

# Sustainable Global Enterprise Immersion

## “SGE Boot Camp”

### January Pre-Term Coursepack

January 13-21, 2011

9:00am – 4:30pm

141 Sage Hall

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#### Overview

Welcome to the SGE Immersion...we start with the Sustainability Boot Camp!

The bad news: there are thousands of students graduating from MBA and other graduate programs (policy, public health, applied economics, engineering, urban planning, etc.) interested in the intersection of business and sustainability. This makes you a commodity. The good news: most students have a relatively superficial and underdeveloped understanding of sustainable enterprise issues or how they apply effectively in a business setting. This presents an opportunity. The Boot Camp is the first step toward ensuring you cultivate deep knowledge of some of the most salient issues of our day, as well as an understanding of approaches that will enable you to offer more value to the marketplace.

The Immersion is designed for deep understanding of the challenges associated with global sustainability – with a focus on how the private sector can address those challenges in innovative ways. In the Immersion, you will build capabilities and refine skills that will better prepare you for a wide variety of internships and careers. The Boot Camp is a critical part of this development. We have assembled a specific collection of readings that will facilitate discussion so we can establish a common foundation for understanding the world’s biggest challenges, the nature of the enterprise and corporation, the evolution of the business-sustainability domain, and how we can begin to think about the opportunities associated with sustainable enterprise.

Throughout the Boot Camp, you will spend time on a process to allow you to more clearly articulate your personal vision and goals, hone communication skills, and provide a stronger foundation for your long-term career development. Toward the end of the Boot Camp, we will turn our attention to the practicum projects that you will work on for the rest of the term.

**Course Materials** (Available from Center Sage in the basement of Sage Hall)

Coursepack

*Ishmael* by Daniel Quinn

**January Pre-Term Schedule Overview**

January 13<sup>th</sup> – The Big Picture: Developing a Sense of the World, Part I

January 14<sup>th</sup> – The Big Picture: Developing a Sense of the World, Part II

January 15<sup>th</sup> – The Evolution of the Corporation and Global Capitalism

January 18<sup>th</sup> – A Sense of History: The Evolution of Business & Sustainability

January 19<sup>th</sup> – The Sustainable Enterprise

January 20<sup>th</sup> – Project Scoping: Company Meetings

January 21<sup>st</sup> – Project Scoping: Scoping Presentations

## Sustainability Boot Camp Reading Summary

1. Jared Diamond – *Collapse*
  - a) Chapter 14: Why Do Some Societies Make Disastrous Decisions?
  - b) Chapter 16: The World as a Polder: What Does it All Mean to Us Today?
2. Jeffrey Sachs – *The End of Poverty*
  - a) Chapter 1: A Global Family Portrait
  - b) Chapter 2: The Spread of Economic Prosperity
3. Daniel Quinn – *Ishmael*, whole book
4. David Korten – *The Great Turning: From Empire to Earth Community*
  - a) Prologue
  - b) Chapter 5: When God Was a Woman
5. Jean-Francois Rischard – *High Noon*, Part I: It's Not Globalization, Stupid
6. Paul Gilding – *Scream Crash Boom* (letter)
7. Paul Gilding – *Scream Crash Boom 2 – The Great Disruption* (letter)
8. Thomas Friedman – *Hot, Flat, and Crowded*, Chapter 2: Today's Date 1 ECE
  
9. Millennium Ecosystem Assessment – *Ecosystems and Human Well-Being: Opportunities and Challenges for Business and Industry* available for download at <http://www.maweb.org/documents/document.353.aspx.pdf>
10. *2010 Millennium Development Goals Report* available for download at <http://www.un.org/millenniumgoals/pdf/MDG%20Report%202010%20En%20r15%20-low%20res%2020100615%20-.pdf>
11. Intergovernmental Panel on Climate Change, Working Group III Report – *Climate Change 2007: Mitigation of Climate Change*, Chapter 7: Industry available for download at <http://www.ipcc.ch/pdf/assessment-report/ar4/wg3/ar4-wg3-chapter7.pdf> and Chapter 11: Mitigation From a Cross-Sectoral Perspective available for download at <http://www.ipcc.ch/pdf/assessment-report/ar4/wg3/ar4-wg3-chapter11.pdf>.
  
