Cases in Sustainability
IBUS 545 ~ Fall 2018
Tuesdays 6-9:30p ~ PCAR 295

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: October 2
Introduction/Philosophy/Economic

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

Class 2: October 9
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)

<table>
<thead>
<tr>
<th>Topic</th>
<th>Required Readings</th>
<th>Team</th>
<th>Recommended Readings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic</td>
<td>• Diamond Developers: Measuring Sustainability</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Corporate Alliances</td>
<td>• Sustainable Strategy Transforms the Enterprise</td>
<td>Mini Team 1</td>
<td>• Reference Case: RBC Financial Grp - The Equator Principles</td>
</tr>
<tr>
<td></td>
<td>• At Patagonia, the Bottom Line Includes the Earth</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Socially Responsible Investing</td>
<td>• Memo to Board: We Need to Talk About BP</td>
<td></td>
<td></td>
</tr>
<tr>
<td>and Trends</td>
<td>• Business is a Vital Part of the Solution</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Inside VW’s Campaign of Trickery</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• The Sustainable Company pg. xiii, Introduction &amp; Ch. 1</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Class 3: October 16
**Economic/Environmental/Energy**

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

<table>
<thead>
<tr>
<th>Topic</th>
<th>Required Readings</th>
<th>Team</th>
<th>Recommended Readings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic/Environmental</td>
<td>• Google, Apple, Facebook Race Towards 100% Renewable Energy…</td>
<td></td>
<td>• Print or Digital: It All Has Environmental Impact</td>
</tr>
<tr>
<td>“Connecting Climate Change to Commerce”</td>
<td>• Down the Mighty Columbia River, Where a Power Struggle Looms</td>
<td></td>
<td>• It’s Global Warming, Stupid</td>
</tr>
<tr>
<td></td>
<td>• Air Pollution Extracts a Serious…Toll in the Workplace</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• How to Deal with Worries About Stranded Assets</td>
<td>Mini Team 2</td>
<td></td>
</tr>
<tr>
<td>Environmental/Social</td>
<td>• Global Climate Change and Children’s Health</td>
<td></td>
<td>• What a Simple Psychological Test Reveals About Climate Change</td>
</tr>
<tr>
<td>“The Quest for Sustainable Energy”</td>
<td>• A Year After Trump’s Paris Pullout…</td>
<td></td>
<td>• The Mayors of Pittsburgh and Paris: We Have Our Own Climate Deal</td>
</tr>
<tr>
<td></td>
<td>• Wind Energy Company to Pay $1M in Bird Deaths</td>
<td></td>
<td>• California Leads, Again, on Climate…</td>
</tr>
<tr>
<td></td>
<td>• CASE: Fiji Water: Carbon Negative?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Class 4: October 23
**Economic/Social/Environmental**

**Guest Speaker:** Bryce Smith, Founder and CEO, LevelTen Energy

<table>
<thead>
<tr>
<th>Topic</th>
<th>Required Readings</th>
<th>Team</th>
<th>Recommended Readings</th>
</tr>
</thead>
<tbody>
<tr>
<td>The WHOLE MODEL</td>
<td>• Reference Case: Interface Inc.: The Next Industrial Revolution (can be found on Canvas)</td>
<td></td>
<td>• Alibaba Group: Technology, Strategy, and Sustainability</td>
</tr>
<tr>
<td>Economic/Environmental</td>
<td>• The LEGO Group Reaches 100% Renewable Energy Target…</td>
<td></td>
<td>• The Long Hot Summer: Heat is Causing Problems Across the World</td>
</tr>
<tr>
<td></td>
<td>• In the Line of Fire: The World is Losing the War Against Climate Change</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• The Black Hole of Coal…</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Social/Economic/Environmental</td>
<td>• The Downside of Growth…</td>
<td>Mini Team 3</td>
<td>• The Sustainable Company, Ch. 10 &amp; 11</td>
</tr>
<tr>
<td></td>
<td>• Light Up the World; Lighting Up the Developing World</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Keep the Fires Burning</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Class 5: October 30
**Social/Environmental/Economic**

<table>
<thead>
<tr>
<th>Topic</th>
<th>Required Readings</th>
<th>Team</th>
<th>Recommended Readings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social/Customer Trends/Strategy</td>
<td>• Dow and the Circular Economy: Trash to Treasure?</td>
<td>Mini Team 4</td>
<td>• Sustainability Nears a Tipping Point</td>
</tr>
<tr>
<td></td>
<td>• Choosing the Right Green Marketing Strategy</td>
<td></td>
<td>• Reference Case: Dow Chemical: Innovating for Sustainability</td>
</tr>
<tr>
<td></td>
<td>• Growing Green: Three Smart Paths to Developing Sustainable Products</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supply Chain, Influence v Power/Micro-Finance</td>
<td>• In Brazil, Paying Farmers to Let the Trees Stand</td>
<td></td>
<td>• Self-Sustaining Micro-Finance Programs to Help Brazil’s Poor</td>
</tr>
<tr>
<td></td>
<td>• Norway to Complete $1B Payment to Brazil for Protecting Amazon</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Evrycs Unveils First Integrated Data Platform for Product Sustainability and Stewardship of Supply Chains</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Environmental/Economic/Social</td>
<td>• The Sustainable Supply Chain</td>
<td></td>
<td>• Strategies for Sustainability</td>
</tr>
<tr>
<td></td>
<td>• CASE: Watson Cooperative: Ethanol (Handout)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Class 6: November 6

