

# UN PRME 2020

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



Thomas A. Bryant, Ph.D.

*Lead Professor*

*The Capstone Course*

*Professional Science Master's Programme*

*Rutgers, The State University of New Jersey*

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A Presentation to the  
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**RUTGERS**

# 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

RUTGERS

- 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

RUTGERS

- 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<sup>2</sup> 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
- Downs, Anthony (1972). "Up and down with ecology: the issue attention cycle." The Public Interest 28(Spring): 38-50.

# 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>
- ***Core Courses in Sustainability Concentration***
  - **16:137:554** Fundamentals of Sustainability: The Practitioner Perspective -- from Concepts to Transactions
  - **16:137:555** Concepts in Corporate Sustainability
  - **16:137:602** Special Topics: Sustainability: Supply Chain Management Green Purchasing

# Concordia: Reference Websites

- John Molson School of Business, MBA emphasis on Sustainability
- <https://www.concordia.ca/jmsb/mba/program/structure.html>
- Students will learn to apply concepts in ethics and **sustainability** throughout the program, beginning with the first **core course, MBA 641: Responsible Manager**.
- [www.concordia.ca/cunews/jmsb/2018/11/john-molson-mba-among-the-most-sustainable-in-the-world.html](http://www.concordia.ca/cunews/jmsb/2018/11/john-molson-mba-among-the-most-sustainable-in-the-world.html)
- The Corporate Knights annual Better World MBA ranking puts Concordia in the global top 40

