

BUSI 490-090: Managing Global Sustainability Challenges

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Tuesday & Thursday 12:30 - 1:45 p.m.

Room 3350 McColl

Introduction to the Course

Today our world is confronted with sustainability challenges at an unprecedented scale. Human-induced climate change, the depletion of natural resources including water, and threats to food security threaten to adversely affect people's well-being at a time when many individuals also struggle to overcome poverty, inequity, and other affronts to human rights. The magnitude of these challenges and their wide-ranging adverse ramifications motivate proactive businesses and entrepreneurs to take action, whether by participating in efforts to mitigate risk and negative externalities or by innovating to create positive change.

Sustainability managers commonly employ a life cycle perspective (Fig. 1) to comprehensively assess environmental impacts at all stages, including its design, transportation, raw materials acquisition, manufacturing, distribution, sale, consumer use, and fate at its end of life.

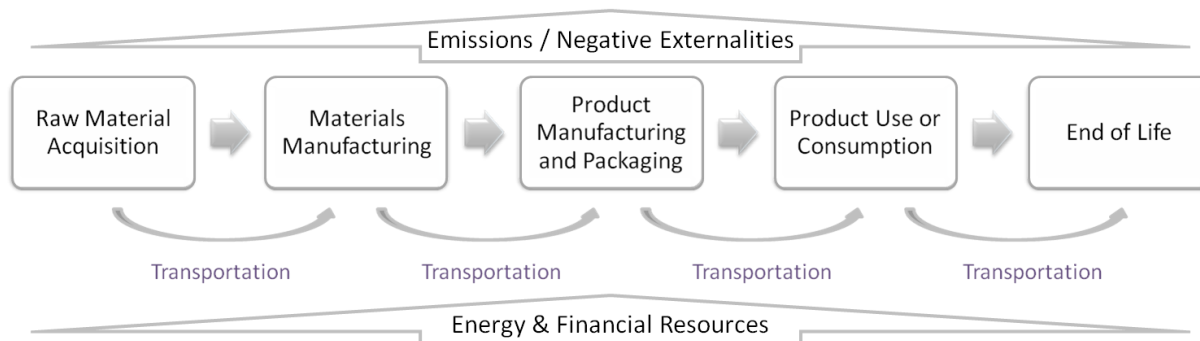


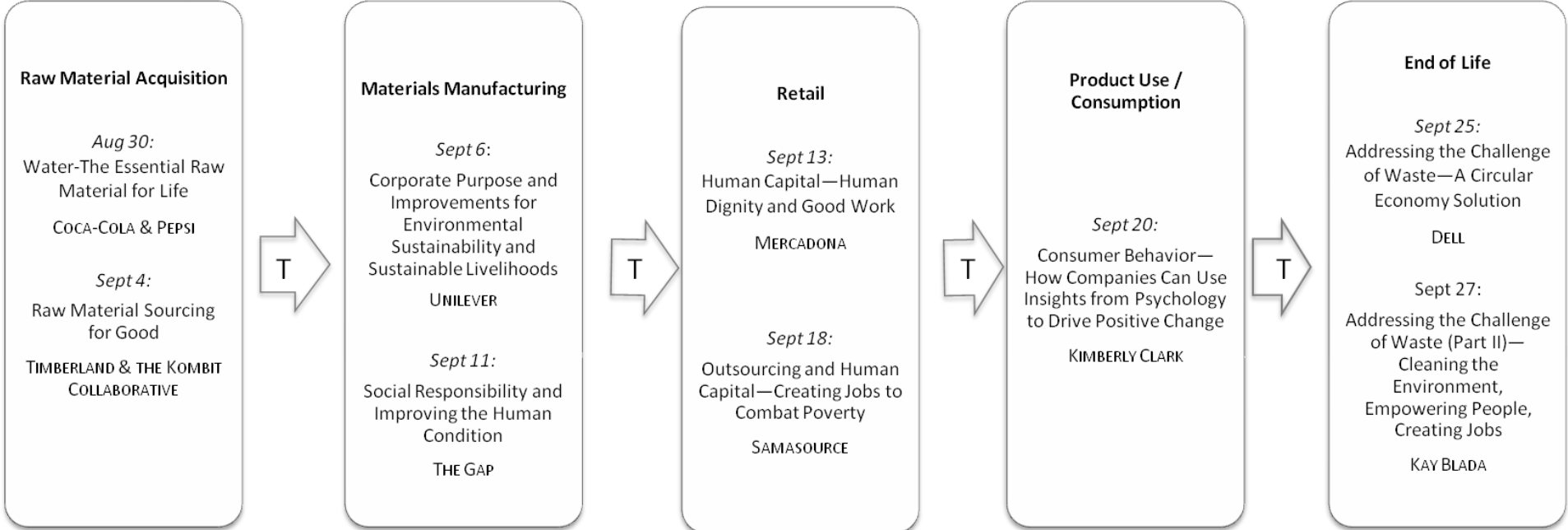
Figure 1: Life Cycle Framework for Comprehensive Environmental Impact Assessment

