



BUAD 467/667: Sustainability and Green Business

Spring 2009

Monday 6:00pm –8:45pm
Lerner 125

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Nature of the Course

The business world finds itself more and more occupied with social and environmental issues such as high energy costs, water scarcity, and global warming. The course covers key concepts relating to these issues, such as sustainability - an integrated framework used to handle environmental and social challenges, corporate social responsibility, green marketing, social enterprises, green innovation and more.

The primary objective of this course is to impart 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 and case studies to get a better understanding of the rapidly changing business environment, which impacts every party involved – from big corporations to new start-ups. 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.

93-100%	A
90-92%	A-
87-89%	B+
83-86%	B
80-82%	B-
77-79%	C+
73-76%	C
70-72%	C-
67-69%	D+
63-66%	D
60-62%	D-
59.9 or less	F

Course points will be allocated as follows:

Midterm paper	25 points
Final paper	25 points
Group Assignment	15 points
Case Study	10 points
Class participation	25 points
Total:	100 points

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 the due day. 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. These papers will provide the student the opportunity to bring in an organizational perspective: industrial, government, or nonprofit.

2. Group Assignment: 15 points

You are to do one assignment in groups of three or four students, which you are responsible for forming. Groups are expected to balance their work load and presentation, so that the work and presentation are fairly divided among the participants.

Each group will choose one of the topics to be discussed in class and will be asked to find two

news stories that were published in the last month that are related to the topic chosen. The groups will be encouraged to use a list of resources they will receive, which are specifically covering the green marketplace, but will be able to use other sources as well.

Each group will submit a paper that responds to questions that will be given to the groups at the beginning of the course. These questions will cover how the search was conducted to find these stories, the relevance of these stories to the topic, and their connection to the class discussions from a critical point of view. The groups will have to present their stories and their findings in the beginning of the class following the one on that topic.

3. Case Study - 10 points

Students will submit one case - Global Climate Change and BP Amoco. The write-up for the analysis required should not exceed four pages. All text should be double-spaced. Please use a 12-point font. The assignment is due at the beginning of the class on April 13. No late submissions will be accepted.

4. 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 through instructor observations of 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, which you will need to complete your assignments, 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

Date	Topic	
2/9 (C/G ¹)	Overview	Readings: Green to Gold: 1. Preface to the paperback edition 2. Introduction, pp. 1-4

2/16 (C)	Sustainability and The Triple Bottom Line: What is it and why should I care?	Readings: 1. Green to Gold, pp. 21-2 2. Research-Technology Management, Sept-Oct., 2005, pp.20-41 ² 3. Corporate sustainability reports ³
2/23 (C)	Sustainability Strategy: How corporations are reacting and creating Eco-advantages.	Readings: Green to Gold, pp.101-165
3/2 (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
3/9 (C)	Research & Development: Design for the Environment, Life Cycle Analysis, and Cradle to Cradle	Readings: 1.Green to Gold, Chapter 8 2. Other references ³
3/16 (C)	EHS: Compartmentalized vis-à-vis Integrated, Reactive (regulatory) vis-à-vis Proactive	Readings: 1. Green to Gold, pp. 73-5 (REACH) 2. Other examples ³
3/23 (C)	Operations: Life Cycle Engineering, Green materials and processes, Eco-Efficiency, Industrial Ecology	<ul style="list-style-type: none"> • Readings: Green to Gold, Chapter 7 • Submit mid-term paper
4/6 (G)	Spring Break Social Forces Facing Business: Dealing with stakeholders (consumers, employees, rule-makers, NGOs, communities, shareholders, etc.), Globalization	Readings: Green to Gold, Chapter 3 (pp. 65-99) 2. TXU: A Green Deal as Big as Texas (from TXU website) 3. “ A Buyout Deal That Has Many Shades of Green “, Andrew Ross Sorkin, New York Times, February 26, 2007.

4/13 (G)	Corporate Social Responsibility	<p>Readings:</p> <ol style="list-style-type: none"> 1. Friedman, Milton (1970), “The Social Responsibility of Business is to Increase Its Profits”, <i>NY Times Magazine</i>³ 2. ABN AMRO 2006 Sustainability report report³ 3. “The Next Question: Does CSR Works?”, <i>The Economist</i>, January 17, 2008³ 4. HBS Case: Amanco: Developing the Sustainability Scorecard, January 2008⁴
4/20 (G)	Environmental Forces Facing Business: Climate Change and Business Strategy	<ul style="list-style-type: none"> • Readings: <ul style="list-style-type: none"> Andrew J. Hoffman (2006), “Getting Ahead of the Curve: Corporate Strategies That Address Climate Change,” Report prepared for the Pew Center on Global Climate Change³. • Submit case study: “Global Climate Change and BP Amoco”, Feb 2001⁴.
4/27 (G)	Social entrepreneurship	<p>Readings:</p> <ol style="list-style-type: none"> 1. “Each of You Has the Power to Change the World”, MIT Lecture by Nobel Prize Winner, Professor Muhammad Yunus, 6 June 2008. 2. “Bottom-Line Philanthropy”, Stephen J. Dubner and Steven D. Levitt, New York Times Magazine - Freakonomics, March 9, 2008. 3. (Video) Jeff Skoll: Making movies that make change, TED Talks, March 2007. 4. (Video) Uncommon Heroes Videos – Skoll Foundation

5/4 (G)	Green Innovation: new markets, products and concepts	<p>Readings:</p> <ol style="list-style-type: none"> 1. "Turning your trash into cash", Jessica A. Knoblauch, Plenty Magazine, July 28 2008. 2. (Video) Shai Agassi of Better Place on Green Transportation – DLD conference, January 2008. 3. "The Coolest Little Start-Up in America", Bo Burlingham, Inc.com, July 2006. 4. (Video) Janine Benyus: 12 sustainable design ideas from nature, TED Talks, February 2005 5. (Video) William McDonough: The wisdom of designing Cradle to Cradle, TED Talks, February 2005
5/11 (G)	Green Marketing and the green market from the consumer perspective	<p>Readings:</p> <ol style="list-style-type: none"> 1. Ottman, Jacquelyn A., Edwin R. Stafford, and Cathy L. Hartman (2006), "Avoiding Green Marketing Myopia: Ways to Improve Consumer Appeal for Environmentally Preferable Products," <i>Environment</i>, 48 (5), 22-36. 2. Makover, Joel, McGraw-Hill (2008), "Strategies for the Green Economy: Opportunities and Challenges in the New World of Business," pp. 35-60, 66-68⁴
5/18 (G/C)	The future of the green economy	<ul style="list-style-type: none"> • Readings: <ol style="list-style-type: none"> 1. (Video) Alex Steffen: Inspired ideas for a sustainable future, TED Talks, July 2007. 2. Other references³ • Submit final paper

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