

# UNIVERSITY OF WISCONSIN OSHKOSH

## BUS-450 Environmental Management

Fall 2011-Revised

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**COURSE DESCRIPTION:** This course is designed to introduce you to the issues surrounding the natural environment: specifically, how daily and long-term business decisions impact and are impacted by natural consequences. This is a hands-on course in which you will be required to do much introspection, reading, group discussion. You will also conduct two research papers. Consequently, class meetings will not always be in the traditional sense, some will be in the regular classroom, some will utilize the online format of D2L and others may involve guest speakers.

**COURSE OBJECTIVES:** At the end of this course, you should be able to:

- Explain the major concepts and issues involved sustainability
- Describe the process implications of daily and long term decisions on the environment and social issues both locally and globally
- Explain the Triple Bottom Line concept of corporate strategy
- Discuss current issues in sustainability; and
- Critically assess a business' sustainability footprint based upon publicly available information.

**COURSE DESCRIPTION:** This course is designed to introduce you to the issues surrounding the natural environment. We will focus on how daily and long-term business decisions impact and are impacted by natural and social capital. This is a hands-on course in which you will be required to do much introspection, reading, and group discussion. The D2L course site will keep you abreast of course events, assignments and discussions.

**COURSE MATERIALS:** The following texts are required for the course:

- Lazlo, C. and N. Zhexembayeva **Embedded Sustainability: The Next Big Competitive Advantage.** Stanford Business Books (2011)
- Senge, P. et.al. **The Necessary Revolution.** Doubleday (2008).
- Dunn, S. and R. Young **The Green Baron,** Trafford (2007).

I selected the three books because they each bring a different perspective to the highly complex, highly polarized topic of sustainability in business. Peter Senge has been a leading management guru for many years, his books and articles read by literally millions of managers. His 5<sup>th</sup> Discipline (first published in 1990) was a groundbreaking look at management as a holistic endeavor and furthered work on the concept of the learning organization. I have had the opportunity to meet him on a number of occasions, and even had dinner with him. He is one of those individuals that you realize you only meet once in a great while in terms of intellect and passion. In *The Necessary Revolution*, he takes these concepts and meshes them with the environmental and social issues facing the world in the 21<sup>st</sup> Century. He offers a mix of theory/paradigms and practical advice to managers. The book by Lazlo and Zhexembayeva is literally "hot off the press". I was able to get an advance copy and liked their review of management practice with a look ahead to the "blue oceans" that will be open to

firms and individuals that understand long-term focus. I have met Lazlo at conferences and find his approach refreshing. Finally, I chose my own book to be the reference for you. This book is a parable that is a quick read. It will give you the lay of the land how environmental issues impact every aspect of an organization.

I hope you find the books to be challenging, interesting and inspiring- leading to great discussion here and in the future as you become more knowledgeable about how to help your organization deal with the challenges of sustainability.

### STUDENT EXPECTATIONS

**DISCUSSION:** Students are expected to participate regularly in discussions (in class and online) and to offer contribution to the mix without negatively impacting others with personal viewpoints and unsubstantiated content. When you enter a discussion, it helps tremendously if you first respond to the previous comments. You should also strive to support your positions with references to articles and/or videos that we can access (you may send them to me before class or post them in the online discussion areas).

This item is a **subjective assessment** based upon the following discussion rubric:

#### DISCUSSION RUBRIC

	<b>Unacceptable</b> <b>0</b>	<b>Difficulty</b> <b>1</b>	<b>Proficient</b> <b>3</b>	<b>Exemplary</b> <b>5</b>
<b>Self Direction</b>	Does not respond to peers without prompting; rarely participates	Occasionally meets minimum standards; often late; needs frequent reminders	Responds timely to peers; completes all requirements; nominal encouragement needed	Responds promptly to peers, frequent participation; completes early; no prompting needed
<b>Contribution</b>	When participates, posts casual responses that do not add to the discussion content	Minimal responses; does not contribute additional information or further the discussion topic	Posts are on topic with proper references; adds content to discussion	Posts are on topic, well constructed and add to content and discussion; appropriate use of 2 or more references
<b>Development</b>	Ideas are poorly developed with little or no connection to the topic	Poor connection to topic; some common expression of ideas	Clear opinions and ideas with connection to topic	Clear, specific ideas and opinions; well organized and a direct connection to topic
<b>Writing</b>	Poor grammar, poor organization, improper or no use of terms	Some poor grammar usage; improper use of terms	Minimal errors noted; organized with appropriate use of terms	Correct grammar; organized, well articulated posts; knowledgeable use of terms

**Reports:** Two reports are required. An environmental issues report and a social issues report. Analysis will include your assessment of what the issues are, the priority of these issues, what the options are, which options are short term, which are long-term, which options must be taken, which are optional; and an assessment of likelihood of success. Grammar and presentation will count.

**EXAMS:** A mid-term and comprehensive final exam in essay format will be given. Coverage will be inclusive of readings, your papers, current events and discussions. Grade will be based upon thoroughness of coverage and clarity of your writing.

