

**ERS 370 – Corporate Sustainability: Issues and Prospects
Course Outline**

Course instructor:

Ian Rowlands (EV2-2026; ext. 32574; irowlands@uwaterloo.ca).

Office hours: 'most' Mondays and Fridays, 1-2pm. Please see the course calendar (LEARN) for exceptions.

Meetings:

The course will meet in lectures and tutorials.

All students are expected to attend lectures, on Tuesdays from 2:30pm-4:20pm in EV2-2006.

All students are expected to attend their assigned tutorial, either Wednesdays from 8:30am-9:20am in EV1-225 or Wednesdays from 9:30am-10:20am in EV1-225. Students must 'stick with' their assigned tutorial and are not allowed to attend 'the other one'. (Note that there will be no tutorials during the last three weeks of the course: 18 November, 25 November and 2 December.)

Course purpose:

The purpose of the course is to examine the ways in which sustainability issues and business operations have interacted, considering progressively 'greener' corporate and other business responses and broader sustainability challenges.

Course structure/approach:

On most weeks (apart from weeks 10 and 11, which will largely be turned over to student presentations), one key topic in corporate sustainability will be investigated. Each week, students will be expected to do required readings in advance and to attend the lecture – where the course instructor will usually 'lecture' for about an hour, and there will then be some kind of video/discussion/'hands-on activity' for the second hour. The next day, in tutorial, there will be discussion of readings and/or further exploration of a key concept from the previous day.

Course readings:

All readings are available electronically – either through UW course reserve (CR) or at a particular website (WEB). (Note that students are encouraged to read the required readings in the order in which they are listed on this course outline.)

Course assessment:

The course will be assessed by six elements. Full details regarding expectations for each are provided in individual 'rubrics', available on the course website.

- 1) Participation – 15%
- 2) Take-home essay answer – 12% – due (in the dropbox on the course website) by **Friday, 16 October at 11:59pm.**
- 3) Final examination – 25% or 30%* – This will be during the final examination period, **between 8 December and 22 December, inclusive**, and every student is expected to be available throughout the final examination period. Details of the final examination – including structure and candidate questions – will be provided on the course website at 8:30am on 1 December and will be discussed in the lecture that same day. The final examination will be two hours in duration, will cover the entire course, will require answers written in sentence-paragraph format, and will have extensive choice available.
- 4) Project outline – 10% – due (in the dropbox on the course website) by **Friday, 23 October at 11:59pm.**
- 5) Project presentation – 8% (on either **Tuesday, 17 November or Tuesday, 24 November**)

6) Project – 25% or 30%* – due (in the dropbox on the course website) by **Friday, 4 December at 11:59pm.**

* - Students' marks will be calculated in two manners – one with the final examination and the project weighted 30:25, respectively, and one with them weighted 25:30, respectively; whatever method yields the higher result will be used to calculate the mark.

Note on submissions through the LEARN dropbox:

Before you will be permitted to submit any assignment through the dropbox, you must complete the 'assignment checklist' which is presented to you in the form of a 'quiz' in LEARN. Though labeled a 'quiz', this will not be marked in any way, but must be completed before the dropbox for this particular assignment is open to you. The questions (which concern issues of 'academic integrity') refer, of course, to this particular assignment.

Note on late submissions:

Late submissions will be penalised 5 per cent (of the 100 per cent available for that particular assignment) for each day (or part thereof) late. Assignments will not be accepted after seven days (beyond the due date) have lapsed. Accommodation will be made in exceptional circumstances (usually related to medical emergencies supported by documentation). As soon as students realise that their assignment may be submitted late, they are encouraged to contact the course instructor. Please note that the LEARN system records submission times, and 'late will be late', with the following exceptions: submission time of 12:00-12:02 (1 per cent deduction); 12:03-12:05 (2 per cent deduction); 12:06-12:08 (3 per cent deduction); 12:09-12:11 (4 per cent deduction).

Note on missed assignments:

Should a student miss their 'project presentation' for reasons that are mutually-agreed as 'acceptable' by the student and the instructor, it will be completed as soon as possible afterwards.

Research ethics:

Please note that the University of Waterloo requires all research conducted by its students, staff, and faculty that involves humans as participants to undergo prior ethics review and clearance through the Director, Office of Human Research and Animal Care (Office). The ethics review and clearance processes are intended to ensure that projects comply with the Office's Guidelines for Research with Human Participants (Guidelines) as well as those of provincial and federal agencies, and that the safety, rights and welfare of participants are adequately protected. If the development of your project consists of research that involves humans as participants, then please contact the course instructor for guidance as early as possible and see <https://uwaterloo.ca/research/office-research-ethics>

Academic integrity:

In order to maintain a culture of academic integrity, members of the University of Waterloo community are expected to promote honesty, trust, fairness, respect and responsibility. Refer to Academic Integrity website (<https://uwaterloo.ca/academic-integrity/>) for details.

