# Cases in Sustainability

**IBUS 545 ~ Winter 2016**  
**Tuesdays 6-9:30p ~ PCAR 390**

**Instructor**  
Elizabeth Stearns - estearns@uw.edu  
Office PCAR 438 - Office hours by appointment

**TA**  
Audrey Soroka - asoroka@uw.edu

**Required Texts**  
The Sustainable Company, Chris Laszlo

## Class 1: January 5

**Introduction/Philosophy/Economic**

<table>
<thead>
<tr>
<th>Topic</th>
<th>Required Readings</th>
<th>Presenter</th>
<th>Recommended Readings &amp; Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction &amp; Framework</td>
<td></td>
<td>Elizabeth Stearns</td>
<td>• Polar Bear</td>
</tr>
<tr>
<td>The Business Case</td>
<td>• Making the Business Case for Sustainability</td>
<td>ES</td>
<td></td>
</tr>
</tbody>
</table>
| Senge vs. The Economist            | • Innovating Our Ways to the Next Industrial Revolution  
  • The Ethics of Business  
  • The World According to CSR  
  • The Union of Concerned Executives | Class Discussion |                                                      |

## Class 2: January 12

**Environmental/Social**

**Guest Speaker:** Ben Packard, Dtr. Corp Engagement The Nature Conservancy & Fmr VP Global Responsibility SBUX

**DUE:** Individual Written Assignment #1: Theory and Conflict

<table>
<thead>
<tr>
<th>Topic</th>
<th>Required Readings</th>
<th>Presenter</th>
<th>Recommended Readings &amp; Resources</th>
</tr>
</thead>
</table>
| NGO/Corporate Alliances            | • At Patagonia, the Bottom Line Includes the Earth  
  • Sustainable Strategy Transforms the Enterprise  
  • Leadership Forum: Sustainability Now! | Mini Team       | • The Nature Conservancy Website  
  • **CASE:** Starbucks and Conservation Intl (Handout) |
| Paris                              | • Obama: Climate Agreement 'Best Chance We Have' to Save the Planet  
  • To Achieve Paris Climate Goals, U.S. Will Need New Laws | Ben Packard     | • Deal on Carbon Emissions by Obama and Xi Jinping Raises Hopes for Upcoming Paris Climate Talks |
| Economic/Social Environmental      | • Why Sustainability is Now the Key Driver  
  • Creating a Desert in China | Mini Team       | • The New Strategic Frontier  
  • Sustainability and Innovation |
| The WHOLE MODEL                    | • **CASE:** Interface Inc.: The Next Industrial Revolution                       | ES              | • The Story of Stuff by Annie Leonard, Executive Director of Greenpeace USA |
### Class 3: January 19
**Economic/Social/Environmental**

**Guest Speaker:** Will Lana, VP Trillium Investments *Impact Investing*

**DUE:** Company Practicum Part One: Company Choice / Description / Brief Review

<table>
<thead>
<tr>
<th>Topic</th>
<th>Required Readings</th>
<th>Presenter</th>
<th>Recommended Readings &amp; Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic</td>
<td>• CASE: RBC Financial Grp - The Equator Principles</td>
<td>ES</td>
<td>• Capitalism-Subverting Surprisingly Lucrative Investment Secrets of Al Gore</td>
</tr>
<tr>
<td>Socially Responsible Investing and Trends</td>
<td>• Memo to Board: We Need to Talk About BP • Business is a Vital Part of the Solution • The Sustainable Company pg. xiii, Introduction &amp; Chptr. 1 (book)</td>
<td>Will Lana</td>
<td>E</td>
</tr>
<tr>
<td>For Profit or by Conviction</td>
<td>• Making Sustainability Profitable • The Most Ambitious Environmental Lawsuit Ever</td>
<td>ES</td>
<td>• Puma CSR Report, 2012</td>
</tr>
<tr>
<td>Economic/Environment/ Organizational Structure</td>
<td>• BP and Corporate Greenwash • VW's Emissions Cheating Found by Curious Clean-Air Group • Dirty Secrets • VW Executive Had a Pivotal Role as Car Maker Struggled With Emissions</td>
<td>ES</td>
<td>Mini Team</td>
</tr>
</tbody>
</table>

