

BCOM

Bachelor of Commerce Program

COM 362, Sections A01, A02, A03, A04 BUSINESS & SUSTAINABILITY

Fall 2010, Course Outline

[B-Link](#) [Course Setup](#)

Course hours:	Monday & Wednesday Com 362 A02 MW 8:30 – 10:00 Com 362 A01 MW 10:00 – 11:30 Com 362 A03 MW 1:00 – 2:30 Com 362 A04 MW 2:30 – 4:00
Location:	DSBC 122
Instructor:	Dr. Monika Winn, Sections A01 and A02 Dr. Lorinda Rowledge, Sections A03 and A04
Office:	BEC 204 (Dr. Winn) BEC 208 (Dr. Rowledge)
Office hours:	Tuesdays 4:00-5:00pm (Exceptions to be announced in class) Setting up a time in advance helps reduce waiting
Telephone:	250-721-6071 (Dr. Winn) 250-721-6312 (Dr. Rowledge)
Email:	miwinn@uvic.ca rowledge@uvic.ca

UVic is committed to promoting, providing and protecting a supportive and safe learning and working environment for all its members.

Course Materials and Resources:

There are two sources for required readings. First, printed required readings (i.e., those not available online) need to be purchased as a *Course Pack* from the bookstore (you may have to order and prepay your own copy a day in advance, so budget your time accordingly). Any required and optional course materials that are available online (articles, videos, simulations, websites, etc.) are made available to you through B-Link. Course materials marked in the Schedule as **CP** are found in the printed CoursePack, others can be found on **B-Link** or directly on the web. There is no text book for this course.

Important Note: Readings and resources listed in this document (see *Master Schedule*) may be changed in order to incorporate emerging issues, current developments and other useful resources suggested by you, the students, or our guest speakers. Therefore: always check announcements and assignments for preparation on B-Link for any changes to readings, course materials or dates when preparing for class.

Course Learning Objectives:

Students will be able to:

- 1) Describe mega-trends in the social, ecological, economic, and political macro-environment impacting business, as well as provide concrete illustrations of company responses to these trends
- 2) Apply life cycle thinking to identify negative and positive social and environmental impacts of a company or product
- 3) Outline key elements of the business case for a company to proactively engage in sustainability, corporate social responsibility (CSR), sustainable development, ethical business, and social entrepreneurship or intrapreneurship
- 4) Identify and describe opportunities for business innovation from a platform of strategic sustainability/CSR
- 5) Describe key concepts, tools, and frameworks commonly used by business to incorporate social and environmental sustainability into strategy, product design, operations and business models
- 6) Recognize and identify how organizations and their members have a responsibility to the broader society of which they are a part, as it is operationalized in various business disciplines
- 7) Acquire improved oral and written communication skills.

Course Description:

Sustainability in business is both an imperative and an opportunity. It is a strategic business issue – arguably, THE strategic issue facing business in the 21st century. On the imperative side, the business environment and competitive landscape has changed, such that every company, if they are to meet the requirements of today's marketplace and business environment, is well-advised to incorporate Sustainability/Corporate Social Responsibility into business strategies, product and service design, production processes, and stakeholder relationships. Further, at the big picture level, the inherent unsustainability of our current industrial system is creating concerns about climate change, environmental degradation, human health impacts, loss of biodiversity, poverty, global working conditions, and cultural and other impacts from globalization. In response to pressure from all quarters – consumer markets, corporate customers, regulatory agencies, stakeholder activism, and the investment community – the business environment is gradually, but clearly, shifting to favor environmentally and socially responsible products and practices.

On the opportunity side, sustainability is one of the key platforms for value creation in the future business environment. It is a critical source of innovation, new market opportunities, and employee engagement. Those companies, ventures, public agencies, and even nations taking the lead in proactively developing more sustainable strategies, technologies, products, production processes, distribution systems, and relationships are positioning themselves to survive and thrive in the emerging global marketplace. Further, they are stepping up to the leadership challenge of the 21st century, using business to address the world's most pressing problems.

The purpose of this course is to educate students on the benefits and challenges of developing more sustainable business strategies and practices, and to explore the changing role of business in society and the environment. This course introduces students to corporate social

responsibility, business and sustainability, sustainable development, and social entrepreneurship. Students examine some of the major social, ecological, political, and economic forces pressuring business to question existing, more traditional, approaches to operating. Students gain familiarity with how diverse companies across multiple sectors are leading the way in responding to these forces. The course aims to educate students on concepts, tools and frameworks commonly used by business in the transition to practices that incorporate social and environmental sustainability into strategy and operations.

Course Format:

The course begins with a high level overview of the imperative for more sustainable business, examining the drivers of sustainability/CSR, first from the strategic perspective of a senior manager, then stepping back to examine the environmental and social shortcomings of our conventional industrial system and previewing business's response (classes 1 and 2). We look at the evolution of sustainable development, business sustainability, and CSR over the past two decades and present a framework for creating sustainable value (class 3). In classes 4 & 5, the film "The Corporation" provides a powerful overview of CSR issues and sets the stage for dialogue about a firm's focus on shareholder vs. stakeholder management. The concept of designing for and managing the environmental and social life cycle impact of products and services is emphasized (Assignment 1: Life Cycle Impacts & Opportunities).

The course then explores six major forces within business' Macro Environment: Political/Legal Forces, Economic Forces, Social Forces, Technological Forces, Ecological Forces (including Carrying Capacity, Ecological Footprint, and I=PAT), and Globalization (classes 6 & 7). Students calculate their personal carbon footprint (Assignment 2) as a vehicle for understanding the role of consumption and lifestyle as drivers in ecological, social, and economic activity. We examine the business case for CSR/Sustainability and provide an introduction to business responses anchored in the concept of creating value at the nexus of economic, environmental, and social value. We provide the "continuum of sustainability" framework, which traces the progression of a company's sustainability progress through five stages (class 8); this framework also provides a foundation for the group project and the Sustainable Business Innovation project.

