

Introduction to Sustainable Development & Corporate Sustainability
Course Name: SD&CS

Credits	Two
Faculty Name	Prof. Tata L. Raghu Ram (XLRI) and Fr Donald D'Silva, SJ
Program	PGDBM
Academic Year and Term	2012-2013 - First Term

1. Course Description

Sustainable Development (SD) has most commonly been interpreted to mean “development that integrates socio-environmental and equitable benefit sharing concerns into decision making while contributing to inter and intra-generational human well being”. Various national and international policy and regulatory frameworks have emerged to encourage adaptation of SD practices. Historically, businesses have treated sustainability concerns as peripheral issues, outside the realm of mainstream business decision making. Social responsibility and environmental management have been framed as added costs driven primarily by guilt or regulation. However, over the last decade the understanding of business and sustainability inter-linkages has undergone a paradigm shift. It is now recognized that SD concerns create business risks as well as opportunities. To maximize a firm’s competitive advantage, managers should learn to include SD concerns into the full range of business operations and strategic decision making. Even more importantly, they need to be able to take advantage of the business opportunities inherent in society’s demands for SD. Managers now must wrestle with a variety of pressures and make difficult choices on how to integrate SD dimensions into business models and management systems.

In a nutshell, SD focuses on the inter-relationships between economic, social and environmental performance of business. Many business enterprises are now actively seeking to pull these together under a competitive strategy that captures the “triple bottom line.” There is a real potential for competitive advantage to be increasingly rooted in such new capabilities as waste minimization, designing for environment, going beyond compliance, social responsiveness, stakeholder negotiation, and gaining social consent to operate, etc.

a. Objectives:

This course is designed to,

- sensitize and equip students with skills to navigate the interface of business and SD.
- provide a critical overview of business risks and opportunities arising from growing demand for sustainable development.
- enhance student's ability to integrate sustainable development concerns into business decisions to gain competitive advantage.

2. Student Learning outcomes:

At the end of the course, students will be able to

- Develop an understanding of the emerging national/global Sustainable Development trends and their relevance to business management.
- Develop a sensitivity to view business decision making process through Sustainable Development lens
- Develop a familiarity with the various tools and frameworks that enable integration of SD concerns into business decision making

3. Standard Text Book/reference material*

*Reading material and references are incorporated in the session plan

4. TENTATIVE SESSION PLAN

Session 1, 2	What is Sustainable Development? • Complexity of inter and intra-generational equity, concept of time • Strong sustainability Vs. weak sustainability • Growth Vs. development • Concept of externalities and stakeholders, social cost Vs. private costs What is Corporate Sustainability? • How is it different from Sustainable Development? • Relevance of Corporate Sustainability in a globalized economy • Drivers of Corporate Sustainability • Business case & beyond for corporate sustainability Readings 1. Robert W. Kates, Thomas M. Parris, and Anthony A. Leiserowitz, (2005). What is Sustainable Development? Goals, indicators, values, and practice.Environment, Volume 47, Number 3. 2. Alfred A. Marcus and Adam R. Fremeth (2009). Green Management Matters Regardless. Academy of Management Perspectives. 3. John S. Moolakkattu (2010). Gandhi as a Human Ecologist. Journal of Human Ecology, 29(3).
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Sessions 3	Approaches to socio-environmental management and drivers of corporate sustainability • Precautionary principle • Command and control • Market based approaches • Stakeholder pressure / socio-environmental activism / Judicial activism Suggested Readings 1. Winston Harrington and Richard D. Morgenstern (2004) Economic Incentives versus Command and Control: what's the best approach for solving environmental problems? 2. MOEF (2010). Towards an Emission Trading Scheme for Air Pollutants in India – A concept note.
Session 4, 5	Creating capabilities: Social and environmental management tools and systems concepts • Environmental Impact Assessment (http://moef.nic.in/modules/divisions/eia/) • Life Cycle Assessment (http://www.wbcsd.org) • Environmental Managements Systems, ISO 14001 (http://www.iso.org/iso/iso_14000_essentials) • Industrial ecology (http://www.roionline.org/) • ISO 26000: Social responsibility guidance standard (http://www.iso.org/iso/social_responsibility) • Global Reporting Initiative (http://www.globalreporting.org)
Session 6	Ecosystem services and human well being • Business risks & opportunities arising from ecosystem change • Emerging Markets for ecosystem services • Net Present Value of Forests and CAMPA Suggested Readings 1. World Resources Institute (2009). The Corporate Ecosystems Review: Guidelines for Identifying Business Risks & Opportunities arising from ecosystem change. 2. Central Empowered Committee (2006). Calculation of net present value (NPV) payable on use of forest land of different types for non-forest purposes
	Business functional areas & Corporate Sustainability
Sessions 7	Marketing and Corporate Sustainability Suggested Readings 1. Sheila M. J. Bonini and Jeremy M. Oppenheim (2008). Helping 'green' products grow. The McKinsey Quarterly. 2. Sanjay K. Jain and GurmeetKaur (2004). Green Marketing: An Attitudinal and Behavioural Analysis of Indian Consumers. Global Business Review; 5; 187. 3. UNEP (2005). Talk the Walk: Advancing Sustainable Lifestyles through Marketing and Communications 4. Jacquelyn A. Ottman, Edwin R. Stafford, and Cathy L. Hartman (2006). Avoiding Green Marketing Myopia. Environment. Volume 48, Number 5.
Session 8	Finance and Corporate Sustainability Suggested Readings 1. Translating ESG into sustainable business value: Key insights for companies and investors. Report from an international workshop series of the WBCSD and UNEP FI, March 2010 2. Comparative Analysis of the Equator Principles and Indian Legislation. Centre

