

**LPP/SHR 450: SUSTAINABLE ENTERPRISE**  
Whitman School of Management  
Professor Elet Callahan  
(based on SOM/LPP 400, offered spring 2010)

---

There is broad agreement that human activities are changing the global climate and that future consequences are potentially disastrous. In addition, over-consumption of resources and benefits supplied by natural ecosystems has impaired the foundation of human activity. “Sustainability” has been prescribed to cure these ills. Sustainability is often said to represent the synergy of economic, environmental, and societal goals, but this definition is deceptively simple. The complex and interdependent factors that may make sustainable enterprise possible are far more challenging and thought-provoking.

This course is open to juniors and seniors at SU and SUNY-ESF. There are no prerequisites.

---

### **Learning Objectives**

1. To appreciate the interdependence of business, society, and the natural environment.
2. To understand the concept of sustainability and its economic, social, and environmental dimensions.
3. To achieve a broad understanding of the influences on firms to adopt sustainable approaches to their operations and activities.
4. To become familiar with tools to promote and validate sustainable business practice.
5. To understand the relevance of sustainability to current production and consumption patterns.
6. To work collaboratively in multidisciplinary teams to explore sustainability challenges and opportunities.

### **Contact Information**

Please feel free to contact me by e-mail ([escallah@syr.edu](mailto:escallah@syr.edu)) and telephone (443-3673). My office is in WSM 540. Office hours will be held on Mondays, from 4-5 p.m.; Wednesdays, from 11:00 a.m. to noon; Thursdays, from 10:15-11:45 a.m.; and by appointment.

### **Course Materials**

Assignments will be available through the SU Library electronic databases, the Internet, or materials posted on Blackboard.

## Course Requirements

### 1. *Participation in class discussion and exercises (25% of course evaluation; individual evaluation)*

Classes will focus on discussion, analysis, and application of the assigned material and will depend heavily on your participation. Students who excel in participation advance their peers' understanding of the course material and its practical applications. It should be emphasized that your class participation evaluation will be based on quality, not quantity. Of course, you must participate in class frequently enough to provide a basis for evaluation, but frequency of participation will not necessarily correlate with high evaluation. Most high quality participation will involve identification and evaluation of issues and development and logical presentation of arguments and analysis. You will receive a class participation progress grade at midsemester. Feel free to request feedback on your participation evaluation at any time.

### 2. *Product Project and Poster Presentation (15%; team evaluation)*

Working in interdisciplinary, two-person teams, you will examine the sustainability of a common consumer product or service. The objective of this project is to understand the environmental and social impacts of a variety of products and services. The deliverables are a one-page executive summary of your research results, a bibliography, a 36" by 48" poster presenting your findings, and a peer evaluation.

Team and product assignments will be distributed on Monday, February 1. The executive summary and bibliography are due by 5 p.m. on Tuesday, February 16. Posters will be displayed and presented in class on Wednesday, February 17. Excellent projects will be presented at SU Showcase on April 19.

### 3. *Midterm Examination (20%; individual evaluation)*

The midterm examination will be given during class on Wednesday, March 10, which is just before spring break. *Please be aware that makeups will not be given to accommodate vacation plans.* The midterm will be essay format; sample questions will be posted on Blackboard under "Course Information." You may bring one 8 ½ by 11-inch page of notes (both sides) into the exam.

### 4. *Sustainability Strategies Management Brief (10%; individual evaluation)*

You will apply one or more of the strategies for sustainable enterprise we examine to a case, using a management briefing format. This assignment will be distributed on April 7 and due on April 21.

### 5. *Interdisciplinary Team Project (30%; team evaluation)*

Working in interdisciplinary, three- to four-person teams, you will apply one or more sustainability analysis tools currently used by businesses and other organizations to evaluate impact, identify challenges, and propose strategies to reduce risk and promote opportunity.

Complete information about the project will be distributed and groups will be assigned on March 22. A preliminary submission is due on April 9. Presentations, including Q&A, will be given on April 28 and May 3. All students are expected to attend and actively participate in both presentation sessions. The final written project will be due at noon on May 7. The written and oral portions of the project constitute 20% and 10%, respectively, of the 30% contribution toward the course grade represented by the project.

## 6. *General Considerations*

- a. Your evaluation for several projects will be based on team deliverables; accordingly, your course grade will be influenced by the efforts of other students. Although students enrolled in this course are expected to be highly motivated, the commitment of your teammates may not match your own. Thus, individual contributions will be carefully considered. Formal peer evaluations will inform this process.
- b. Please format all written submissions with one-inch margins on all sides, using a 12-point font, double-spaced.
- c. Electronic copies of written work will be submitted via Blackboard. Late submissions will not be accepted for grading.

## **Course Policies**

### *Academic Integrity*

Syracuse University has adopted an Academic Integrity Policy emphasizing that honesty, integrity, and respect for others are fundamental expectations in our University. The Whitman School of Management has a supplemental policy requiring all students who take Whitman courses to certify in writing that they have read, understand, and agree to comply with the University's Academic Integrity Policy. **Whitman students should have already completed a certification statement. All other students enrolled in this course are also required to complete a certification statement** available in the Undergraduate Office (Suite 215). Completed statements will be kept on file in that office.

