

**Sustainability for Competitive Advantage: BSPA-GB.3305**  
**Stern School of Business, Graduate College, Spring 2020**  
**Times: MW 10:30-11:50pm**  
**Location: KMC 3-60**  
**Course Number: 18839**

**Faculty:** Professor Tensie Whelan ([twhelan@stern.nyu.edu](mailto:twhelan@stern.nyu.edu) )  
Director, Stern Center for Sustainable Business

**Office Hours:** By Appointment

**Teaching Assistant:**

**Course Overview:** This course is designed to assist students in developing the knowledge, skills, and perspective they need to understand and address environmental and social challenges in business, so that as leaders they reduce risk, create competitive advantage, and develop innovative services, products, and processes, all while building value for society and protecting the planet.

Due to a rapidly changing global ecosystem, businesses in the future will face fewer resources, greater demands for transparency, less available water, a warmer climate and societal challenges related to growing inequity. At the risk management level, leaders need to understand how these changing factors can impact their businesses, much as they do for civil conflict, financial panics, and political upheavals.

But as is often the case, new risks create new opportunities: the business leaders who can meet such risks through effective innovation and collaboration will find solutions to these sustainability challenges that meet the needs of society while delivering returns to shareholders.

In this course, students will develop an effective leadership perspective through pursuit of the following *learning objectives*: 1) to become familiar with the key environmental and social issues effecting business today, 2) to understand the evolution of corporate response—from compliance to engagement to innovation, 3) to develop some of the skills required for leading in this new social and political environment (e.g. multi-stakeholder management), 4) to explore the efficiencies and innovations being developed by corporate leaders in pursuit of sustainability, 5) to explore innovations in sustainable finance, 6) to become familiar with the latest consumer insight research on sustainability and 7) be able to design an effective embedded sustainability strategy that will deliver competitive advantage. In short, this course is multi-disciplinary, and seeks to integrate across the functions of the firm to arrive at an effective firm-wide leadership sensibility. Student group and final projects will enable them to act as management consultants and provide recommendations for developing and implementing a sustainability strategy for their chosen company,

The format of the course is a combination of lecture and *discussion seminar*. Class sessions will span a variety of activities, including: guest lecturers from the business community, discussion, in-class writing, role-playing, and other participatory exercises. These various activities will be designed and facilitated by the instructor in order to allow students to engage in reflective dialogue with each other.

This course has an experimental learning component. Students will work in teams with an outside organization on a sustainability management project for the duration of the semester. A series of projects will be identified with the organization, all pertaining to sustainability, and students will serve as consultants.

The final deliverable will be a presentation to the company in the last weeks of class.

Course cases and readings will be posted on NYU Classes, and students are expected to come to class ready to reflect upon their meaning with respect to the topics addressed in that class session.

The course proceeds cumulatively so that all themes, cases and readings inform subsequent discussions.

**Grading:**

<b>Class Participation</b>	<b>30%</b>
Attendance in this course is mandatory. The policy on missed classes is as follows: The first missed class is excused, provided you submit notice for your absence for illness or otherwise. A second missed class will not be penalized if the student writes a short paper (2 pages, double-spaced, submitted to the course TA) summarizing and analyzing the missed readings. After 2 missed classes, the overall participation grade for the course will be affected.	
Every class will be recorded; recordings can be accessed in the NYU Classes portal, under the MediaSite tab on the menu on the left-hand side.	
Further details on participation grading can be found below.	
<b>Group Presentations</b>	<b>30%</b>
Students will work in teams with an outside organization on a sustainability management project for the duration of the semester. A series of projects will be identified with the organization, all pertaining to sustainability, and students will serve as consultants. The final deliverable will be a presentation to the organization in the last weeks of class.	
<b>Course Paper</b>	<b>40%</b>
At the end of the term, students will submit a 12-page, double-spaced, paper in which they perform an in-depth competitive sustainability analysis of a specific firm	

(separate from the group project). The topic of this paper must be approved in consultation with Professor Whelan.

