Cases in Sustainability  
IBUS 545 ~ Fall 2017  
Wednesdays 6-9:30p ~ PCAR 395

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

Recommended Texts
The Sustainable Company, Chris Laszlo  
Flourishing Enterprise, Chris Laszlo & Judy Brown

Class 1: September 27  
Introduction/Philosophy/Economic

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<thead>
<tr>
<th>Topic</th>
<th>Required Readings</th>
<th>Team</th>
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<tbody>
<tr>
<td>Introduction &amp; Framework</td>
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<tr>
<td>The Business Case</td>
<td>• Making the Business Case for Sustainability</td>
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<td></td>
<td>• Sustainability as a Marketing Tool: To be or to appear to be?</td>
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<td>Senge vs. The Economist</td>
<td>• Innovating Our Way to the Next Industrial Revolution</td>
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<td></td>
<td>• The Ethics of Business (can be found on Canvas)</td>
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<td>• The World According to CSR (can be found on Canvas)</td>
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<td>• The Union of Concerned Executives (can be found on Canvas)</td>
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Class 2: October 4  
Economic/Social/Environmental

Guest Speaker: Will Lana, VP Trillium Investments  
Impact Investing

DUE: Individual Written Assignment: Theory and Conflict (at start of class in hard copy)

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<tbody>
<tr>
<td>Economic</td>
<td>• Diamond Developers: Measuring Sustainability</td>
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<td></td>
<td>• Why Elon Musk Just Opened His Patents to His Biggest Rivals</td>
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<td>NGO/Corporate Alliances</td>
<td>• <strong>Sustainable Strategy Transforms the Enterprise</strong></td>
<td><strong>Mini Team 1</strong></td>
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<td></td>
<td>• At Patagonia, the Bottom Line Includes the Earth</td>
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<td>Socially Responsible Investing and Trends</td>
<td>• Memo to Board: We Need to Talk About BP</td>
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<td></td>
<td>• Business is a Vital Part of the Solution</td>
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<td>• Inside VW’s Campaign of Trickery</td>
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<td></td>
<td>• Reference Case: RBC Financial Grp - The Equator Principles</td>
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<td></td>
<td>• The Sustainable Company pg. xiii, Introduction &amp; Ch. 1</td>
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### Class 3: October 11
**Economic/Environmental/Energy**

**Guest Speaker:** Bryce Smith, Board Member and Former CEO, One Energy Renewables

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</table>
| Economic/Environmental “The Quest for Sustainable Energy” | • CASE: CO2 to H20: Transition to Sustainable Energy  
• Down the Mighty Columbia River, Where a Power Struggle Looms  
• It’s Global Warming, Stupid |                    | • Print or Digital: It All Has Environmental Impact |
| Environmental/Social                        | • Global Climate Change and Children’s Health  
• Wind Energy Company to Pay $1M in Bird Deaths  
• The Mayors of Pittsburgh and Paris: We Have Our Own Climate Deal  
• CASE: Fiji Water: Carbon Negative? | Mini Team 2           |                                              |

### Class 4: October 18
**Economic/Social/Environmental**

**Guest Speaker:** Nat Sahlstrom, Director of Energy AWS, Amazon

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<tbody>
<tr>
<td>The WHOLE MODEL</td>
<td>• Reference Case: Interface Inc.: The Next Industrial Revolution</td>
<td></td>
<td>• Self-Sustaining Micro-Finance Programs to Help Brazil’s Poor</td>
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</tbody>
</table>
| Social/Economic Micro Finance              | • In Brazil, Paying Farmers to Let the Trees Stand  
• Norway to Complete $1B Payment to Brazil for Protecting Amazon |                    |                                              |
| Supply Chain, Influence v Power            | • The Downside of Growth: Tackling Asia’s Wicked Environmental…  
• Light Up the World; Lighting Up the Developing World  
• Keep the Fires Burning  
• Google, Apple, Facebook Race Towards 100% Renewable…  
• The LEGO Group Reaches 100% Renewable Energy Target Three Years Ahead of Schedule  
• How to Deal with Worries About Stranded Assets | Mini Team 3           | • Alibaba Group: Technology, Strategy, and Sustainability  
• The Sustainable Company, Ch. 10 & 11 |
| Social/Economic/Environmental               |                                                                                  |                    |                                              |
### Class 5: October 25
Social/Environmental/Economic