The complexity of critical and urgent global sustainability challenges demands that concerned students study the issues with a wide lens. To this end, this course uses a life cycle framework to explore a select suite of interconnected and multifaceted issues that threaten communities and ecosystems across the globe (Fig. 2). By examining social and environmental issues that arise in each stage in the life cycle framework, students will build the capacity to apply systems thinking to understand and analyze multifaceted issues. Within the context of a general management education, this elective expands the conversation beyond strategies that increase profitability and improve an organization internally to include how visionary leaders improve people's lives, safeguard human rights, and halt or reverse environmental degradation.

Aug 21 & 23
Introduction:
 Addressing Global Sustainability Challenges
 —What's Business' Role?

Emissions & Negative Externalities

Aug 28: Climate Change



T = Transportation

Energy & Financial Resources

Aug 28: Climate Change

Oct 2 & 4
Course Wrap-Up:
 Student Team Presentations

Figure 2: Course Structure as Informed by the Life Cycle Framework

This Class and Kenan-Flagler Standards

Kenan-Flagler has five core values – Excellence, Leadership, Teamwork, Integrity, and Community – that guide the norms and standards we uphold as a community. As a group of scholars, we also commit to uphold these ideals throughout this course.

The University of North Carolina at Chapel Hill has had a student-administered honor system and judicial system for over 100 years. Please refer to the [Honor Code Website](#).

Plagiarism is violation of the Honor Code. Faculty and students ***are obligated*** to report any reasonable suspicions of Honor Code violations. The Honor Code defines plagiarism as “Any deliberate or ***reckless*** representation of another’s words, thoughts, or ideas as one’s own without attribution.”

Some students may incorrectly believe that if something is on the Internet or on the web site of a company they have worked for, that it is OK to copy it. IT IS NOT. It is never OK to duplicate the words of a website or any electronic or print media. The “usual” sanction for instances of academic dishonesty is an “F” in the course (or assignment) and suspension for one full academic semester. Please note that for international students, this may result in the loss of your student visa status, requiring you to leave the U.S. until your suspension is over. *Avoid plagiarizing by properly citing sources for all information you obtain from a source outside of your own head.* _____ (initials)

All sources should be documented with footnotes using a standard style (e.g., Chicago). “[Son of Citation Machine](#)” is a website that will create properly formatted footnotes. Note that Wikipedia is NOT an acceptable source. If you START with Wikipedia, research the issue farther using the references provided as a guide. If the Wikipege does not include reputable sources, you need to find another starting point.

For more on plagiarism, read <http://en.writecheck.com/types-of-plagiarism>. For more on how to cite: <http://www2.lib.unc.edu/instruct/citations/>. *If you have ANY questions about plagiarism or how to correctly cite sources, please contact the [Writing Center](#).*

Assignments, Due Dates, and Evaluation Criteria

Class Participation (20%)

“Being a Beneficial Presence”

The Kenan-Flagler Bachelors of Science in Business Administration is a prestigious (Top 10!) and rigorous program; *consequently, the standard for preparation and participation in class is high*. By actively participating in discussion, you learn more and contribute to your classmates’ learning. Fruitful discussions stem from thoughtful and thorough preparation; thus, you are expected to read and to have thought about the assigned readings before coming to class. In this way, you will be a

“beneficial presence” in the classroom. You are encouraged to pursue additional research using the Internet before coming to class, *not during class*.

Participation in this course is defined as a combination of attendance and contributions to classroom discussions. Please remember: (1) quality is more important than quantity and (2) silence is not a reliable indicator of preparation or thoughtfulness. Excellent comments possess one or more of the following attributes: (1) they offer an original and relevant perspective on the issue, (2) they move the analysis forward by building on previous contributions or by revealing fresh insights, (3) they transcend the "I feel" syndrome by including evidence that is based on more than personal experience — in other words, your thinking should reflect and integrate examples from other contexts.

Remember that the goal of class discussion is to identify issues, evaluate alternatives, and advance understanding; not to uncover a single “right” answer. Questions that help clarify confusing concepts or that question unspoken assumptions can also be extremely helpful, so please do not hesitate to ask for clarification; chances are several others have the same question.

If you are not comfortable volunteering to participate by raising your hand, taking this class will provide you with the opportunity to gain experience doing so. It is important for your long-term career success to practice speaking up as a way to demonstrate that you are a beneficial presence. I will try to encourage participation from all students, but the burden of participating remains with you. One recommendation is to prepare in advance one point or one question you would like to contribute; another is to set a personal goal of raising your hand and volunteering this contribution at least once a week.

