowledge with the rest of the class by presenting your project in an oral presentation.

#### Peer Evaluation

Peer evaluation affords students the opportunity to evaluate their teammates' contributions towards the successful completion of the team project written and oral presentation preparation. Team members' attendance at team meetings, productivity, quality of work, academic contribution, and teamwork skills are all considered. 2 separate peer evaluations are submitted privately to the instructor on the day of the team's oral presentation and also when the written report is due. For both the oral presentation and the written report, you will earn a team grade. Then your average peer evaluation score will be deducted (if applicable) from the instructor grade to formulate your individual grade. Students who do not turn in a peer evaluation when it is due will lose points.

#### Written Report and Oral Presentation

If you have trouble with a team member, the self-directed team is to work **as a team** to take care of the situation. Practice resolving problems on your own, as this is what you will have to do on the job. If you cannot resolve the issue on your own, you may come to me **as a team** for additional facilitation and guidance.

Attendance is mandatory during oral presentations. For each unexcused absence, you will forfeit 5 points from your own oral presentation grade.

**Required Texts:**

1. Hitchcock, D. and Willard, M. (2006) *The Business Guide to Sustainability: Practical Strategies and Tools for Organizations*. ISBN 978-1-84407-320-7. (BG)
2. Edited by Jost Hamschmidt (2007) *Case Studies in Sustainability Management and Strategy, The Oikos Collection*. ISBN 978-1-9060-930-13 (CS)
3. Esty, D. and Winston, A. (2006) *Green to Gold*. ISBN 978-0-300-11997-8 (GTG)

**Other Required Materials:**

- 7 short scantrons for quizzes
- 3 long scantrons for exams
- 1 green/blue book for exams

**Extra Credit** can be earned by completing the following during the Spring 2009 semester:

- Completing 1 credit hour for BADM 115 – Business Ethics. Sign up on the portal or in class. (50 points)
- Completing 1 credit hour for AS Sustainability internship. (50 points) See portal folder “AS Sustainability”
- 50 points of Extra Credit will be awarded to the top three earners in the stock market game. See assignment for details.
- Various tours, outside of our class meeting time, will be announced that are available throughout the semester. 25 extra credit points will be awarded for each tour you attend.

**Summary of Points to be Earned:**

<b><u>Experience</u></b>	<b><u>Points</u></b>
Exam 1	200
Exam 2	200
Cumulative Final Exam	300 (35% Exams)
7 Quizzes (T/F and multiple choice. Best of 6)	600 (30% Quizzes)
A1: Environmental Responsibility (due each month 3 X 50 points)	150
A2: Project Management	400
A3: Stock Market	50 (30% Assignments)
Participation (Tours, Guest Speakers, Class Participation)	100 (5% Participation)
<b>Total Number of Points</b>	<b>2,000</b>
Extra Credit Possible	150
Tour Extra Credit Possible	TBA
A4: Supply Chain Management Conference TBA	25 points

**Letter Grade Policy and Numerical Grading Scale:**

100-93% = A	83-80% = B-	69-60 = D
92-90% = A-	79-77% = C+	59- 0 = F
89-87% = B+	76-74% = C	
86-84% = B	73-70% = C-	

For your reference, “A” indicates excellent work; “B” indicates very good work; “C” indicates standard, adequate work. Any grade below a C- in MGMT 300 is considered a failing grade.

At the end of the semester, I will post grades on Vista. Check the Portal for your grade. Because email is not secure, I do not email grades to students.

**Vista Portal:**

All appropriate course materials will be posted on Vista. Check your portal on a daily basis for updates, announcements, and emails. Any emails you send me must be sent through the portal. Do not email me through the exchange server as you will not receive a 24-hour turnaround response.

**COURSE POLICIES:**

**1. Disenrollment**

Students who miss class during the first week without prior notification of their planned absence will be disenrolled.

**2. Academic Honesty**

Absolute academic honesty is expected in this class. Plagiarism will result in a zero on the assignment. Cheating on an exam during the semester will result in a zero on the exam. **In any instance of cheating, whether intentional or unintentional, you will be referred to the student disciplinary office and risk expulsion from the University.**

**3. Class Attendance**

Your attendance and active participation in class is necessary and expected. As stated previously in this syllabus, true learning requires that you be an active participant in the learning process. Excessive absences will affect your overall grade.