## Course Schedule:

### Notes:

- The course will have regular guest speakers from business and civil society.
- Unless a link to a reading is included below, PDFs will be found in the Resources section of NYU Classes.

<b>Module 1</b>	
Learning Objective: To introduce the course themes	
Monday, February 3rd	<b>Readings:</b> How are businesses approaching sustainability today and why? <ul style="list-style-type: none"><li>• Chapter 1: “Business Reality Reshaped,” <u>Embedded Sustainability: The Next Big Competitive Advantage</u>, Chris Lazlo and Nadya Zhexembayeva, 2011 (Located in NYU Classes: Resources)</li></ul>
Wednesday, February 5th	<b>Readings:</b> <ul style="list-style-type: none"><li>• Chapters 1 – 2: <u>Conscious Capitalism: Liberating the Heroic Spirit of Business</u>. Mackey, J &amp; Sisodia, R. 2014. (Located in NYU Classes: Resources)</li></ul>
Monday, February 10th	<b>Readings:</b> To look at the dark side: what causes companies to pursue the unsustainable path? <ul style="list-style-type: none"><li>• Route to Air Travel Discomfort Starts on Wall Street <a href="https://www.nytimes.com/2017/05/28/business/corporate-profit-margins-airlines.html?mcubz=0">https://www.nytimes.com/2017/05/28/business/corporate-profit-margins-airlines.html?mcubz=0</a></li><li>• “The Extraordinary Science of Addiction to Junk Food, <a href="https://www.nytimes.com/2013/02/24/magazine/the-extraordinary-science-of-junk-food.html">https://www.nytimes.com/2013/02/24/magazine/the-extraordinary-science-of-junk-food.html</a></li><li>• Timber Company Tells Town in California, Find Your Own Water <a href="http://www.nytimes.com/2016/10/02/us/california-drought-weed-mount-shasta.html?mtrref=query.nytimes.com&amp;gwh=B5E1AE1AB579E8FDD21BA93B774EEF7D&amp;gwt=pay">http://www.nytimes.com/2016/10/02/us/california-drought-weed-mount-shasta.html?mtrref=query.nytimes.com&amp;gwh=B5E1AE1AB579E8FDD21BA93B774EEF7D&amp;gwt=pay</a></li><li>• Indigenous People are left Poor as Tech World Takes Lithium From Under their Feet <a href="https://www.washingtonpost.com/classic-apps/indigenous-people-are-left-poor-as-tech-world-takes-lithium-from-under-their-feet/2016/12/19/b86e2ea8-b8cf-11e6-959c-172c82123976_story.html?utm_term=.93db61308d50">https://www.washingtonpost.com/classic-apps/indigenous-people-are-left-poor-as-tech-world-takes-lithium-from-under-their-feet/2016/12/19/b86e2ea8-b8cf-11e6-959c-172c82123976_story.html?utm_term=.93db61308d50</a></li></ul>
Wednesday, February 12	<b>Readings:</b> <ul style="list-style-type: none"><li>• Joseph L Bower and Lynn S Paine. “The Error at the Heart of Corporate Leadership, HBR, May 2017</li></ul>