You are expected to attend class and to **have your name placard on display**. If I do not know your name, I cannot give your credit for your contributions. Students are expected to **arrive on time, refrain from leaving class** except in the case of an absolute emergency, and, under no circumstances, surf the Internet or use social media during class.

Students who do not participate in discussions and only attend class as silent observers will earn a maximum participation grade of 75%.

Missing Class

Because this is only a 7-week course, attendance at each of the sessions is critical. If you cannot make a class, it is your responsibility to **email me in advance**. If you miss class, you must submit the paper due for the day you miss. After August 28th, if you miss a class for which a paper is not assigned (i.e., Aug. 30, Sept. 25, or Sept. 27) submit a paper that addresses the “Questions to Consider” outlined in the syllabus and that day’s Canvas event. **This paper should be uploaded to Canvas using the “MAKE UP ASSIGNMENT for Dates without a Paper Due” slot posted on October 5.** Note that this assignment is not “DUE” on October 5; instead, it is due within 7 days of the missed class. There’s just simply not a better way that I have found to create a place on Canvas for students to upload make-up assignments. Missing a second class will result in the lowering of your grade.

Case Issue Analyses (50% in total, 16.6% each)

Due by 11:59 pm on the dates indicated below, i.e., the night before the class during we'll discuss the case.

Topics & Due Dates

Paper 1:

- Option A, September 3: “Raw Material—Sourcing for Good”
- Option B, September 5: “Manufacturing—Corporate Purpose and Sustainability Improvements”

Paper 2:

- Option A, September 10: “Manufacturing—Social Responsibility & the Human Condition”
- Option B, September 12: “Retail and Human Capital—Dignity and Good Work”

Paper 3:

- Option A, September 17: “Outsourcing and Human Capital—Creating Jobs to Combat Poverty”
- Option B, September 19: “Consumer Behavior—Insights from Psychology to Drive Change”

Administrative Details

- This assignment is meant to be completed individually although you may ask a peer to proofread your work and provide critical feedback before you submit it.
- Papers should be written and submitted in MS Word, be 2-3 pages in length, have 1 inch margins, double-spacing and 12 point Times New Roman with references properly cited following a standard format (e.g., MLA, Chicago, APA).
- Submissions are to be made through Canvas; late papers and papers not following the guidelines specified here may be docked ½ letter grade (i.e., A- → B+).
- **One** paper is due during each week of the course with the exception of the 1st, 2nd, and last the week of class. Pick Option A or B.

Evaluation Criteria

Your assignment will be graded based on the following factors:

- The analysis addresses the main management and sustainability challenges presented in the case.
- The recommendations and critique presented are rational and solidly supported.
- The analysis integrates concepts, facts, and ideas contained in / supported by the assigned readings.
- The paper is of a quality worthy of submission to senior management at a highly regarded company and that would demonstrate you merit a degree from a top-ranked school.

Grades:

16.6	Outstanding, far exceeds expectations, no recommendations for improvement
16.0	Exceeds expectations
15.6	Very good, above average
15.0	Meets expectations, solid work, few/ minor areas for improvement
14.6	Solid work but with room to improve
14.0	Paper contains noteworthy gaps and misses the mark on more than 1 of the evaluation criteria
≤13.0	Significant and multiple shortcomings

Capstone Project (30%)

Project Details:

- Your project should address a sustainability challenge that is manifest on the global scale and include its implications for business and the response of business to the issue. You have wide latitude for the topic you select, so you are encouraged to select an issue that you are exceptionally interested in and that has some connection to your career ambitions.
- Final Deliverable: An information-dense PowerPoint deck and a 15 minute presentation followed by Q&A that is due October 1, uploaded to Canvas by **11:59 pm**. Teams will make their presentations during class on October 2 and 4.
- Group Composition: Teams should be comprised of up to four people. Your group must be diverse in at least two ways – gender/gender identity, race, country of birth, countries where team members have worked, or industry background.
- Project Proposal (Due September 7th): Each team must write a one-page proposal that lists your team members' names; a statement that explains how your team meets the diversity requirement; provides an overview of your topic and key questions your research aims to address; and a preliminary list of papers, articles, case studies, and other sources from which you will draw insights.

Evaluation Criteria:

- Submit a project proposal on-time that meets the requirements stated above.
- Provide a comprehensive and detailed overview of the sustainability challenge supported by research based on authoritative sources.
- Clearly explain the business connection / solution.
- Include a robust analysis that includes a focus on key success factors, lessons learned, challenges/limitations, and metrics to quantify impact.
- Include a recommendation section that builds upon your research and lessons learned throughout the course.
- Include an appendix that includes sources for the information you use.
- Authoritatively answer questions at the end of your presentation.
- Provide a presentation worthy of the audience of a respected CEO within the given time constraints.