### Class 4: January 26
**Economic/Social/Environmental**

**Guest Speaker:** Sarah Lake, Corporate Engagement Research Analyst, World Resources Institute

<table>
<thead>
<tr>
<th>Topic</th>
<th>Required Readings</th>
<th>Presenter</th>
<th>Recommended Readings &amp; Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social/Economic Micro Finance</td>
<td>• Self-Sustaining Micro-Finance Programs to Help Brazil's Poor • Climate Change Seen Posing Risk to Food Supplies • A Warming Planet Struggles to Feed Itself</td>
<td>ES</td>
<td>Mini Team</td>
</tr>
<tr>
<td>Supply Chain, Influence v Power</td>
<td>• In Brazil, Paying Farmers to Let the Trees Stand • Tree Harvester Offers to Save Indonesian Forest</td>
<td>Sarah Lake</td>
<td>• In China, Human Costs are Built Into an iPad • McDonald’s CSR Report</td>
</tr>
<tr>
<td>Social/Economic/ Environmental</td>
<td>• The Downside of Growth: Tackling Asia’s Wicked Environmental Problems • Keep the Fires Burning</td>
<td>Mini Team</td>
<td>Mini Team</td>
</tr>
<tr>
<td>Making a Difference</td>
<td>• The Sustainable Company, Chptrs. 10 &amp; 11 (book)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Class 5: February 2  
**Economic/Environmental/Energy**  
**Guest Speakers:** Bryce Smith, Board Member and Former CEO, One Energy Renewables, & Nat Sahlstrom, Senior Manager Amazon Web Services

<table>
<thead>
<tr>
<th>Topic</th>
<th>Required Readings</th>
<th>Presenter</th>
<th>Recommended Readings &amp; Resources</th>
</tr>
</thead>
</table>
| Economic/Environmental “The Quest for Sustainable Energy” | • It’s Global Warming, Stupid  
• Google – Leading the Way on Renewable Energy  
• Oil Companies: Unsustainable Energy  
• CASE: Legrand: Lightening Their (Electricity) Load  
• The Environmental Impact of Print and Digital Media | Bryce Smith & Nat Sahlstrom  
Mini Team | • Energy-Credit Buyers Beware  
• Hybrid Cars May Include Fake Vroom for Safety  
• Global Emissions Plan for Airlines Gets First UN Approval  
• Nuclear Safety Work to Cost France Billions  
• European Utilities: How to Lose Half a Trillion Euros  
• Energy Credits Prove Inflated With Green Claims Seen as Hot Air |
| Environmental/Social | • Global Climate Change and Children’s Health  
• Jellyfish are Stepping Up Their Ocean Invasions  
• Wind Energy Company to Pay $1M in Bird Deaths | Mini Team | |

### Class 6: February 9  
**Social/Environmental/Economic**

<table>
<thead>
<tr>
<th>Topic</th>
<th>Required Readings</th>
<th>Presenter</th>
<th>Recommended Readings &amp; Resources</th>
</tr>
</thead>
</table>
| Social/Customer Trends/Strategy | • Choosing the Right Green Marketing Strategy  
• Making Sense of FTC Revised Green Guidelines  
• Sustainability Nears a Tipping Point | Mini Team  
Mini Team | • FTC’s New “Green Guides” Final Emerge  
• CASE: The Clorox Company Goes Green |
| Social/Environmental | • Strategies for Sustainability: Going Green in the OR | Mini Team | |
| Environmental/Economic | • The Sustainable Supply Chain  
• Unilever Finds that Shrinking Its Footprint is a Giant Task  
• CASE: Watson Cooperative: Ethanol (Handout) | ES  
Mini Team | |

### Class 7: February 16  
**Social/Customer/Environmental**  
**Guest Speakers:** Davey McHenry Dtr. Client Engagement The Hartman Group; & Ceci Black Engineering Manager, Boeing  
**DUE:** Company Practicum Part Two: Interim Outline with Sweet Spot Exploration

<table>
<thead>
<tr>
<th>Topic</th>
<th>Required Readings</th>
<th>Presenter</th>
<th>Recommended Readings &amp; Resources</th>
</tr>
</thead>
</table>
| Economic/Environmental (Water and Plastic) | • This group plans to build a 62-mile wall to trap plastic in the Pacific  
• The Race to Greener Bottles Could Be Long  
• Coca-Cola Says It’s Close to Water Replenishment Goal | | • Profits Rise as Emerging Markets Hit the Bottle |
| Social/Environmental | • Enough To Go Round But Millions Still Starve  
• Organic Agriculture May Be Outgrowing Its Ideals | | • Rush to Use Crops as Fuel Raises Food Prices & Hunger |
### Class 8: February 23
**Environmental/Social/Economic**

**Guest Speakers:** Matt Syzmanowicz, Graduate Student Speaker, School of Marine and Environmental Affairs

<table>
<thead>
<tr>
<th>Topic</th>
<th>Required Readings</th>
<th>Presenter</th>
<th>Recommended Readings &amp; Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environmental/Social</td>
<td>• In Need of a Green Revolution</td>
<td>Mini Team</td>
<td>• Bringing the Environment Down to Earth&lt;br&gt;• <strong>CASE:</strong> Unilever: Combatting Global Food Waste</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Environmental/Social/Economic</td>
<td>• EPA Spill: ‘The Magnitude of It, You Can’t Even Describe It’&lt;br&gt;• Evil Orbs&lt;br&gt;• Water: All Dried Up&lt;br&gt;• China’s Poisonous Waterways</td>
<td>Mini Team</td>
<td>• The New Oil: The Race to Buy Up the World’s Water&lt;br&gt;• Mars Shows Signs of Having Flowing Water, Possible Niches for Life, NASA Says</td>
</tr>
<tr>
<td>Environmental Ocean Acidification</td>
<td></td>
<td>Matt Syzmanowicz</td>
<td></td>
</tr>
</tbody>
</table>

