



MGMT 5900.002 – Sustainability Management | Fall 16W 2025

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Class: Mon & Wed | 12:30 -13:50 | BLB 050

Office Hours: By appointment or on

Mon. 14:30-16:00 & Tue. 13:30-15:00

Course Description

Sustainability Management (3 credit hours). The course explores the intersection of sustainability practice and business operations in the modern, global, corporate landscape. The course is designed to equip students with knowledge and tools to effectively integrate economic interests with sustainable practices to better promote long-term business viability.

Course Objectives

Students will engage with the following topics to demonstrate outcomes related to...

Sustainability Concepts: History, Origins, & Philosophy

- Analyzing the moral, social, ecological, and humanitarian arguments for the practice of sustainability.
- Defining and understanding the goals of sustainable operations.
- Reviewing competing philosophies on economic policy, resource consumption, and corporate social responsibility.

Sustainability Stakeholders: Partners, Networks and Globalized Operations

- Explore business models and relationships through input-output systems, closed-loop, general systems theory, etc.
- Strategize stakeholder relationships and leveraging partnerships to create more sustainable outputs.
- Formulate and defend a position on global corporate citizenship and sustainable operations.

Sustainability Instruments: Organizational Strategies

- Design strategies for fostering sustainability practices and long-term mindsets in a workforce.
- Identify and classify areas of organizational inefficiency and redesign ineffective practices.
- Discuss models for building sustainability into organizational operations across business disciplines.

Required Materials

Sustainability Management: Global Perspectives on Concepts, Instruments, and Stakeholders
by Dr. Rüdiger Hahn | ISBN 978-3-9823211-0-3.

Students will need appropriate technology including access to a computer with Internet capability and access to some form of GenAI (such as an LLM of their choice).

Course Access

You can access the course at <https://unt.instructure.com> and login using your EUID and Password. Click “MGMT 5900” from the list of courses. Please note that Canvas relies exclusively on electronic technologies for online participation, and technology is not a 100% reliable. Students assume ALL responsibility for the operating condition of personal computers and the functionality of individual Internet connections.

Please immediately report ALL Canvas problems to the UNT helpdesk at 940.565.2324. Be sure to ask for a ticket number and then email the ticket number to me along with the report from the helpdesk. Without a ticket number, I can't follow up on the technical issue. Technical difficulties are resolved as they appear on a case-by-case basis.



EUID access, passwords, and communication:

Enterprise User Identification Numbers (EUID's) and passwords are required by the University of North Texas to access this course. It is the student's responsibility to maintain a current EUID number and password. You may reset your password at <https://ams.unt.edu/acctreq.php>.

Students are also expected to regularly check both their university assigned email address and Canvas messaging system while class is in session. Students can be held accountable for communication sent to either of these locations and should only communicate with faculty through these channels, in-person, or by calling the above listed office phone number.

Class Structure

This course is taught in-person, utilizing resources online and through Canvas. It is the student's responsibility to be able to access, and appropriately use, online materials and complete course requirements as assigned in the course schedule provided in the syllabus. Course meets F-1 visa requirements for international students.

Assignments are made available on a scheduled basis throughout the semester. Exams and quizzes will only be accessed in-person using exam security protocols. Assignment dates are published at the beginning of the semester so students may plan ahead. Students are expected to read or review all the assigned materials on time, per the course calendar in the syllabus. Additional material, which may reflect content newly identified as relevant to the course, may be provided. In such instances, students will be given adequate notice and time to review it.

Grading Policy

Students are awarded points on course assignments following faculty review of submitted work using the grading tools found online in Canvas for each assignment. Students may submit work late for partial credit: 25% reduction in the first 24 hours and a 50% reduction thereafter. No late work is accepted after the Wednesday of week fifteen in the semester. This does not apply to work submitted late that has been excused by [University Policy](#).