Course Schedule

NOTE: Assignments designated as “Primary/Critical Assignments” are **required**; you should be prepared to discuss these if called upon. Other assignments designated as “Secondary/Ancillary” are vital for gaining a deeper understanding of the issues. You should prioritize the secondary/ancillary assignments for the topics you opt to write about. Additionally, contributing insights from these will differentiate you from your peers, add to your understanding of the issues, and will increase your participation grade.

1. Tuesday, August 21

Topic: Introduction to the Course

To Prepare for Class:

- Carefully read the syllabus, paying special attention to the assignments and their due dates.
- Purchase a **course pack**. You may choose to buy the hardcopy or electronic version.
- Familiarize yourself with how to access articles through UNC Libraries if you have not done this before. Consult this ppt deck for guidance: “Finding articles in UNC’s digital library.”
- Think about what you would like to get out of this class and set three specific learning goals for yourself.
- Identify what social and/or environmental issues of global relevance are most interesting to you personally.

2. Thursday, August 23

Topic: Addressing Global Sustainability Challenges: What’s Business’ Role?

Primary/Critical Assignment(s):

- Pages 2-3 and 14-16: “Expect the Unexpected: Building Business Value in a Changing World” *KPMG International*. 2012. (**CANVAS** or Google to find this on-line).
- *LISTEN through minute 17: “Examining the Rise of the Social Enterprise with Deloitte’s Erica Volini” on The Bottom Line Podcast. *Capital and Main*. <https://capitalandmain.com/thebottomline/episode-23-examining-the-rise-of-the-social-enterprise-with-deloitte-erica-volini/> (**ON-LINE**, follow hyperlink or Google it)
- “BlackRock’s Message: Contribute to Society or Risk Losing Our Support” by Andrew Ross Sorkin. *New York Times*. January 15, 2018. (**CANVAS** or Google to find this on-line).

Secondary/Ancillary Assignment(s):

- BlackRock’s Larry Fink’s 2018 Annual Letter to CEOs, “A Sense of Purpose” <https://www.blackrock.com/corporate/investor-relations/larry-fink-ceo-letter> (**ON-LINE**, follow hyperlink or Google it)

Questions to Consider:

- What social and/or environmental issues do you believe are the most critical challenges facing our world?

- What social and/or environmental issues do you believe businesses should care the most about? Is this list the same or different from your first list? Why or why not?
- What types of companies, if any, do you believe should be most engaged in addressing which of the issues you've identified? Do any companies stand out as leaders that are making a positive difference?

3. Tuesday, August 28

Topic: Climate Change

Primary/Critical Assignments:

- *REVIEW the PowerPoint presentation “__A Climate Change Primer for Business Students” by Carol Hee (CANVAS).
- “How Companies Can Adapt to Climate Change” by Hauke Engel, Peter-Anders Enkvist, and Kimberly Henderson. McKinsey Consulting. July 2015. (CANVAS or access ON-LINE at <https://www.mckinsey.com/business-functions/sustainability-and-resource-productivity/our-insights/how-companies-can-adapt-to-climate-change>)
- Executive Summary (pages I to vii) “Getting Ahead of the Curve: Corporate Strategies that Address Climate Change” by Andrew Hoffman, published by the Pew Center on Global Climate Change. October 2006. (CANVAS or access ON-LINE at <https://www.c2es.org/document/getting-ahead-of-the-curve-corporate-strategies-that-address-climate-change/>).

Questions to Consider:

- What are the greatest risks climate change poses to companies? Which are particularly acute for the company/industry for which you would most like to work?
- What key challenges do companies face while dealing with climate-related issues?
- What actions would you expect a leading company to be taking to mitigate risks and gain competitive advantage from its response to climate change? **Make a list and bring this to class.**

Optional Readings/Additional Resources:

- “Competitive Advantage on a Warming Planet” by Jonathan Lash and Fred Wellington. *Harvard Business Review*. March 2007. (ON-LINE at <https://hbr.org/2007/03/competitive-advantage-on-a-warming-planet>, or, if you've exhausted your free HBR articles for the month, access via UNC Libraries using Academic Search Premier or Business Search Premier. Enter “Harvard Business Review” as “SO Source” and “Competitive Advantage Warming Planet” as “Ti Title” in the first two search boxes.)
- “A Framework for Fostering Effective Energy Transitions” by David Hund, et al. Published by McKinsey & Co. April 2018. (ON-LINE at <https://www.mckinsey.com/industries/oil-and-gas/our-insights/a-framework-for-fostering-effective-energy-transitions>)
- “How Industry Can Move Toward a Low-Carbon Future” by Arnout de Pee et al. Published by McKinsey & Co. July 2018. (ON-LINE at <https://www.mckinsey.com/business-functions/sustainability-and-resource-productivity/our-insights/how-industry-can-move-toward-a-low-carbon-future>)

- Podcast: “Pathways and Obstacles to a Low-Carbon Economy.” McKinsey partner Arnout de Pee and Lord Adair Turner, chair of the Energy Transitions Commission and the Institute for New Economic Thinking, speaking with McKinsey Publishing’s Cait Murphy about the shift toward renewable resources and the future of sustainable development. (**ON-LINE** at <https://www.mckinsey.com/business-functions/sustainability-and-resource-productivity/our-insights/pathways-and-obstacles-to-a-low-carbon-economy>; Transcript also available).