Grievance:

A student who believes that a decision affecting some aspect of his/her university life has been unfair or unreasonable may have grounds for initiating a grievance. Read Policy 70 (<https://uwaterloo.ca/secretariat/policies-procedures-guidelines/policy-70>) Student Petitions and Grievances, Section 4. When in doubt, please contact the department's administrative assistant who will provide further assistance.

Discipline:

A student is expected to know what constitutes academic integrity to avoid committing an academic offence, and to take responsibility for his/her actions. A student who is unsure whether an action constitutes an offence, or who needs help in learning how to avoid offences (e.g. plagiarism, cheating) or about 'rules' for group work/collaboration should seek guidance from the course instructor, academic advisor, or the undergraduate Associate Dean. For information on categories of offences and types of penalties, students should refer to Policy 71 (<https://uwaterloo.ca/secretariat/policies->

procedures-guidelines/policy-71) Student Discipline. For typical penalties check Guidelines for the Assessment of Penalties (<https://uwaterloo.ca/secretariat/policies-procedures-guidelines/guidelines/guidelines-assessment-penalties>).

Appeals:

A decision made or penalty imposed under Policy 70 (Student Petitions and Grievances) (other than a petition) or Policy 71 (Student Discipline) may be appealed if there is a ground. A student who believes he/she has a ground for an appeal should refer to Policy 72 (Student Appeals), www.adm.uwaterloo.ca/infosec/Policies/policy72.htm.

Note for students with disabilities:

AccessAbility Services (<http://uwaterloo.ca/disability-services/>), located in Needles Hall, Room 1132, collaborates with all academic departments to arrange appropriate accommodations for students with disabilities without compromising the academic integrity of the curriculum. If you require academic accommodations to lessen the impact of your disability, please register with the office at the beginning of each academic term.

Religious observances:

As applicable, each student needs to inform the instructor at the beginning of term if special accommodation needs to be made for religious observances that are not otherwise accounted for in the scheduling of classes and assignments.

Course topics and associated readings:

Week 1 (15 and 16 September) – introduction, context, definitions, kinds of businesses, evaluation of business impacts on environment/sustainability

Required readings:

- 1) Chris Laszlo and Nadya Zhexembayeva, 'Business Reality Reshaped: The BIG Three Trends', in *Embedded Sustainability: The Next Big Competitive Advantage* (Stanford, CA: Stanford University Press, 2011), pp. 6-29, 235-240 (CR).
- 2) Isabel Rimanoczy, 'What is the Purpose of Business?', *The Huffington Post*, updated on 21 June 2015, http://www.huffingtonpost.com/isabel-rimanoczy-edd-/what-is-the-purpose-of-bu_b_7100126.html (WEB).
- 3) Kevin Hurren and Tara Hadler, 'B-Corps: To "B" or not to "B"' (London, ON: Network for Business Sustainability, <http://nbs.net/knowledge/b-corps-to-b-or-not-to-b-full-article/>, 14 April 2015) (WEB).

Optional reading:

- 1) Brewster Boyd, Nina Henning, Emily Reyna, Daniel E. Wang, and Matthew D. Welch, 'Chapter 1: Why Hybrid Organizations?', in *Hybrid Organizations: New Business Models for Environmental Leadership* (Sheffield: Greenleaf Publishing, 2009), pp 5-10, 154-159 (CR).

Week 2 (22 and 23 September) – history of corporate environmentalism and scales of corporate greening

Required readings:

- 1) Stephanie S. Pane Haden, Jennifer D. Oyler and John H. Humphreys, 'Historical, Practical, and Theoretical Perspectives on Green Management: An Exploratory Analysis', *Management Decision* (Vol. 47, No. 7, 2009), pp. 1041-1055 (CR).
- 2) Sukhbir Sandhu, 'Shifting Paradigms in Corporate Environmentalism: From Poachers to Gamekeepers', *Business and Society Review* (Vol. 115, No. 3, 2010), pp. 285-310 (CR).
- 3) Queensland Government, 'Business Sustainability Roadmap', http://www.yooyahcloud.com/MOSSCOMMUNICATIONS/8LiFUb/business_sustainability_roadmap.pdf (WEB)
- 4) Bob Willard, 'The 5-Stage Sustainability Journey', <http://sustainabilityadvantage.com/2010/07/27/the-5-stage-sustainability-journey/>, 27 July 2010 (WEB).
- 5) Vijay Kanal, 'Five Stages on the Sustainability Journey', <http://www.greenbiz.com/blog/2010/12/13/five-stages-sustainability-journey>, 13 December 2010 (WEB).