	<p><a href="https://hbr.org/2017/05/managing-for-the-long-term#the-error-at-the-heart-of-corporate-leadership">https://hbr.org/2017/05/managing-for-the-long-term#the-error-at-the-heart-of-corporate-leadership</a></p> <ul style="list-style-type: none"> <li>• How the Twinkie Made The Superrich Even Richer <a href="http://www.nytimes.com/2016/12/10/business/dealbook/how-the-twinkie-made-the-super-rich-even-richer.html?mtrref=query.nytimes.com&amp;gwh=41FFC20EF4D5A4D30BFA0AEA0E8F01E0&amp;gwt=pay">http://www.nytimes.com/2016/12/10/business/dealbook/how-the-twinkie-made-the-super-rich-even-richer.html?mtrref=query.nytimes.com&amp;gwh=41FFC20EF4D5A4D30BFA0AEA0E8F01E0&amp;gwt=pay</a></li> </ul>
Monday, February 17th	No classes (President’s Day)
<p><b>Module 2</b> Learning Objective: To provide an overview of the key environmental and social issues effecting business today</p>	
Wednesday, February 19th	<p><b>Reading:</b></p> <ul style="list-style-type: none"> <li>• “Shareholders are Stealing our Jobs,” Andrea Armeni and Tensie Whelan, October 2018 <a href="https://www.stern.nyu.edu/sites/default/files/assets/documents/Shareholders%20Are%20Stealing%20Our%20Jobs_3.pdf">https://www.stern.nyu.edu/sites/default/files/assets/documents/Shareholders%20Are%20Stealing%20Our%20Jobs_3.pdf</a></li> </ul>
Monday, February 24th	<p><b>Readings:</b></p> <ul style="list-style-type: none"> <li>• <a href="http://riskybusiness.org/site/assets/uploads/2015/09/RiskyBusiness_Report_WEB_09_08_14.pdf">http://riskybusiness.org/site/assets/uploads/2015/09/RiskyBusiness_Report_WEB_09_08_14.pdf</a> Pgs 1-23, 49-53</li> <li>• Major Climate Report Describes a Strong Risk of Crisis as Early as 2040 <a href="https://www.nytimes.com/2018/10/07/climate/ipcc-climate-report-2040.html">https://www.nytimes.com/2018/10/07/climate/ipcc-climate-report-2040.html</a></li> <li>• A Hotter Planet Reprices Risk Around the World <a href="https://www.wsj.com/graphics/climate-change-forcing-insurance-industry-recalculate/">https://www.wsj.com/graphics/climate-change-forcing-insurance-industry-recalculate/</a></li> </ul>
Wednesday, February 26th	<p><b>Readings:</b></p> <ul style="list-style-type: none"> <li>• UN Sustainable Development Goals – click on each goal to read the background behind it. Pick an industry of interest to you, identify 1-2 SDGs of importance to that industry. Write a 1-pager on how that industry can contribute to those SDGs. Come prepared to discuss. <a href="http://www.un.org/sustainabledevelopment/sustainable-development-goals/">http://www.un.org/sustainabledevelopment/sustainable-development-goals/</a></li> </ul>
Monday, March 2nd	<p><b>Readings:</b> Material environmental, social, governance (ESG ) issues by industry</p> <ul style="list-style-type: none"> <li>• Sustainability Accounting Standards Board (SASB) <a href="https://www.sasb.org/">https://www.sasb.org/</a></li> <li>• Global Reporting Initiative (GRI) <a href="https://www.globalreporting.org/Pages/default.aspx">https://www.globalreporting.org/Pages/default.aspx</a></li> </ul>