12. Lynn Paine – *Value Shift*, Chapter 4: The Corporation's Evolving Personality
13. Ted Nace – *Gangs of America*, Chapter 7: Superpowers
14. David Korten – *The Post-Corporate World*, Chapter 2: The Naked Emperor
15. Joseph Stiglitz – *Making Globalization Work*, Chapter 7: The Multinational Corporation
16. Jeffrey Sachs – *Common Wealth*, Chapter 9: The Strategy of Economic Development
17. William Easterly – *The Big Push Déjà vu: A Review of Jeffrey Sachs's The End of Poverty: Economic Possibilities for Our Time*
18. David Korten – *When Corporations Rule the World*, Chapter 24: Agenda for Change
19. George Lodge & Craig Wilson – *A Corporate Solution to Global Poverty*, Chapter 8: A World Development Corporation

20. Amartya Sen – *Development as Freedom*
  - a) Chapter 1: The Perspective of Freedom
  - b) Chapter 4: Poverty as Capability Deprivation
21. Hernando de Soto – *The Mystery of Capital*
  - a) Chapter 1: The Five Mysteries of Capital
  - b) Chapter 7: By Way of Conclusion
22. Andrew Hoffman – *From Heresy to Dogma*, Chapter 1: A Roadmap of Corporate Environmentalism
23. Thomas Friedman – *Hot, Flat, and Crowded*, Chapter 1: Where Birds Don't Fly
24. Andrea Larson & Richard Johnson – *An Overview Of The Historical Context For Sustainable Business In The United States, 1960-2000*
25. *The Economist, Special Report on Corporate Social Responsibility (January 20, 2005)*
  - a) “The Good Company”
  - b) “The Union of Concerned Executives”
  - c) “The World According to CSR”
  - d) “Profit and Public Good”
26. *Economist, Special Report on Corporate Social Responsibility (January 17, 2008)*
  - a) “Just Good Business”
  - b) “The Next Question”
  - c) “A Stitch in Time”
  - d) “Do It Right”
27. Michael Porter & Mark Kramer (2006) “Strategy & Society: The Link Between Competitive Advantage and Corporate Social Responsibility.” *Harvard Business Review*, 84(12): 78-92.
28. Daniel Esty & Andrew Winston – *Green to Gold*, Chapter 12: Eco-Advantage Strategy
29. Transcript: Warren Buffet & Bill Gates Discuss “Creative Capitalism”
30. Muhammad Yunus, *Creating a World Without Poverty*, Chapter 2: Social Business: What It Is And What It Is Not
31. Paul Hawken, Amory Lovins & Hunter Lovins – *Natural Capitalism*, Chapter 1: The Next Industrial Revolution
32. William McDonough & Michael Braungart – *Cradle to Cradle*
  - a) Chapter 2: Why Being “Less Bad” Is No Good
  - b) Chapter 3: Eco-Effectiveness
  - c) Chapter 4: Waste Equals Food
33. Ron Pernick & Clint Wilder – *The Clean Tech Revolution*, Introduction: The Clean-Tech Opportunity
34. Van Jones – *The Green Collar Economy*
  - a) Chapter 4: The New Green Deal
  - b) Chapter 5: The Future is Now (available on reserve)
35. Mark Johnson & Josh Suskewicz (2009) “How to Jump-Start the Clean Tech Economy,” *Harvard Business Review*, 87(11): 52-60.

## Syllabus

### **January 13<sup>th</sup> – The Big Picture: Developing a Sense of the World, Part I**

Morning Session: 9:00am – 12:00pm

Readings:

Jared Diamond – *Collapse*, Chapters 14 & 16

Jeffrey Sachs – *The End of Poverty*, Chapters 1 & 2

*Study Questions:*

What are the key arguments being made by Diamond? Sachs?

How do these two readings relate to one another?

Afternoon Session: 12:30pm – 4:30pm

Readings:

Daniel Quinn – *Ishmael*, whole book

David Korten - *The Great Turning*, Prologue & Chapter 5

*Study Questions:*

What is Dan Quinn’s core message? What do you think of it?

What’s the difference between “takers” and “leavers”?

What do *Ishmael* and *The Great Turning* have to teach us about sustainable enterprise and development?

Is it possible to design a civilization that can “fly”?

Readings:

J.S. Rischard, *High Noon*, Part I

Paul Gilding – *Scream Crash Boom*

Paul Gilding – *Scream Crash Boom 2 – The Great Disruption*

Thomas Friedman, Chapter 2

*Study Questions:*

Taken together, what do these readings have to say about the role of business?

In your view, can business really be a key change agent in the transformation to a sustainable world?

Exercise:

Developing a Personal Perspective

## January 14<sup>th</sup> – The Big Picture: Developing a Sense of the World, Part II

Morning Session: 9:00am – 12:00pm

### Readings

Millennium Ecosystem Assessment, *Ecosystems and Human Well-Being: Opportunities and Challenges for Business and Industry*

*The Millennium Development Goals Report, 2010*

Intergovernmental Panel on Climate Change, Working Group II Report – *Climate Change 2007: Mitigation of Climate Change*, Chapters 7 & 11

### Study Questions:

What is your evaluation of the MEA, MDGs, and IPCC as initiatives to address global issues?

What are their implications for business?