4. Thursday, August 30

Topic: The Essential Raw Material for Life—WATER

Primary/Critical Assignment(s):

- “Six Ways Companies Can Address their Water Scarcity Risks” by Will Sarni. July 15, 2011. (**ON-LINE** at <https://www.greenbiz.com/blog/2011/07/15/6-ways-companies-can-address-their-water-scarcity-risks>).
- “Water Wars: Colas and Sustainability in the 21st Century” by PD Jose and Menaka Rao. Published by Indian Institute of Management Bangalore. IMB 681. 2018. (**COURSE PACK**)

Secondary/Ancillary Assignment(s):

- “Water and Human Rights: Exploring the Roles and Responsibilities of Business” by Salil Tripathi and Jason Morrison. Published by The Global Compact’s CEO Water Mandate. March 2009. (**CANVAS** or **ON-LINE** at https://ceowatermandate.org/files/research/Business_Water_and_Human_Rights_Discussion_Paper.pdf).

Questions to Consider:

- What are the risks faced by companies over the usage of water? Which are particularly acute for beverage companies?
- What actions could beverage companies take to mitigate these risks?
- What key challenges do companies face while dealing with water-related issues? What steps are they taking to address the issue?
- Develop a strategy for a water intensive company to avoid conflicts.

5. Tuesday, September 4

Topic: Raw Material Sourcing for Good – Sustainable Economic Development & Reforestation

Primary/Critical Assignment(s):

- “Creating Shared Value: How to Reinvent Capitalism and Unleash a Wave of Innovation and Growth” by Michael Porter and Mark Kramer. *Harvard Business Review*. January-February 2011. (**ON-LINE**, follow hyperlink, <https://hbr.org/2011/01/the-big-idea-creating-shared-value>, or, if you have exhausted your free HBR articles for the month, access via UNC Libraries using Academic Search Premier or Business Search Premier. Enter “Harvard Business Review” as “SO Source” and “Creating Shared Value” as “Ti Title” in the first two search boxes.)
- WATCH: Kombit (Video available on **CANVAS**)

Secondary/Ancillary Assignment(s):

- Timberland CSR Report:
<https://images.timberland.com/is/content/TimberlandBrand/Responsibility/downloads/q2-2017-all.pdf>
- Timberland and the Smallholder Farmers Alliance: Changing Landscapes, Lives, and Communities in Haiti
<https://www.timberland.com/responsibility/stories/changing-landscapes-lives-communities-in-haiti.html>

Questions to Consider:

- Why does Michael Porter believe corporations can play a significant role in addressing global sustainability challenges?
- How would you make the case that the Kombit project builds what Porter calls “shared value”?
- What factors are key to the success of the Kombit project?
- Is the Kombit project replicable and scalable? Why or why not?
- What recommendations would you make to the Kombit project directors to expand and/or improve?

6. Thursday, September 6

Topic: Manufacturing – Corporate Purpose and Improvements for Environmental Sustainability and Sustainable Livelihoods

Primary/Critical Assignment(s):

