Elective Courses:
Environmental, Social and Governance Content

215: Business Law
Instructor: Steven Green

To excel, managers and entrepreneurs must understand the legal environments which impact all businesses and should know how to operate within such legal constraints. The course will address the legal aspects of business relationships and business agreements. The focus of this course is to teach students to identify and manage legal issues, hopefully before the same become legal problems. The subjects to be covered include ethical issues, forms of business organizations, duties of officers and directors, intellectual property, antitrust, contracts, employment relationships, criminal law and debtor-creditor relationships including bankruptcy proceedings.

216: Managing Professionals, Budgets, Controls and Ethics
Instructor: Jerome Suran

Ethical considerations are introduced into the budgeting process, especially where budgeting may entail program and/or employee cuts. The course introduces philosophical ethics, particularly discussions of universalism, distributive justice, libertarianism and utilitarianism. The course also introduces codes of ethics of various professional organizations and ethical issues covered in corporate policies. Student presentations cover ethical tradeoff issues on such topics as privacy, occupational safety, regulation vs. choice, international business ethics, conflicts of interest, innovation and healthcare.

223: Power and Influence in Management
Instructor: Donald Palmer

This course examines the bases of formal and informal power in organizations and the way these kinds of power can be built and translated into influence. I will devote two class sessions out of 20 to the question of unethical behavior. One session examines the criteria according to which behavior can be evaluated from an ethical standpoint. The other examines the ways in which organizational participants can use power and influence to combat the unethical behavior of others.

241: New Product Development
Instructor: Joseph DiNunzio

Our focus in MGT241 is on the process and core elements of New Product Development. As part of our class work, discussions emerge concerning ethics, morals, and social responsibility across many if not most of the case studies we use as part of the curriculum. A few specific examples:

- The ethics of protecting people's privacy in the approach to gathering, filtering and sharing customer data (3M Case)
- The ethics of using insights gained from one client on another client engagement (IDEO Case)
- The social responsibility of developing medical products for less developed nations (3M Case)
• Ethical and moral behavior in the collection and use of competitive information (Team New Zealand Case)
• Ethics and morals in dealing with assigning employees and contractors to financially risky projects (HP Case; Activision Case).

I. 242: Marketing Communications  
Instructor: Prasad Naik  
We devote a part of one class to discuss some of the ethical issues encountered in the advertising industry (e.g., promoting cigarette sales, targeting underage customers, etc).

II. 244: New and Small Business Ventures  
Instructors: Richard Dorf and Marc Lowe  
The educational objective of New and Small Business Ventures is to teach students how to develop a business plan for a new start-up venture. The central project of the quarter is the development of a business plan for such a start-up venture. Over the past four years I have had a good number of student business plans that focused on by environmental and socially conscious ventures. To name just a few, the following project firms with primary products/services for:
- Water conservation
- Energy conservation
- Organic clothing
- Bio-diesel fuel processing
- Energy resource planning software
- Solar panels for "big-box" retailers
- Additionally, there is one lecture a quarter on start-ups and business ethics. It is part of a broader unit on Managing New Ventures.

III. 246: Negotiation in Organizations  
Instructor: Beth Bechky  
In this course students learn how to diagnose negotiation situations, strategize and plan upcoming negotiations, and engage in more fruitful negotiations. A section of the course focuses on situations where managers may deal with difficult negotiation partners. Almost all of the negotiations involve making ethical decisions about disclosing information, so these often arise as discussion points during the exercises. I also address these questions in explicit detail in a session entitled “Negotiating in difficult situations,” which includes readings about bargaining ethics and an ethics questionnaire.

IV. 250: Technology Management  
Instructor: Siobhan O’Mahony  
We have a class called “Managing Information Responsibly” which focuses on the responsibility an information manager has to manage privacy and security issues. This is an ethical, moral and issue as well as a legal issue as the law has not kept pace with the ways in which technology produces and redistributes personal information. Class discussion questions include:
1. As a manager at Facebook would you have launched either of these two products (newsfeed and beacon) in their original form? Why or why not? What would you have done differently?
2. Post launch of newsfeeds and beacon, would you have made the same changes that Facebook did? Why or Why not? What would you have done differently? What can you infer from these two events only a year apart?
3. More generally, how can one innovate and take advantage of the capabilities that digital technologies offer while balancing individuals’ right to privacy? What responsibilities do you owe to your user community – whether inside or outside the firm?