Optional readings:

- 1) Rupert J. Baumgartner and Daniela Ebner, 'Corporate Sustainability Strategies: Sustainability Profiles and Maturity Levels', *Sustainable Development* (Vol. 18, 2010), pp. 76-89 (CR).

- 2) Dexter Dunphy, Andrew Griffiths and Suzanne Benn, *Organizational Change for Corporate Sustainability, Second Edition* (New York: Routledge, 2007), pp. 12-18, 24-29 (CR).

Week 3 (29 and 30 September) – drivers and motivators for corporate environmental management, barriers and inhibitors for corporate environmental management; local case-study, preview course assignment

Required readings:

- 1) Ian Worthington, 'Why Firms Go "Green": Drivers and Motivations', in *Greening Business: Research, Theory, & Practice* (Oxford: Oxford University Press, 2013), pp. 67-85 (CR).
- 2) Noah Walley and Bradley Whitehead, 'It's Not Easy Being Green', *Harvard Business Review* (Vol. 72, No. 3, May-June 1994), pp. 36-44 (CR).
- 3) Naomi Carniol, 'Company Slashes Heating Bill by 91%', *The Globe and Mail*, last updated 23 August 2012, <http://www.theglobeandmail.com/report-on-business/small-business/sb-growth/sustainability/company-slashes-heating-bill-by-91/article4260666/> (WEB).

Optional readings:

- 1) Daniel C. Esty and Andrew S. Winston, 'Who's Behind the Green Wave', from *Green to Gold: How Smart Companies Use Environmental Strategy to Innovate, Create Value, and Build Competitive Advantage* (New Haven, CT: Yale University Press, 2006), pp. 65-99, 328-332 (CR).
- 2) Darcy Hitchcock and Marsha Willard, 'Sustainability as a Strategic Issue' (Chapter 1), *The Business Guide to Sustainability: Practical Strategies and Tools for Organizations*, second edition (Sterling, VA: Earthscan, 2009), pp. 3-24, 275-276 (CR).
- 3) David Hutchinson, Jang Singh and Kent Walker, 'An Assessment of the Early Stages of a Sustainable Business Model in the Canadian Fast Food Industry', *European Business Review* (Vol. 24, No. 6, 2012), pp. 519-531 (CR).

Week 4 (6 and 7 October) – remembering the broader context: critiques of business (e.g., greenwashing), structure/agency considerations (the 'system'), constraints on business?

Required readings:

- 1) Peter Dauvergne and Jane Lister, 'Big Brand Sustainability: Governance Prospects and Environmental Limits', *Global Environmental Change* (Vol. 22, No. 1, 2012), pp. 36-45 (CR).
- 2) Read something by Corpwatch (www.corpwatch.org OR @corpwatch), and be prepared to discuss (identify, summarize, critique, etc.) (WEB).

Optional reading:

- 1) Doris Fuchs and Agni Kalfagianni, 'Private Actors and Strategies in Global Environmental Governance: The Role of Information Disclosure', in Peter Dauvergne (ed), *Handbook of Global Environmental Politics, Second Edition* (Northampton, MA: Edward Elgar, 2012), pp. 298-307 (CR).

Week 5 (13 and 14 October) – standards, ISO, ISO14000, the limits/potential of voluntary action, the role of government

Required readings:

- 1) Michael Blowfield, (part of) 'Chapter 10: Governance', in *Business and Sustainability* (Oxford: Oxford University Press, 2013), pp. 241-249, 262 (CR).
- 2) Ingemar Lippert, 'Voluntary Standards', in Nevin Cohen et al, *Green Business: An A-to-Z Guide* (Los Angeles, CA: Sage, 2011), pp. 530-534 (CR).
- 3) Lauren De Sanctis, 'ISO 14000', in Mary K. Theodore and Louis Theodore, *Introduction to Environmental Management* (Boca Raton: CRC Press, 2010), pp. 45-60 (CR).
- 4) Aneel Karnani, 'The Case Against Corporate Social Responsibility', *The Wall Street Journal* (23 August 2010, <http://www.wsj.com/articles/SB10001424052748703338004575230112664504890>) (WEB).

Optional readings:

- 1) Lars Moratis and Timo Cochius, 'Chapter 2: What is Social Responsibility (According to ISO 26000)?', in *ISO 26000: The Business Guide to the New Standard on Social Responsibility* (Sheffield: Greenleaf Publishing, 2011), pp. 9-26, 187-189 (CR).
- 2) Tobias Hahn, Frank Figge, Jonatan Pinkse, Lutz Preuss, 'Trade-offs in Corporate Sustainability: You Can't Have Your Cake and Eat It', *Business Strategy and the Environment* (Vol. 19, No. 4, May 2010), pp. 217-229 (CR).