In class 9, Quiz #1 provides further review. We now shift from the drivers of business sustainability to looking more deeply at the many faces of *Business Responses* through commonly used approaches, frameworks and tools. Classes 9 to 13 will focus on more deeply understanding business's sustainability opportunities from creating value for "*Planet & Profit.*"

Class 9 will examine Eco-Efficiencies/Pollution Prevention; ISO 14001/Environmental Management Systems; and Life Cycle Assessment. There is no class October 11th. Next we review key components of The Natural Step (class 10). We discuss challenging issues in Business Ethics (Assignment 3: Analyzing Ethical Challenges), then briefly introduce the concepts of Greening the Supply Chain, Cradle-to-Cradle, Closed Loop Production, Industrial Ecology, as well as Greenwashing and Ecolabeling (class 11). In Class 12, distinguished industry leaders will provide insights into their companies' efforts to address sustainability. Next, we examine Natural Capitalism, Design for Environment/Sustainability, and Biomimicry (class 13).

In class 14, we review with Quiz #2, examine the concept of "materiality," describe trends and practices in Sustainability Reporting, and prepare students for the in-class group-component of the Sustainable Business Innovation assignment (class 22 in December). Next, each team presents their Group Projects examining the sustainability work of a specific company compared to their competitors (class 15, 16, and 17). In addition to team project presentations, in classes 16 to 18 we shift our focus on the *Business Response* to strategies that create joint value for "*People and Profit,*" examining the power of Social Innovation (class 16) and Stakeholder Engagement (class 17). There is no class on November 8th (giving you time to prepare for the Sustainable Business Innovation (Assignment #5) and its group-component in Class 22), and no class on November 10th (Reading Break). We conclude with concepts and practices creating value with the economic Base of the Pyramid (class 18).

We then shift to focus specifically on the global and emergent issues of Business & Climate Change, kicked off with a Tuesday evening class that provides expert panel perspectives on

climate change (class 19). In classes 20 and 21, we will examine strategic choices related to carbon footprints (Assignment 4: Business Simulation), link the global context of climate change and development to mitigation and adaptation options, and review emerging models for climate and carbon management; we close with a focus on the opportunities that result for business.

Throughout the entire course students are challenged to examine the business implications and business responses to the global forces in firms' macro-environment, and to look for innovative solutions. In that spirit, Class 22 culminates with student groups showcasing and judging each others' "Sustainable Business Innovation" in a playful format. There may even be prizes!

Class 23, December 1 reviews course material in preparation for the final exam 9:00 am, December 11th (date to be confirmed mid-semester).

The course will use a range of learning tools, including readings, lectures, power-point slides, class discussions, audio-visuals, web-based sources, group projects, industry and expert panel presentations, role plays and illustrative cases. These are designed to fulfill the course objectives and to familiarize students with the social, environmental and financial challenges and opportunities faced by managers today. We will also draw on the collective wisdom and creativity of the class and the diverse cultural, work and educational backgrounds students bring to the class.

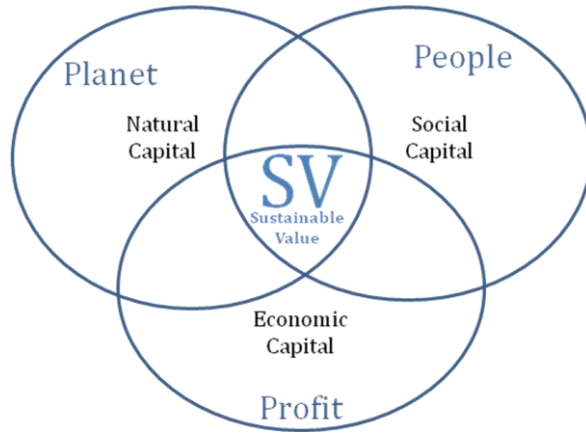
Students are expected to have read assigned readings and completed individual assignments for each class beforehand. Being well prepared allows you to actively engage in class discussions and makes your learning experience fruitful and fun.

Course Organization

Sustainable business creates value at the nexus of Economic (or Manufactured) Capital, Social Capital and Natural Capital (benefitting Profit, People and Planet, respectively). The goal of sustainable business then is **the simultaneous integration of economic prosperity in service of human development in ways that are aligned with, and restorative to, natural systems**. Consequently, sustainable business involves strategies that generate benefits to shareholders and other stakeholders, today and tomorrow, both internally and externally.

Our class follows these major topic clusters:

- The Business Imperative for Sustainability
- Global Forces in the Macro-Environment
- Sustainable Value: Nexus of Innovation and Value Creation
- The Business Case for Sustainability
- Business Responses: Planet & Profit
- Sustainability Reporting
- Business Responses: People & Profit
- Climate Change and Business
- Innovation and Value Creation



Requirements for Graded Work:

Attendance and Preparedness

Working thoroughly through the assigned readings and assignments before each class session will prepare you to contribute actively in class discussions and team work. You should be ready to articulate your thoughts, as well as actively listen to perspectives and experiences of others. *For example:* while viewing the YouTube video “*The Story of Stuff*”, take notes of the key points in order to be prepared for active participation in class. Your active and voluntary contribution to class discussion and in small group exercises benefits all and is expected. Your thorough preparation of assigned readings and active participation in assignments and class discussions is the best way to prepare for doing well in the quizzes and final exam. Note also that we are fortunate to draw on guest speakers for this course. Guest speakers will contribute important content to our course, and their presentations are therefore considered part of the lectures.

Attendance: The University of Victoria Calendar states: “Students are expected to attend all classes in which they are enrolled.” Attending class is an integral part of the learning process in this course. Attendance exposes you to material not in the readings, to your classmates' insights, to guest speakers' perspectives, and it helps you clarify material, thus leading to better overall performance in the course.

Group Work

Note that all members are expected to contribute to team assignments, building on the strengths and learning objectives of each student. Together, you should produce better work than any one individual would produce alone. Under most circumstances, team projects will be evaluated on the material submitted, with no consideration of the process by which the group came up with the material. This means that all members of the group with their names on the submitted reports will receive the same grade.

There are several means through which you can address issues with poorly performing group members. First, try to address any group problems early on in the semester by discussing them directly with the student involved and liaising with the instructor. It is strongly advised that you deal with any issues early, to allow you to work through the issue in a constructive and mutually satisfactory manner. There will also be a peer review process at the end of the semester, which will ask you to assess the relative contribution of team members. This provides an opportunity to highlight both high performing and underperforming group members. Such feedback may be used to adjust the grades of individual team members. The “Team Project Division of Labour” form for assessing team member contribution is found in Appendix 4.