### **INSTRUCTOR EXPECTATIONS**

I typically access the online D2L site for the course a couple of times per day and on most weekends. I can be reached via email and will endeavor to respond as soon as possible. I will monitor discussion and post current events regularly in D2L. Discussion of these events in addition to the regular reading material will play an ongoing part in the understanding you gain about the impact of sustainability on business strategy and operations. The reports and exams will be graded within one week of their due dates.

**COURSE FORMAT:** You are expected to utilize the library and on-line resources extensively for your research and for class discussion. Class will consist of online discussions based upon assigned readings each week and current events as they occur. There will be one written report required and one essay format final exam.

### **GRADING POLICY:**

Grades will be assessed using a variety of methods. As with any course, your level of participation on a regular basis is critical to your successful understanding and completion of the course. In addition, the reports require significant research on contemporary issues and global corporations. The research for the papers will require that you utilize web based search engines, and university library resources. The exams are designed to assess student your mastery of the reading material and topical discussions. Scoring is as follows:

Discussion	100
Environmental Report	100
Project written report	100
Project presentation	50
Exams	150
<b>Total</b>	<b>500 Points</b>

<b>COURSE GRADES:</b>	GradePercent	Points
A	94%	≥470
A-	90	450
B+	88	440
B	82	410
B-	80	400
C+	78	390
C	72	360
C-	70	350
D	60	300
F	<60	<300

## LATE WORK POLICY

Students are expected to complete reading assignments prior to entering the discussions each week. Written assignments must be submitted to the appropriate drop box. The drop box has specific deadlines for each assignment. Late assignments will not be accepted.

## ACADEMIC HONESTY POLICY

Students involved in cheating and plagiarism will be subject to the maximum penalties permitted in the Student Discipline Code. In laymen's terms, if in doubt, use a reference or ask me what is required-don't put yourself in a position to be accused of plagiarism.

### Reading and Discussion Schedule

WEEK	Module/Unit	Reading Assignment
9/13	Module 1: Business reality/Sustainability crossroads	Ch. 1-6(D) Ch. 1-2 (S) Ch. 1(L)
9/20	<b>Environmental Issues Sign Up</b>	Ch. 7-11 (D) Ch. 3-4 (S)
9/27	Module 2: Sustainable Value Guest Speaker: Ryan Cropper (Grande Cheese)	Ch. 5-6 (S) Ch. 2 (L)
10/4	<b>Earth Charter speaker: Neil Chambers</b>	Ch. 7(S) Ch. 3(L)
10/11	Module 3: Strategy and Environment <b>Issues Paper Due 10/16</b>	Ch.. 8-9(S) Ch. 4 (L)
10/18		Ch. 10-11 (S) Ch. 5 (L)
10/25	<b>Grande Cheese plant tour</b>	Ch.12-14 (S)
11/1	Module 4: Strategy and People/Collaboration Guest Speaker: Tom Grogan	Ch. 15-16(S) Ch. 6 (L)
11/8	<b>Exam 1</b>	Ch. 17—18 (S)
11/15	Module 5: Problem Solving and Change Building Tour-Mike Lizotte	Ch. 19-21(S) Ch. 7 (L)
11/22		Ch. 22-24 (S) Ch. 8 (L)
11/29	Module 6: The Future of Business and the TBL	Ch. 9 (L) Ch. 25-26(S)
12/6	Grande Cheese presentation in class Grande Cheese written report due	Ch. 27-29 (S) Ch. 10 (L)
12/13	<b>Grande Cheese Presentation</b>	

(S) Senge; (D) Dunn (L) Lazlo

Note: We may revise the schedule to take advantage of campus events or guest speakers-the date of their presentation and scheduled topic will be given via D2L.

## Course Calendar

### Module 1 Business Reality/Sustainability Crossroads

#### Pre-Class

- **Readings** – Dunn and Young Ch. 1-6
- **Begin** considering topics for your Global Issue report

#### Class 9/13

- Introduction/course preview
- Environmental Issues paper topics

#### Post Class –

- **Post** referenced response to two peer examples in discussions
- **Readings** – Lazlo Ch. 1; Senge Chapters 1 and 2
- Study Concepts for Vital Signs

#### Class 9/20

- **Discuss** Concepts for Vital Signs
- **Readings** – Dunn and Young Ch. 7-Epilogue; Senge Ch. 3-4
- **Select:** Environmental Issues topic

#### Post Class

- Instructor's Weekly Summary
- **Post:** referenced response to two peer discussions
- Study State of the World Ch. 1
- **Readings** – Senge Chapters 5 and 6

## Module 2 – Sustainable Value

### Class 9/27

- **Discuss** State of the World\_Ch 1
- **Readings** – Lazlo Ch. 2
- **Begin** search for university sustainability program example

### Post Class

- Study State of the World\_Ch 2
- **Readings** – Lazlo Ch. 3
- **Research** social issue and **post** link in discussions
- **Continue** search for university sustainability program examples
- Instructor's Weekly Summary

