

Villanova School of Business
Department of Management
Global Sustainability Management
JONATHAN DOH
T-TH 11:30am-12:45am
Bartley 024

Course Name and Number:

MGT 2208 - 001 TOP: Global Sustainability Mgmt CRN: 22025

Required Prerequisites:

There are no required prerequisites.

Catalog Course Description:

This course will explore the challenges and opportunities of sustainable global business management, with particular focus on the role of corporations - in conjunction with other stakeholders - in developing and implementing strategies that advance environmental, social and economic sustainability globally.

The course format will include case discussion, projects, and guest lectures from senior executives involved in sustainability programs.

Required Readings:

All materials will be available on the Blackboard course website and/or available through links listed in the syllabus below.

All participants will be expected to keep abreast of contemporary developments in corporate social and environmental activities by reading the *New York Times*, *Wall Street Journal*, *Washington Post*, or other major daily, as well as selectively reading various journals such as *The Economist*, *Forbes*, *Fortune*, *Business Week*, *Foreign Affairs*, and other journals.

Course Description:

Sustainability - meeting the needs of the present without compromising the ability of future generations to meet their own needs – has emerged as a central issue in contemporary society. Although governments have historically been charged with the production of “public goods” that contribute to a sustainable future –environmental protection, health and safety, education, economic development, and technological improvement – increasingly, private companies and nongovernmental organizations are also contributing to sustainability through their advocacy (in the case of NGOs) and business activities (in the case of firms). At the same time, economic globalization and its related social and cultural impacts has created an environment in which stakeholder actions increasingly have global dimensions and reach. As one example, climate change is a truly global issue that also has national and local elements. As such, responses to the challenges of climate change naturally involve governments, firms and NGOs at all levels and in every global geographic region.

In this course, we will explore sustainability from the vantage of both the issues and actors involved in its challenges and responses. In the first part of the course, we focus on environmental protection and conservation issues, including air, land and water. We will then focus on the actors involved in sustainability issues, including the roles of national governments, international organizations, multinational companies, civil society, and nongovernmental organizations in responding to the sustainability challenge. We will focus specifically on how tensions among these stakeholders over the implications of managing sustainability have manifested in specific debates and exchanges, but also how these sectors are collaborating to explore innovative solutions to sustainability challenges. As the course proceeds, we will introduce various frameworks to understand sustainability issues and then turn our attention to how corporations have responded to these tensions, especially to pressures to more fully

consider the social and environmental consequences of their actions. We will explore how some companies have responded by taking affirmative stands on social and environmental issues and incorporating social and environmental goals and objectives within their corporate missions, codes of conduct, and global strategies.

Learning Objectives:

Our specific learning objectives for the course include:

1. To understand different definitions of and perspectives on sustainability.
2. To appreciate some of the major issues in the sustainability debate, especially those involving preservation and enhancement of the natural environment (air, water, land)
3. To appreciate the roles of different actors, including international organization, national governments, private business organizations, and NGOs, in responding to the sustainability challenge.
4. To acquire a comprehensive understanding of corporate sustainability practices and opportunities
5. To develop analytical skills in evaluating sustainability issues, practices, and solutions.
6. To evaluate differing corporate responses to sustainability and assess the performance of companies in terms of their sustainability programs, operations, and strategies.

Instructional Method:

The class will be conducted as a seminar. Participants will take an active role in leading discussion and providing critical commentary. Each class will involve discussion and dialogue as major elements in the learning strategy, although there will be some lecture to provide grounding in subject content. Individual participants will be responsible for completing reading assignments and reporting on the major findings of those readings. Assignments will include individual and group projects in which participants will evaluate corporate social and environmental strategies and leadership positions. Other VSB and Villanova faculty, as well sustainability practitioners, will participate as guest seminar discussion leaders.

Academic Integrity:

The Code of Academic Integrity of Villanova University addresses cheating, fabrication of submitted work, plagiarism, handing in work completed for another course without the instructor's approval, and other forms of dishonesty. For the first offense, a student who violates the Code of Villanova University will receive 0 points for the assignment. The violation will be reported by the instructor to the Dean's Office and recorded in the student's file. In addition, the student will be expected to complete an education program. For the second offense, the student will be dismissed from the University and the reason noted on the student's official transcript.