Evaluation Elements:

8-Link Assignments

Students will be evaluated according to the following schedule:

Title (begin with Course Code)	Individual or Group	Type (Exam, Hand-in Assignment, Presentation, Quiz, Other)	Due Date (m/d/yyyy hh:mm AM/PM)	Weight / % of grade	Description
Com362 Asst 1: Life Cycle Impacts and Opportunities	Individual	Hand-in Assignment	9/22/2010 8:30 AM	4	Due at beginning of class in hard-copy (<i>time given refers to first cohort of the day</i>). You will identify the environmental and social negative impacts and positive opportunities at various stages in the life cycle of a product (s. Appendix 1-1, Syllabus folder)
Com362 Group Project: Turn in your company selection	Group	Hand-in Assignment	9/28/2010 12:00 PM	0	Sign-up sheet available outside Dr. Rowledge's office for Cohorts 3 and 4 at 12noon, outside Dr. Winn's office for Cohorts 1 and 2 at 1:00PM.

					One team member can do the signing up. He/she must include all team members and his/her signature.
Com362 Asst 2: Footprint Calculation and Reflection	Individual	Hand-in Assignment	9/29/2010 8:30 AM	4	Due at beginning of class in hard-copy (<i>time given refers to first cohort of the day</i>). You will use an <i>Ecological Footprint Calculator</i> to assess your personal footprint, then reflect on one or more aspects related to your ecological footprint calculation in a memo written to your instructor (s. Appendix 1-2, Syllabus folder)
Com362 Group Project	Group	Other	10/8/2010 4:00 PM	0	Due: Group Project Focus Areas by e-mail to your Instructor. Use this subject line: Com362, [Cohort #], [Group Number], [Your Company], [Focus Areas/KPIs]. (see Appendix 3-1 for further instructions).
Com362 Asst 3: Analyzing Ethical Challenges	Individual	Hand-in Assignment	10/18/2010 8:30 AM	4	Due at beginning of class in hard-copy (<i>time given refers to first cohort of the day</i>). For several weeks you will scan topical issues reported in a newsletter aggregating ethical violations, lawsuits, and publicity. The assignment asks you to select illustrative ethical issues in several categories, then consider management actions to prevent such incidents. (s. Appendix 1-3, Syllabus folder)
Com362 Asst 4: Business and Climate Simulation	Individual	Hand-in Assignment	11/17/2010 8:30 AM	4	Due at beginning of class in hard-copy (<i>time given refers to first cohort of the day</i>). You will complete an on-line business simulation where you make investment decisions in one of four industries, then see the business consequences of your strategic choices. You are asked to report and reflect on your results and strategic choices. (s. Appendix 1-4 in Syllabus folder)
Com362 Asst 5: Sustainable Business Innovation	Individual	Hand-in Assignment	11/22/2010 8:30 AM	4	<i>Time given refers to first cohort of the day</i> . Due at beginning of class in hard-copy, in duplicate (1 to hand in, 1 to collect in groups). In a memo you will describe an innovation to improve your company's sustainability. (s. Appendix 1-5, Syllabus folder)
Com362 Asst 6: Sustainable Business Innovation	Group	Presentation	11/29/2010 8:30 AM	5	<i>Time given refers to first cohort of the day</i> . In 4 minutes, present your two groups' best sustainable business innovation in class for judging by your peers. Reasonable effort guarantees 5%; bonus points for best innovation. (s. Appendix 1-6 Syllabus folder)
Com362 Group Project	Group	Presentation	10/27/2010 8:30 AM	6	<i>Time given refers to first cohort of the day</i> . Presentations will be made in class on the following days: 10/27/2010, 11/1/2010, 11/3/2010. Project assignment is described in Appendix 3-1 to 3-4 (Syllabus folder).
Com362 Group Project	Group	Report	11/25/2010 9:00 PM	24	Project must be posted to B-Link assignment dropbox by 9pm. Project assignment is described in Appendix 3-1 through 3-4 (Syllabus folder).
Com362 Quiz 1	Individual	Quiz	10/6/2010	5	
Com362 Quiz 2	Individual	Quiz	10/25/2010	10	
Com362 Final Exam	Individual	Exam	12/11/2010 9:00AM	30	
Total				100%	

Individual Assignments (20% in total or 4 points per assignment)

The first five individual assignments are designed to advance your understanding and critical thinking of key concepts as they are introduced throughout the course, and to better prepare you to contribute actively to in class dialogue and exercises. Individual assignments 1-5, described in

detail in Appendices 1-1 to 1-5 will be peer-reviewed in class. A student reviewer will assign a 1, 2 or 3, indicating “no evidence of effort/very poor work” (1), “good work” (2) or “great work” (3). The reviewer also provides one or two sentences of thoughtful comments for feedback. Assignments showing reasonable effort are rewarded with the full 4 points available. Great work will be recognized in class as model examples and to provoke additional discussion. The final grade will be assigned by the instructor. Guidelines and format for providing feedback are provided in Appendix 2. Reviewers will not be team members. Students can appeal peer scoring and comments once, if needed. Late submissions will not be accepted.

The sixth assignment is a group assignment and is designed to make room for creativity, out-of-the-ordinary team work and fun.

Assignment #1: Life Cycle Impacts & Opportunities Summary

You will identify the environmental and social negative impacts and positive opportunities at various stages in the life cycle of a product. For detailed Instructions see Appendix 1-1.

Assignment #2: Personal Footprint Calculation & Reflection

You will use an *Ecological Footprint Calculator* to assess your personal footprint, then reflect on one or more aspects related to your ecological footprint calculation in a memo written to your instructor. For detailed Instructions see Appendix 1-2.

Assignment #3: Analyzing Ethical Challenges

For several weeks you will scan topical issues reported in a newsletter aggregating ethical violations, lawsuits, and publicity. The assignment asks you to select illustrative ethical issues in several categories, then consider management actions to prevent such incidents. For detailed Instructions see Appendix 1-3.