- “Why Sustainability is Now the Key Driver of Innovation” by Ram Nidumolu et. al. *Harvard Business Review*. September 2009. (ON-LINE , follow hyperlink, <https://hbr.org/2009/09/why-sustainability-is-now-the-key-driver-of-innovation> or, if you have exhausted your free HBR articles for the month, access via UNC Libraries using Academic Search Premier or Business Search Premier. Enter “Harvard Business Review” as “SO Source” and “Sustainability is Key Driver” as “Ti Title” in the first two search boxes.)
- “What We Know about Brand Purpose” by Lucy Aitken, WRAC, February 2018. (CANVAS)
- “The Benefits of Brand Purpose are Bigger than Sales” by Lucy Aitken, WARC, February 2018. (CANVAS or ON-LINE at https://www.warc.com/newsandopinion/opinion/jem_fawcus_the_benefits_of_brand_purpose_are_bigger_than_sales/2618).
- Paul Polman, CEO: “Unilever Sustainable Living Plan 2014: Scaling for Impact”
<https://www.youtube.com/watch?v=tL2ZaLDxwxw> (38:12)
- More on Unilever -- very short videos; two are just under 3 min; the rest are less than 30 sec.
 - On Incremental Change: “Sustainability at Unilever - The Value Chain”
<https://www.youtube.com/watch?v=cpYhgqPRivw>
 - Beyond Incrementalism: “Making a Bigger Difference through Transformational Change”
https://www.youtube.com/watch?v=AvU5rHfHH4&index=8&list=PLncvI6F_uW_oPlsjZ7FyaRuh0kpTbApKa
 - Example projects:
 - “Fewer Calories – Happier Parents”
https://www.youtube.com/watch?v=azZ6AFFGZA&index=9&list=PLncvI6F_uW_oPlsjZ7FyaRuh0kpTbApKa
 - “More Toilets – More Cleaning”
https://www.youtube.com/watch?v=cH1wFzB8PBu&index=10&list=PLncvI6F_uW_oPlsjZ7FyaRuh0kpTbApKa
 - “Less Plastic—Less Waste” https://www.youtube.com/watch?v=bjZ-mLOTzg&list=PLncvI6F_uW_oPlsjZ7FyaRuh0kpTbApKa&index=11

- “Providing Water—Saving Time”
https://www.youtube.com/watch?v=9cQitgRikyA&list=PLncvI6F_uW_oPlsjZ7FyaRuh0kpTbApKa&index=12
- “Surplus Tomatoes—Tasty Ketchup”
https://www.youtube.com/watch?v=tqYQKMPJkqM&index=13&list=PLncvI6F_uW_oPlsjZ7FyaRuh0kpTbApKa
- “Saving Water—Saving Effort”
https://www.youtube.com/watch?v=VkfwnUHfUuc&list=PLncvI6F_uW_oPlsjZ7FyaRuh0kpTbApKa&index=14
- “Smaller Cans—Less CO₂” https://www.youtube.com/watch?v=08G_ai0-yZk&list=PLncvI6F_uW_oPlsjZ7FyaRuh0kpTbApKa&index=15
- “More Vanilla—Great Ice Cream”
https://www.youtube.com/watch?v=ixnaqYfi3dg&index=16&list=PLncvI6F_uW_oPlsjZ7FyaRuh0kpTbApKa

Questions to Consider:

- Using Nidumolu et. al’s framework, at which stage of innovating would you classify Unilever?
- Do Unilever’s innovation efforts fulfill the brand’s purpose of “Improving Livelihoods” or are additional efforts required?
- If you believe Unilever has not yet fully exhausted the potential of sustainability-driven innovation, what would you recommend Unilever undertake next?
- Consider a company for which you would like to work. What is their purpose? What are this company’s core competencies? How could these best be leveraged to improve livelihoods?

Optional Viewing:

- Unilever CEO, Paul Polman - <http://www.bloomberg.com/news/videos/2015-10-23/leaders-with-lacqua-unilever-s-paul-polman> (22:29)
- Unilever COO, Harish Manwani – “Profit’s Not Always the Point” TED Talk.
https://www.ted.com/talks/harish_manwani_profit_s_not_always_the_point.

7. Tuesday, September 11

Topic: Manufacturing – Social Responsibility and Improving the Human Condition

Primary/Critical Assignment(s):

- “GAP, Inc.: Corporate Philanthropy and the GAP, Inc. P.A.C.E. Program” by Sarah Murray and Laura Arrillaga-Andreessen. Published by Stanford Business School. Case SI-123. June 20, 2014. **(COURSE PACK)**.

Secondary/Ancillary Assignment(s):

- Pages 4-22: “From Audit to Innovation: Advancing Human Rights in Global Supply Chains” by Shift. August 2013. **(CANVAS or ON-LINE:** <https://www.shiftproject.org/resources/publications/audit-to-innovation-advancing-human-rights-global-supply-chains/>)

Questions to Consider:

- Create a list of the various stakeholders of the PACE program. What challenges do they face in trying to be successful in their respective roles?
- Which partnerships are critical to Gap Inc.’s ability to run the PACE program and why? What new partnerships could Gap, Inc. create and how would they improve the effectiveness of the PACE program?

- Which of the 10 approaches outlined in “From Audit to Innovation: Advancing Human Rights in Global Supply Chains” does Gap Inc. implement in its PACE program? Informed by these 10 approaches, what ways could Gap Inc. improve its programs to enhance women’s lives?