**4. Grade Disputes**

If you believe that any graded assignment deserves a grade other than the one received, please feel free to visit during office hours to discuss your concerns. Please follow these guidelines in order to facilitate our discussion. Your dispute must be typed and you must document from the text (using page numbers), lecture notes or any other relevant class material, why you believe you deserve a grade other than the one you received. The discussion must take place within one week from the day the assignment is returned to the class.

**5. If I Miss Class Due to Illness**

If I have to unexpectedly miss class due to illness, it is your responsibility to check the Vista site for the course to see what I have assigned in place of what was planned in class.

#### **6. If You Miss Class**

If you miss any classes, it is imperative that you call a classmate to find out what you missed. You are responsible for materials and assignments you may have missed, and also includes turning in assignments on their due date.

#### **7. Copies of Work**

Always (1) keep copies of all the work you turn in and (2) retain the work you receive back. A copy of your work solves any unexpected problem that could occur.

#### **8. If You Are Having Trouble with This Course**

It is imperative that you come in and talk to me if you are having difficulty with the course. The sooner a solution can be developed, then the more likely you are to succeed in this course. If you have any special needs that might affect your performance in this course, please discuss those with me as soon as possible.

#### **9. Change**

Because it is impossible to predict precisely how a semester will progress before it begins, changes to the content, schedule, weighting, and/or sequencing of assignments may occur at any time.

#### **10. Classroom conduct**

Your full attention is required. Therefore, cell phones, beepers, MP3, etc. will not be allowed to be used during class whatsoever. Laptops may be used in class for the purpose of referencing assigned readings, the portal, lecture material or taking notes. Do not abuse this policy and search the internet, read your email, play on your MySpace, etc. or complete other class assignments during our class time. If you do, the policy will change and no one in the class will be allowed to bring laptops for the duration of the semester. Attending class is a choice. It is up to you how much you gain from your academic experience. Tardiness, leaving early, or disruptive behavior will not be tolerated.

#### **11. Assignments**

No assignments may be emailed or faxed. You must turn in all assignments at the beginning of class on the due date. **No late work will be accepted for any reason.**

**12. Disabilities**—If you have are taking advantage of Disability Support Services, please let me know by the end of the second week of class so that appropriate accommodations can be made. If you are working through DSS, I strongly encourage you to take all your exams through DSS.

#### **13. Student Veterans**

If you have served your country in the capacity of active duty, reserve, or national guard, please advise me prior to the third week of class.

**THIS SYLLABUS IS SUBJECT TO CHANGE AT ANYTIME.**

**Class Schedule: Subject to change at anytime.**

<b>We ek</b>	<b>DATE</b>	<b>LECTURE/DISCUSSION TOPIC</b>	<b>ASSIGNED READINGS</b>	<b>Assignment Due</b>
<b>1</b>	<b>1/26</b>	Introduction	R1: Innovating Our Way	
	<b>1/28</b>	L1. Life Cycle Assessment and the Triple Bottom Line R1 Discussion	GTG: Chpts 1-5	
	<b>1/30</b>	L2. Global and US Initiatives  <b>A1: Environmental Responsibility Report (ERR)</b>		<b>ERR due end of month Feb, Mar, Apr.</b>
<b>2</b>	<b>2/2</b>	L3. What is sustainability? <b>Quiz 1 (R1, R2, and GTG:1-5)</b>	R2.- Hard to Break	
	<b>2/4</b>	L3.1 Lifestyle Management Your impact on ecology	<a href="http://www.epa.gov/climatechange/emissions/ind_calculator.html">http://www.epa.gov/climatechange/emissions/ind_calculator.html</a>	
	<b>2/6*</b>	Lecture continued	<b>Sierra Nevada Tour 3-4pm meets in West parking lot near fuel cells. (EC)</b>	
<b>3</b>	<b>2/9</b>	Lifestyle Management / Guest Speaker Scott McNall, Executive Director Institute of Sustainable Development CSUC	<b>Campus Green Week</b>	
	<b>2/11</b>	<b>Class Held in BMU 301: AS Sustainability Tour (10 pts)</b>		
	<b>2/13</b>	Campus Sustainability Tour		
<b>4</b>	<b>2/16</b>	L4. Strategic Management <b>Quiz 2 (BG:1,6/GTG 6-7, CS3)</b>	BG: 1 and 6, GTG : 6-7, 11-12 CS3-Kimpton Hotels	
	<b>2/18</b>	L5. Senior Management <b>A2: Project Mgmt due 4/20</b> Assign groups		
	<b>2/20**</b>	Continue lecture / Guest Speaker Scott McNall, Executive Director Institute of Sustainable Development CSUC	<b>460-01, 12pm session's Sierra Nevada Brewery Tour 3-4pm. Meet in west parking lot. 2/21/09 CSU-POM Conference. Attend concurrent sessions. (EC A4)</b>	
<b>5</b>	<b>2/23</b>	L6 Environmental Regulations	BG: 10	
	<b>2/25</b>	Review for Exam	<a href="http://www.calepa.ca.gov/">http://www.calepa.ca.gov/</a> <a href="http://www.arb.ca.gov/regact/regact08.htm">http://www.arb.ca.gov/regact/regact08.htm</a>	

