BUAD 467/667: Sustainability and Green Business

Spring 2011

Monday 5:00pm – 7:45pm
Lerner 231

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Nature of the Course

The business world finds itself more and more occupied with social and environmental challenges such as high energy costs, water scarcity, waste disposal (especially electronic waste) and climate change, while still concentrating on fulfilling its responsibilities to shareholders. The course covers key concepts relating to these current and future challenges, such as, sustainability - an integrated framework used to optimize the economic, environmental and social performance of organizations, corporate social responsibility, green marketing, social enterprises, green innovation and more.

The primary objective of this course is to provide a basic understanding of these challenges and show how businesses deal with them, to avoid risk and create value.

The course uses up to date examples to get a better understanding of the rapidly changing business environment, which impacts every party involved – from big corporations to new start-ups. It also enables students to gain hands-experience by participating in projects involving local businesses that are dealing with the challenges discussed in class. Course graduates will possess basic understanding of how to integrate environmental and social sustainability with economic and commercial success.
Performance Evaluation

All final grades will be determined using the scale below. We reserve the right to award grades higher than those determined by this scale, but will not lower grades for any reason. No forced distribution of final grades will be imposed. Thus, everyone in the class may earn a grade of A or no one may earn a grade of A.

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Grade</th>
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<tbody>
<tr>
<td>93-100%</td>
<td>A</td>
</tr>
<tr>
<td>90-92%</td>
<td>A-</td>
</tr>
<tr>
<td>87-89%</td>
<td>B+</td>
</tr>
<tr>
<td>83-86%</td>
<td>B</td>
</tr>
<tr>
<td>80-82%</td>
<td>B-</td>
</tr>
<tr>
<td>77-79%</td>
<td>C+</td>
</tr>
<tr>
<td>73-76%</td>
<td>C</td>
</tr>
<tr>
<td>70-72%</td>
<td>C-</td>
</tr>
<tr>
<td>67-69%</td>
<td>D+</td>
</tr>
<tr>
<td>63-66%</td>
<td>D</td>
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<tr>
<td>60-62%</td>
<td>D-</td>
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<tr>
<td>59.9 or less</td>
<td>F</td>
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Course points will be allocated as follows:

<table>
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<tr>
<th>Component</th>
<th>Points</th>
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<tr>
<td>Midterm paper</td>
<td>25</td>
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<tr>
<td>Final paper</td>
<td>25</td>
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<tr>
<td>Group Assignment</td>
<td>25</td>
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<tr>
<td>Class participation</td>
<td>25</td>
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<tr>
<td>Total:</td>
<td>100</td>
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1. Final and mid-term papers: 50 points (total)
These will be individual papers and each paper is worth 25 points. Each paper will cover the new material up to that point in the course. The final paper is not cumulative. The papers will require you to demonstrate a critical understanding of the topics covered and will emphasize integration of ideas from the readings, discussions and case studies. Graduate students will be expected to provide more depth and critical analysis than undergraduate students.

2. Project Assignment: 25 points
You will need to do a project assignment in groups of three or four students. Each group will choose a project that will be conducted in collaboration with a local company. List of projects will be provided to the class. The project will focus on a “green” challenge the company is dealing with and look to offer the company suitable solutions. Each group will meet with a representative of the company they will work with to learn about the “green” challenge the
company is facing, and then gather the needed information and develop its recommendations and conclusions. The group will prepare a final report for the company and will present it in class.

Groups are expected to balance their work load and presentation, so that the work and presentation are fairly divided among the participants.

3. Class participation - 25 points
To get the maximum benefit from this class, it is important that you come to class prepared. It is also an important feature of this course to encourage discussion among and between class members, providing more engagement and critical thinking. Careful preparation means reading and studying assigned text material before class. During class you will be expected to ask and respond to questions. This portion of the evaluation will be assessed based on your comments/insights as well as on your attendance record. The instructors will use a high, medium, and low participation scale for each class.

Required Materials

1. The book for the class is:

Green to Gold: How Smart Companies Use Environmental Strategy to Innovate, Create Value, and Build Competitive Advantage (Paperback) by Dan Esty and Andrew Winston. Publisher: Wiley (January 9, 2009)

2. Reading packet - available on the University’s bookstore. It also includes the case studies.

Class Schedule

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Readings</th>
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<tbody>
<tr>
<td>2/7 (C/G)</td>
<td>Overview Importance of Sustainability and Green Business Practices in the Business World</td>
<td>Green to Gold, pp. 1-20</td>
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<tr>
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<td>3. Corporate sustainability reports</td>
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<tr>
<td>Date</td>
<td>Topic</td>
<td>Readings</td>
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| 2/21(C) | Sustainability Strategy: How corporations are reacting and creating Eco-advantages | 1. Green to Gold, pp.101-165  
2. Strategy for Sustainability, pp. 1-42 |
| 2/28 (C) | Economic Forces Facing Business: Raw Materials (cost and availability), Energy, Climate Change and Green House Gases, Cradle to Cradle, Nanotechnology and Trace Contaminants | Readings:  
Green to Gold, Chapter 2 |
| 3/7 (G) | Research & Development: Design for the Environment, Life Cycle Analysis, and Cradle to Cradle | Readings:  
1. Green to Gold, Chapter 8  
2. Other references |
| 3/14 (C) | EHS: Compartamentalized vis-à-vis Integrated, Reactive (regulatory) vis-à-vis Proactive | Readings:  
1. Green to Gold, pp. 73-5 (REACH);  
2. Other examples |
| 3/21 (C) | Operations: Life Cycle Engineering, Green materials and processes, Eco-Efficiency, Industrial Ecology | Readings:  
Green to Gold, Chapter 7; Strategy for Sustainability, pp. 91-120 |
| 4/4 (G) | Spring Break  
Green Marketing and the Green Market from the Consumer Perspective | Readings:  
|       |                                                                     | Submit mid-term paper                                                    |
4/11 (G)  Corporate Social Service
Readings:
1. The Case Against Corporate Social Responsibility, Aneel Karnani, Wall Street Journal, August 2010
2. The Perils of Oversimplifying CSR, Dave Douglas, GreenBiz.com, August 2010

4/18(G)  Social Forces Facing Business: Dealing with stakeholders (consumers, employees, rule-makers, NGOs, communities, shareholders, etc.).
Readings:
1. Green to Gold, Chapter 3 (pp. 65-99)
2. Guide to Successful Corporate-NGO Partnerships, Global Environmental Management Initiative (GEMI) and Environmental Defense Fund, 2008, pp. 4-8
4/25 (G)  Environmental Forces Facing Business: Integrating Climate Change and Business Strategy and Beyond

Readings:
2. Business leadership on climate change adaptation: Encouraging engagement and action, PwC (UK), Dec 2010, pp. 3-17

5/2 (G)  Social entrepreneurship

Readings:
3. How Bottom of the Pyramid Strategies Are Paying Off in the Battle to End Poverty, Knowledge@Wharton, 2009.

5/9 (G)  Green Innovation: new markets, products and concepts

Readings:
2. (Video) Shai Agassi's bold plan for electric cars – TED conference, February 2009.
4. (Video) Streetfilms - BRT Transmilenio (Bogotá, Colombia), February 2008.
The future of the green economy

Readings:
2. Other references

1C=Chapas, G=Godelnik
2Case found in the reading packet.
3Link/s will be available at the course’s web.
4Part of the reading packet