The awareness of sustainability has been growing because systems thinking, in different forms, is enabling us to see more interdependencies than we have in the past. Those interdependencies make you conclude that it is more than stupid – it is reckless—to think of commercial sustainability in isolation from either social or environmental sustainability.”

André van Heemstra, former Unilever board member and co-founder of the Sustainable Food Laboratory

**Course Overview:**

This course covers the emerging area of sustainability. Much more attention is now being devoted to the social and environmental responsibilities of a corporation and what its responsibilities are to its stakeholders. Sustainability intends to meet the needs of the present without compromising the ability of future generations to meet their own needs. We will discuss important aspects of challenges and opportunities that businesses find in responding to the growing emphasis on sustainability.

**Contact Information:**

My office is located in 261 Mendoza College of Business. I live in Chicago and generally am in South Bend Tuesdays through Thursdays. My office telephone number is (574) 631-2715, my personal cell phone number is (773) 220-8598, and my email address is jholt@nd.edu. My *cell phone number is my primary work number and should be treated as such*. I will be glad to meet at mutually convenient meeting times. If you do *not receive a response to an email message soon enough, please call me on my cell phone*. If you do not, I will assume the *matter does not require an urgent response*. Except in the case of emergency, I do not work on Sundays and so you should not expect an email or phone response from me on that day (again, except in cases of emergency).

**Learning Objectives:**

- To achieve a theoretical and practical understanding of key concepts relating to sustainability.
- To better appreciate ways you can create great value for business and society, and live out your personal values, by integrating sustainability and social responsibility into business vision, strategy and operations.
- To understand trends in business and the world in general relevant to sustainability.
To be able to distinguish varying degrees of commitment to sustainability.
■ To grasp how better to balance environmental, economic and ethical/social objectives
■ To learn about “best practices” in these areas.
■ To grasp the organizational capacities and approaches to leadership best suited to success with respect to achieving sustainability.

Course Format:

Small and whole group discussions enriched by prior reading and reflection.

Course Requirements:

1. Participation (30% of course grade)

Class participation is a very important part of the learning process in this discussion-based course. You will be evaluated based on both the quantity and the quality of your contributions and insights (with the latter being weighed more heavily). Quality comments possess one or more of the following properties:

■ offer a different or unique, but relevant, perspective
■ contribute to moving the discussion and analysis forward
■ build on or constructively challenge comments from other students
■ apply concepts from the readings to negotiation experiences

The participation grade, like many performance ratings you will receive in your careers, is partially subjective; but it is not random or arbitrary. By way of a rough guideline to the basis for determining class participation grades, I offer the following (with “plusses” such as B+ and minuses such as “A-“ given as deemed appropriate at the margins):

<table>
<thead>
<tr>
<th>Grade</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Regular and timely attendance; frequent, clear and consistent evidence of thorough class preparation; consistently thoughtful, insightful, relevant and constructive comments and/or questions that forward the discussion materially and so contribute substantially to individual and class learning (note that quantity for all participation grades matters, though quality always matters more)</td>
</tr>
<tr>
<td>B</td>
<td>Generally regular and timely attendance; frequent evidence of generally solid class preparation; generally thoughtful, insightful, relevant and constructive comments and/or questions that tend to forward the discussion and so contribute to individual and class learning</td>
</tr>
<tr>
<td>C</td>
<td>Possibly some absences; some evidence of class preparation that is adequate but not thorough or solid; comments and/or questions that only occasionally contribute to individual and class learning in the manner described above</td>
</tr>
</tbody>
</table>
2. In-Class Quizzes (25% of course grade)

During 2-4 unannounced points in the course you will be provided an opportunity to demonstrate your grasp of central points made in assigned readings. These questions will be designed so that you can demonstrate your understanding of the key concepts and/or your ability to apply those concepts. Your lowest quiz grade will be dropped.

3. Final Exam (45% of course grade)

There will be a cumulative, closed book and closed notes written exam on the regularly scheduled date at the end of the module. The final exam will consist of an objective section and also 2 or 3 short essay questions. A list of final review topics will be provided the penultimate week of our course. Students will have the option of taking the final exam in verbal or in written form. The written final exam is scheduled for Friday, March 1st, from 5pm to 7pm, in our regularly scheduled classroom, and you are responsible for making all travel plans accordingly. You will have the option of taking the final exam orally; students who wish to exercise that option must send me an email message to that effect before the start of our class meeting on Tuesday, February 19th. This is a hard deadline. Absent an explicit communication to the contrary, it will be assumed the written exam has been chosen.