Afternoon Session: 12:30pm – 4:30pm

### Exercise:

Developing a Personal Perspective

Artifact Exercise: **Bring an Artifact**

**Evening: 6:00pm - ?**

**SGE Social:** (Significant Others, Spouses + family welcomed)

Milstein-Touesnard Home

129 Midway Rd., Ithaca

## January 15<sup>th</sup> – The Evolution of the Corporation and Global Capitalism

Morning Session: 9:00am – 12:00pm

Readings:

Lynn Paine, *Value Shift*, Chapter 4

Ted Nace, *Gangs of America*, Chapter 7

David Korten, *The Post-Corporate World*, Chapter 2

*Study Questions:*

Are the above criticisms of corporations fair or unreasonable?  
Why?

What is your view of the corporation?

Afternoon Session: 1:30pm – 4:30pm

Readings:

Joseph Stiglitz, *Making Globalization Work*, Chapter 7

Jeffrey Sachs, *Common Wealth*, Chapter 9

William Easterly, *The Big Push Déjà vu: A Review of Jeffrey Sachs's  
The End of Poverty: Economic Possibilities for Our Time*

David Korten, *When Corporations Rule the World*, Chapter 24

George Lodge & Craig Wilson, *A Corporate Solution to Global Poverty*,  
Chapter 8

*Study Questions:*

What do you think of the various suggestions made for stemming  
corporate power?

Do you believe these will be effective or not, and why?

Exercise:

Developing a Personal Perspective

## January 18<sup>th</sup> – A Sense of History: The Evolution of Business & Sustainability

Morning Session: 9:00am – 12:00pm

Readings:

Amartya Sen, *Development as Freedom*, Chapters 1 & 4

Hernando de Soto, *The Mystery of Capital*, Chapter 1 & 7

*Study Questions:*

In what way do these authors differ in their recommendations regarding poverty and development?

Sen and de Soto's work is from outside the management field – how do they inform you as managers?

How do you begin to think about the readings for today as an integrated set of ideas?

What are the implications for the private sector?

Afternoon Session: 1:30pm – 4:30pm

Readings:

Andrew Hoffman, Chapter 1

Thomas Friedman, Chapter 1

Andrea Larson & Richard Johnson, *An Overview Of The Historical Context For Sustainable Business In The United States, 1960-2000*

*Study Questions:*

How would you begin to illustrate the evolution of business and sustainability?

Exercise:

Developing a Personal Perspective

## January 19<sup>th</sup> – The Sustainable Enterprise

Morning Session: 9:00am – 12:00pm

Readings:

*The Economist, 2005 Special Report on Corporate Social Responsibility*

“The Good Company”

“The Union of Concerned Executives”

“The World According to CSR”

“Profit and Public Good”



***The Economist, 2008 Special Report on Corporate Social Responsibility***

*“Just Good Business”*

*“The Next Question”*

*“A Stitch in Time”*

*“Do It Right”*

Porter, M. E. and M. R. Kramer (2006). ***“Strategy & Society: The Link Between Competitive Advantage and Corporate Social Responsibility.”***

Daniel Esty & Andrew Winston, ***Green to Gold***, Chapter 12

Transcript: Warren Buffet & Bill Gates Discuss “Creative Capitalism”

Muhammad Yunus, *Creating a World Without Poverty*, Chapter 2

*Study Questions*

What are the differences between the perspectives taken here?

How might you map, or illustrate, those differences?

Afternoon Session: 1:30pm – 4:30pm

Readings:

Paul Hawken, Amory Lovins & Hunter Lovins, ***Natural Capitalism***, Chapter 1

William McDonough & Michael Braungart, ***Cradle to Cradle***, Chapters 2, 3 & 4

Ron Pernick & Clint Wilder – ***The Clean Tech Revolution***, Introduction

Van Jones – ***The Green Collar Economy***, Chapters 4 & 5

Mark Johnson & Josh Suskewicz (2009) “How to Jump-Start the Clean Tech Economy”

*Study Questions:*

What unifies the Hawken et al. and McDonough & Braungart readings?

Can you operationalize their ideas?

Pernick & Wilder define a new direction for innovation and entrepreneurship, how does Jones articulate the process for obtaining that vision?

How do Johnson & Suskewicz provide more nuanced thinking as it relates to implementation within the organization?

Exercise:

Developing a Personal Perspective

**January 20<sup>th</sup> – Project Scoping: Company Meetings**

Morning Session: 9:00am – 12:00pm

Introductions

Ground Rules

Team Meetings (Breakout rooms: 136, 138, 140, 146, 206, 208, 210, 211, 212, 213)

Lunch: 12:00-1:00pm

Afternoon Session: 1:00pm – 4:30pm

Resume Team Meetings

**January 21<sup>st</sup> – Project Scoping: Scoping Presentations & Feedback**

Presentations will be scheduled 8:30am – 4:00pm