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</table>
| Social/Customer Trends/Strategy | • Dow and the Circular Economy: Trash to Treasure?  
• Choosing the Right Green Marketing Strategy  
• Making Sense of FTC Revised Green Guidelines | Mini Team 4 | • Sustainability Nears a Tipping Point |
| Social/Environmental | | | • Strategies for Sustainability: Going Green in the OR |
| Environmental/Economic | • The Sustainable Supply Chain  
• Unilever Finds that Shrinking Its Footprint is a Giant Task  
• **CASE:** Watson Cooperative: Ethanol (Handout) | | |

### Class 6: November 1
Social/Customer/Environmental

**Guest Speaker #1:** Laurie Demeritt, CEO, The Hartman Group &  
**Guest Speaker #2:** Davey McHenry Dtr. Client Engagement, The Hartman Group

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| Economic/Environmental (Water and Plastic) | • A 20-year-old is Planning a 62 Mile Floating Wall to Make the Ocean ‘Self-Cleaning’  
• Coca-Cola Just Achieved a Major Environmental Goal | **Energy Team** | • Arcor Group & Sustainability: Creating Business Value |
| Social/Environmental | • **CASE:** Greening Walmart: Progress and Controversy  
• Enough to Go Round But Millions Still Starve  
• Climate Change Seen as Posing Risk to Food Supplies  
• A Warming Planet Struggles to Feed Itself  
• Organic Agriculture May Be Outgrowing Its Ideals | **Mini Team 5** | |

### Class 7: November 8
Social/Environmental/Economic

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| Economic/Social | • Profit and the Public Good | **Labor Team** | • 2012 Dhaka Fire  
• Triangle Shirtwaist Factory Fire |
| Economic/Social | • LaborVoices: Bringing Transparency to the Global Supply Chain  
• **CASE:** Bayer Crop Science in India (A): Against Child Labour | | |
| Social/Economic | • **A Road Map for Natural Capitalism**  
• Co-Creating the Future: The Dawn of System Leadership  
• Imagining a World Without Growth  
• Patagonia’s Sustainability Strategy: Don’t Buy Our Products  
• Everecs Unveils First Integrated Data Platform For Product Sustainability And Stewardship Of Supply Chains | **Mini Team 6** | • The Greening of Walmart’s Supply Chain |
### Class 8: November 15

**Environmental/Social/Economic**

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| Environmental/Social | • Levi Strauss & Co.: Driving Adoption of Green Chemistry  
• In Need of a Green Revolution  
• How to Become a Sustainable Company | Mini Team 7 | • CASE: Governance and Sustainability at Nike (A) & (B) |

| Environmental/Social/Economic | • CASE: ABB’s Hydropower Sustainability Dilemma  
• EPA Spill: The Magnitude of It, You Can’t Even Describe It  
• Evil Orbs  
• Water: All Dried Up  
• China’s Poisonous Waterways  
• Creating a Desert in China | Water Team | |

### Class 9: November 29

**Environmental/Social**

**Guest Speaker #1:** Ben Packard, Dtr. Corp Engagement, The Nature Conservancy & Fmr VP Global Responsibility SBUX  
**Guest Speaker #2:** Matt Syzmanowicz, M.S., School of Marine and Environmental Affairs

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| Environmental/Social | • Unilever’s New Global Strategy: Competing Through Sustainability  
• A Better Scorecard for Your Company’s Sustainability Efforts  
• Sustainability Lessons From the Front Lines  
• Why Sustainability is Now the Key Driver of Innovation  
• California Leads, Again, on Climate Change  
• Jellyfish are Stepping Up Their Ocean Invasions – and Humans are Helping Them | Mini Team 8 | • Reference Case: Dow Chemical: Innovating for Sustainability  
• Leadership Forum: Sustainability Now! |

### Class 10: December 6

**Wrap Up/Systems Thinking**

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</table>
| Environmental/Social | • The Biosphere Rules  
• Stuff: When Less is More  
• What Executives Don’t Get About Sustainability  
• Building a Learning Organization  
• Joining Forces: Collaborative Leadership for Sustainability  
• 3 Ways to Incorporate Sustainability into Everyday Work | Water Team  
Energy Team  
Labor Team | |
STUDENT ASSESSMENT is based on:

**Individual**
- Written Assignment: Theory and Conflict (*hand in at start of class in hard copy*) 15 points

**Mini Teams**
- One (1) Mini Team White Paper & Class Discussion (with ppt submission) 20 points

**Case Teams**
- One (1) Case Research Assignment (with ppt submission) 30 points
- Wrap-up White Paper & Class Discussion (with ppt submission) 15 points

**Class Participation** 20 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 all readings.

**TOTAL POINTS** 100 points

**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.

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

**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 me 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.