Assignment #4: Business & Climate Simulation

You will complete an on-line business simulation where you make investment decisions in one of four industries, then see the business consequences of your strategic choices. You are asked to report and reflect on your results. For detailed Instructions see Appendix 1-4.

Assignment #5: Sustainable Business Innovation

Building on the innovation recommendations generated in your Group Project and other innovation examples throughout the course, in this assignment you develop a creative, innovative business solution designed to achieve breakthrough levels of change. This individual assignment forms the foundation for Assignment #6, which has a group planning and in-class group presentation component. For detailed Instructions see Appendix 1-5.

Small Group Assignment (5% / 5 points in total, plus bonus points)

Assignment #6: Sustainable Business Innovation Expo

Linked to Individual Assignment #5, and building on the sustainable business solutions generated by the members of your ‘super-teams’ made up of 2 groups (typically 8 students), for this assignment you chose the most promising innovative business solution and prepare a mini-presentation in class. Judging will be done via investment decisions made by the other teams. Reasonable effort guarantees 5 points. For detailed Instructions see Appendix 1-6.

Detailed instructions and due dates for the assignments can be found in Course Outline, Appendix 1-1 through 1-6.

Company Sustainability Assessment Group Project (30%)

The Company Sustainability Assessment group project is designed to promote students’ understanding of organizations’ relative progress and success in implementing sustainability within their business. It provides students with the opportunity to evaluate a company’s social and ecological performance relative to industry competitors and more objectively through the strategies, tools, and frameworks provided in class. The project also provides students with the opportunity to draw from these evaluations and to put forth creative recommendations that elicit

positive incremental or revolutionary social change and company competitive advantage (the Sustainable Business Innovation, Assignments #5 and #6, will also help with this learning objective).

In the Appendix you can find comprehensive and detailed information about the group project deliverables: Poster, Supplement and In-Class Presentation (Appendix 3-1), the evaluation guidelines (Appendices 3-2 and 3-3), and the list of companies we will use for each cohort (Appendix 3-4); (see also *Master Schedule*).

A Quick Word on Referencing

Use the following in conjunction with the detailed instructions provided in the Appendix: Any statements not representing your own thoughts must be referenced appropriately in the Supplement for References and Back-Up Information. Make sure that any sources you use are credible. Higher grades typically go to projects in which student groups have triangulated their research. Triangulation means that you verify information sources with one or two additional sources. Note also that you are required to use proper formatting for referencing. The Citation Guide for Business Students is available through B-Link: BCom Program Manual > Program Library. This should also have been covered in your Orientation.

Quiz 1 and 2 (5% and 10%, respectively)

The quizzes will be a mix of vocabulary, multiple choice and short essay questions. They will assess your knowledge of relevant terminology, concepts, cases and issues that we will have covered up to that point through readings, class slides, class discussions, guest speakers and videos.

Final Exam (30%)

The final exam will be comprehensive. It will be a mix of definitions, multiple choice, short essay and long essay questions. The exam will assess your knowledge of and ability to articulate and critically assess the concepts and tools we will have covered over the entire course. Students are responsible for the materials required for class preparation (readings and other resources), lectures, talks by guest speakers, required videos and content on course slides. Incorporating content from class discussions, individual assignments and group projects into exam responses can further strengthen your answers and improve your grade. The final exam will be 3 hours in length.

Grading Scale:

All grades are reported to the Registrar as letter grades. Graded material in this course will be marked using percentages. The following equivalents will be used to convert points and percentages to letter grades:

Percentage Range	Letter Grade
90-100%	A+
85-89%	A
80-84%	A-
76-79%	B+
72-75%	B
68-71%	B-
64-67%	C+

55-63%	C
50-54%	D
0-49%	F

Graded material using letter grades is anchored as follows. A+ is reserved for exceptional work, assigned only rarely; A reflects outstanding work; A- reflects excellent work; B+ reflects very good work; B reflects good work, B- reflects acceptable work, C+ marginally acceptable work, C minimal passing work, and F reflects a failing grade and unsatisfactory performance.

Final course grades are official only after they have been signed by the Program Director and may be subject to change up until that point.

Academic Integrity:

As a program which helps to create business and government leaders, the Faculty of Business has an obligation to ensure academic integrity is of the highest standards. All cases of cheating or plagiarism, and any variations thereof, will be immediately referred to the Associate Dean. Students who participate in any form of cheating and/or plagiarism may be required to withdraw from the Faculty of Business.

Students are expected to carefully review the following points discussing academic integrity and group projects that have been adopted by our Faculty.

Acts of academic dishonesty include, but are not limited to, the following:

- using the exact words of a published or unpublished author without quotation marks and without referencing the source of these words.
- duplicating a table, graph or diagram, in whole or in part, without referencing the source.
- paraphrasing the conceptual framework, research design, interpretation, or any other ideas of another person, whether written or verbal (e.g. personal communication, ideas from a verbal presentation) without referencing the source.
- copying the answers of another student in any test, examination, or take-home assignment.
- providing answers to another student in any test, examination, or take-home assignment.
- taking any unauthorized materials into an examination or term test (crib notes).
- impersonating another student or allowing another person to impersonate oneself for the purpose of submitting academic work or writing any test or examination.
- stealing or mutilating library materials.
- accessing test prior to the time and date of the sitting.
- changing name or answer(s) on a test after that test has been graded and returned.
- submitting the same paper or portions thereof for more than one assignment, without discussions with the instructor(s) involved.

Students should be aware that all instructors reserve the right to use any plagiarism detection software program(s) to detect plagiarism for essays, term papers and other assignments.

Schedule:

Course readings online or in UVic's electronic reference library can be accessed via **B-Link**. **CP** refers to printed reading materials in the CoursePack for "Com362 Winn & Rowledge," available at the bookstore.