251: Management of Innovation  
Instructor: Rodney Lacey

The course is about innovation not just of technology, but of ideas, of how people act, and how they think. It is about changing worlds in which we operate and using what we know to push where we are going. As such, innovations discussed in this class range into the social and environmental. In addition, there is a key ethical discussion about the problems of trust and collective interests when innovating – when is it valuable to both the individual and others to collaborate on the creation of innovations and the issues of ownership around these ideas.

263: Derivative Securities  
Instructor: Roger Edelen

The matter is discussed with regards to the opaqueness of derivatives disclosure and how that can conceivable alter incentives in a way that can cause harm.

264: Business Taxation  
Instructor: Robert Yetman

The concepts of ethical tax behavior are interlaced throughout the entire course. We cover 10 cases involving tax avoidance schemes, some of which are clearly morally defensible, other completely immoral, and several on the cusp. The central idea is to instill in a student the ability to identify a tax planning scheme that is over the line, and how to avoid crossing that line while still minimizing tax payments. I also cover the broader issue of “tax fairness”, or the theory of tax equity and efficiency. We cover the basics of what the effects of different types of taxes are, and why they are equitable or not.

268: Management Communications  
Instructor: Daniel Kennedy

We focus a great deal on precise and effective communication skills, both written and verbal, that enhance concepts of awareness of social responsibility, tolerance and mutual understanding in the workplace, particularly regarding gender-based interpersonal dynamics and multi-cultural sensitivity.

270: Corporate Financial Reporting  
Instructor: Paul Griffin
Accounting and disclosure choices raise serious conflicts of interest, especially between managers and shareholders. At the extreme, these conflicts can lead to civil and criminal acts. This course examines, in part, how and why managers make good and bad accounting choices, and offers guidance for investors and regulators on means of detecting bad accounting and disclosure policies. This course also examines company social responsibility and environmental accounting.

271: Incentives and Controls
Instructor: Michael Maher

Critical elements of this discussion include business strategy, culture and responsible business practices. We discuss ethical issues in looking at the interface of business, government and controls. Main topics are the causes and consequences of the Foreign Corrupt Practices Act of 1977 that regulated bribery and internal controls and the Sarbanes Oxley Act of 2002 that regulates managerial and auditor behavior. We also discuss ethical issues, financial fraud and the effect of cultural differences around the world on management behavior. Finally, ethical issues naturally come up in discussing how and why managers game the performance appraisal system in organizations and in discussing executive compensation. About one third of the course deals with ethical issues and accountability.

272: Evaluation of Financial Information
Instructor: Paul Griffin

This course examines the interpretation of financial information for purposes of valuing an enterprise. It studies the valuation impacts of proper and improper accounting disclosures, and the market reactions to curative disclosures, for example, that reveal the possibility of financial fraud. We also examine the valuation effects of statements that might question management integrity and ethical acts (e.g., payment of a bribe). Market reactions to civil investigations are also studied from an investment management standpoint. Information about ethics, morals, and social responsibility is viewed as an element of financial risk and valuation. Valuation techniques are developed throughout the course. Additional time is allocated to understanding stock market reactions and disclosure policies relating to fraud allegations.

274: Corporate Governance
Instructor: Michael Maher

This course covers recent and not-so-recent business and accounting scandals, discusses how corporations can better operate in the interests of shareholders and the public. In the course, we discuss major business and accounting scandals. This year, we studied Enron, Equity Funding and ZZZZ Best. We discuss whistle blowing and financial fraud. Most of the student project presentations will cover an ethical issue, such as who commits fraud, case studies of corporate crime and problems in assuring transparency. Eighty percent of this class deals with ethical issues and accountability.