Submission Policy:

Assignments are expected to be submitted on time. In general, for every day an assignment is late the grade on that assignment will be reduced by ½ a letter grade.

Attendance Policy:

Students are expected to attend every class session. In general, more than two unexcused absences will result in ½ a letter grade reduction in the final grade

Office Hours and Scheduling:

My office is Barlley 2078. Office hours are generally one hour prior to and one hour after class meeting or by arrangement. Email is jonathan.doh@villanova.edu

University Disability Policy:

It is the policy of Villanova to make reasonable academic accommodations for qualified individuals with disabilities. If you are a person with a disability please contact me after class or during office hours and make arrangements to register with the Learning Support Office by contacting 610-519-5636 or nancy.mott@villanova.edu as soon as possible. Registration is needed in order to receive accommodations.

Learning Assessments:

Princeton Wedge Memo to the CEO†	20%
Individual Project: Global Sustainability Code/Standard Profile †	30%
Group Project: Company Global Sustainability Audit (Final) ††	30%
Participation/Discussion Leadership †††	20%

† In both the group and individual assignments, your analysis should succinctly address the essence of the issue with a clear purpose and supported explanations. Papers will be graded on writing competency as well as content. Therefore, coherency, clarity, and content are critical. All references (including websites) are to be included. More information on these assignments is provided below. You should use the referencing system of the American Psychological Association.

†† Group projects will be conducted in teams of three or four.

††† As a seminar, participants are expected to attend each class and actively participate in discussion of the assigned readings and topics. Contributing to discussion includes offering comments that synthesize readings, posing questions, and comparing and contrasting perspectives. Please note that 20% of your grade will be based upon consistent, thoughtful, value-added contributions.

Class Expectations:

1. Assignments are due on dates stipulated. There is no make-up for missed assignments permitted, except for provable medical emergencies.
2. Participants are required to read the assigned material and to give serious thought to the issues for discussion prior to class.
3. Participants are expected to seek to understand the relationships among the various concepts presented throughout the course, not to simply memorize facts.
4. Participants are expected to attend and actively participate and contribute in class.

Written Assignments:

In addition to serving as discussion leaders, participants will prepare two written assignments, one of which will include a presentation.

1. Princeton Carbon Mitigation Wedge Assignment. During class on September 5 you will discuss the “wedges” as alternative approaches to mitigate and forestall negative outcomes, in this case excessive carbon emissions. For the related assignment, you will prepare a 3-5 page memo in which you describe your 9 wedges in priority order with a short description and rationale for your selection and prioritization. More information will be provided on September 5. This assignment is due in hard copy September 12.
2. Global Sustainability Code/Standard Profile. You will prepare an analysis of a global sustainability standard, code or (private) agreement. Examples include the ISO 14000, 26000, Global Reporting Initiative, UN Global Compact, Rugmark, Forest Stewardship Council, Marine Stewardship Council, Palm Oil, Bananas, etc., among many others. The analysis should include a description of the

agreement, but should primarily be an assessment of the effectiveness of the agreement from the perspective of academic researchers, NGOs, governments, and industry participants. As such, you should read and draw on articles and reports that have evaluated these agreements' effectiveness. This report will be approximately 12-15 double-spaced pages with appropriate graphs, figures, and tables.

3. Global Company Sustainability Analysis: 'Leaders and Laggards' (Final Project). Within your group, you will prepare an "audit" of a company's social and environmental responsibility commitment, strategy, and program. This assignment serves as the comprehensive final examination for the course and has both a written and oral element. This analysis should be grounded in accepted theory and methodology, and integrate the readings and cases for the course in the context of the actions of a specific firm. Your analysis should provide a critical assessment of the company's social/environmental strategy and performance, and a rigorous comparison to its peer group, using some of the tools and analytical techniques we will explore in the course. As such, you should note specific areas in which the company has either excelled for superior performance and/or experienced deficient performance compared to stakeholder expectations or other firms. Your analysis should include rigorous recommendations for a program of improvement. This analysis will be approximately 20-25 double-spaced pages, and should be fully referenced. Presentations will take place during the final week of 12/3.