Social/Customer/Environmental

**Guest Speaker:** Davey McHenry, VP & Dtr. Client Engagement, The Hartman Group

<table>
<thead>
<tr>
<th>Topic</th>
<th>Required Readings</th>
<th>Team</th>
<th>Recommended Readings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic/Environmental</td>
<td>• CASE: CO2 to H20: Transition to Sustainable Energy</td>
<td>Energy Team</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Coca-Cola Just Achieved a Major Environmental Goal</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Social/Environmental</td>
<td>• CASE: Greening Walmart: Progress and Controversy</td>
<td>Mini Team 5</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Enough to Go Round But Millions Still Starve</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Climate Change Seen as Posing Risk to Food Supplies</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• A Warming Planet Struggles to Feed Itself</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Organic Agriculture May Be Outgrowing Its Ideals</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Class 7: November 13

Social/Environmental/Economic

<table>
<thead>
<tr>
<th>Topic</th>
<th>Required Readings</th>
<th>Team</th>
<th>Recommended Readings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic/Social</td>
<td>• Profit and the Public Good</td>
<td></td>
<td>2012 Dhaka Fire</td>
</tr>
<tr>
<td>Economic/Social</td>
<td>• LaborVoices: Bringing Transparency to the Global Supply Chain</td>
<td>Labor Team</td>
<td>Triangle Shirtwaist Factory Fire</td>
</tr>
<tr>
<td></td>
<td>• CASE: Bayer Crop Science in India (A): Against Child Labour</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Social/Economic</td>
<td>• A Road Map for Natural Capitalism</td>
<td></td>
<td>The Greening of Walmart’s Supply Chain</td>
</tr>
<tr>
<td></td>
<td>• Co-Creating the Future: The Dawn of System Leadership</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Imagining a World Without Growth</td>
<td>Mini Team 6</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Patagonia’s Sustainability Strategy: Don’t Buy Our Products</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Class 8: November 20

Environmental/Social/Economic

**Guest Speaker:** Matt Syzmanowicz, M.S., School of Marine and Environmental Affairs

<table>
<thead>
<tr>
<th>Topic</th>
<th>Required Readings</th>
<th>Team</th>
<th>Recommended Readings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environmental/Social</td>
<td>• Jellyfish are Stepping Up Their Ocean Invasions…</td>
<td></td>
<td>CASE: Governance and Sustainability at Nike (A) &amp; (B)</td>
</tr>
<tr>
<td>Environmental/Economic</td>
<td>• Levi Strauss &amp; Co.: Driving Adoption of Green Chemistry</td>
<td>Mini Team 7</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• How to Become a Sustainable Company</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Environmental/Social/Economic</td>
<td>• CASE: ABB’s Hydropower Sustainability Dilemma</td>
<td>Water Team</td>
<td>Many Airports are Near Sea Level. A Disaster in Japan Shows What Can Go Wrong.</td>
</tr>
<tr>
<td></td>
<td>• EPA Spill: The Magnitude of It, You Can’t Even Describe It</td>
<td></td>
<td>Evil Orbs</td>
</tr>
<tr>
<td></td>
<td>• How to Become a Sustainable Company</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• China’s Poisonous Waterways</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Creating a Desert in China</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Class 9: November 27  
Environmental/Social  
**Guest Speaker #1:** Ben Packard, Exec Dtr UW Earth Lab, FMR Dtr. Corp Engagement, The Nature Conservancy & Fmr VP Global Responsibility SBUX

<table>
<thead>
<tr>
<th>Topic</th>
<th>Required Readings</th>
<th>Team</th>
<th>Recommended Readings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water and Plastic</td>
<td>- We Made Plastic. We Depend on It. Now We’re Drowning in It.</td>
<td>Plastics Team</td>
<td>- Whale Dies in Thailand With 80 Plastic Bags in Its Stomach</td>
</tr>
<tr>
<td></td>
<td>- For Animals, Plastic Is Turning the Ocean into a Minefield</td>
<td></td>
<td>- You Can Help Change the Tide on Plastic. Here’s How.</td>
</tr>
<tr>
<td></td>
<td>- We Know Plastic is Hurting Marine Life. What About Us?</td>
<td></td>
<td>- A 20-year-old is Planning a 62 Mile Floating Wall… to Make the Ocean ‘Self-Cleaning’</td>
</tr>
<tr>
<td></td>
<td>- Giant Trap Is Deployed to Catch Plastic Littering the Pacific Ocean</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Stirred to Action: Alaska Airlines to Ditch Plastic Straws…</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Unilever’s New Global Strategy: Competing Through Sustainability</td>
<td>Mini Team 8</td>
<td>- Reference Case: Unilever Finds that Shrinking Its Footprint is a Giant Task</td>
</tr>
<tr>
<td></td>
<td>- A Better Scorecard for Your Company’s Sustainability Efforts</td>
<td></td>
<td>- Leadership Forum: Sustainability Now!</td>
</tr>
<tr>
<td></td>
<td>- Sustainability Lessons From the Front Lines</td>
<td></td>
<td>- Why Sustainability is Now the Key Driver of Innovation</td>
</tr>
</tbody>
</table>

Class 10: December 4  
Wrap Up/Systems Thinking

<table>
<thead>
<tr>
<th>Topic</th>
<th>Required Readings</th>
<th>Team</th>
<th>Recommended Readings</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>- The Biosphere Rules</td>
<td>Mini Team 9</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Stuff: When Less is More</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- What Executives Don’t Get About Sustainability</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Building a Learning Organization</td>
<td>Mini Team 10</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Joining Forces: Collaborative Leadership for Sustainability &amp;</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- 3 Ways to Incorporate Sustainability into Everyday Work</td>
<td>Mini Team 11</td>
<td></td>
</tr>
</tbody>
</table>
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) 25 points

**Case Teams**
- One (1) Case Research Assignment (with ppt submission) 40 points

**Class Participation & Team Evaluations**
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. In additional, knowledge from readings should be demonstrated in your commentary. 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 and 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.