Assignment	Points
Sustainability Case Studies (2 @ 100 points each)	200
News & Public Policy Analysis (5 @ 50 points each)	250
Sustainability Management Project	250
Exams (3 @ 100 points each)	300
Total Points Available for the Course	1000

Grades will be based on the points earned during the course according to this scale:

A = 900-1000 points
B = 800-899 points
C = 700-799 points

D = 600-699 points
F = Below 600 points



Major Assignment Descriptions

SUSTAINABILITY CASE STUDY (2 @ 100 POINTS EACH)

Students will research and compile a case study on the evolution of a particular modern business from unsustainable to sustainable business operations. The case study will result in a written document of roughly 800-1000 words and offer both an analysis of the issue with historical contexts, as well as a proposed strategy for moving forward given various factors in the global marketplace.

NEWS AND PUBLIC POLICY ANALYSIS (5 @ 50 POINTS EACH)

Using modern business reporting sources (e.g., Wall Street Journal, Forbes, etc.) students will identify current events such as policy changes, technological developments, or business practices, within a recent time frame that mark a transition from an 'old' way of doing business toward a 'sustainable' methodology of business operations. These articles will be summarized, analyzed, and discussed in an online forum.

SUSTAINABILITY MANAGEMENT PROJECT (1 @ 250 POINTS)

Students will work with faculty to develop a research project that takes a deep dive into sustainability issues in a chosen field of interest. The project will identify obstacles to sustainability, past and present, as well as develop a strategic roadmap for a way forward. Final product will include a written paper as well as a presentation.

EXAMS (3 @ 100 POINTS EACH)

There will be four exams scheduled during the semester according to the course calendar at the end of the syllabus. The last exam (our final) will task students represent a comprehensive understanding of course material. All material covered in class or posted online, assigned textbook readings, and videos are covered on the exams. Exams are not open book or open note; no outside assistance is allowed. Exams will be taken in class unless other arrangements are required by University policy.



Course Schedule

Week	Date	Topic	Assignments Due
1	8/18	<i>A.1 History and Status Quo of Sustainable Development</i>	
2	8/25	<i>A.2 Concepts of Sustainability and Sustainable Development</i>	
3	9/1	<i>A.3 Reasons for Sustainable Development and Sustainability Management</i>	News & Public Policy
4	9/8	<i>A.4 Sustainability Strategies</i>	
5	9/15	Review and Discussion	Exam
6	9/22	<i>B.1 Sustainability Strategies</i>	News & Public Policy
7	9/29	Stakeholder strategies for <i>B.2 Employees & B.5 Investors</i>	Sustainability Case Study
8	10/6	Stakeholder strategies for <i>B.3 Governmental Actors & B.4 Civil Society</i>	
9	10/13	Stakeholder strategies for <i>B.6 Consumers</i>	News & Public Policy
10	10/20	Review and Discussion	Exam
11	10/27	Sustainability and Business Functions (Sections C.1-6 TBD)	
12	11/3	<i>C.7 Sustainability Management Control</i>	News & Public Policy
13	11/10	<i>C.8 Sustainability Reporting</i>	
14	11/17	<i>C.9 Sustainable Business Models and Alternative forms of Organizations</i> <i>C.10 Digitalization and Sustainability Management</i>	News & Public Policy
15	12/4	Review and Discussion	Exam
16	12/10	<u>10:30 AM on Wed. December 10</u>	Final Project Due



Course Policies, Procedures, and Requirements

ACADEMIC INTEGRITY

According to UNT Policy 06.003, Student Academic Integrity, (<https://policy.unt.edu/policy/06-003>) academic dishonesty occurs when students engage in behaviors including, but not limited to cheating, fabrication, facilitating academic dishonesty, forgery, plagiarism, and sabotage. A finding of academic dishonesty may result in a range of academic penalties or sanctions ranging from admonition to expulsion from the University. All violations of the Student Academic Integrity policy will be reported. Usage of cell phones, iPhones, cameras, or any other electronic device is not allowed during a test; nor is talking to other students, soliciting or giving help. Copying, photographing, or disseminating the questions in any form is prohibited. Remember, the exam questions are randomized so you will NOT see the same questions in the same order as your classmates. The course will utilize TurnItIn as a plagiarism checker.