	<p><b>Assignment:</b> Pick an industry of interest to you and review the material ESG issues for that industry as defined by SASB and GRI. Write a 1-page paper summarizing the material issues, how they differ between the two standards and your thoughts on what might be missing, if anything.</p>
<p><b>Module 3</b>  Learning Objective: How to Map Material Sustainability Issues and Stakeholders  In these classes we will build materiality matrices and map stakeholders for sample companies.</p>	
<p><i>Wednesday, March 4th</i></p>	<p><b>Readings:</b></p> <ul style="list-style-type: none"> <li>Stakeholder Engagement Mapping  <a href="https://www.bsr.org/reports/BSR_Stakeholder_Engagement_Stakeholder_Mapping.final.pdf">https://www.bsr.org/reports/BSR_Stakeholder_Engagement_Stakeholder_Mapping.final.pdf</a></li> <li>Nespresso Stakeholder Case Study by NYU Stern CSB  <a href="http://www.stern.nyu.edu/sites/default/files/assets/documents/Nespresso_Shared%20Value%20Case%20Study%208.29.16.pdf">http://www.stern.nyu.edu/sites/default/files/assets/documents/Nespresso_Shared%20Value%20Case%20Study%208.29.16.pdf</a></li> </ul>
<p><i>Monday, March 9th</i></p>	<p><b>Reading:</b></p> <ul style="list-style-type: none"> <li>Sustainability Materiality Matrices Explained (<i>Located in NYU Classes: Resources</i>)</li> </ul>
<p><i>Wednesday, March 11th</i></p>	<p><b>No readings</b></p> <p><b>Presentation by company on group projects</b></p>
<p><b>Module 4</b>  Learning Objective: Understanding the Corporate Ecosystem through Systems Thinking</p>	
<p><i>Monday, March 16<sup>th</sup> and Wednesday March 18th</i></p>	<p>No classes (Spring break)</p>
<p><i>Monday, March 23rd</i></p>	<p><b>Readings:</b> Systems Thinking (and Supply Chain Partners)</p> <ul style="list-style-type: none"> <li>“Dancing with Systems,” Donella Meadows  <a href="http://donellameadows.org/archives/dancing-with-systems/">http://donellameadows.org/archives/dancing-with-systems/</a></li> <li>FabIndia, HBS case (<i>Located in NYU Classes: Resources</i>)</li> </ul>

<p>Wednesday, March 25th</p>	<p><b>Reading:</b> Sustainability Standards and Certification</p> <ul style="list-style-type: none"> <li>State of Sustainability Markets IISD 2017 (pages xxii – 8) <a href="http://www.intracen.org/uploadedFiles/intracenorg/Content/Publications/State-of-Sustainable-Market-2017_web.pdf">http://www.intracen.org/uploadedFiles/intracenorg/Content/Publications/State-of-Sustainable-Market-2017_web.pdf</a></li> </ul>
<p><b>Module 5</b> Learning Objective: Understanding Sustainable Supply chains/procurement</p>	
<p>Monday, March 30th</p>	<p><b>Readings:</b></p> <ul style="list-style-type: none"> <li>Greening Supply Chains: From Blind Spots to Hot Spots to Action (<i>Located in NYU Classes: Resources</i>)</li> <li>“Kashi: Growing the Supply Chain for Organic Food,” Center for Sustainable Business Case Study 2017 (<i>Located in NYU Classes: Resources</i>)</li> </ul>
<p><b>Module 6</b> Learning Objective: How sustainable management is being used to fuel innovation and circularity</p>	
<p>Wednesday, April 1st</p>	<p><b>Readings:</b></p> <ul style="list-style-type: none"> <li>Chapter 5: “Embedded Sustainability,” <u>Embedded Sustainability: The Next Big Competitive Advantage</u>, Chris Lazlo and Nadya Zhexembayeva, 2011 (<i>Located in NYU Classes: Resources</i>)</li> <li>CSB Case Study on Sustainability and Innovation in Nike: <a href="http://www.stern.nyu.edu/sites/default/files/assets/documents/Sustainability%20and%20Innovation_NIKE.pdf">http://www.stern.nyu.edu/sites/default/files/assets/documents/Sustainability%20and%20Innovation_NIKE.pdf</a></li> <li>“The Next Wave of Improbable Innovation” Tensie Whelan, <u>Worth</u>, March 2019 <a href="https://www.worth.com/contributor/the-next-wave-of-improbable-innovation/">https://www.worth.com/contributor/the-next-wave-of-improbable-innovation/</a></li> </ul>
<p>Monday, April 6th</p>	<p><b>Readings:</b></p> <ul style="list-style-type: none"> <li>CEO Guide to the Circular Economy (<i>Located in NYU Classes: Resources</i>)</li> <li>“If These Giant Companies Can Switch To The Circular Economy, So Can Anyone,” Eillie Anzilotti, June 2017 <a href="https://www.fastcompany.com/40425022/if-these-giant-companies-can-switch-to-the-circular-economy-so-can-anyone">https://www.fastcompany.com/40425022/if-these-giant-companies-can-switch-to-the-circular-economy-so-can-anyone</a></li> </ul>
<p><b>Module 7</b> Learning Objective: Engaging today’s consumers in sustainability</p>	
<p>Wednesday, April 8th</p>	<p><b>Readings:</b></p>