285: Time Series Analysis
Instructor: Chih-Ling Tsai

I address ethics, morals, and social responsibility in my first lecture, that is I am not only teaching business statistics, but also sharing my own value and life experience with students so that they can become a conscientious and responsible manager. I keep on addressing those critical issues in the rest of my lectures.
287: Business Database and Database Marketing  
Instructor: Catherine Yang

Data Privacy issues are discussed in the class briefly.

291-A: Greening Business  
Instructor: Thomas Beamish

The focus of this course will be what farsighted thinkers, entrepreneurs, and commercial firms are proposing and doing to address widespread environmental trends while improving their own "bottom lines." Called by some "strategic environmentalism," this is a win-win view of environmental protections and business opportunity that hails a change in orientation for many in the commercial sector where previously environmental wins tended to be viewed as business losses. While the focus will be on the commercial sector, the general trends and implications of much of what is discussed will also be widely applicable to non-profit organizations and individual consumers who are increasing searching for corporate social responsibility.

291-1 Values Based Leadership and Ethics  
Instructor: Nicole Woosley Biggart

This course provides hands-on leadership learning experiences focused on leadership as an outgrowth of universal values. Classes help GSM graduates excel as effective and ethical business leaders. Students in the course will identify personal core values, identify their interpersonal style and how it affects others, study current and historical leaders, and learn how to put values-based leadership into action in an organizational context.

291: Design and Business  
Instructor: Siobhan O’Mahony

This course addresses designing for the full range of human conditions – special needs, the elderly and ways to focus on users. We discuss how to manage design and manufacturing in house and contracting in a responsible way that ensures consistency with design and social enterprise goals.

291: Leadership  
Instructor: Robert Lorber

This course focuses on leaders in Business and Industry. Classes discuss in great depth the concepts in Leadership and how to positively impact employees, peers and managers. Speakers include the Chairman and CEO of Mattel, who presents on “Trust and its relevance to the Business World,” the CEO of Sleep Train, the retired CEO of Vision Service Plan, and the VP of HR for Raley’s. Concurrent coursework and readings examine the importance of trust in the workplace. In its entirety, the course demonstrates how students from the GSM can influence others and have real impact on their organizations.

291: Topics in Social Entrepreneurship  
Instructor: Cleveland Justis
The course I teach each year addresses social responsibility and demonstrates how an entrepreneur can use morals, ethics and responsibility in his work and make a strong social impact (and hopefully a big profit).

293: Customer Relationship Management  
Instructor: Ashvin Aravinkshan

The last class of my course deals with International Customer Relationship Management (CRM) where we cover cases on how CRM can be used to improve the targeting and effectiveness of microfinance operations which help alleviate poverty in developing nations. I also discuss ethical and privacy issues in several classes when it comes to storing and using customer information. In class 8 - Microfinance case, I also discuss ethical and privacy issues in several classes interspersed throughout the course.

295: Teams and Technology  
Instructor: Beth Bechky

The course provides a model of managing teams that complements more traditional models of management by developing frameworks for analyzing groups’ goals and options. This involves determining how to choose group members, how to structure decision-making teams, and how to manage the conflict that sometimes arises in group contexts. Questions of ethics arise frequently in group discussions of teamwork. Almost all interactions within and between groups involve moral elements concerning revealing information and motivations. These concerns are particularly relevant in the class sessions where we discuss conflict, decision-making and information sharing, and dealing with problem team members.

296: Business Intelligence Technologies – Data Mining  
Instructor: Catherine Yang

This course briefly touched upon data privacy issues.

297: International Study Trip: Central America  
Instructor: Wilton Agatstein

This course will study the culture and business models of two different Latin American countries – one mature market and one emerging market. By the end of this course, students should have increased knowledge and skill in working with foreign countries including:
· Process to understand the culture, economics and business of a country.
· Comfort level in doing work with companies in a foreign country.
· Increased teamwork and relationship with fellow GSM students.
· Skills in developing “smoothing” words, information and relationships.

Specifically, with the countries being visited as well as the region:
· Countries economic and political past, present and future forecasts
· An understanding of the relationship of the countries with respect to the US or whatever nationality the students may have.
· Financial performance of the country including the countries comparative advantages/disadvantages.
· An understanding of the “globalization project” and how it relates to the countries.
• Fundamental industries and opportunities for business.

