

**CRP 570 / MGT 594 SUSTAINABLE ENTERPRISE: GLOBAL AND LOCAL**  
**Wednesdays 1:00-3:45, GSM 318**  
**Professors David Henkel & Dante Di Gregorio**

Sustainable enterprise encompasses a range of initiatives designed to create economic, social and ecological value, often via the creation of private businesses and/or community-based organizations. These initiatives entail local actors and local context, as well as both local and global markets. Their success is defined largely through their contribution to the sustainable development of communities and regions, but it is also defined in terms of their technical and economic viability.

In this course, we will explore a wide range of questions related to sustainable enterprise, such as:

- What are the roles of the non-profit sector, community-based organizations, small businesses and multinational firms in promoting sustainable development?
- How do sustainable enterprise approaches differ from traditional development models and conventional business models?
- Is it possible to implement business models in developing countries and regions that simultaneously generate profits while contributing to social development and the alleviation of poverty?
- How can we move beyond simplistic, feel-good clichés and esoteric models of sustainability to generate concrete tools for enabling sustainable enterprise?
- What are the implications of globalized economic institutions and policies for local development?
- Whose voices must be heard by management? Indeed, who manages? Who profits?

In order to succeed, sustainable enterprises must simultaneously achieve economic viability and contribute to social welfare, which requires the development of innovators and entrepreneurs who possess the inter-disciplinary skill sets to succeed. In order to help students develop these skill sets, the class will be taught through a unique inter-disciplinary approach involving faculty, students and ideas from multiple fields, including community and regional planning, business/management, economics, sociology, ecology and Latin American Studies. Students will have the opportunity to interact with a number of individuals involved in creating sustainable enterprises.

The geographic scope of the course will include extensive material relating to New Mexico, the US-Mexico border and Latin America more generally. Important comparisons will be made with cases in Western Europe, South Asia and other regions.

The principal learning objectives of this course are as follows:

- To familiarize students with core concepts associated with sustainable development and the role of sustainable enterprise in local and global markets.
- To introduce students to examples of innovative initiatives from the private sector, public sector and civil society, via case studies, projects and guest speakers.
- To help students develop practical skills for creating and managing a sustainable enterprise.

### **Faculty Instructors:**

**David Henkel** (277-1276; [cymro@unm.edu](mailto:cymro@unm.edu); office hours Tues 2:30-3:30, Thurs 9:00-10:00) is an Associate Professor of Planning and Director of the Community and Regional Planning program within the School of Architecture and Planning at UNM. Prior to joining the faculty in 1992, Dr. Henkel was director of the Economic Development Division and previously of the International Trade Division at the NM Economic Development Department. He has been a private management consultant and has worked in Southeast Asia, Latin America, and Western Europe.

**Dante Di Gregorio** (277-3751; [digregorio@mgt.unm.edu](mailto:digregorio@mgt.unm.edu); office hours Tuesdays/Wednesdays/Thursdays 11:00-12:00, ASM 2116) is an Assistant Professor in International Management at the Anderson School of Management at UNM and holds the Albert & Mary Jane Black Professorship in Economic Development. He earned a PhD in strategic management from the University of Maryland, as well as an MBA and MA in Latin American Studies from UNM. His teaching and research interests lie at the intersection of the fields of strategic management, entrepreneurship and international management. Prior to returning to academia, he co-founded an international consulting firm, which provided market research, business intelligence, and other services to Fortune 500 companies, small businesses, and government agencies in the U.S., Canada, Mexico, and Brazil.

### **Readings and Class Sessions:**

Readings for the course will be provided to students in digital format via UNM Libraries e-reserves. Students are expected to complete and devote thought to all readings before the class for which they are assigned. Several guest participants will be invited in during the semester, to provide an opportunity for members of the class to interact with those actively engaged in enterprises whose purposes include sustainable development.

### **Evaluation:**

Student progress in the course will be evaluated on the basis of a semester project or paper (50%), active analysis of the readings and participation in class discussions (20%), and three short (3-4 pages each) essays reflecting on the readings and relating them to material and projects discussed in class (30%).

a. Semester Project/Paper: This consists of either an analysis of a case introduced through the course or of a topic proposed by the student and approved by the instructors.

- A case analysis can be the product of small student teams, ideally comprising students from different professional programs - such as candidates for the MBA and MCRP degrees – in order to promote both depth and breadth. Among other features, the case analysis should identify key elements to a

successful enterprise and make recommendations to management on how to implement them.

- A semester paper can address a case or project pertinent to the purposes of the course arising from the interests of an individual student. A successful paper will introduce and analyze the enterprise of interest and its broader economic and social context, profiling the goals of the enterprise and the parties of interest, assessing the conditions for successful performance, and suggesting strategies to management for improved outcomes.

b. Analysis of Readings and Participation: Student teams drawn from the different graduate programs represented will be assigned to present and critique assigned readings, and to lead the class discussion of them. Those not responsible for presentation of the literature in a given class will be expected to actively participate in the discussion, demonstrating their familiarity and analytical preparation of the assigned materials.

c. Reflective Essays: Students will complete three essays during the course of the semester, of approximately 3-4 pages in length (double-spaced). Reflecting upon the course readings and class discussions, these essays will relate the course materials to a topic or issue posed by the instructors.

### **Code of Conduct/Honor Code/Academic Integrity:**

Any violation of the Student Code of Conduct (<http://www.unm.edu/~sac/pathfind.html>) will be taken very seriously and appropriate sanctions will be applied. This includes plagiarism, exam misconduct, etc. In addition, it is expected you will respect others by not using electronic communication devices during class.

### **Accommodations for Students with Disabilities:**

If you are a qualified person with disabilities who might need appropriate academic adjustments, please communicate with me as soon as possible so we may make appropriate arrangements to meet your needs in a timely manner. Frequently, we will need to coordinate accommodating activities with other offices on campus. Appropriate documentation is required. (<http://www.unm.edu/~sac/pathfind.html>)

**Class Schedule:**

DATE	TOPICS	ASSIGNMENTS
Aug 22	Introduction	
Aug 29	What is Development?	
Sept 5	Globalization – Implications for Communities	
Sept 12	Bottom of the Pyramid	
Sept 19	Entrepreneurship, Capitalism, and Institutions	<b>Essay #1 Due</b>
Sept 26	A People's Ecology	
Oct 3	Asset Mapping and Needs Analysis	
Oct 10	Global Value Chains	<b>Project Outlines</b>
Oct 17	Toward Sustainable Communities	<b>Essay #2 Due</b>
Oct 24	Local Enterprise Development: Cases	
Oct 31	Local Enterprise Development: Roundtable	
Nov 7	Econ Substitution in Rural Economies: Cultural Tourism	
Nov 14	Econ Substitution in Rural Economies: Eco-Tourism	<b>Essay #3 Due</b>
Nov 21	Multinational Corporations & Development	
Nov 28	Regions, Local Economic Development & Clusters	Presentations
Dec 5	Presentations	Presentations
Dec 12		<b>Projects Due</b>