	<ul style="list-style-type: none"> <li>● Chapter 5: “Mainstream Appeal” from <u>Green Giants</u> by Freya Williams, 2015 (<i>Located in NYU Classes: Resources</i>)</li> <li>● Edelman Earned Brand Global Report 2018 <a href="https://www.edelman.com/sites/g/files/aatuss191/files/2018-10/2018_Edelman_Earned_Brand_Global_Report.pdf">https://www.edelman.com/sites/g/files/aatuss191/files/2018-10/2018_Edelman_Earned_Brand_Global_Report.pdf</a></li> <li>● “The Cost of Silence: Why more CEOs are speaking out in the Trump era” <a href="https://www.washingtonpost.com/news/on-leadership/wp/2017/02/17/the-cost-of-silence-why-more-ceos-are-speaking-out-in-the-trump-era/?utm_term=.ad7b2e454b44">https://www.washingtonpost.com/news/on-leadership/wp/2017/02/17/the-cost-of-silence-why-more-ceos-are-speaking-out-in-the-trump-era/?utm_term=.ad7b2e454b44</a></li> </ul>
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**Module 8**  
Learning Objective: To explore Sustainability and Employees

<p><i>Monday, April 13th</i></p>	<p><b>Readings:</b></p> <ul style="list-style-type: none"> <li>● Tim Ryan’s Awakening <a href="http://fortune.com/pwc-diversity-tim-ryan/">http://fortune.com/pwc-diversity-tim-ryan/</a></li> <li>● State Street Takes On Wall Street’s Gender Gap <a href="http://fortune.com/2017/05/23/state-street-women-gender-diversity-finance/">http://fortune.com/2017/05/23/state-street-women-gender-diversity-finance/</a></li> <li>● I’m Complicit to Institutional bias. Here’s What I am Doing About It. <a href="https://www.forbes.com/sites/jaycoengilbert/2018/09/18/im-complicit-to-institutional-bias-heres-what-im-doing-about-it/#19dacec662fa">https://www.forbes.com/sites/jaycoengilbert/2018/09/18/im-complicit-to-institutional-bias-heres-what-im-doing-about-it/#19dacec662fa</a></li> </ul>
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<p><i>Wednesday, April 15th</i></p>	<p><b>Readings:</b></p> <ul style="list-style-type: none"> <li>● Treating Workers Fairly at Rent the Runway, NYT, May 6, 2018. <a href="https://www.nytimes.com/2018/05/06/opinion/workers-benefits-inequality-rent-the-runway.html">https://www.nytimes.com/2018/05/06/opinion/workers-benefits-inequality-rent-the-runway.html</a></li> <li>● How Did Walmart Get Cleaner Stores and Higher Sales? <a href="https://www.nytimes.com/2016/10/16/upshot/how-did-walmart-get-cleaner-stores-and-higher-sales-it-paid-its-people-more.html">https://www.nytimes.com/2016/10/16/upshot/how-did-walmart-get-cleaner-stores-and-higher-sales-it-paid-its-people-more.html</a></li> <li>● CSB Case Study: “West Elm: Bringing Purpose to its Corporate Ecosystem Through Human Resource Practices” (<i>Located in NYU Classes: Resources</i>)</li> <li>● CSB Case Study: Greyston Bakery Open Hiring <a href="http://www.stern.nyu.edu/sites/default/files/assets/documents/Greyston_Van%20Wert_08.2018.pdf">http://www.stern.nyu.edu/sites/default/files/assets/documents/Greyston_Van%20Wert_08.2018.pdf</a></li> </ul>
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**Module 9**  
Learning Objective: To Begin to Develop the Business Case for Sustainability  
We will look at the drivers of financial performance resulting from sustainability initiatives and examine how to monetize them.