298: Management of Non Profit Performing Arts  
Instructor: Don Roth

Social responsibility is addressed in the third topic of the course “Adding value to our communities – partnerships, education and outreach.”

298: Managing a Social Responsible Index Fund  
Instructor: Brad Barber

Throughout the academic year, students work as a team to organize, develop, and manage a socially responsible investment fund responsible for managing (a fictional) portfolio of $1 million. Students will be responsible for multiple tasks involved in the development of the fund. The major tasks include:
- Developing and articulating screening criteria
- Creating an Analyst reports for existing fund holdings and potential replacement firms
- Constructing a well-diversified portfolio from selected stocks
- Identifying appropriate performance evaluation tools
- Developing a fund prospectus

298-1: Executive in Residence – Innovation for the Developing World  
Instructor: Wilton Agatstein

There are over 6 Billion people in the world. While MOST live in relative poverty, the opportunity for innovation to not only provide a useful service for these “bottom of the pyramid” individuals but also to provide a tremendous opportunity for world-wide companies as well as social enterprises is upon us. Yes, it is recognized that we can do well by doing good and the opportunity is here for UC Davis MBA students to lead in this extremely timely opportunity. The key to success in this opportunity is to deliver real-world solutions that solve actual problems in the developing world. This will be a VERY interactive class with a goal of developing the SKILLS, KNOWLEDGE and DESIRE to bring real-world innovative solutions to the developing world.

298-2: Business Plan Clinic Part I & Part II  
Instructor: Andrew Hargadon

Our program addresses the role of ethics and morals in discussions of how entrepreneurs and investors alike represent an ongoing network in which reputation and integrity form the basis of long-term career opportunities.

In relation to environmental issues, we focus particularly and directly on our Green Technology Entrepreneurship Academy as well as our upcoming Food and Health Entrepreneurship Academy (http://entrepreneurship.ucdavis.edu/green.php). Respectively, these academies are focused on enabling science and engineering researchers (graduate students and faculty) to more effectively commercialize their research.

This material permeates the lectures, as the course focuses on building new ventures within a framework
of investors, employees, customers and suppliers. The strong focus on networks throughout the class reinforces the lesson that reputation and integrity matter.

298-3: Sustainable and Responsible Business
Instructor: Wilton Agastein

Sustainable Corporate Social Responsibility in both a local and global context is an extremely important, timely, yet immensely complicated topic. In this course, we will weave an understanding of development theory, responsibility, and sustainability along with corporate needs, social needs and environmental constraints.

Through case studies, podcasts, lectures, a few guest speakers and discussion we will not only discuss the urgent and important issues, but also some of the most interesting issues. Rather than focus on skills for how to “Greenwash” corporate decisions, or dwell on problems that exist, we will focus on the development of an understanding of how to actually make changes. At the end of the course, each student will be required to present the concept that they believe will be their personal “Professional Responsibility”.

The course is intended to support the goals of the UN Global Compact/PRME (Principles for responsible management education).

498-1: Consulting Center
Instructor: Richard Dorf

The UC Davis MBA Consulting Center gives teams of our students practical, hands-on experience completing strategic projects in partnership with our client organization’s management. Our MBA student consultants work with field study advisors to address critical management problems for business, government and not-for-profit clients. These projects benefit organizations and give students an opportunity to apply their knowledge and skills to real challenges while earning credit toward their degree. In 2007-2008 and 2008-2009, four projects were devoted to environmental, social or ethical topics. 1) Fall 2007: PG&E Solar Initiative: recommend the structure of single- and multiple- family residence solar subsidies, 2) Spring 2008: Symantec Diversity Project: focus on strategic expansion of Symantec’s Global Women’s Initiative, 3) Spring 2008: SolarCity Project: launch of a community initiative in Davis, CA to develop a strategic plan to expand company nationwide, 4) Winter 2009: Volocity: This project will seek to identify new commercial uses for a PEM-hydrogen based fuel cell and for future products based on the technology.