	2/27	<b>Exam I</b>	<b>BG: 1,6,10, GTG 1-7, 11-12, R1-2, CS3</b>	
6	3/2	L7. Human Resource Mgmt <b>A3: Stock Market Game due 4/13/09</b>	BG: 8 <b>A3: Sign up and begin playing through 4/3/08 <a href="http://www.stocksquest.com">www.stocksquest.com</a></b>	
	3/4	L8. Change Agents Communicating Sustainability	BG: 2, GTG 9-10	
	3/6	Guest Speaker: Amanda Fairley, LEED AP-Waste Management		<b>A1 ERR Due</b>
7	3/9	L9. Accounting/Finance <b>Quiz 3: BG 2,8,12/GTG 9-10, R3</b>	BG: 12 R3-Little Green Lies	
	3/11	L10. Sustainability Reporting		
	3/13	Team Meeting		
8	3/16-20	Spring Break		
9	3/23	L11. Facilities Mgmt	BG:7	
	3/25	Guest Speaker, Mike Bates, Energy Manager, Facilities Management, Yolo Solar Tour		
	3/27	California Water Service, Peter Bonacich, Assistant District Manager		
10	3/30	<b>Quiz 4: BG 3,4,7, GTG 8</b> L12.Manufacturing/Product Design	BG: 3-4, GTG 8	
	4/1	L13. ISO 14001		
	4/3	L14. Procurement	BG: 9	
11	4/6	L15. Supply Chain Mgmt	R4-Building a Green Supply Chain	<b>A1 ERR Due</b>
	4/8	L16. Emerging Technologies Guest Speaker: Scott Jackson, President, Evergreen (20 pts)	CS12-Catamount Energy Wind Farm	
	4/10	<b>Exam 2: BG 2-4,7-9,12, GTG 8-10, R3-4</b>		
12	4/13	L17. LEED Certification	R5-Green Building	<b>A3 Stock Due</b>
	4/15	Composting Tour		
	4/17	<b>Quiz 5: R5/CS12</b> Prepare for Presentations		
13	4/20	Presentations (2)		<b>A2 PM Due</b>
	4/22	Presentations (2)		
	4/24	Presentations (2)		
14	4/27	Presentations (2)		
	4/29	Presentations (2)		

	<b>5/1</b>	Movie		
<b>15</b>	<b>5/4</b>	<b>Quiz 6 (BG 11, CS10)</b> L18. Marketing	BG: 11 CS10-The Body Shop	
	<b>5/6</b>	Guest speaker: Greg Schneeweis, VP National Accounts, BLAgency		
	<b>5/8</b>	L19. Certification Schemes		
<b>16</b>	<b>5/11</b>	<b>Quiz 7: CS 4-5</b> L20. Consumer Education	CS4-Hayward Lumber CS5-Global Fishing Industry	<b>A1 ERR Due</b>
	<b>5/13</b>	Guest Speaker or Movie		
	<b>5/15</b>	Review		
		<b>Finals Week</b>		
	<b>460-01</b>	Wed. 5/20/19 12-150pm		
	<b>460-02</b>	Mon. 5/18/09 12-150pm		