Master Schedule

DATES 2010	CLASS TOPIC	READING ASSIGNMENTS & INSTRUCTIONS
Class 1 Mon., Sep. 13	Course Overview & Introduction	
Class 2 Wed., Sep. 15	The Business Imperative for Sustainability	McKinsey Report (2010) How Companies Manage Sustainability, p 1-8 UN Global Compact-Accenture Report (2010) A New Era of Sustainability, p 3; Ex Summary p 10-14; 16; Fig 1-3 p 20; Fig 1-5 p 22; p 23 -25 skim headlines; p 27-30 quotes; Fig 2-1 p 32; Fig 2-3 p 34; Fig 2-4 p 35; Fig 4-1 p 47; p 48 MIT Sloan (2009) The Business of Sustainability http://sloanreview.mit.edu/special-report/the-business-of-sustainability/ Ex Summary & Key Findings p 3-9; Exhibit 2 p 18
Sat., Sep. 18		Register for the free newsletter from ethisphere corpedia at http://ethisphere.org/ and monitor for 1 month to complete Assignment #3 (see Appendix 1-3)
Class 3 Mon., Sep. 20	Business & Sustainability: A Brief History and a Framework	International Institute for Sustainable Development (2009). "The Sustainable Development Timeline." ISSD 2 pages CP: Hawken (1994): Preface 'Ecology of Commerce' Hart & Milstein (2003) Creating Sustainable Value, 14 pgs; e4sw.org/papers/Hart_Milstein.pdf · Reinhardt, (1999): Bringing the Environment down to Earth (3 pp, <i>recommended</i>)
Class 4 !!! Tue., Sep. 21	Evening Movie: The Corporation	Time: 6:30-9:30 pm Location: ECS 123 Attendance: Required
Class 5 Wed. Sep. 22	Shareholder versus Stakeholder Focus; Life Cycle Thinking	CP: Crane & Matten (2004): Introducing Business Ethics (Ch 1) (LCA: Assignment 1 reviewed).
Class 6 Mon., Sep. 27	The Macro Environment of Business Part 1 (Political, Social, Economic)	UNEP (2010) Summary from Assessing the environmental impacts of consumption and production: Priority Products and Materials; Read Exec Summary p 9-13; Fig 1.1 p 15; Fig 1.2 p 17; Fig 1.3 p 20; Fig 2.4 p 27; Fig 5.1 p 65; Fig 5.7 p 74; http://www.unep.fr/scp/rpanel/productsandmaterials.htm Brown, Lester, Plan B 4.0: Mobilizing to Save Civilization, Slides 1-12, 24, 32
Tue., Sep. 28	Turn in your group's Company selection for Group Project	Sign-up sheet available outside Dr. Rowledge's office for Cohorts 3 and 4 at 12noon, outside Dr. Winn's office for Cohorts 1 and 2 at 1:00PM. One team member can do the signing up. He/she must include all team members and his/her signature.

<p>Class 7 Wed., Sep. 29</p>	<p>The Macro Environment of Business Part 2 (Technological, Ecological, Globalization)</p>	<p>CP: Wackernagel & Rees (1996): Ecological Footprints for Beginners (Ch 1); The World Bank's "World Development Report 2010", Read p. xx-xxi, http://siteresources.worldbank.org/INTWDR2010/Resouces/5287678-1226014527953/Front-matter.pdf; Rad p. 1-9, http://siteresources.worldbank.org/INTWDR2010/Resouces/5287678-1226014527953/Overview.pdf; Read p. 10-25; p. 124-125 http://siteresources.worldbank.org/INTWDR2010/Resouces/5287678-1226014527953/Focus-B.pdf; YouTube Video: "The Story of Stuff" (Assignment 2 reviewed).</p>
<p>Class 8 Mon., Oct. 4</p>	<p>The Business Case for Sustainability: Overview of The Business Response; Stages of Sustainability Implementation; Benchmarking Sustainability Progress and Performance</p>	<p>World Business Council for Sustainable Development (2010). "Vision 2050: The New Agenda for Business." WBCSD: Geneva, Switzerland. Exec Summary p 1-13, and 64 (Conclusion). Berns, Maurice; Townend, Andrew; Khayat, Zayna; Balagopal, Balu; Reeves, Martin; Hopkins, Michael; Kruschwitz, Nina (2009). "The Business of Sustainability: Imperatives, Advantages, and Actions." Boston: The Boston Consulting Group. Read Exec Summary & Findings p 5-13; Scan Sustainability Audit p 24-26. Why Sustainability Is Now the Key Driver of Innovation, by Ram Nidumolu, C.K. Prahalad, and M.R. Rangaswami, HBR. see free http://www.slideshare.net/Calion/why-sustainability-is-now-the-key-driver-of-innovation Skim CSRHUB.com as resource. <i>(Links will be made to Group Project & Sust Bus Innovation Project)</i></p>
<p>Class 9 Wed., Oct. 6</p>	<p>Quiz #1 (vocabulary (10 of 20 given; in-class review, as students mark) – 30 min Business Response, Planet & Profit: Eco-Efficiencies & Pollution Prevention, ISO 14001/ Environmental Management Systems, Life Cycle Assessment</p>	<p>CP: DeSimone & Popoff (1997): Eco-Efficiency and the Bottom Line Schendler_A_GettingGreenDone.pdf</p>
<p>Fri., Oct. 8 4:00PM</p>		<p><i>Due: Group Project Focus Areas/ KPIs by e-mail to your Instructor (use specified format for e-mail Subject line; see Appendix 3A for instructions)</i></p>
<p>No Class Mon., Oct. 11</p>	<p>Thanksgiving Holiday</p>	<p><i>Happy Thanksgiving!!!</i></p>
<p>Class 10 Wed., Oct. 13</p>	<p>Business Response, Planet & Profit: The Natural Step (TNS)</p>	<p>Go to: http://www.naturalstep.org/en/our-approach#quick-overview <i>Read:</i> TNS Quick Overview, Next Steps, and the Deep Learning <i>Review briefly:</i> Introduction, The Funnel, the Four Systems Conditions and the Four Sustainability Principles, the Science, and Backcasting.</p>
<p>Class 11 Mon., Oct. 18</p>	<p>Business Response, Planet & Profit: Greening the Supply Chain, Cradle-to-Cradle, Closed Loop Production, Industrial Ecology; Greenwashing and Ecolabeling <i>(Introduction of Millennial Goals, UNGC & GRI)</i></p>	<p>(Assignment 3: Analyzing Ethical Challenges reviewed). CP: Framing Business Ethics <i>Chapter 2</i> (Crane & Matten, 2004) The_Seven_Sins_of_Greenwashing_low_res_1_.pdf</p>

