



Nicholas School of the Environment
ENV 811: Introduction to Business and the Environment
Fall 2021
Course Syllabus

Course Instructors:

Dr. Jeremy Pare
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Office hours: Directly after class

Everest Simulation Leader:

Erika Lovelace
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Teaching Assistant(s):

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Course Description

This two-part-course introduces students to 1) systems thinking in a sustainable business context and business motivations for engaging in sustainable practice and 2) creating value with environmental and social corporate governance, business organization and management practices. You will engage in real-world situations and learn practical skills. In the first half of the course you will apply systems analysis tools to consider the global context for sustainability and to evaluate business value chains. You will examine the ways in which businesses operate within an environmental, social and economic context to address global problems such as climate change, degradation of water, land and air, overconsumption, and the unsustainable use of natural resources. You will then probe stakeholder, regulatory and financial drivers for business sustainability.

In the second half of the course you will evaluate the theory and engage in the practice of corporate, environmental and social governance (ESG) by taking on the role of

Manager of Corporate Social Responsibility and Sustainability. You will gain fluency in the core functions of business—governance, finance, operations, and marketing—while also learning about value generation and the pros and cons of ESG implementation. Using the lessons learned in class, you will advise the proper authorities on how best to deploy a social responsibility and sustainability program. You will build your capacity for leadership, teamwork and use the tools of business to advance environmental sustainability goals.

Active learning is a core value of our course. We will study critical issues in business and the environment through case study case analysis, in-class and on-line discussions and applied team projects. We will bring current business challenges into the classroom. Because we all learn from each other, exceptional communication is a core value. Our goal is to create a community in which we can engage in lively and respectful discussions with each other. Communication skills will be honed as you complete written assignments, such as focused e-mails and decision memos, and work with team mates to deliver presentations on assigned topics.

Our overall goal is for you to develop a holistic view of business interactions with the environment so that you can be prepared to develop managerially, financially and technically sustainable solutions to problems in private sector, corporate, NGO, and public agency settings.

Instructor Team

What does Jeremy bring to this course?

I have been working in the business and environment field for twenty years as a practitioner and educator. After attending the University of Miami, University of New England (BS), Vermont Law (MSEL), and Northeastern (DLP), I began my environmental management work with a firm named Interstate Brands that produced products such as Wonder and Sunbeam bread and Hostess and Drakes cakes, moved on to a Fortune 500 company in General Dynamics at its Bath Iron Works facility where I worked with engineers to develop an environmentally conscience navy destroyer, and, with a few other stops along the way, concluded my environmental work with an international biotech company named Lonza. During these adventures I managed air and water programs, hazardous waste, energy and climate concerns, occupational safety, and process improvement while dealing with federal, state, and local regulators and other stakeholders. In addition, I have served on the board of multiple nonprofits to help guide them in a sustainable manner and have been an elected official at the local level. I have been teaching throughout most of this time with the Masters in Public Health Program at the University of New England and in the MBA program at Thomas College where I have focused on sustainable business management and risk minimization through collaboration.

What does Erika bring to this course?

I have 15 years of experience in student affairs and higher education administration at the Nicholas School of the Environment. I have served as college advisor for more than 15 Duke undergraduates, and the staff advisor for the Black and Latinx Club at NSOE. I sit on several academic and school committees to include but not limited to the Registrar's Roundtable, the DE&I Actionators, the management team within Student Services and a staff contributor on the NSOE Education Committee. I bring more than 10 years of management experience and hold a master's degree in management with a focus in project management. I enjoy developing employees and teams through coaching, training, goal setting, creating leadership opportunities and engagement strategies. This is my third year leading the Everest Simulation in ENVIRON 811 (Business and Environment). I look forward to seeing how this year's cohort approaches this exercise and another year of lively discussion during the debrief discussion.

What does Bennett bring to this course?

Bennett is in her third year of the MEM/MBA program. This summer, Bennett interned with Nike and analyzed labor compensation in their supply chain. She also has graduate sustainability internship experience with Wayfair and the Conservation Trust for North Carolina. Prior to Duke, she served in the Philippines as a Peace Corps Volunteer focused on coastal resource management. Bennett's passion is the intersection of corporate sustainability and supply chain management, and she is always happy to discuss this or related topics with students.

What does Maggie bring to this course?

Maggie is in her second year of the MEM program and is passionate about bringing science-based methods of environmental protection to large companies and organizations. She has a diverse professional background, including teaching, law, hospitality, and theatre. She recently completed an internship in whole systems planning for small farms pursuing regenerative agriculture, where she helped to craft the organization's position on farm-based carbon credits. This spring, she will be organizing the Nic Net Impact Career Trek. She is excited to work with you all and happy to field any questions!