Optional Readings/Additional Resources:

- “Private Sector Action for Women’s Health and Empowerment: How Business Can Invest in Women and Realize Returns” by Robyn Russell et al. Published by the UN Foundation, BSR, and The Evidence Project/Meridian Group International. (CANVAS or ON-LINE at <https://www.bsr.org/en/our-insights/blog-view/business-can-act-now-for-womens-health-and-empowerment-robyn-russell>).
- “Women’s Empowerment in Global Value Chains: A Framework for Business Action to Advance Women’s Health, Rights, and Wellbeing” by Jessica Davis Pluess and Peder Michael Pruzan-Jorgensen. Published by Business for Social Responsibility. September 2016. (CANVAS or ON-LINE at <https://www.bsr.org/en/our-insights/report-view/womens-empowerment-in-global-value-chains-women-deliver-report>).

8. Thursday, September 13

Topic: Retail and Human Capital: Human Dignity and Good Work

Primary/Critical Assignments:

- “What is Income Inequality?” (ON-LINE at <https://money.cnn.com/2017/01/13/news/economy/jobs-pay-global-outlook-2017/index.html> (6:35)).
- “Income Inequality is a Sustainability Issue” by Christopher Meyer and Julia Kirby. *Harvard Business Review*. January 2014. (ON-LINE , follow hyperlink, <https://hbr.org/2014/01/income-inequality-is-a-sustainability-issue-2>, or, if you have exhausted your free HBR articles for the month, access via UNC Libraries using Academic Search Premier or Business Search Premier. Enter “Harvard Business Review Digital Articles” as “SO Source” and “Income Inequality is a Sustainability Issue” as “Ti Title” in the first two search boxes. *Note that if you only search in “Harvard Business Review, the search will return 0 articles; you must specify “Digital Articles.”*)
- “How Leaders Can Promote Psychological Safety in the Workplace” by David Brendel. *Huffington Post*. August 29, 2017. (ON-LINE at https://www.huffingtonpost.com/entry/how-leaders-can-promote-psychological-safety-in-the_us_59a55d34e4b03c5da162af6e).
- “Mercadona” by Ton Zeynep and Simon Harrow. Harvard Business School Case # 610089-PDF-ENG. April 2010. (COURSE PACK).

Secondary/Ancillary Assignments:

- “Income Inequality is a Choice” by Joseph E. Stiglitz. *New York Times*. October 13, 2013. (ON-LINE AT <https://opinionator.blogs.nytimes.com/2013/10/13/inequality-is-a-choice>)
- “The Future of Work: It’s Already Here—And Not as Scary as You Think” by Josh Bersin. *Forbes*. September 21, 2016. (ON-LINE , follow hyperlink, <https://www.forbes.com/sites/joshbersin/2016/09/21/the-future-of-work-its-already-here-and-not-as-scary-as-you-think>)

Questions to Consider:

- What responsibilities do businesses have when it comes to income inequality and creating good work?
- What business benefits does Mercadona enjoy because of the choices it has made regarding how it manages work for its employees?

- What staffing, operational, and organizational design choices has Mercadona made that demonstrate the company understands the linkages between sustainability and human resources?
- In what ways is Mercadona addressing the “personal side of work” and helping address the concerns of “the overwhelmed employee”?
- The *Forbes* article cites Deloitte UK research that outlines “Essential Human Skills.” Which of these enhance the customer experience at Mercadona? How does Mercadona enhance these skills in its employees? (You can access a readable copy of this table of “Deloitte-UK-Table of Essential Skills” on **CANVAS** or by following the hyperlink in the article.)
- Which of Mercadona’s employee-engagement practices can other companies emulate to create a workplace culture characterized by psychological safety?

OPTIONAL Reading:

- “Good Jobs and the Changing Nature of Work: Emerging Issues and Opportunities for U.S. Business Leaders” by Susan Winterberg et al. Published by Business for Social Responsibility. December 2016. (**CANVAS** or **ON-LINE** at <https://www.bsr.org/en/our-insights/report-view/good-jobs-and-the-changing-nature-of-work>).

9. Thursday, September 18

Topic: Outsourcing and Human Capital: Creating Jobs to Combat Poverty

UNC Kenan-Flagler and Samasource employee, Audrey Boguchwal, will be joining us (virtually)!

Primary/Critical Assignment(s):

- “Raring to Go: India’s Unemployed Youth” by Economist.com (**ON-LINE** at <https://www.economist.com/banyan/2013/05/15/raring-to-go> (4:37)).
- “Samasource” by Tommaso Ramus and Antonio Vaccaro. IESE Business School, University of Navarra. Case # BE-195-E. November 2015. (**COURSE PACK**).

Secondary/Ancillary Assignment(s):

- “Youth Unemployment: A Global Security Challenge” by Mohamed Ali. *Harvard International Review*. September 12, 2014. (**ON-LINE** at <http://hir.harvard.edu/article/?a=7296>).

Questions to Consider:

- What is Samasource’s value proposition? What is its competitive advantage?
- What factors are key to Samasource’s efforts to address the problem of unemployment and underemployment?
- What are the features / innovative solutions of this organization that can be adopted in other contexts to address the challenge of global youth unemployment?