Class 12 !!! Tue., Oct. 19	Business Response, Planet, People, Profit: Evening Class -- Business & Sustainability Industry Panel	Time: 6:30-9:30 pm Location: ECS 123 Attendance: Required
Class 13 Wed., Oct. 20	Business Response, Planet & Profit: Natural Capitalism, Design for Environment, Design for Sustainability Biomimicry	Chapter 1 A Road Map for Natural Capitalism (Lovins, Lovins & Hawken, 1999) Downloadable Chapters Natural Capitalism free downloads Natural Capitalism (Ch. 1 required; Ch. 6 - optional as prep for Class 22) http://www.natcapinc.com/info/index.htm and here for chapter overviews and downloads http://www.natcap.org/sitepages/pid20.php TED Video, Janine Benyus on Biomimicry
Class 14 Mon., Oct. 25	Business Response: Sustainability Reporting, Stakeholders & Materiality (Briefing for Group Presentations and Sustainable Business Innovation)	GRI Quick Reference Guide (2 pages) Global Compact pdf1brochure.pdf (2 pages) CorpRegisterReportingAwards 2010 (CRRA Awards Criteria) p 4-6; Fig 41 p 30; Boston Coll, CCC: HowToReadSocialReport.pdf p 2- 23; note resources p 66-67 KPMG (2008) International-corporate-responsibility- survey-2008.pdf p 3-15; Fig 3-6 p 18; p 31-32; Reporting to the World (Winn, 2009)
Tue., Oct. 26	Group Review with Instructor (optional)	<i>During Office Hours; groups should make appointments</i>
Class 15 Wed., Oct. 27	Group Project Presentations I: Business Sustainability Analysis (first 7 groups)	<i>Each group has 6 minutes to present and 4 minutes to respond to comments and questions from class</i>
Class 16 Mon., Nov. 1	Group Project Presentations II: Business Sustainability Analysis (next 4 groups) Business Response, People & Profit: Sustainability & Social Innovation (incl. Social Enterprise, Entrepreneurship, Intrapreneurship) <i>Return Quiz 2</i>	<i>Each group has 6 minutes to present and 4 minutes to respond to comments and questions from class</i> CP: Seelos & Mair (2005): Social Entrepreneurship: Creating New Business Models to Serve the Poor CP: Harding (2004): Social Enterprise - The New Economic Engine [4 pp]
Nov. 2	Group Review with Instructor (optional)	<i>During Office Hours; groups should make appointments</i>
Class 17 Wed., Nov. 3	Group Project Presentations III: Business Sustainability Analysis (last 4 groups) Business Response, People & Profit: Stakeholder Engagement	<i>Each group has 6 minutes to present and 4 minutes to respond to comments and questions from class</i> Engaging Fringe Stakeholders for Competitive Imagination (Sharma & Hart, 2004) Society Media (2009) SROI An Introduction Read p 1-7, skim p 8-12
No Class Mon., Nov. 8	NO REGULAR CLASS	<i>Use to prepare for Individual Component of Sustainable Business Solution (Individual Assignment #5) and to finalize Company Sustainability Assessment Group Project utilizing on feedback.</i>
No Class Wed., Nov. 10	Reading Break	
Class 18 Mon., Nov. 15	Business Response, People & Profit: Base of the Pyramid	Prahalad & Hart (2002); The Fortune at the Bottom of the Pyramid
Class 19 !!! Tue., Nov. 16	Business & Climate Change: Evening Class -- In-Person and Virtual Speaker Panel	Time: 6:30-9:30 pm Location: ECS 123 Attendance: Required

Class 20 Wed., Nov. 17	Business & Climate Change: Global Context, Adaptation and Mitigation (Assignment 4: Business Simulation)	The World Bank's "World Development Report 2010", read p. 10-25; From Impacts to Adaptation: Canada in a Changing Climate 2007. Chapter 8 - British Columbia. Key Findings (1-2 pages), http://adaptation.nrcan.gc.ca/assess/2007/ch8/index_e.php On Carbon Capture and Storage (WRI website, 9 September 2010): http://www.wri.org/stories/2010/08/challenge-and-promise-carbon-capture-and-storage http://www.wri.org/project/carbon-capture-sequestration;Simulation
Class 21 Mon., Nov. 22	Business & Climate Change: Emerging Models for Climate and Carbon Management, Business Opportunities	Sightline's "Cap & Trade 101: A Primer" (read pages 4-8 (summary and introduction), and pages 28-32 (BC model and Conclusion) http://www.sightline.org/research/energy/res_pubs/cap-and-trade-101/Cap-Trade_online.pdf CDP Transport Project (2009 Data), https://www.cdproject.net/CDPResults/CDP-Transport-Report.pdf read "Key Findings" and Table 2; DSF & Pembina (2009) Purchasing Carbon Offsets, http://www.davidsuzuki.org/publications/reports/2009/purchasing-carbon-offsets/index.php p. 8-11; <i>In Class:</i> http://www.storyofstuff.com/capandtrade/
No Class Wed., Nov. 24	NO CLASS	<i>The classroom is available to you. Use time in "super-teams" (pairs of groups) to prepare your Best Sustainable Business Solution for showcasing in class next Monday, Nov. 29.</i>
Thursday, Nov., 25		Group Report Due: 9pm, Thursday, November 25th
Class 22 Mon., Nov. 29	Sustainable Business Innovation EXPO	Super-Teams showcase their Sustainable Business Innovation ; Judging via Investment Choices
Class 23 Wed., Dec. 1	Course Review and Wrap Up	<u>Due: completed Group Project Division of Labour Form</u>
Dec., 11	Final Exam	Date TBC: Sat., Dec. 11, 9:00 am

8-Link Class Preparation

Title (begin with Course Code)	Individual or Group	Type (Case, Example, Reading, Supplemental Reading, Other)	Due Date (m/d/yyyy hh:mm AM/PM)	Description
Com362 Class 1: Course Overview & Introduction	Individual	Other	9/13/2010 08:30 AM	Read Course Outline and Appendix. (Due Time for Class Preparation is listed for first section of Com 362 each day).
Com362 Class 2: The Business Imperative for Sustainability	Individual	Reading	9/15/2010 08:30 AM	McKinsey Report (2010) How Companies Manage Sustainability, p 1-8. UN Global Compact-Accenture Report (2010) A New Era of Sustainability, p 3; Ex Summary p 10-14; 16; Fig 1-3 p 20; Fig 1-5 p 22; p 23 -25 skim headlines; p 27- 30 quotes; Fig 2-1 p 32; Fig 2-3 p 34; Fig 2-4 p 35; Fig 4-1 p 47; p 48.