**Please note that each of the course requirements outlined above indicates the evaluation scope. Collaboration is not permitted on items submitted for individual evaluation.**

Academic dishonesty will not be tolerated in this class. Instances of academic dishonesty will be addressed according to Syracuse University's Academic Integrity Policies and Procedures. Serious consequences may result from academically dishonest conduct.

For more information and the complete policy, see <http://academicintegrity.syr.edu/uploads/docs/SU%20AI%20Policies%20Procedures.pdf>.

### *Use of Student Work*

Copies of student written work may be used for pedagogical purposes and for teaching evaluation and assessment. Any student work so used will be rendered anonymous through the removal of the name

and other identifiers. It is understood that registration for and continued enrollment in this course constitutes permission by the student to use his or her works for these purposes.

### *Academic Accommodations*

If you believe that you need accommodations for a disability, please contact the Office of Disability Services (ODS), <http://disabilityservices.syr.edu>, located in Room 309 of 804 University Avenue, or call (315) 443-4498 for an appointment to discuss your needs and the process for requesting accommodations. ODS is responsible for coordinating disability-related accommodations and will issue students with documented disabilities Accommodation Authorization Letters, as appropriate. Since accommodations may require early planning and generally are not provided retroactively, please contact ODS as soon as possible.

Syracuse University and I are committed to your success and to supporting Section 504 of the Rehabilitation Act of 1973. This means that in general no individual who is otherwise qualified shall be excluded from participation in, be denied benefits of, or be subjected to discrimination under any program or activity, solely by reason of having a disability.

### **Focus Areas**

- I. Sustainability Concepts
  - A. Defining Sustainability
    1. Dow Jones Sustainability Index, <http://www.sustainability-index.com/>
  - B. History and Evolution of Sustainable Enterprise
    1. Sustainable Development Timeline, [http://www.iisd.org/pdf/2009/sd\\_timeline\\_2009.pdf](http://www.iisd.org/pdf/2009/sd_timeline_2009.pdf)
- II. Challenges to Sustainability
  - A. Consumption
    1. Princen, Maniates & Conca, *Confronting Consumption* (MIT Press 2002), chapter 1, pages 1-9, <http://web.utk.edu/~arouthe/mli/Confronting%20Consumption.pdf>
    2. Sustainable Consumption Facts and Trends from a Business Perspective (World Business Council for Sustainable Development 2008), [http://www.wbcsd.org/DocRoot/I9Xwhv7X5V8cDIHbHC3G/WBCSD\\_Sustainable\\_Consumption\\_web.pdf](http://www.wbcsd.org/DocRoot/I9Xwhv7X5V8cDIHbHC3G/WBCSD_Sustainable_Consumption_web.pdf)
    3. The State of Consumption Today, chapter 1, *State of the World 2004* (Worldwatch Institute 2004), <http://www-rohan.sdsu.edu/faculty/dunnweb/StateofWorld2004.dat.pdf>
  - B. Climate Change
    1. IPCC AR4 Synthesis Report, Summary for Policymakers (November 2007), [http://www.ipcc.ch/pdf/assessment-report/ar4/syr/ar4\\_syr\\_spm.pdf](http://www.ipcc.ch/pdf/assessment-report/ar4/syr/ar4_syr_spm.pdf)

2. Confronting Climate Change in the U.S. Northeast (Union of Concerned Scientists 2007),  
<http://www.climatechoices.org/assets/documents/climatechoices/executive-summary-necia.pdf>
  3. *SEC Issues Interpretive Guidance on Disclosure Related to Business or Legal Developments Regarding Climate Change* (press release, U.S. Securities and Exchange Commission, 1-27-2010),  
<http://sec.gov/news/press/2010/2010-15.htm>
- B. Ecosystem Services
1. Ecosystems and Human Well-Being: Opportunities and Challenges for Business and Industry, pages 6-18 (Millennium Ecosystem Assessment 2005), <http://www.maweb.org/documents/document.353.aspx.pdf>
  2. Ecosystem Services: A Guide for Decision Makers, pages 9, 14-19, 23-24 (World Resources Institute 2008),  
[http://pdf.wri.org/ecosystem\\_services\\_guide\\_for\\_decisionmakers.pdf](http://pdf.wri.org/ecosystem_services_guide_for_decisionmakers.pdf)
  3. Corporate Ecosystem Services Review: Guidelines for Identifying Business Risks and Opportunities Arising from Ecosystem Change (World Resources Institute 2008)
- III. Critical Drivers of Sustainable Enterprise
- A. Resource Drivers
1. Supply Chain
    - a. Walmart Sustainability Index,  
<http://walmartstores.com/Sustainability/9292.aspx>
  2. Banks
    - a. Equator Principles,  
<http://www.equator-principles.com/principles.shtml>
    - b. Sustainable Finance at HSBC,  
<http://www.hsbc.com/1/2/sustainability/sustainable-finance>
  3. Investors
    - a. Social Investment Forum,  
[http://www.socialinvest.org/resources/factsheets\\_resources/](http://www.socialinvest.org/resources/factsheets_resources/)
- B. Market Drivers
1. Consumers
    - a. *The Many Shades of the Eco-LOHAS-Sustainable-Green Consumer*,  
[http://blog.futurelab.net/2007/05/the\\_many\\_shades\\_of\\_the\\_ecoloha.html](http://blog.futurelab.net/2007/05/the_many_shades_of_the_ecoloha.html)

