COURSE DESCRIPTION: This course builds on the previous courses in the minor to synthesize how companies apply the core drivers and measures to implement sustainable initiatives and the cost/benefits of these activities. We will learn how to identify sustainable business opportunities while at the same time understanding the challenges of working in this dynamic and changing field. You will be part of a team working on applied business projects with regional organizations.

COURSE OBJECTIVES: At the end of this course, you should be able to:
- Explain the relationship between triple bottom line strategies and creating healthy, sustainable organizations
- Describe the implications of policy decisions on the triple bottom line
- Recognize the drivers and measures companies use to implement sustainable initiatives
- Implement a cost/benefit decision making framework that is applicable to environmental and social business situations
- Understand the role of innovation in triple bottom line strategy

COURSE FORMAT: The course will include various pedagogical methods to illustrate significant points. You are expected to utilize the library and on-line resources extensively for your research.


Class procedures
Class will be conducted with through lectures, guest speakers, videos and class participation. Class lectures will relate to reading assignments but will not attempt to cover all the material in the text. Because this course is the “capstone” course for the sustainability management minor, it makes heavy use of readings, mini-cases, and group projects designed to generate discussion of problems that you may face in real business settings.

Student conduct and expectations
Cheating, plagiarism, and other academic misconduct will not be tolerated. Violations will be subject to disciplinary actions as specified by the UWO code of conduct. Class members are expected to treat each other with courtesy and respect. The outcome is not that you have met certain “minimum” standards; the outcome will be that you will leave this class with knowledge of how to formulate and to implement an innovative company strategy that you may utilize in the future. Behaviors that signify to us that a student is committed to excellence include:
1. Attending class regularly (and arriving on time!).
2. Being prepared for daily case analyses and reading assignments.
3. Leaving such distractions as newspapers and other courses’ assignments outside of the classroom.
4. Not talking in class while someone is presenting.
5. Participating in class with active listening, questions, or comments.
6. Talking with the instructor anytime an issue discussed in class is unclear.

**Student expectations of instructor**
In order for this course to be a personal success for you, it is necessary that you receive certain commitments from me to receive maximum benefit. Just as I have challenged you to pursue academic excellence in this course, I must do the same, and I commit to doing the following:

1. Listen to your comments.
2. Keep you informed about the direction of the course including any changes to the course calendar.
3. Be prepared for each class period.
4. Be open to your ideas, opinions, and questions.
5. Be available to discuss any problems or questions through office hours or appointments with you.
6. Return out-of-class assignments and tests so that you have feedback in a timely manner.

**Evaluation and grading**
Students are expected to do both individual and group work. Please submit all assignments on time. Grades for late assignments will be reduced by 20% for every class period submitted late. Please talk to me if you have any problems with understanding the material or completing the scheduled assignments/examinations.

How I Grade:
- A = Exceptional & Outstanding Work.
- B = Very Good Work.
- C = Average Work.
- D = Sub Par Work.
- F = Exceedingly Poor Work.

Your grade will be composed of the following components:

1. **Class Participation** 40%
2. **Class Seminar Leadership** 20%
3. **Strategy Paper** 40%

1. **Class Participation**: Having read the assignments prior to class, students should come to class prepared to discuss/debate the chosen daily topic and case material. Students will be graded upon their relevant comments or lack thereof to the class conversation. In order to do well on this component, you must not only be in class, but you must also participate in class discussion. Those students who choose not to participate in class will get a lower participation grade in class compared to those that come to class and actively participate.

Indicative grading for class participation:
- >90%: Attend ALL sessions having completed class readings and contributed frequent and very high quality comments to class discussion.
- 80-90%: Attend MOST sessions (i.e., missed 1 session) having completed class readings and contributed frequent and very high quality comments to class discussion.
- 70-80%: Attend MOST sessions (i.e., missed 1-2 sessions) with minimal contribution.
- Below 60%: Miss more than two sessions with minimal contribution.

2. **Seminar Leadership**: You will be assigned to a team of 2 on a sustainability related project for an area firm or for ongoing New North Regional Sustainability research. You will assigned a specific aspect of the project, with a specific due date for your presentation and report out. Each group will be responsible for starting and bringing in additional relevant material to augment the material from the text. Students will be graded upon the level of participation from their peers, the quality of additional material which they bring to the presentation and their creativity in presenting the article.
3. **Strategy Paper on Green Entrepreneurship**

The topic of this paper is “innovation”. The assignment is to select a social or environmental issue and develop an innovative way to address the situation. You may utilize websites, articles or even live interviews to develop your idea. The paper will essentially be the beginning of a business plan to address the issue selected. You should attempt to convince the class and instructor why your proposed business plan will be effective. In the meantime, you need to analyze this opportunity from the perspective of corporate social responsibility (CSR) and discuss your value proposition in terms of business profitability, environmental and social impact.

As part of the paper, you will be asked to develop a 1-5 minute video to “sell it”. We will view the videos in class the last night. The document should be a (typed 12pt Times New Roman font, double-spaced, and must be no longer than 20 pages not including references and appendices) identifying a green market opportunity and creating a strategy to exploit the opportunity. You should draw on aspects of the course and your personal experience in creating this document, as it will be useful in the integrative process. All material incorporated from external sources which is used in your paper should be clearly cited using APA format.

**Negative Participation Rule:** I reserve the right to lower the final grade of any student who we feel has had a detrimental, distracting, or negative effect on the classroom learning environment over the course of the term up to one letter grade.

**Final Comments**

We may change the course schedule during the term. However, these changes will be done in consultation with the class and will be announced well in advance. Students not attending class on the date changes are made to the schedule have the responsibility for obtaining the information regarding the changes.

I will do everything that we can to help you learn the material and make our class a meaningful experience. I hope that you will do everything possible to be prepared so that you can enjoy your learning experience.

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