Statement on Diversity and Inclusion

We work together to create a course environment in which students from diverse backgrounds are comfortable in sharing their knowledge, experience, and views, and benefit equally from what we are learning. We believe that a diverse community of students adds significant value to our learning experience. We intend to promote a classroom culture in which everyone is heard and is respectful of diversity: gender identity, age, race, disability, political perspective, socioeconomic status, ethnicity, nationality, culture and religion. We welcome and appreciate your suggestions on how to improve the effectiveness of our course for you and for others.

Land Acknowledgement

We acknowledge that the land Duke University occupies is land that belongs to the Shakori, and Catawba people. We recognize the Coharie, Eastern Band of Cherokee Indians, Haliwa-Saponi, Lumbee, Meherrin, Occaneechi Band of the Saponi, Sappony, and Waccamaw Siouan peoples whose lands include what is known today as North Carolina. We recognize those peoples for whom these were ancestral lands as well as the many Indigenous people who live and work in this region today.

A note on course format

Much of our work is done in groups, and we will mix up these groups occasionally, so that all students can get to know each other. We will also host “after class” discussion forums on Sakai so that our conversations can continue.

We are committed to creating an active and inclusive classroom community in which we can learn from each other. We also recognize, that, if circumstances change, we may need to transition to a fully online format.

Course Materials

Videos, readings and cases are provided electronically on Sakai and in the coursepack, which you will purchase through HBP. You will also purchase a simulation as part of the HBP coursepack.

We will also be reading Ray Anderson’s book “Confessions of a Radical Industrialist” from week to week. ISBN 978-1441706829. This is available on reserve at the Perkins Library.

Course Requirements

Please submit your assignments via the course Sakai site in the Assignments Folder.

You should label your individual assignments as follows:

Last Name_First Name_Assignment Title_Semester.

“Jursak, James, Clorox Memo_Fall2021”

And your group assignments as follows:

Team Name_Assignment Title_Semester

“Amazon, Value Chain Presentation_Fall2021”

Grades in this course will be based on:

Requirement	Percent of Grade
Class and discussion board participation	10%
Team Case IRAC: Mining in Madagascar	10%
Decision Memo: First Solar	5%
Decision Memo: Generation Investment	5%
Team Sustainability as Strategy Presentation	10%
Memo: Vision for CSR	10%
Spreadsheet Model: Bottom line of CSR	5%
Simulation: Everest	5%
Presentation: Value Generation with ESG	5%
Case Presentation	10%
Case Writeup	25%

Coursepack link: <https://hbsp.harvard.edu/import/850852>

Course Communication

We will post announcements on the course Sakai site on a regular basis. Students should e-mail us with questions you may have about lectures, videos, readings or assignments. We will work hard to respond within 48 hours.

A note on late assignments

Please let us know in advance, if you will not be able to complete an assignment on time, and we can negotiate an alternative timeframe. If we don't hear from you, the assignment will be considered late and receive a lower grade, one-half grade per 24-hour day late.

Academic Integrity: All activities of Nicholas School students, including those in this course, are governed by the Duke Community Standard.

TO UPHOLD THE DUKE COMMUNITY STANDARD:

- I will not lie, cheat, or steal in my academic endeavors;
 - I will conduct myself responsibly in all my endeavors; and
 - I will act if the Standard is compromised.
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Detailed Course Schedule

DATE	TOPIC	PREPARATION/ASSIGNMENTS
Part 1		
August 23	Introduction to Course, Learning through Cases	<ul style="list-style-type: none"> • Tragedy of the Commons • Management Systems for Sustainability • The Comprehensive Case for Sustainability • How Did Business's Role in Society Change in 2020? • What Biden's Sustainability Agenda Means for Business • Sustainability Lessons from the Front Lines • Is Sustainability Undergoing a Pandemic Pause? <p>Assignments:</p> <ul style="list-style-type: none"> • Familiarize yourself with syllabus & Sakai site • Purchase Coursepack
August 25	Strategy and Systems, Communicating: Memos, E-mails	<p>Read</p> <ul style="list-style-type: none"> • Confessions of a Radical Industrialist Chapt. 1-2 • The Dawn of Systems Leadership • Baumgartner and Rauter, 2017. Strategic Perspectives of Sustainability • EPA Lean & Environment Toolkit: Chapter 2 Identifying Waste • Memo Writing Supplemental Resources • O' Hare, M. (2004). Rhetoric: Memo to My Students. Journal of Policy Analysis and Management, 23:2, pp. 365 – 375. • How to write e-mails that pass the 10-second test <p>Watch:</p> <ul style="list-style-type: none"> • Video 1: How to Write a Memo [Nicki Cagle, Director of the Writing Studio] <p>Assignment Due: Forum Post 1</p> <ul style="list-style-type: none"> • Please visit the Discussion Forum on Sakai after class to continue the conversation

