

Sustainable Enterprise (Green MBA) Course Descriptions

MBA 5300 Critical Thinking for Business Redesign (6 units)

This course introduces students to concepts and methods for leading the redesign of existing systems and enterprises to meet the authentic needs of humanity and the natural world. Students explore the anatomy of well-reasoned judgments by learning how and when to apply them to perceived opportunities and problems. Knowledge mapping and presentation skills, as well as observational challenges, external interviews and artistic work, infuse the course with a rhythm that includes head, heart, and hands.

MBA 5301 Communication Skills for Business Transformation (3 units)

Within the team setting, students practice specific methods to enhance a broad range of communication skills and their "emotional intelligence", including listening, observing, self-assessment, self-reflection, seeking feedback, providing feedback, addressing conflicts constructively and ethically, collaborating toward a common goal, and team evaluation based on shared standards. The instructor provides extensive feedback to individual students and teams regarding their ability to analyze, synthesize and convey complex ideas in writing. This course is taken concurrently with MBA 5303: Organizational Behavior for Business Transformation.

MBA 5302 Social Impacts of Enterprises (3 units)

"Enterprise" is embedded throughout our lives. We must transform enterprise design and its social impacts by recognizing how "micro-level choices lead to macro-level impacts" in consumerism and workplaces, with both positive and negative consequences to society. In this course student teams conduct qualitative social research to investigate social impacts of and on enterprises, their consequences, and future alternatives. Money systems, globalization, economic history, and community-based cooperative models are explored to support students' empowerment for economic choices, career choices and social transformation.

MBA 5303 Organizational Behavior for Business Transformation (3 units)

This course investigates how and why complexities increase as individuals form groups or teams, and as various groups form organizational systems. Students learn how to bridge leadership-management roles, how to distinguish between required systems and emergent systems, and how to assess ego-motivation, eco-motivation, and employee ownership in designing effective teams and workplaces. This course is taken concurrently with MBA 5301: Communication Skills for Business Transformation.

MBA 5304 Systemic Thinking Labs (3 units)

Complexity theory and the value of a systems perspective as leaders in business and society are explored through experiential exercises, readings and lectures. Essential techniques, tools and practices of systemic thinking and concepts for addressing complex issues are applied as ways of helping organizations take a systemic approach to complexity management.

MBA 5305 Managerial and Environmental Accounting (3 units)

Students learn the fundamentals of managerial accounting and how to use quantitative tools to measure organizational performance in order to achieve economic and environmental objectives. The course teaches students how companies, institutions and regulators can incorporate the concept of triple-bottom-line reporting. Students gain experience researching the financial, environmental, and social performance of various organizations. Prerequisite: Completion of a financial accounting course with a grade of 'B' or better.

MBA 5306 Marketing Strategy & Tactics (3 units)

This course will introduce students to the basic principles and vocabulary of marketing management and to the strategic implications of marketing decision making in the domestic and global marketplace. Instruction will focus on the marketing environment, the competitive challenges of the changing market structures, business ethics, and the tools that today's marketing manager needs to manage and mitigate risk in both for-profit and non-profit companies.

MBA 5309 Entrepreneurial Finance (3 units)

This course covers the development and interpretation of financial statements, with a particular focus on building financial statements and a case for outside funding for new enterprises. Students create financial models for their own enterprise or for a major initiative at an established organization. Prerequisite: Completion of a financial accounting course with a grade of 'B' or better.

MBA 5315 Sustainable Metrics, Advocacy and Policy (3 units)

This course explores systemic organizational sustainability issues from the perspectives of the internal change agent and the external consultant. Multiple approaches are learned and practiced, from advocating organizational, state, national and global policies that create ground rules with the right incentives to designing metrics that illuminate organizational performance in natural, human and financial capital accounts. The course includes a significant consulting project that integrates and applies learning from this and prior courses.