- 3) Forest L. Reinhardt, 'Bringing the Environment Down to Earth', *Harvard Business Review* (Vol. 77, No. 4, July-August 1999), pp. 149-157 (CR).
- 4) Stefan Ambec and Paul Lanoie, 'Does It Pay to Be Green? A Systematic Overview', *Academy Management Perspectives* (Vol. 22, No. 4, 2008), pp. 45-62 (CR).
- 5) Natalie Stoeckl, 'The Private Costs and Benefits of Environmental Self-Regulation: Which Firms Have Most to Gain?', *Business Strategy and the Environment* (Vol. 13, 2004), pp. 135-55 (CR).

Week 6 (20 and 21 October) – corporate innovations: organisational, system approaches, industrial ecology, customer engagement

Required readings:

- 1) Gareth Kane, 'Creating a Culture for Change' (part of Chapter 3), in *The Three Secrets of Green Business: Unlocking Competitive Advantage in a Low Carbon Economy* (Sterling, VA: Earthscan, 2010), pp. 35-44, 190 (CR).
- 2) Gil Friend with Nicholas Kordesch and Benjamin Privitt, 'Part VI: The Truth About Green Design', in *The Truth About Green Business* (Upper Saddle River, NJ: Natural Logic, 2009), pp. 102-104, 106-108, 110-112, 114-116, 118-120, 222-223 (CR).
- 3) Peter Fisk, 'Chapter 6: Engaging Customers', in *People, Planet, Profit* (Philadelphia, PA: Kogan Page Ltd., 2010), pp. 109-126 (CR).

Week 7 (27 and 28 October) – small- and medium-sized enterprises, conversation with Orb Energy CEO Damian Miller (<http://tvc.cutec.org/work/damian-miller/>)

Required readings:

- 1) Stephen Brammer, Stefan Hoejmosé and Kerry Marchant, 'Environmental Management Practices in SMEs in the UK: Practices, Pressures and Perceived Benefits', *Business Strategy and the Environment* (Vol. 21, No. 7, Nov. 2012), pp. 423-34 (CR).
- 2) Laura J. Spence, 'Primer: Business Sustainability for Small and Medium Enterprises (SMEs)', <http://nbs.net/wp-content/uploads/SME-Primer.pdf>, no date given (WEB).
- 3) 'Small But Mighty Firms Make "Proactive CSR" Pay Off', http://nbs.net/wp-content/uploads/Small_but_mighty_firms_make_csr_pay_off.pdf, August 2012 (WEB).

Week 8 (3 and 4 November) – transnational corporations

Required readings:

- 1) Petra Christmann and Glen Taylor, 'International Business and the Environment', in Pratima Bansal and Andrew J. Hoffman (eds), *The Oxford Handbook of Business and the Natural Environment* (Oxford: Oxford University Press, 2012), pp. 50-69 (CR).
- 2) Alissa J. Stern, 'The Case of the Environmental Impasse', *Harvard Business Review* (Vol. 69, No. 3, May-June 1991), pp. 14-22 (CR).

Week 9 (10 and 11 November) – what is sustainable business?

Required readings:

- 1) Amory B. Lovins, L. Hunter Lovins and Paul Hawken, 'A Road Map for Natural Capitalism', *Harvard Business Review* (Vol. 77, No. 3, May-June 1999), pp. 145-158 (CR).
- 2) Albin Kälén, 'The Development of Climatex® Lifecycle™: A Compostable, Environmentally Sound Upholstery Fabric', in Martin Charter and Ursula Tischner (eds), *Sustainable Solutions: Developing Products and Services for the Future* (Sheffield: Greenleaf Publishing, 2001), pp. 393-401 (CR).
- 3) Wendy Stubbs and Chris Cocklin, 'Conceptualizing a "Sustainability Business Model"', *Organization & Environment* (Vol. 21, No. 2, June 2008), pp. 103-27 (CR).

Week 10 (17 November only)

Student presentations. Guest commentator: Eric Mallia (General Manager, FleetCarma at CrossChasm Technologies, <https://ca.linkedin.com/pub/eric-mallia/42/a0b/877>)

Week 11 (24 November only)

Student presentations. Guest commentator: Tova Davidson (Executive Director, Sustainable Waterloo Region, <https://ca.linkedin.com/in/tovadavidson>)

Week 12 (1 December only) – debriefing regarding presentations, current agenda, prospects and ways ahead, course review, examination preview, course evaluation

Required reading:

- 1) Read one thing on <http://www.greenbiz.com>, and be prepared to discuss it (identify, summarize, critique, significance, etc.) (WEB).

Ian Rowlands, 12 September 2015