2. Competitors
    - a. Home Depot Eco Options program, <http://www6.homedepot.com/ecoptions/>
  3. Trade Associations
    - a. Electronic Industry Citizenship Coalition, <http://www.eicc.info/>
  - C. Social Drivers
    1. Hoffman, *Competitive Environmental Strategy*, chapter 6 (2000), available on Google Books
  - D. Legal Drivers
    1. American Clean Energy and Security Act of 2009, <http://www.pewclimate.org/docUploads/Waxman-Markey-short-summary-revised-June26.pdf>
    2. *EPA Adopts Final Rules for First-Ever Nationwide Greenhouse Gas Reporting*, <http://www.rc.com/newsletters/Publications/1830.pdf>
    3. *St. Lawrence Cement Inc. v. Barrette*, [http://www.millerthomson.com/docs/EnviroNotes\\_Winter\\_2008.pdf](http://www.millerthomson.com/docs/EnviroNotes_Winter_2008.pdf)
- IV. Strategies for Sustainable Enterprise
- A. Guest presenter: Dr. Michael V. Russo, Charles H. Lundquist Professor of Sustainable Management, Lundquist College of Business, University of Oregon.
    1. Case analysis: *Seventh Generation: Balancing Customer Expectations with Supply Chain Realities*. This case was co-authored by Dr. Russo; case and questions posted on Blackboard.
  - B. Natural Capitalism, <http://www.natcap.org/images/other/HBR-RMINatCap.pdf>
  - C. Sustainability Communication
    1. Global Reporting Initiative, <http://www.globalreporting.org/AboutGRI/FAQs/>, <http://www.globalreporting.org/ReportingFramework/ReportingFrameworkDownloads/G3GuidelinesIndividualDownloads.htm>
    2. Greenwashing
      - a. *The Seven Sins of Greenwashing*, <http://sinsofgreenwashing.org/findings/greenwashing-report-2009/>
      - b. Case Analysis: *bp and Corporate Greenwash* (HBR 2009)
  - D. Life Cycle Assessment
    1. Guest presenter: Dr. Lisa Cleckner, Director of Translational Research, Center for Sustainable Community Solutions, Syracuse Center of Excellence in Environmental and Energy Systems

- a. *Life Cycle Assessment: Principles and Practice*, chapters 1-2 (U.S. Environmental Protection Agency 2006), <http://www.epa.gov/nrmrl/lcaccess/pdfs/600r06060.pdf>
    - b. Schenck, *LCA for Mere Mortals*, chapter 1, <http://www.iere.org/LCA-For-Mere-Mortals-Chapter1.html>
  - E. Cradle-to-Cradle and Design for the Environment
    - 2. Case Analysis: *Cradle-to Cradle Design at Herman Miller: Moving Toward Environmental Sustainability* (HBR 2009)
- V. Toward Sustainable Futures
  - A. Valuing Nature: A Price on “Right”?
    - 1. Schwartz, *Should We Put a Dollar Value on Nature?*, <http://www.time.com/time/business/article/0,8599,1970173,00.html>
    - 2. Sommer, *Putting a Price on Nature*, <http://www.kqed.org/quest/radio/putting-a-price-on-nature>
    - 3. Polasky, *Valuing Nature: Biophysical on Monetary Measures?*, pages 1-3, [http://www.rff.org/Documents/08\\_Tropics\\_Conference/Tropics\\_Conference\\_Papers/Tropics\\_Conference\\_Polasky\\_Valuing\\_Nature.pdf](http://www.rff.org/Documents/08_Tropics_Conference/Tropics_Conference_Papers/Tropics_Conference_Polasky_Valuing_Nature.pdf)
  - B. Biomimicry
    - 1. Case studies from the Biomimicry Institute, <http://www.biomimicryinstitute.org/case-studies/case-studies/>
    - 2. Vella, *Using Nature as a Design Guide*, [http://www.businessweek.com/innovate/content/feb2008/id20080211\\_074559.htm?campaign\\_id=rss\\_innovate](http://www.businessweek.com/innovate/content/feb2008/id20080211_074559.htm?campaign_id=rss_innovate)
  - C. Sustainability in the Built Environment
    - 1. Leadership in Energy and Environmental Design (LEED), United States Green Building Council, <http://www.usgbc.org/DisplayPage.aspx?CMSPageID=220>
    - 2. The Living Building Challenge, Cascadia Region Green Building Council (2007), <http://www.livingshelter.com/Lb-challenge-v1-2.pdf>
    - 3. Field Trip: Tour of Syracuse Center of Excellence in Environmental and Energy Systems, LEED Platinum facility
- VI. New Insights from Course Participants
  - A. Project presentations