MBA 5319 Intrapreneurial Finance (1.5 units)

This course includes elements of managerial economics and socially responsible investment that are especially relevant to sustainability entrepreneurs and intrapreneurs. Topics include understanding capital markets and how they affect internal capital budgeting decisions using payback period, NPV, IRR, and MIRR. This course is taken concurrently with Economics for Managers. Prerequisite: Completion of a financial accounting course with a grade of 'B' or better.

MBA 5320 Eco-Commerce Models (3 units)

This survey course provides an overview and comparative analysis of the major initiatives at the intersection of business development and environmental and social responsibility. Students conduct integrated sustainability audits of existing companies using a broad range of methodologies to help those companies achieve green business certification. Through these hands-on consulting projects, students experience a wide array of eco-commerce models and green business strategies.

MBA 5331 Marketing Research Methods (1.5 units)

This course teaches students methods and practices for applied field research to support environmental sustainability in business decision making. Students learn and practice qualitative and quantitative research methods through developing and implementing a research plan and generating a report relevant to a specific industry. Other common market research methods such as observational studies and in-depth interviews with local experts are explored.

MBA 5340 Operations Management (3 units)

This course is focused on the concepts and analytic methods that are useful in the design and management of an organization's operational and supply chain processes. Concepts of operational excellence, Lean, sustainability, and DMAIC are reviewed through exploration of current marketplace practices to identify risks and opportunities for operations managers. This survey course provides students with a review of the language, concepts, insights and tools to assess and improve operations in order to gain competitive advantage.

MBA 5350 Economics for Managers (1.5 units)

This course includes microeconomic concepts and analytical tools commonly used in business decision-making. After reviewing fundamental economic theories, students engage in topics including supply and demand analysis, price elasticity, and production cost analysis. This course is taken concurrently with MBA 5319: Intrapreneurial Finance. Prerequisite: Completion of a financial accounting course with a grade of 'B' or better.

MBA 5351 Ecological Economics (3 units)

In this course students explore how people, acting through the private, public, and nonprofit sectors, can effect change using a "triple-bottom-line" approach-sustainable scale, just distribution and efficient allocation. Through micro, macro, and ecological economics, students will learn how diverse private firms, non-profit organizations and government agencies, design, test and implement models of commerce in the hope of finding ways to protect the earth and its inhabitants while still maximizing value. Prerequisite: Completion of a financial accounting course with a grade of 'B' or better.

MBA 5360 Innovation, Design and Entrepreneurship (1.5 units)

All organizations need to be innovative and entrepreneurial in today's economy. Effectively conceptualizing and leading initiatives that address critical environmental and social issues in business requires creative thinking, market research, financial acumen, resource allocation and the ability to produce new business models. This course challenges students to transform their capacities to generate, plan and execute opportunities to bring new products, services and approaches to the market that have a positive impact on society. This course is open to students who entered the program prior to Fall 2012.

MBA 5361 Innovation, Design and Entrepreneurship (3 units)

Continuous innovation and an entrepreneurial spirit are hallmarks of the 21st century company. The process of design of products, services and organizations is the leverage point for resilient success. Effectively conceptualizing and leading initiatives that address critical environmental and social issues in business requires creative thinking, market research skills, financial acumen, lean

resource allocation and the ability to produce new business models. Students will advance and synthesize these skills through project-based learning. In addition, students will develop opportunity identification capabilities by participating in innovation and design challenges. This course challenges students to transform their capacities to generate, plan and execute opportunities to bring new products, services and approaches to the market that have a positive impact on society. This course is open to students entering the program in Fall 2012 or later.

MBA 5380 Capstone in Strategic Enterprise Planning (3 units)

This is a "capstone" business incubator course. Students develop either an entrepreneurial business plan or a strategic plan for a major new initiative for an existing business, integrating learning from the entire Green MBA program curriculum. Students build on their understanding of financial projection and capital planning by learning about funding options (from self-funding to venture capital), and how to develop flexible and adaptive organizations through the business planning process.

MBA 5389 Vote Smart Challenge: Environment (1-3 units)

In this course, a team of students identify and conduct research on relevant facts pertaining to current issues. The information is analyzed and culminates in a project or paper.