Integrated Sustainability in MBA and MBS programs: A Comparison of Concordia’s (Montreal) new MBA and Rutgers’ MBS

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The Capstone Course
Professional Science Master’s Programme
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October 27, 2020
A Presentation to the UN PRME Northeast Conference
I Am Mowgli
Tom Bryant

- Raised by 1950s environmentalists
  - Botanist, Zoologist: Ecologists
- Motivated by Julius Lukiasiewicz’ TSE framework (Carleton, early 1970s)
- Social scientist, interdisciplinarian
- Appointed in B-schools & seminaries
  - Without either Business or Theology degrees
- Pracademic: entrepreneur, executive, academic
My Experience

John Molson School of Business
  2017-18, Visiting Scholar
  Three sections of new foundation course for MBA programme
    • Pilot editions
    • Included evening and day students
    • Finishing students – Capstone course
    • Entering students -- Foundation of MBA
  • 40% Role of Managers
  • 30% Ethics
  • 30% Sustainability
My Experience

- Since Fall 2012: 17 semesters
- Capstone course in MBS program
- Business & Science
- Managing Innovation
- Science-intensive organizations
MBS programs

- (None (yet) in Canada)
- Over 400 around the world, 12+ countries, incl. 300+ in USA
- 1998: Sloan and Keck foundations
- For USA to be competitive in a global economy based on innovation
- Need managers who understand Science AND Business
- Master of Business and Science = MBS
Science Backgrounds

- Undergrad Science ed. prepares them to think there is a defined answer
- Lab experience leads to specific answers
- Both wrong for innovation managers and entrepreneurs
Graduate Science

- Exploring those Kuhnian boundaries
- New Knowledge is created beyond the known
- All the way up to Nobel-worthy work:
  - Redefining significant chunks of human knowledge
  - Knowledge of historical evolution, and current state-of-the-art, and then
- Organizing experiments in the unknown
### Basic Comparison

**Rutgers MBS**
- **S =** Concentration
  - 1 of 30+
  - Technology side
- Science-intensive general managers
- 50% technical concentration
- 50% intro to Business => Capstone

**Concordia MBA**
- **S =** Major theme
- Throughout degree programme
- 30% of new foundation / capstone course
- Generalist managers
Rutgers MBS

- **Business Courses**
- Communications & Leadership
- Accounting & Finance
- Marketing for S&T
- Ethics (1-credit)
- **Electives**
  - Product Innovation
  - Project Mgmt.
  - Supply Chain
  - IP Valuation
  - Regulatory Affairs

- **(30+) Technology Concentrations**
  - (Big) Data Analytics
  - Drug Discovery
  - User Experience Design
  - Food Science
  - Personal Care
  - Biotech & Genomics
  - Engineering Mgmt
  - Cyber Security
  - Sustainability
MBS Capstone Course

- **Plenaries** for ALL MBS Candidates
- **Workshops** for Specialists and Interesteds
  - Sustainability, Supply Chain, Value Creation,
  - Market Niches; Recruitment & Retention of HR
  - Multiple Bottom line Accounting / Finance models
- **Field Trips**
  - Innovation Centers
    - Includes EcoComplex (Rutgers, Bordentown)
  - Social / Service Learning
    - Non-profits and charities
- **New Venture project**
  - Full Business Plan
  - Angel investor presentation
  - Includes ESG components
• MBA Foundation course
  • Sustainability as central to ESG, ethics
  • Growth of issue
  • “Good Business”
  • Big factor in long-term organizational success
  • Ability to recruit younger participants
  • Ability to sell to younger participants

• MBA Capstone Course
  • Finishing on S-note
  • Awareness of issues
  • Differences in ESG values
  • Impacts on organizational outcomes
  • C-suite opportunities
Both Program(me)s

- Few student specialists in Sustainability
- Widespread interest
- Aligned values
Biz Ed Observations: Sustainability in Professional Business Programs

- Need to highlight
  - Purpose (Mission) of organization:
    - Social impacts
    - Reasons for joining, staying
  - Performance impacts on organizations
    - Direct financial impacts, benefits
    - Indirect, through Operations
    - Indirect\(^2\) through corporate image
    - Alignment with customers’ values
  - Constraining values: S. in interaction with other management criteria
Double Entendre

- S1 = Long-term viability of Gaia
- S2 = Viability of the organization itself
Time Horizons

- Personal lives
- Jobs
- Organizations
- Legacies
Tony Downs: “Up and Down with Ecology”

- It is just a fad?
- Climate change issue powering this cycle
Conclusions

- Students receptive
- Broad acceptance of the values, importance of the issues
- Need concrete cases, tools, examples
- Concepts and links for general managers,
  - Including roles of Sustainability experts
- Introductions to the Specialist field
- Pathways for Specialists

- **NJHEPS**: Preparation of CSOs
  - Paths to CSO: Post-grad professional education
Rutgers: Reference Websites

- MBS in Sustainability
- [https://mbs.rutgers.edu/program/sustainability](https://mbs.rutgers.edu/program/sustainability)

**Core Courses in Sustainability Concentration**

- 16:137:554  [Fundamentals of Sustainability: The Practitioner Perspective -- from Concepts to Transactions](https://example.com/fundamentals)
- 16:137:555  [Concepts in Corporate Sustainability](https://example.com/concepts)
- 16:137:602  [Special Topics: Sustainability: Supply Chain Management Green Purchasing](https://example.com/special-topics)
Concordia: Reference Websites

- John Molson School of Business, MBA emphasis on Sustainability
- [https://www.concordia.ca/jmsb/mba/program/structure.html](https://www.concordia.ca/jmsb/mba/program/structure.html)
- Students will learn to apply concepts in ethics and [sustainability](https://www.concordia.ca/jmsb/mba/program/structure.html) throughout the program, beginning with the first core course, MBA 641: Responsible Manager.
- The Corporate Knights annual Better World MBA ranking puts Concordia in the global top 40