DATE	TOPIC	PREPARATION/ASSIGNMENTS
Part 1		
August 30	Sketching Systems for Change 1 (Business Level)	<p>Read</p> <ul style="list-style-type: none"> • Confessions of a Radical Industrialist Chapt. 4 • Whole Systems Design: Introduction to Lifecycle Thinking • Introduction to Systems Thinking • EPA Lean & Environment Toolkit: Chapter 3 Value Stream Mapping • Balanced Sourcing the Honda Way <p>Watch:</p> <ul style="list-style-type: none"> • Got a Wicked Problem? First Tell Me How to Make • Whole Systems Design: Introduction to Lifecycle Thinking <p>Class Assignment Introduction:</p> <ul style="list-style-type: none"> • The 10-second e-mail • More on impact and cause and effect thinking <p>Assignment Due: Forum Post 1</p> <ul style="list-style-type: none"> • Please visit the Discussion Forum on Sakai after class to continue the conversation (cont. from Aug 23)
Sept 1	Sketching Systems for Change 2 (Planetary Level)	<p>Read:</p> <ul style="list-style-type: none"> • None <p>Class Assignment Introduction:</p> <ul style="list-style-type: none"> • VSM Future State Mapping <p>Assignment Due: Forum Post 2</p> <ul style="list-style-type: none"> • Please visit the Discussion Forum on Sakai after class to continue the conversation
Sept 6	Value Chain Maps & IRAC Framework	<p>Read:</p> <ul style="list-style-type: none"> • 5 reasons CR professionals need a value chain map • IRAC Framework 1-pager (Sakai from Dr. Pare) • EMMA Safety Footwear: Designing a Circular Shoe (coursepack) <p>Watch:</p> <ul style="list-style-type: none"> • Sally Uren on System Change for Sustainability (GreenBiz 2019) <p>Class Assignment Introduction:</p> <ul style="list-style-type: none"> • The IRAC method <p>Assignment Due: Value Chain Maps (ungraded, but checked)</p>

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Part 1		
Sept 8	Case Discussion: EMMA	<p>Read:</p> <ul style="list-style-type: none"> Confessions of a Radical Industrialist Chapt. 5-7 <p>Consider:</p> <ul style="list-style-type: none"> What measures did EMMA take to become a circular company? Did the company go far enough? How did the company promote sustainability? Consider the fashion industry sector from a system perspective. What are the benefits here? What management problems may arise? <p>Assignment Due (ungraded, but checked):</p> <ul style="list-style-type: none"> Complete the IRAC Framework for EMMA (individually)
Sept 13	Stakeholder Activism, Introduction to Team presentation, Pecha Kucha	<ul style="list-style-type: none"> Confessions of a Radical Industrialist Chapt. 8-10 Engaging with Stakeholders: 12 Pitfalls to Avoid on the Path to Managing Reputational Risks (coursepack) Matten, D., & Crane, A. (2005). Corporate citizenship: Toward an extended theoretical conceptualization. Academy of Management review, 30(1), 166-179. Post, J. E., Preston, L. E., & Sachs, S. (2002). Managing the extended enterprise: The new stakeholder view. California management review, 45(1), 6-28. Kozinets, Robert V. (2014). Social Brand Engagement: A New Idea. Engagement, 6(2): 8-15 Kotler, Philip & Sarkar, Christian. (2017), "Finally Brand Activism!" The Marketing Journal. <p>Class Assignment Introduction:</p> <ul style="list-style-type: none"> Mining in Madagascar intro
Sept 15	Case: Mining in Madagascar	<p>Read:</p> <ul style="list-style-type: none"> Confessions of a Radical Industrialist Chapt. 11 Mining in Madagascar (coursepack) <p>Consider these questions as you read the case:</p> <ul style="list-style-type: none"> What are the positions of the representatives of the three main stakeholder groups regarding the Ambatovy project? How would you advise Paul to proceed to achieve a consensus approach going forward? <p>Assignment Due: IRAC Framework for Mining in Madagascar (team)</p>
Sept 20	Government regulation	<p>Read:</p> <ul style="list-style-type: none"> Confessions of a Radical Industrialist Chapt. 12-13 Profiting from Environmental Regulatory Uncertainty: Integrated Strategies for Competitive Advantage <p>Class Assignment Introduction:</p> <ul style="list-style-type: none"> Is new policy or regulation a good thing?