### Class 10/4

- **Discuss** university sustainability program assessment
- **Readings** – Ch. 7 (S)

### Post Class

- Study State of the World Ch. 3-4
- Readings – Senge Chapters 8 and 9
- **Post** referenced response to two peer examples in discussions
- Instructor's Weekly Summary

## Module 3 : Strategy and Environment

### Class 10/11

- **Discuss** State of the World Ch. 4
- **Readings** – Lazlo Ch. 4
- **Due**-post referenced response to two peer examples in discussions

### Post Class

- **Post** referenced response to two peer examples in discussions
- Study Design is the Problem article
- **Readings** – Senge Ch. 10 - 11
- **Due-Environmental Issues paper**(By Midnight Sunday Oct. 16th)
- Instructor's weekly summary

### Class 10/18

- **Discuss** Security-CC and Design is the problem articles
- **Readings** –Lazlo Ch. 5
- **Social Issues topic sign up (in class)**

### Post Class

- Study WI GHG Inventory article
- Readings – Senge Ch. 12-14
- **Post** referenced response to two peer examples in discussions
- Instructor's weekly summary

### Class 10/25

- **Grande Cheese tour**

### Post tour

- Study State of the World\_Ch 5
- **Readings** – Senge Ch. 15-16

## Module 4: Strategy and People

### Class 11/1

- Guest speaker: Mr. Tom Grogan, Esq.
- **Discuss** State of the World Ch. 5
- **Readings** – Lazlo Ch. 6

### Post Class

- Study Strategic Approach to Climate article
- **Post** referenced response to two peer examples in discussions
- Instructor's weekly summary

### Class 11/8

- **EXAM 1**
- **Discuss** Strategy and Society article
- **Readings** – Senge Ch. 17-18

### Post Class

- **Readings** – Senge Ch. 19-21
- Study State of the World Ch. 6
- **Post** referenced response to two peer examples in discussions
- Instructor's Weekly Summary

## Module 5: Change

### Class 11/15 –

- **Discuss** State of the World\_Ch 6
- **Readings** – Lazlo Ch. 7

### Post Class

- **Study** - Sustainability and Change article, Global Warming: Myth vs. Fact
- **Readings** – Lazlo Ch. 8
- **Post** referenced response to two more CSR examples in discussions
- **Continue** writing social issues report
- Instructor's weekly summary

### Class 11/22 -

- **Discuss:** Global Warming: Myth vs. Fact article
- **Readings** – Senge Ch. 22-24
- **Due: Social Issues report (in class)**

### Post Class

- Enjoy Thanksgiving!
- **Readings** – Senge Ch. 25-26
- Instructor's Weekly Summary

## Module 6: The Future of Business

### Class 11/29 –

- Study Toolbook article
- **Readings** – Lazlo Ch. 9

### Post Class

- Study Wal-Mart Supplier Index and Toolbook articles
- **Readings** Senge Ch. 27-29
- **Post** referenced China example in discussions
- Instructor's weekly summary

### Class 12/6 -

- **Discuss** the Wal-Mart Supplier Index
- **Practice presentations**
- Grande Cheese written reports due
- **Readings** – Lazlo Ch.10

### Post Class

- Review for exam
- Instructor's final weekly summary

### Class 12/13

- **Presentation to Grande Cheese Management**

## **Reports-Guidelines (100 pts)**

Ten-page report (maximum) not including cover page and reference list,

Step A. You will be given a list of topics to consider for your report in week one

Step B. Research and write a short report on one environmental and one social issue that will challenge organizations in the coming years. The report must include the following sections:

- (1) Issue:
  - a. Current State: Describe the current state of the sustainable development issue
  - b. Global Engagement: Identify and briefly describe the major treaties, conventions, etc. that deal with this issue.
  - c. Economic Impacts: Discuss the current and potential future economic impacts of this issue.
- (2) Institutional Organizations:
  - a. The Players: Identify the local, national and global institutional organizations actively involved in dealing with this issue. Include multilateral agencies, NGOs, governments, and other relevant organizations.
  - b. Their Roles: Describe the roles of each organization in causing and/or attempting to solve this issue.
- (3) Industry/Industries:
  - a. The Players: Identify the industry or industries actively involved in this issue. Include industry and professional associations, councils, and commissions that may be involved.
  - b. Their Roles: Describe its/their roles in causing and/or attempting to solve this issue.
- (4) Corporations:
  - a. The Players: Identify key global, national and/or local companies involved in this issue
  - b. Their Roles: Describe their roles in causing and/or attempting to solve this issue.
- (5) Your Opinion: Offer your opinion on how effectively this issue is being addressed:
  - a. Assessment: How will this issue get resolved?
  - b. Recommendations: How would you suggest that these "Players" improve how they are working together to solve this issue?

Step C. Include a powerpoint presentation in the appendix that highlights your findings.

Utilize resources such as GRI, PSI, RSI

**Issues report is due by midnight Oct. 16<sup>th</sup> (Sunday).**