<p><i>Monday, April 20th</i></p>	<p><b>Readings:</b></p> <ul style="list-style-type: none"> <li>• Total Societal Impact: A New Lens for Strategy, BCG, October 2017. <a href="https://media-publications.bcg.com/BCG-Total-Societal-Impact-Oct-2017.pdf">https://media-publications.bcg.com/BCG-Total-Societal-Impact-Oct-2017.pdf</a></li> <li>• Future Proof Your Climate Strategy. Joseph E. Aldy and Gianfranco Gianfrate, HBR, May-June 2019 <a href="https://hbr.org/2019/05/future-proof-your-climate-strategy">https://hbr.org/2019/05/future-proof-your-climate-strategy</a></li> </ul>
<p><i>Wednesday, April 22nd</i></p>	<p><b>Readings:</b></p> <ul style="list-style-type: none"> <li>• “The Comprehensive Business Case for Sustainability,” HBR, Tensie Whelan and Carly Fink (<i>Located in NYU Classes: Resources</i>)</li> <li>• “How to Quantify Sustainability’s Impact on the Bottomline,” HBR, Tensie Whelan, Bruno Zappa, Rodrigo Zeidan and Greg Fishbein (<i>Located in NYU Classes: Resources</i>)</li> </ul>
<p><b>Module 10</b> Learning Objective: To understand ESG (environment, social and governance) investing</p>	
<p><i>Monday, April 27th</i></p>	<p><b>Readings:</b></p> <ul style="list-style-type: none"> <li>• Larry Fink 2018 CEO Letter on Corporate Purpose <a href="https://www.blackrock.com/corporate/investor-relations/2018-larry-fink-ceo-letter">https://www.blackrock.com/corporate/investor-relations/2018-larry-fink-ceo-letter</a></li> <li>• Sustainability: The Future of Investing. BlackRock 2019 <a href="https://www.blackrock.com/us/individual/literature/whitepaper/bii-sustainability-future-investing-jan-2019.pdf">https://www.blackrock.com/us/individual/literature/whitepaper/bii-sustainability-future-investing-jan-2019.pdf</a></li> <li>• The Investor Revolution. Robert G. Eccles and Svetlana Klimenko. HBR. May-June 2019 <a href="https://hbr.org/2019/05/the-investor-revolution">https://hbr.org/2019/05/the-investor-revolution</a></li> </ul>
<p><i>Wednesday, April 29th</i></p>	<p><b>Readings:</b></p> <ul style="list-style-type: none"> <li>• Manning, T. CSB. “Green Bonds: What’s New, What’s Next, and Why Does It Matter?” June 2018. <a href="http://www.stern.nyu.edu/sites/default/files/assets/documents/Green%20Bonds%20June%202018%20Final.pdf">http://www.stern.nyu.edu/sites/default/files/assets/documents/Green%20Bonds%20June%202018%20Final.pdf</a></li> <li>• Manning, T. CSB “Financing Mechanisms to Support Sustainable Practices” March 2019. <a href="https://www.stern.nyu.edu/sites/default/files/assets/documents/Sustainable%20Finance%20Survey%20-%20FINAL%203-21-19.pdf">https://www.stern.nyu.edu/sites/default/files/assets/documents/Sustainable%20Finance%20Survey%20-%20FINAL%203-21-19.pdf</a></li> </ul>
<p><b>Module 11</b> Learning Objective: To look at how Companies Can Pursue a Net Positive Future</p>	