				MIT Sloan (2009) The Business of Sustainability http://sloanreview.mit.edu/special-report/the-business-of-sustainability/ Ex Summary & Key Findings p 3-9; Exhibit 2 p 18.
Com362 Class 3: Business & Sustainability: A Brief History and a Framework	Individual	Reading	9/20/2010 08:30 AM	International Institute for Sustainable Development (2009). "The Sustainable Development Timeline." ISSD (2 pgs). CP: Hawken (1994): Preface 'Ecology of Commerce' . Hart & Milstein (2003) Creating Sustainable Value 14 pgs. e4sw.org/papers/Hart_Milstein.pdf . Reinhardt, (1999): Bringing the Environment down to Earth (3 pp, recommended). Sign up for Ethisphere Corpedia's newsletter (see Appendix 1-3)
Com362 Class 3: Business & Sustainability: A Brief History and a Framework	Individual	Reading	9/20/2010 08:30 AM	International Institute for Sustainable Development (2009). "The Sustainable Development Timeline." ISSD (2 pgs). CP: Hawken (1994): Preface 'Ecology of Commerce' . Hart & Milstein (2003) Creating Sustainable Value 14 pgs. e4sw.org/papers/Hart_Milstein.pdf . Reinhardt, (1999): Bringing the Environment down to Earth (3 pp, recommended).
Com362 Class 5: Shareholder vs Stakeholder Focus; Life Cycle Thinking	Individual	Reading	9/22/2010 08:30 AM	CP: Crane & Matten (2004): Introducing Business Ethics (Ch 1) (LCA: Assignment 1 reviewed).
Com362 Class 6: The Macro Environment of Business Part 1 (Political, Social, Economic)	Individual	Reading	9/27/2010 08:30 AM	UNEP (2010) Summary from Assessing the environmental impacts of consumption and production: Priority Products and Materials; Read Exec Summary p 9-13; Fig 1.1 p 15; Fig 1.2 p 17; Fig 1.3 p 20; Fig 2.4 p 27; Fig 5.1 p 65; Fig 5.7 p 74. http://www.unep.fr/scp/rpanel/productsandmaterials.htm . Brown, Lester, Plan B 4.0: Mobilizing to Save Civilization, Slides 1-12, 24, 32.
Com362 Class 7: The Macro Environment of Business Part 2 (Technological, Ecological, Globalization)	Individual	Reading	9/29/2010 08:30 AM	CP: Wackernagel & Rees (1996): Ecological Footprints for Beginners (Ch 1); The World Bank's "World Development Report 2010", Read p. xx-xxi, http://siteresources.worldbank.org/INTWDR2010/Resources/5287678-1226014527953/Front-matter.pdf ; Rad p. 1-9, http://siteresources.worldbank.org/INTWDR2010/Resources/5287678-1226014527953/Overview.pdf ; Read p. 10-25; p. 124-125 http://siteresources.worldbank.org/INTWDR2010/Resources/5287678-1226014527953/Focus-B.pdf ; YouTube Video: "The Story of Stuff" (Assignment 2 reviewed).
Com362 Class 8: The Business Case for Sustainability , Overview of The Business Response, Stages of Sustainability Implementation, Benchmarking Sustainability Progress and Performance	Individual	Reading	10/04/2010 08:30 AM	World Business Council for Sustainable Development (2010). "Vision 2050: The New Agenda for Business." WBCSD: Geneva, Switzerland. P 1-13, and 64 (Conclusion). Berns, Maurice; Townend, Andrew; Khayat, Zayna; Balagopal, Balu; Reeves, Martin; Hopkins, Michael; Kruschwitz, Nina (2009). "The Business of Sustainability: Imperatives, Advantages, and Actions." Boston: The Boston Consulting Group. Read Exec Summary & Findings p 5-13; Scan Sustainability Audit p 24-26. Why Sustainability Is Now the Key Driver of Innovation, by Ram Nidumolu, C.K. Prahalad, and M.R. Ranganwami, HBR see free http://www.slideshare.net/Calion/why-sustainability-is-now-the-key-driver-of-innovation . Skim CSRHUB.com as resource.
Com362 Class 9: Business Response, Planet & Profit: Eco-	Individual	Reading	10/06/2010 08:30 AM	CP: DeSimone & Popoff (1997): Eco-Efficiency and the Bottom Line. Schendler_A_GettingGreenDone.pdf (2009) p 1-14.