	for DevelopmentFinance, Institute for Financial Management and Research. 3. Dow Jones Sustainability Index. http://www.sustainability-index.com/
Session 9	HRM and Corporate Sustainability Suggested Readings 1. Research Network of Business Sustainability (2008). Knowledge Forum on Engaging the Community. Richard Ivey School of Business, University of Western Ontario and Paul J. Hill School of Business, University of Regina 2. WBCSD <i>et al.</i> (Undated). Driving Success: Human Resources and Sustainable Development.
Session 10	Organizational Leadership and Corporate Sustainability Suggested Readings 1. Cynthia A. McEwen and John D. Schmidt (2007). Leadership and the Corporate Sustainability Challenge. Avastone Consulting. 2. EgonZehnder International (2009). Sustainability Leadership Making Change Happen: Part I The Executive. 3. EgonZehnder International (2009). Sustainability Leadership Making Change Happen: Part II The Team.
Session 11	Operations, Supply Chain Management and Corporate Sustainability Suggested Readings 1. Charles J Corbett; Robert D Klassen (2006). Extending the Horizons: Environmental Excellence as Key to Improving Operations. Manufacturing & Service Operations Management. 2. SustainAbility (2011). Signed, Sealed...Delivered? Eco-labels, trust and behavior change across the value chain. Phase One White Paper 3. SustainAbility, UNEP and UNGC (2008). Unchaining Value: Innovative approaches to sustainable supply. 4. Samir K. Srivastava (2007). Green supply-chain management: A state-of the-art literature review. International Journal of Management Reviews.
Sessions 12, 13	Strategic Management& Corporate Sustainability: Emerging Trends Suggested Reading 1. Porter, M. & Kramer, M. (2011). The Big Idea: Creating Shared Value. Harvard Business Review, 89(1, 2), 62-77. 2. UNEP (2011). Towards a Green Economy: Pathways to Sustainable Development and Poverty Eradication - A Synthesis for Policy Makers.

*Each session is for 90 minutes

Each Session will follow a time plan as below:

1. The course instructor will introduce the day's topic, theoretical background and business implications (45 minutes)
2. Group presentation on industry / case examples (20 minutes)
3. Open discussion (20 minutes)
4. Class management, attendance etc (5 minutes)

5. Evaluation:

1. Group presentation 20%
2. Individual project 20%
3. Surprise quizzes 20%
4. End term 40%

6. Academic Integrity:

Class Attendance: Students should attend each class session, except in the case of illness and/or extenuating circumstances.

Students are expected to display their honesty to complete their course successfully. Failing in the following will be treated with serious consequences:

- Copying from another student's paper/records;
- Collaboration with another student during the examination/tests
- Substituting for another person in the class or in an examination
- Duplicity of any kind in the assignments or home task.
- Plagiarism: incorporating others' works without acknowledgement or references.

Late Assignments/projects: No late submissions of assignments/projects will be entertained.

Group presentations: Starting from session 2, students in groups of 5 will make presentations. Each presentation will be for 20 minutes. Students should research on the topic of the day (go beyond prescribed readings), and should make compelling presentations substantiated with company/industry/corporate examples (Indian, as far as possible). Group wise presentation topics are given below:

Session 2: Group 1: Business relevance of the concepts of Deep ecology & Earth charter

Session 3: Group 2: Market based instruments for environmental management

Session 4: Group 3: Life Cycle Assessment

Session 5: Group 4: Industrial Ecology

Session 6: Group 5: Emerging Markets for ecosystem services

Session 7: Group 6: Green Marketing

Session 8: Group 7: Mergers and acquisitions and sustainability

Session 9: Group 8: HR for sustainability

Session 10: Group 9: Responsible leadership

Session 11: Group 10: Greening the supply chains

Session 12: Group 11: Strategy and sustainability

Session 13: Group 12: Global green new deal