<p><i>Monday, May 4th</i></p>	<p><b>Readings:</b></p> <ul style="list-style-type: none"> <li>• Net Positive: The Future of Sustainable Business <a href="https://ssir.org/articles/entry/net_positive_the_future_of_sustainable_business">https://ssir.org/articles/entry/net_positive_the_future_of_sustainable_business</a></li> <li>• Chapter 8. “A Business Plan for America,” <u>The New Grand Strategy: Restoring America's Prosperity, Security, and Sustainability in the 21st Century</u>, by Joel Makower, Mark Mykleby, and Patrick Doherty (Located in NYU Classes: Resources)</li> </ul>
<p><b><u>Module 12</u></b></p> <p><i>Wednesday, December 4<sup>th</sup> and Monday, December 9<sup>th</sup></i></p> <p>Learning Objective: To conclude the course by discussing the student consulting teams’ recommendations for improved sustainability strategy and management at their chosen company.</p> <ul style="list-style-type: none"> <li>• Student plans and presentations</li> </ul>	
<p><i>Wednesday, May 6th</i></p>	<p><b>Career Panel:</b> Discussion with Stern alums who have found work in the sustainability space</p> <p><b>Lead:</b> Kevin Eckerle, Director Corporate Research and Engagement, Stern Center for Sustainable Business</p>
<p><i>Friday, May 8th</i></p>	<p>Course paper due today.</p>

**Course Paper:**

*PAPER DUE FRIDAY, MAY 8TH*

Students will complete one 10-12 page paper typed in 12-point font and double-spaced with 1” margins. The topic of the paper will be written from the perspective of a management consultant performing an in-depth competitive sustainability analysis of a specific firm with specific recommendations. The topic of this paper must be approved in consultation with Professor Whelan. Directions for the paper are in NYU Classes.

All students are required to turn their papers in using the Assignments tab in NYU Classes. Integrated in NYU Classes is an online plagiarism prevention and detection software – Turnitin – that enables faculty to compare the content of submitted assignments to data on the Internet, commercial databases, and previous papers submitted to the system. Additional information about expectations regarding academic integrity appears below

**Group Presentation:**

During the course of the term, students will form groups, pick a company to track through each module and present a final management plan for improving sustainability at the company.

- Meet with your group members regularly to discuss the relevance of each module’s discussion to your company. At least 1 month before the final presentation is due, meet to plan and prepare your presentation.
- The presentation should be a PowerPoint, prepared by a team of management consultants for the C-suite of the company. It can be no longer than 15 minutes and each team member needs to be part of the presentation.

The class will provide feedback on your presentation, adding points they think you may have missed and explaining why they agree/disagree with your conclusions.

**Class Discussion:**

Faculty as well as students are responsible for maintaining a positive and constructive professional atmosphere within the classroom. Each student must engage in discussion during every class session in order to perform well in the course.

Class discussion will be assessed using the following rubric:

<i>Grade</i>	<i>Criteria</i>
Excellent	An excellent student comes to class prepared; contributes readily to the conversation but does not dominate it; makes thoughtful contributions that advance the conversation; shows interest in and respect for others’ views; participates actively in small groups.
Better	A better student comes to class prepared; makes thoughtful comments when called upon; contributes occasionally without prompting; shows interest in and respect for other’ views; participates actively in small groups.
Good	A good student comes to class prepared, but does not voluntarily contribute to discussions and gives only minimal answers when called upon. Such students show interest in the discussion, listening attentively and taking notes. They may also participate fully in small group discussions.

Fair	A fair student participates in discussion, but in a problematic way. Such students may talk too much, make rambling or tangential contributions, interrupt others with digressive questions, or bluff when unprepared. Such students also participate actively in small groups.
Poor	A poor student does not come to class prepared; does not contribute to discussion voluntarily or when called upon; and does not participate in small group discussions. Such students may listen attentively but fail to contribute due to lack of preparation.
Failing	A failing student disrupts class discussion, whether actively by being negative or rude to others, or passively by appearing distracted, bored or sleepy.

### **NYU Stern Policies:**

Academic Integrity: Integrity is critical to the learning process and to all that we do here at NYU Stern. All students are expected to abide by the NYU Stern Student Code of Conduct. A student's responsibilities include, but are not limited to:

- A duty to acknowledge the work and efforts of others when submitting work as one's own. Ideas, data, direct quotations, paraphrasing, creative expression, or any other incorporation of the work of others must be clearly referenced.
- A duty to exercise the utmost integrity when preparing for and completing examinations, including an obligation to report any observed violations.