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Part 1		
Sept 22	Case: First Solar	<p>Read:</p> <ul style="list-style-type: none"> • Confessions of a Radical Industrialist Chapt. 14 • First Solar (coursepack) • Government Policy and Firm Strategy in the Solar Photovoltaic Industry <p>Consider these questions as you read the case:</p> <ul style="list-style-type: none"> • How important is recycling to the solar energy industry? What are the regulatory incentives for entering the solar panel recycling market? • What is the nature of the solar panel recycling market? What are the opportunities and threats? • What is First Solar's business plan to recycle solar panel modules? <p>Assignment: First Solar Decision Memo (individual)</p> <ul style="list-style-type: none"> • Recommend to Alex Heard and Suhhwant Raju whether or not they should pursue solar module recycling as a profit center.
Sept 27	Markets and Finance	<p>Read:</p> <ul style="list-style-type: none"> • Confessions of a Radical Industrialist Chapt. 15 • Sustainability a CFO Can Love <p>In-Class Assignment:</p> <ul style="list-style-type: none"> • Work on Team Presentations
Sept 29	Case: Generation Investment Management	<p>Read:</p> <ul style="list-style-type: none"> • Confessions of a Radical Industrialist Chapt. 16 • Generation Investment Management (coursepack) <p>Consider these questions as you read the case and prepare the e-mail and memo:</p> <ul style="list-style-type: none"> • What are the strengths and weaknesses of Generation's philosophy and approach? What do you like about what they do? What do you dislike? • Why hasn't Generation's investment approach been adopted more widely? • What more could Generation do to push the world toward sustainable capitalism? <p>Assignment Due: Generation Decision Memo</p> <ul style="list-style-type: none"> • Recommend to Miguel Nogales and Mark Ferguson whether or not Generation should remove John Deere from its focus list.

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Part 1		
Oct 6	Supply chain Concerns	Skim: <ul style="list-style-type: none"> • Ending child labour, forced labour and human trafficking in global supply chains (Alliance 8.7, 2019). • Waste not, want not: Eliminating Patagonia's Pre- and Post-Consumer Textile Waste (coursepack) Watch: <ul style="list-style-type: none"> • Seafood Slavery Risk Tool
Oct 11	Sustainability as Strategy Presentations	Assignment Due: Team Sustainability Strategy Presentations

DATE	MODULE	PREPARATION/ASSIGNMENTS /ASSIGNMENTS
Part 2		
Oct 13	Section Introduction	Read: <ul style="list-style-type: none"> • Sustainability is an Innovation Problem • Two and a Half Cheers for Conscious Capitalism (coursepack) • Strategy & Society (coursepack)
Oct 18	Leadership	Read: <ul style="list-style-type: none"> • What You Don't Know About Making Decisions (coursepack) • The Change Leadership Sustainability Demands (coursepack) • Becoming the Boss (coursepack) Assignment Due: CSR Memo <ul style="list-style-type: none"> • Choose a company and write a 2 page memo to CEO on the vision for CSR
Oct 20	Financial Reporting	Read: <ul style="list-style-type: none"> • Review: Business Builder Balance Sheet, Profit & Loss, & Cash Flow • A Conceptual Framework for Financial Reporting (coursepack) Assignment Due: Spreadsheet <ul style="list-style-type: none"> • Modeling bottom line of CSR implementation
Oct 25	Models for Change	Read: <ul style="list-style-type: none"> • World Wildlife Fund for Nature case (coursepack) Review: <ul style="list-style-type: none"> • Everest V3 - Leadership and Team Simulation Overview (public)
Oct 27	Value Proposition	Read: <ul style="list-style-type: none"> • Food Donation Connection: Profitably Scaling Food Waste Reduction (coursepack) • Customer Value Proposition in Business Markets (coursepack)
Nov 1	Environmental & Social Governance	Read: <ul style="list-style-type: none"> • 2020 Sustainability - Decision Time • PepsiCo - Becoming a Better Corporate Citizen (coursepack) Assignment Due: Team Everest Simulation
Nov 3	Everest Debrief	Guest Speaker: Erika Lovelace
Nov 8	The Value Proposition for ESG	Read: <ul style="list-style-type: none"> • The value proposition for corporate ESG issues • Cabot Creamery (coursepack) • ESG - A view from the top • Making a better business case for ESG • JetBlue: Relevant Sustainability Leadership (coursepack) • Overselling Sustainability Reporting (coursepack) Assignment Due: Presentation <ul style="list-style-type: none"> • Value Generation with ESG

DATE	MODULE	PREPARATION/ASSIGNMENTS /ASSIGNMENTS
Part 2		
Nov 10	Marketing Sustainability	Read: <ul style="list-style-type: none"> • Sustainability: How Stakeholder Perceptions Differ from Corporate Reality (coursepack) • Sustainability as a Marketing Tool
Nov 15	Capstone ESG Case Presentations	Assignment Due: Case Presentations <ul style="list-style-type: none"> • Final presentation on Zoom
Nov 17	Capstone ESG Case Presentations	Assignment Due: Case Presentations <ul style="list-style-type: none"> • Final presentation on Zoom
Nov 22	Class Wrap Up	Final thoughts/questions on cases and celebration!
Dec 1	Final Case	Assignment Due: Final Case Writeup