10. Thursday, September 20

Topic: Consumer Behavior: How Companies Can Use Insights from Psychology to Drive Positive Change

Primary/Critical Assignment(s):

- “Companies are Working with Consumers to Reduce Waste” by Mark Esposito, Terence Tse, and Khaled Soufani. *Harvard Business Review*. June 7, 2016. (**ON-LINE** at <https://hbr.org/2016/06/companies-are-working-with-consumers-to-reduce-waste>, or, if you’ve exhausted your free HBR articles for the month,

access via UNC Libraries using Academic Search Premier or Business Search Premier. Enter “Harvard Business Review **Digital Articles**” as “SO Source” and “Reduce Waste” as “Ti Title” in the first two search boxes. *Note that if you only search in “Harvard Business Review, the search will return 0 articles; you must specify “Digital Articles.”*)

- “Rewarding Consumers for Recycling Packaging: Kimberly-Clark Seeks Shared Value” by Sara Beckman, Stefanie Robinson, and Seren Pendleton-Knoll. Published by *Hass School of Business, University of California-Berkeley*. January 2017. Case #B5884. (**COURSE PACK**)

Secondary/Ancillary Assignment(s):

- “The Business Value of Changing Consumer Behaviors” by the Sustainable Lifestyles Frontier Group, a project of BSR and Futerra Sustainability Communications. September 2013. (**CANVAS** or **ON-LINE** at https://www.bsr.org/files/work/Sustainable-Lifestyles-Frontier-Group-Value_Gap.pdf).
- Alternatively, you can watch a video presentation about this report at <https://nbs.net/p/how-to-drive-social-change-webinar-bc5f85cd-8860-4173-b3ce-5d89037f3e22>.
- “Driving Social Change: Best Practices for Business Leaders and Social Entrepreneurs” by Ute Stephan, published by the Network for Business Sustainability. 2013. (**CANVAS** or **ON-LINE** at <https://nbs.net/p/executive-report-driving-social-change-d314a82a-e796-4590-817e-3fcc5448c898>).
- Notes on “Encouraging Pro Environmental Behaviour: How Social Psychology Can Help Us by Robert Cialdini” prepared by C. Hee. (**CANVAS**)
- Notes on “Understanding and Overcoming Psychological Resistance to Promote Environmental Behaviors by Jessica M. Nolan” prepared by C. Hee. (**CANVAS**)

Questions to Consider:

- What strategies should Kimberly-Clark implement to successfully promote recycling of its packing?
- Considering UNC has a goal of reducing our waste to zero, what strategies should UNC implement to promote plastic bag and other thin film plastic recycling at campus?

11. Tuesday, September 25

Topic: End of Life: Addressing the Challenge of Waste

Primary/Critical Assignment(s):

- “Our Beaches are Branded with Plastic Pollution” by Shilpi Chhotray. *Huffington Post*. January 2, 2018. (**On-Line** at https://www.huffingtonpost.com/entry/our-beaches-are-branded-with-plastic-pollution_us_5a1df88de4b0e9a1b9c7b4bc).
- “Dell: Upcycling Ocean Plastics through Supply Chain Innovation” by Ravi Anupindi and Andrew Hoffman. Published by *Erb Institute, University of Michigan*. June 2018. (**COURSE PACK**).

Secondary/Ancillary Assignment(s):

- “We Made Plastic. We Depend on It. Now We’re Drowning in it.” by Laura Parker. *National Geographic*. (**ON-LINE** at <https://www.nationalgeographic.com/magazine/2018/06/plastic-planet-waste-pollution-trash-crisis/>).
- “What Happens to the Plastic We Throw Out?” published by *National Geographic*. (**On-Line** at <https://www.nationalgeographic.com/magazine/2018/06/the-journey-of-plastic-around-the-globe/>).

Questions to Consider:

- If you were able to meet with Bhargava, what recommendations would you make regarding the path forward?
- What changes are necessary to prevent the problem of plastic pollution Bhargava is now attempting to address?

12. Thursday, September 27

Topic: End of Life: Addressing the Challenge of Waste – Part II

Kay Blada Founder and CEO, Johnson “Blada” Desauguste, will join us to discuss his social venture.

To Prepare for Class:

1. WATCH: the Kay Blada Recycling promotional video, created by UNC student Erin Danford (On-Line at <https://www.youtube.com/watch?v=XWoX7zXTDaE>).
2. REVIEW the Kay Blada Recycling web site, <https://www.kayblada.com/>
3. DRAFT 2-3 questions you’d like Blada to answer.
4. Come with ideas about how Blada could expand his venture and ideas for how Blada could raise additional funds.

13. Tuesday, October 2

Group Presentations

14. Thursday, October 4

Group Presentations and Course Wrap-Up