Grading Policies: At NYU Stern, we strive to create courses that challenge students intellectually and that meet the Stern standards of academic excellence. To ensure fairness and clarity of grading, the Stern faculty have adopted a grading guideline for core courses with enrollments of more than 25 students in which approximately 35% of students will receive an "A" or "A-" grade. In core classes of less than 25 students, the instructor is at liberty to give whatever grades they think the students deserve, while maintaining rigorous academic standards. Please see [www.stern.nyu.edu/uc/codeofconduct](http://www.stern.nyu.edu/uc/codeofconduct) for more information.

Students with Disabilities: Students whose class performance may be affected due to a disability should notify the professor early in the semester so that arrangements can be made, in consultation with the Henry and Lucy Moses Center for Students with Disabilities, to accommodate their needs. Please see [www.nyu.edu/csd](http://www.nyu.edu/csd) for more information.

### NYU Stern Course Policies

- Laptops, cell phones, smartphones, recorders, & other electronic devices may not be used in class unless advance permission is given by the instructor.
- Attendance is required. Absences will be excused only in the case of documented serious illness, family emergency, religious observance, or civic obligation. If you will miss class for religious observance or civic obligation, you must inform your instructor

no later than the first week of class. Recruiting activities are not acceptable reasons for absence from class.

- Students are expected to arrive to class on time and stay to the end of the class period. Students may enter class late or leave class early only if given permission by the instructor and if it can be done without disrupting the class. (Note that instructors are not obliged to admit late students or readmit students who leave class or may choose to admit them only at specific times.)
- Late assignments will either not be accepted or will incur a grade penalty unless due to documented serious illness or family emergency. Instructors will make exceptions to this policy for reasons of religious observance or civic obligation only when the assignment cannot reasonably be completed prior to the due date and the student makes arrangements for late submission with the instructor in advance.

### **Recommended Books:**

Wirtenberg, J. (2014). *Building a culture for sustainability: People, planet, and profits in a new green economy*. Santa Barbara, CA: Praeger.

Williams, E. F. (2015). *Green giants: How smart companies turn sustainability into billion-dollar businesses*. AMACOM.

Browne, J., Nuttall, R., & Stadlen, T. (2015). *Connect: How companies succeed by engaging radically with society*. WH Allen.

Sisodia, R., Sheth, J. N., & Wolfe, D. B. (2014). *Firms of endearment: How world-class companies profit from passion and purpose*. Pearson FT Press.

Mackey, J., & Sisodia, R. (2014). *Conscious capitalism: Liberating the heroic spirit of business*. Boston, MA: Harvard Business Review Press.

Makower, J., Mykleby, M, and Doherty, P. (2016) *The New Grand Strategy: Restoring America's Prosperity, Security, and Sustainability in the 21st Century*, St Martins Press.

Laszlo, C., & Zhexembayeva, N. (2011). *Embedded sustainability: The next big competitive advantage*. Stanford Business Books.

Stout, Lynn. (2012) *The Shareholder Value Myth*. Berrett-Koehler Publishers.

Robertson, M. (2014). *Sustainability: principles and practice*. Routledge.

Willard, B. (2012). *The new sustainability advantage: Seven business case benefits of a triple bottom line*. Gabriola Island, B.C.: New Society.

Meadows, D. H., & Wright, D. (2008). *Thinking in systems: A primer*. White River Junction, VT: Chelsea Green Pub.

Blackburn, W. R. (2007). *The sustainability handbook: The complete management guide to achieving social, economic and environmental responsibility*. London: Earthscan.

Winston, Andrew S. *The Big Pivot: Radically Practical Strategies for a Hotter, Scarcer and More Open World*. Harvard Business Review Press. 2015