4. Optional Journal (70% of course grade):

Students have the option of keeping a journal of reflection on our course readings and discussions in lieu of taking both the quiz and the final exam; the journal will count for 70% of the total course grade. The journal will be due in 2 installments, the first by the start of our Tuesday, January 29th class session and the second within two calendar days after our final class meeting. The journal will contain entries for each class session and those entries will first summarize the main points of one of the readings for that class session and then, more importantly and more extensively, your personal reflection on the relevant topic, its importance, the challenge or opportunity it represents, what more you believe needs to be known or considered about it, etc.

Grading of all work will be determined in light of factors including thoughtfulness, insight, responsiveness to the question(s)/issue(s) the assignment raises, organization, content, clarity, grammar, insightfulness, comprehensiveness, and logic.

Grading: I will use the following scale in assigning grades (with fractions on the 100 point scale being rounded up or down as the case may be, 92.7 rounded up to 93, 87.3 rounded down to 87, and so on):
A (4.000) = 93 – 100
A- (3.667) = 90 – 92
B+ (3.333) = 86 – 89
B (3.000) = 82 – 85
B- (2.667) = 80 – 81
C+ (2.333) = 76 – 79
C (2.000) = 72 – 75
C- (1.667) = 70 – 71
F (O) = < 70

Consistently with Notre Dame MBA grading guidelines, the grade point average for our course should fall between 3.3 and 3.6.

Schedule of Readings:

Readings for January 15th:

1. Green to Gold, Introduction and Chapter 1

Readings for January 17th:

5. Green to Gold, Chapter 2
6. “Deforestation in Southeast Asia: The Future Is Being Decided in Indonesia,” Knowledge@Wharton, available free of charge online at http://knowledge.wharton.upenn.edu/article.cfm?articleid=3088

Readings for January 22nd:

PRIOR TO BEGINNING ANY OF THE READINGS FOR JANUARY 22ND, PLEASE CLICK ON THE FOLLOWING LINK AND TAKE THE NATIONAL GEOGRAPHIC/GLOBESCAN GREENDEX SURVEY; THE EXERCISE WILL BE HELPFUL TO THE EXTENT WE ANSWER AS HONESTLY AND ACCURATELY AS POSSIBLE RATHER THAN PROVIDING THE ANSWER WE BELIEVE WE SHOULD PROVIDE: http://environment.nationalgeographic.com/environment/greendex/calculator/

PLEASE NOTE WHAT YOUR GREENDEX SCORE IS AND WHAT YOU THINK ABOUT THAT. BE PREPARED TO DISCUSS ALSO ANY QUESTIONS THEY DON’T ASK THAT YOU THINK IT WOULD BE HELPFUL TO ASK TO CALCULATE SUCH A SCORE.
8. Case: “Patagonia: Encouraging Customers to Buy Used Clothing (A),” GlobaLens, a division of the William Davidson Institute at the University of Michigan, Case Number 1-429-230.
9. “Consumption: Living With Enough, Not Always More, Chapter 7 of The Bridge At the Edge of the World: Capitalism, the Environment, and Crossing from Crisis to Sustainability, by James Gustave Speth.

Readings for January 24th:

In-class online simulation. Details TBA on January 22nd.

*Readings for January 29th:

11. Green to Gold, Chapter 3

Readings for January 31st:

13. Green to Gold, Part Two introduction, pages 101-104, and Chapter 4

Readings for February 5th:

14. Green to Gold, Chapter 5
15. “Case: “The Clorox Company Goes Green,” GlobaLens, a division of the William Davidson Institute at the University of Michigan, Case Number 1-429-087

Readings for February 7th:


*Readings for February 12th:

18. Green to Gold, Chapter 7

Readings for February 14th:

19. Green to Gold, Chapter 8

**Readings for February 19th:**

21. Green to Gold, Chapter 9  

**Readings for February 21st:**

23. Green to Gold, Chapter 10  

**Readings for February 26th:**


* Topics and readings for these class dates could be replaced, at your option, with one of the following:

  -- Foreign Direct Investment in Mandoa, a multi-party team negotiation exercise that puts students in the role of ministers of a developing country faced with the prospect of foreign direct investment and needing make hard choices to balance economic, environmental and social concerns to maximize societal well-being.

  -- Readings and a discussion of social justice and inequality as they relate to the long-term prosperity of the societies within which businesses operate.