Schedule of Assignments

Week	<u>Unit/Topic</u>	Reading Assignment
1 8/27/ 8/29	<u>I. The Global Sustainability Challenge</u> Globalization and Sustainability	Introductions/Overview Form groups Lester Brown, "Plan B" Chapter 2 http://www.earth-policy.org/books/pb4/pb4_table_of_contents Natural Step System Conditions http://www.naturalstep.org/en/theory-of-change http://www.naturalstep.org/en/the-funnel http://www.naturalstep.org/the-system-conditions
2 9/03 9/05	Sustainability Imperatives: Economic, Social, Environmental (Air/Climate; Water; Waste) and Trade-Environment <ul style="list-style-type: none"> • Guest lecture: Professor Bill Lorenz, executive and consultant on sustainability • Assignment: Students complete Princeton CMI "wedge" prioritization • Discussion and debate around wedge priorities 	Lester Brown, "Plan B" Chapter 3 (Tuesday) http://www.earth-policy.org/books/pb4/pb4_table_of_contents Trade and the Environment: Green Suds Case"(Tuesday) Finalize Groups Princeton CMI Wedge Exercise (Thursday) http://cmi.princeton.edu/wedges/pdfs/teachers_guide.pdf <u>Come prepared to discuss your top wedge priorities.</u>
3 9/12 9/14	<u>II. Sustainability Responsibilities, Solutions, and Stakeholders</u> Responsibilities Moral and Ethical Responsibilities Economic and Social Responsibilities	PPT Presentation (Tuesday) Friedman, M. 1970. The social responsibility of business is to increase its profits. <u>New York Times</u> , September 13: 122-126. Available at http://higherred.mcgraw-

	<ul style="list-style-type: none"> PPT presentation on CSR, ethics and Sustainability 	<p>hill.com/sites/dl/free/0073524697/910345/Appendices.pdf (Tuesday)</p> <p>Starik, M. 1995. Should trees have managerial standing? Toward stakeholder status for non-human nature. <i>Journal of Business Ethics</i>, 14 (3): 207-218. (Thursday)</p>
<p>4 9/17 9/19</p>	<p>Stakeholders and Solutions: Government: Regulatory and Market Based Approaches</p>	<p>List of environmental treaties and agreements http://en.wikipedia.org/wiki/List_of_international_environmental_agreements (Tuesday)</p> <p>Read Obama Climate Policy Statement (Tuesday) http://www.whitehouse.gov/share/climate-action-plan http://www.whitehouse.gov/the-press-office/2013/06/25/remarks-president-climate-change</p> <p>GMO Simulation (Thursday)</p>
<p>5 9/24 9/26</p>	<p>Civil Society and Corporate-NGO Collaboration</p>	<p>PPT presentation (Tuesday and Thursday)</p> <p>Doh, J. & Cummings, J.L. 2000. Identifying who matters in multiple managerial environments. <i>California Management Review</i>, 42 (2): 83-105. (Tuesday)</p> <p>Dahan, N. Doh, J.P., Oetzel, J., & Yaziji, M. (2010). Corporate-NGO Collaboration: Creating New Business Models for Developing Markets. <i>Long Range Planning</i>, 43 (2), 326-342. (Thursday)</p>
<p>6 10/1 10/3</p>	<p>Sustainability Analysis Frameworks (EcoEfficiency, Industrial Ecology, Natural Capitalism, and the Natural Step)</p> <p>Business: Sustainability Strategies and Practices</p> <ul style="list-style-type: none"> Guest presenter: Professor Karl Schmidt, former Senior Vice President for sustainability at Johnson & Johnson 	<p>WRI Report on "Building an Inclusive Green Economy" http://www.wri.org/publication/building-inclusive-green-economy (Tuesday)</p> <p>Hart, S. L. and M. B. Milstein (2003). "Creating Sustainable Value." <i>Academy of Management Executive</i> 17(2): 56-69. (Tuesday)</p> <p>Hart, S. and Milstein, M. (2006) In search of sustainable enterprise: The case of GE's ecomagination initiative, <i>Value</i>, 1(1): 36-43. (Tuesday)</p>
<p>7 10/8 10/10</p>	<p><i>III. Sustainability Assessment Tools and Analytical Techniques</i></p> <p>Ratings, Rankings and Assessments (Calvert, KLD, Dow Jones Sustainability, Newsweek Green 500, etc) Voluntary Global Agreements (UNGP, GRI, ISO 1400/2600, etc) Industry Roundtables and Sector Initiatives (FSC, MSC, Palm oil, Responsible Care. Etc)</p>	<p>Summaries of agreement here: http://web.worldbank.org/WBSITE/EXTERNAL/WBI/WBI_PROGRAMS/CGCSRLP/0,,contentMDK:20719568~pagePK:64156158~piPK:64152884~theSitePK:460861,00.html</p> <p>In depth report here: https://www.globalreporting.org/resource/library/Carrots-And-Sticks-Promoting-Transparency-And-Sustainability.pdf</p> <p>Another relevant report: http://www.oecd.org/daf/inv/mne/40889288.pdf</p> <p>Student presentations on standards and codes (Tuesday and Thursday)</p>
<p>8</p>	<p>Break week</p>	<p>Break week</p>