ACCEPTABLE STUDENT BEHAVIOR

Act professionally and respectful at all times. Student behavior that interferes with an instructor's ability to conduct a class, or other students' opportunity to learn, is unacceptable, disruptive, and will not be tolerated in any instructional forum at UNT. Students engaging in unacceptable behavior may be referred to the Dean of Students to review whether the student's conduct violated the Code of Student Conduct. The Code of Student Conduct can be found at <https://conduct.unt.edu>. Any person who believes that a violation of UNT policy has been committed by a student can go to <https://report.unt.edu> and report the allegation.

ATTENDANCE

A lot of work goes into each class to make a student's encounter with the course material enriching, informative, and engaging. It is therefore disrespectful to miss class for reasons not outside of the student's control. That being said, college is a place of adult learners. If students elect to pay for a class and not show up, that remains their prerogative in a free society. Though not built into the course grading structure, students who elect not to attend are likely to suffer a grade reduction or miss out on opportunities their peers in class experience. Students should communicate with faculty as soon as possible for anything covered under University Policy 06.039: [Student Attendance and Authorized Absences](#).

COLLEGE EMERGENCY EVACUATION PROCEDURES

Severe Weather: In the event of severe weather, all building occupants should immediately seek shelter in the designated shelter- in-place area in the building. If unable to safely move to the designated shelter-in-place area, seek shelter in a windowless interior room or hallway on the lowest floor of the building. All building occupants should take shelter in rooms 055, 077, 090, and the restrooms on the basement level. In rooms 170, 155, and the restrooms on the first floor. **Bomb Threat/Fire:** In the event of a bomb threat or fire in the building, all building occupants should immediately evacuate the building using the nearest exit. Once outside, proceed to the designated assembly area. If unable to safely move to the designated assembly area, contact one or more members of your department or unit to let them know you are safe and inform them of your whereabouts. All building occupants should immediately evacuate the building and proceed to the south side of Crumley Hall in the grassy area, west of parking lot 24. Students who have read the syllabus up until this point have found the hidden phrase. To get additional points for reading this far, email your professor by the end of the day on August twenty ninth with the subject line 'attentive reader' and get ten points added to your final grade. Persons with mobility impairments who are unable to safely exit the building should move to a designated area of refuge and await assistance from emergency responders.



COURSE EVALUATIONS

This semester, UNT will administer course evaluations online (the "SPOT" – Student Evaluation of Teaching). The evaluations are used to evaluate faculty performance and provide guidance on what can be improved (also tell us what you like!). These are very important to me as you are the reason I'm here. I truly value your feedback and very much appreciate you taking the time to complete the evaluations which will be administered towards the end of the semester. You will be notified on Canvas and via your UNT email once the evaluations open.

DISABILITY ACCOMMODATION

UNT makes reasonable academic accommodation for students with disabilities. Students seeking accommodation must first register with the Office of Disability Accommodation (ODA) to verify their eligibility. If a disability is verified, the ODA will provide a student with an accommodation letter to be delivered to faculty to begin a private discussion regarding one's specific course needs. Students may request accommodations at any time. However, ODA notices of accommodation should be provided to me within the first week of the semester. Note that students must obtain a new letter of accommodation for every semester. For additional information see the ODA website at <http://disability.unt.edu>.

DROPPING THE COURSE

If you decide it is necessary to drop the course, please adhere to the Academic Calendar on the Registrar's website: <http://www.unt.edu/catalog/>. With regards to dropping the course, you will need to go to the following link: <https://registrar.unt.edu/registration/dropping-class> and click on Request to Drop Class form. If you have questions or need assistance you may go by the Department of Management in the Business Leadership Building – room 207.

EMERGENCY ALERTS

The University of North Texas has an emergency Notification System, Eagle Alert (<https://www.unt.edu/eaglealert/>), which has the capability of calling or text messaging emergency notices. As a student, you may also register with Eagle Connect Alert to receive notification of any warnings or campus closings that are announced. Instructions for enrollment can be found at my.unt.edu. The University's radio station, KNTU 88.1 FM and website <http://www.unt.edu>, will provide updated information during an emergency situation.