### Class 9: March 1
**Social/Environmental/Economic**

<table>
<thead>
<tr>
<th>Topic</th>
<th>Required Readings</th>
<th>Presenter</th>
<th>Recommended Readings &amp; Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic/Social</td>
<td>• Profit and the Public Good</td>
<td>Mini Team</td>
<td></td>
</tr>
<tr>
<td>Economic/Social</td>
<td>• <strong>Labor Report:</strong> (CASE: Bayer CropScience in India (A): Against Child Labour)&lt;br&gt;• LaborVoices: Bringing Transparency to the Global Supply Chain</td>
<td>ES</td>
<td></td>
</tr>
<tr>
<td>Social/Economic</td>
<td>• The Greening of Walmart’s Supply Chain…&lt;br&gt;• A Road Map for Natural Capitalism&lt;br&gt;• Co-Creating the Future: The Dawn of System Leadership&lt;br&gt;• Imagining a World Without Growth</td>
<td>ES</td>
<td>• <strong>CASE:</strong> “Walmart’s Sustainability Strategy,” Stanford&lt;br&gt;• Supreme Court to hear Walmart Case&lt;br&gt;• A Supreme Court Scorecard (excerpt)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Mini Team</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Mini Team</td>
<td></td>
</tr>
</tbody>
</table>

### Class 10: March 8
**Wrap Up/Systems Thinking**

DUE by March 11: Company Practicum Part Three: Final Report

<table>
<thead>
<tr>
<th>Topic</th>
<th>Required Readings</th>
<th>Presenter</th>
<th>Recommended Readings &amp; Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Whole Model, The Flourishing Enterprise</td>
<td>• The Biosphere Rules&lt;br&gt;• Stuff: When Less is More</td>
<td>Mini Team</td>
<td>• The Truth About CSR&lt;br&gt;• The Importance of Corporate Responsibility</td>
</tr>
<tr>
<td>What it Takes in an Organization</td>
<td>• What Executives Don’t Get About Sustainability&lt;br&gt;• Building a Learning Organization&lt;br&gt;• Joining Forces: Collaborative Leadership for Sustainability</td>
<td>Mini Team</td>
<td></td>
</tr>
<tr>
<td>Wrap-Up Course Evaluations</td>
<td></td>
<td>ES</td>
<td></td>
</tr>
</tbody>
</table>
STUDENT ASSESSMENT is based on:

- Individual Written Assignment:
  - Theory and Conflict 15 points
- 2 Mini Team Posters: Oral (ppt submission) 30 points
- Company Practicum: Moving from Theory to Practice 40 points
  - Company choice/Review and Description
  - Interim Outline/Sweet Spot Exploration
  - Final Report
- Class Participation 15 points
  Class Participation is important and either counts for or against your final assessment depending on the richness and quality of your contribution to the overall experience. You are responsible for readings.

INSTRUCTOR-STUDENT INTERACTION
Please feel free to contact me if you have any questions regarding class policies, readings, written assignments, or any other aspect of the course. Many of you are either Evening Students or from other UW schools, it is better to prearrange meetings. I am available in person by appointment. My office is 438 PACCAR Hall.

The best way to reach me is email: estearns@uw.edu

The course Teaching Assistant is Audrey Soroka. You are welcome to contact Audrey by email. She is available in person by appointment.

The best way to reach her is email: asoroka@uw.edu

Email Etiquette:
At minimum, all emails sent Monday through Thursday will be answered within 24 hours. Emails sent Friday through Sunday will be answered on the following Monday.

If for some reason you would like to discuss something, please indicate your phone number in the email and include a few good times to call you. Sometimes it is easier to have a question answered telephonically and frequently takes less time.

Class Attendance:
- Students are responsible to attend every class session, but it is understood that sometimes work requirements or events come up that cannot be moved.
- Missing more than one class session is discouraged and will lead to a grade adjustment.
- If you are going to miss a session, please inform Professor Stearns and Audrey Soroka by email in advance.

HONOR CODE
The UW Foster MBA Honor Code is strictly followed for individual and team assignments. No discussions or assistance should occur outside of your designated mini team or case team.

For students receiving Practical Experience credit, you may be required to sign an NDA with the company of your choice. Please be sure that Professor Stearns also signs this confidentiality agreement.