10/15 10/18		
10/22 10/24	<p>Socially Responsible and Sustainable Investing: ESG Approach</p> <ul style="list-style-type: none"> • Guest presenter: Graham Sinclair, SinCo <p><u>Note: Sustainability Day is October 23. There are various events which I strongly encourage you to attend.</u></p> <p>Continued discussion of SRI</p>	<p>Reading for Graham: http://www.cvent.com/events/pri-in-person-annual-event-2013/event-summary-c508dbc4c89c447a9eff3f4c2b8cfc1e.aspx http://www.nytimes.com/2013/09/07/your-money/seeking-investments-that-are-profitable-and-a-little-bit-green.html?pagewanted=all&r=0</p> <p>Return to risk performance and SRI http://www.ijournals.com/doi/pdfplus/10.3905/joi.2012.21.4.047</p>
9 10/29 10/31	<p><i>IV. Global Sustainability Management and Innovation: Topics and Cases</i></p> <p>Chemicals and materials</p> <ul style="list-style-type: none"> • Guest presenter: Dawn Rittenhouse, Director of Sustainable Development, E.I. DuPont de Nemours and Company (Tuesday) <p>Continued discussion chemicals and materials</p>	<p>Written reports on sustainability codes due (Tuesday)</p> <p>Readings for Dawn: Dupont Case study (Tuesday) http://www2.dupont.com/Sustainable_Solutions/en_US/assets/downloads/case_studies/EngroChemicalPakistanLimitedCaseStudy.pdf BSR publication (Thursday) http://www.bsr.org/en/our-insights/bsr-insight-article/safe-and-sustainable-chemicals-the-case-for-action</p>
9 11/5 11/7	<p>Energy, the Environment and Eco-efficiency</p> <ul style="list-style-type: none"> • Guest presenter: HG Chissell, Senior Vice President, Viridity Energy 	<p>Brown Chapter 5 (Tuesday and Thursday) http://www.earth-policy.org/images/uploads/book_files/pb4ch05.pdf http://viridityenergy.com/ (Thursday)</p>
10 11/12 11/14	<p>Food and Agriculture</p> <ul style="list-style-type: none"> • Guest presenter: Dave Stangis, Vice President of CSR and Sustainability, Campbell Soup 	<p>Chiquita case (Tuesday) Coca Cola in India Case (Tuesday and Thursday)</p>
11 11/19 11/21	<p>Banking, Insurance and Climate</p> <ul style="list-style-type: none"> • JonathanDoh (on HSBC and Swiss-Re Oxfam Partnership) <p>Socially Responsible Careers: Consulting and Public Affairs</p> <ul style="list-style-type: none"> • Guest presenter: Kristen Marzocca, Context America 	<p>Oxfam and Swiss Re case (Tuesday and Thursday): http://www.oikos-international.org/fileadmin/oikos-international/international/Case_Collection/2012/oikos_CW_C_CS_TRACK_2012_2nd_Oxfam_SwissRe_protected.pdf http://www.greenbiz.com/blog/2013/09/30/how-read-sustainability-report http://www.contextamerica.com/</p>
13 11/26	<ul style="list-style-type: none"> • Group project workshop 	Tuesday
14 12/3 12/5	<p>Reconciling complex sustainability dilemmas through Stakeholder dialogues</p>	<p>Keystone Pipeline Simulation (Tuesday and Thursday) Courtesy of Irene Henriquez, York University</p>
15 12/10 12/12	<ul style="list-style-type: none"> • Group presentations 	(Tuesday and Thursday)
12/16		Final group projects due by email December 17