Efficiencies & Pollution Prevention, ISO 14001/ Environmental Management Systems, Life Cycle Assessment				
Com362 Class 10: Business Response, Planet & Profit: The Natural Step	Individual	Reading	10/13/2010 08:30 AM	Go to: http://www.naturalstep.org/en/our-approach#quick-overview Read: TNS Quick Overview, Next Steps, and the Deep Learning Review <i>briefly</i> : Introduction, The Funnel, the Four Systems Conditions and the Four Sustainability Principles, the Science, and backcasting
Com362 Class 11: Business Response, Planet & Profit: Greening the Supply Chain, Cradle-to-Cradle, Closed Loop Production, and Industrial Ecology; Greenwashing and Ecolabeling Millennium Goals, UNGC & GRLI	Individual	Reading	10/18/2010 08:30 AM	CP: Crane & Matten (2004) Framing Business Ethics <i>Chapter 2</i> . The_Seven_Sins_of_Greenwashing_low_res_1_.pdf.
Com362 Class 13: Business Response, Planet & Profit: Natural Capitalism, Design for Environment, Design for Sustainability, Biomimicry	Individual	Reading	10/20/2010 08:30 AM	Lovins, Lovins & Hawken (1999), A Road Map for Natural Capitalism, Chapter 1. Free downloads and chapter overviews of Natural Capitalism http://www.natcapinc.com/info/index.htm (Ch. 1 required, 21 pages; Ch. 6 - optional as prep for CI 22. http://www.natcap.org/sitepages/pid20.php . TED Video, Janine Benyus on Biomimicry.
Com362 Class 14: Business Response: Sustainability Reporting, Stakeholders & Materiality	Individual	Reading	10/25/2010 08:30 AM	GRI Quick Reference Guide (2 pages). Global Compact pdf1brochure.pdf (2 pages). CorpRegisterReportingAwards 2010 (CRRRA Awards Criteria) p 4-6; Fig 41 p 30. Boston Coll, CCC: HowToReadSocialReport.pdf p 2-23; note resources p 66-67. KPMG (2008) International-corporate-responsibility-survey-2008.pdf p 3-15; Fig 3-6 p 18; p 31-32. Reporting to the World (Winn, 2009).
Com362 Class 15: Group Project Presentations I: Business Sustainability Analysis (first 7 groups)	Group	Other	10/27/2010 08:30 AM	See Course Outline Appendix 3.
Com362 Class 16: Group Project Presentations II: Business Sustainability Analysis (next 4 groups)	Group	Other	11/01/2010 08:30 AM	See Course Outline Appendix 3.
Com362 Class 16: Business Response, People & Profit: Sustainability & Social Innovation (incl. Social Enterprise, Entrepreneurship, Intrapreneurship)	Individual	Reading	11/01/2010 08:30 AM	CP: Seelos & Mair (2005): Social Entrepreneurship: Creating New Business Models to Serve the Poor. CP: Harding (2004): Social Enterprise - The New Economic Engine, 4 pp. (Return Quiz 2)
Com362 Class 17: Group Project Presentations III: Business Sustainability Analysis (last 4 groups)	Group	Other	11/03/2010 08:30 AM	See Course Outline Appendix 3.
Com362 Class 17: Business Response People & Profit: Stakeholder Engagement	Individual	Reading	11/03/2010 08:30 AM	Society Media (2009) SROI An Introduction Read p 1-7, skim p 8-12. Sharma & Hart (2004) Engaging Fringe Stakeholders for Competitive Imagination.
Com362: No regular class; use class-time to meet in	Group	Other	11/08/2010 08:30 AM	Preparation for Group Portion of Innovation Assignment (Assignment

your groups				#5).
Com362 Class 18: Business Response People & Profit: Base of the Pyramid	Individual	Reading	11/15/2010 08:30 AM	Prahalad & Hart (2002); The Fortune at the Bottom of the Pyramid.
Com362 Class 20: Business & Climate Change: Global Context, Adaptation and Mitigation	Individual	Reading	11/17/2010 08:30 AM	The World Bank's "World Development Report 2010", read p. 10-25; From Impacts to Adaptation: Canada in a Changing Climate 2007. Chapter 8 - British Columbia. Key Findings (1-2 pages), http://adaptation.nrcan.gc.ca/assess/2007/ch8/index_e.php On Carbon Capture and Storage (WRI website, 9 September 2010): http://www.wri.org/stories/2010/08/challenge-and-promise-carbon-capture-and-storage http://www.wri.org/project/carbon-capture-sequestration ;
Com362 Class 21: Business & Climate Change: Emerging Models for Climate and Carbon Management, Business Opportunities	Individual	Reading	11/22/2010 08:30 AM	The World Bank's "World Development Report 2010", read p. 10-25; From Impacts to Adaptation: Canada in a Changing Climate 2007. Chapter 8 - British Columbia. Key Findings (1-2 pages), http://adaptation.nrcan.gc.ca/assess/2007/ch8/index_e.php On Carbon Capture and Storage (WRI website, 9 September 2010): http://www.wri.org/stories/2010/08/challenge-and-promise-carbon-capture-and-storage http://www.wri.org/project/carbon-capture-sequestration ; Simulation
Com362 Class 22: Sustainable Business Innovation EXPO	Group	Other	11/31/2010 08:30 AM	Super-Teams Showcase their Sustainable Business Innovation as Investment Options; In-Class Judging. Top Teams win Prizes. Natural Capitalism, Ch. 6 (optional prep for Expos) http://www.natcapinc.com/info/index.htm .
Com362 Class 23: Course Review and Wrap Up	Individual	Other	12/01/2010 08:30 AM	Review course materials and come prepared with questions. <u>Due: completed Group Project Division of Labour Form</u>

8-Link Events

Title (begin with Course Code)	Start Time (m/d/yyyy hh:mm AM/PM)	End Time (m/d/yyyy hh:mm AM/PM)	Location	Description
Com 362 Class 4: Evening Movie "The Corporation"	9/21/2010 6:30PM	9/21/2010 9:30PM	ECS123	...
Com362 Class 12: Business Response, Planet, People, Profit: Evening Class -- Business & Sustainability Industry Panel	10/19/2010 06:30PM	10/19/2010 9:30PM	ECS123	Panel presentation of perspectives from leaders of distinguished firms. Attendance: Required
Com 362: Preparing Presentations - Group Review with Instructor (optional)	10/26/2010 4:00PM	10/26/2010 6:00PM	Instructor's Office	During Office Hours; groups should make appointments
Com 362: Preparing Presentations - Group Review with Instructor (optional)	11/2/2010 4:00PM	11/2/2010 6:00PM	Instructor's Office	During Office Hours; groups should make appointments
No Class Mon., Nov., 8	11/8/2010 8:30AM	11/8/2010 10:00AM		Use to prepare for Individual Component of Sustainable Business Solution (Individual Assignment #5) and to finalize Company

				Sustainability Assessment Group Project based on feedback.
Com362 Class 19: Business & Climate Change: Evening Class	11/16/2010 06:30PM	11/16/2010 9:30PM	ECS123	In-Person and Virtual Panel of Speakers on Business and Climate Change. Attendance: Required
NO Class Wed., Nov., 24	11/24/2010 8:30AM	11/24/2010 10:00AM	DSBC122	The classroom is available to you (AT YOUR USUAL CLASS TIME). Use time in paired groups ("super-teams") to prepare your Best Sustainable Business Solution for showcasing in class next Monday, Nov. 29.
Com362: Final Exam	12/11/2010 09:00 AM	12/11/2010 12:00PM	TBC	TBC