Faculty: Diana Watts, Ph. D  
Email: dwatts19@jhu.edu  
Office Hours:  
By appointment via phone or Adobe Connect. Please contact the instructor by email to set up an appointment.

Course Description  
This course provides an introduction to sustainable business strategies practiced by US companies. Students will examine the evolution of CSR and triple bottom line management in the context of competing stakeholder interests. Given that sustainability practices differ by sector, company and country, specific illustrations will be discussed in relation to deforestation, water and waste. Attention will be placed on evolving regulatory regimes including compliance mechanisms such as certification and auditing as well as voluntary partnering with NGO’s and government agencies. The discussion of sustainable business strategies will be approached as a policy debate that continues to be shaped at both the national and global levels.

Readings  
There is no textbook for this course.  
Readings are listed in the Course Schedule below. Readings are available via the links below as well as on Johns Hopkins EReserves (ARES) link on the left menu in your Blackboard course.

Course Learning Outcomes  
Knowledge Outcomes  
- Describe the complex relationships across corporate, governmental and civil society in pursuit of economic growth framed by an expanded understanding of corporate social responsibility  
- Identify and evaluate existing models of regulatory regimes through government/ NGO/ corporate initiatives  
- Analyze emerging models of the circular economy, sustainable business practices and governance strategies  
- Research policy cases of interest to the student to unravel the roles and relationships of various actors within a particular sector.  
- Develop recommendations and points of intervention to support sustainable development and stewardship of the ecosystem

Assignments
• **Assignment #1: Weekly Discussion Boards and Participation (15%)**
  Six weekly discussion posts would highlight areas of competing viewpoints and issues of professional interest. Initial post would be due by Wednesday (1 post required). Dialogue with classmates would be completed by Saturday (2 responses required).

  Weeks, 1, 2, 6, 9, 12, 13

• **Assignment #2: Annotated Bibliography (10%)**
  Identify 5 sources and provide a brief summary, analysis and evaluation of the argument for each source. Topics will be selected from list provided by instructor. Student would comply with guidelines for a writing an annotated bibliography.

  Week 4- rubric

• **Assignment #3: Blog Postings (20%)**
  Blog posts (3) would require student to extend thinking beyond the readings and develop an original analysis of one key issue and post it in the format of a blog; Topics would be given but (3-5) additional sources would be original. This may include multi-media options, or more generally links to related materials.

  Weeks 3, 5, 10

• **Assignment #4: Mapping the System: Choose one sector case to describe and analyze supply chain, governance setting and intervention points (25%)**
  Develop a graphic (supply chain) and narrative that will map, describe and analyze current actions and emergent sustainability practices of either the fishing or coffee industry; Objective will be to recognize policy dilemmas but also potential for interventions. Student will choose three specific dilemmas to address. It is expected that a reference list of 5 additional sources will be developed. Description and diagram of graphic will be provided by instructor. Students may propose an alternative sector to the instructor. Papers will be peer reviewed.

  Week 7 & 8- rubric

• **Assignment #5: Sustainable Business Case Position Paper: Assessments and Recommendations (30%)**
  Position paper (25%) will build on course materials from weeks 9-13 to extend analysis of two of the sustainable business approaches. These will be compared/ contrasted and assessed from the perspective of business, government and civil society. As environmental scientists, specific recommendations will be offered to business leaders
from an ecosystem focus. Students will develop narrated power point presentation for presentation during week 16. (5%)

Week 14, 15, 16 Rubric

Late Policies
Deadlines are firm but in the event an issue arises, contact the instructor as early as possible. A revised deadline will be established only if known prior to the assignment deadline. Otherwise, one point will be deducted from the value of the assignment for each day that the submission is late. Please note that in the event of planned travel and related limited connectivity, assignments should be submitted in advance.

Feedback
Assessments will be provided throughout the course. Discussion posts based on timely participation and quality of post will receive initial grade after week 6; blog posts will be graded per assignment. For all other assignments, rubric will be made available with the assignment description.

GRADING POLICY

<table>
<thead>
<tr>
<th>Letter</th>
<th>Grade Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>A+</td>
<td>98% to 100%</td>
</tr>
<tr>
<td>A</td>
<td>94% and less than 98%</td>
</tr>
<tr>
<td>B</td>
<td>90% and less than 94%</td>
</tr>
<tr>
<td>B+</td>
<td>88% and less than 90%</td>
</tr>
<tr>
<td>B</td>
<td>84% and less than 88%</td>
</tr>
<tr>
<td>B-</td>
<td>80% and less than 84%</td>
</tr>
<tr>
<td>C</td>
<td>70% and less than 80%</td>
</tr>
<tr>
<td>F</td>
<td>0% and less than 70%</td>
</tr>
</tbody>
</table>

COURSE SCHEDULE

Module 1 – Setting the Framework: Economic Growth and the Ecosystem

Week 1 – Introduction to the Debate
Week Two  Globalization, Consumption and Governance


Week Three  Eco-Business: Setting the Contours of the Policy Discussion


Module 2 – Evolution of Corporate Social Responsibility

Week Four  Corporate Social Responsibility: an evolving concept


Week Five  Global Value Chains and the Global Economy


Module 3 – Regulatory Regimes
Week Six  Governance models: Approaches to Regulation

Week Seven  Certification and Eco-labeling: Case- MSC and the Global Fishing Industry

Week Eight  Certification and Fair Trade: Coffee Industry

Module 4 – Is there a Business Case for Sustainable Business?

Week Nine  Understanding the Circular Economy

• Ellen McArthur: Reports on CE
  - [https://www.greenbiz.com/article/defining-circular-economy-beyond-recycling-material-reuse](https://www.greenbiz.com/article/defining-circular-economy-beyond-recycling-material-reuse)

• Business Commission (skim website)
  - [http://businesscommission.org/](http://businesscommission.org/)

**Week Ten  Hybrid Corporation: combining value creation with values**


  - doi:10.1525/cmr.2014.57.1.117

  - doi:10.5465/amj.2010.0772

**Week Eleven (SPRING BREAK)**

**Week Twelve  B-Lab (Guest Speaker)**

• B-Lab Blog: [http://www.bcorporation.net/blog](http://www.bcorporation.net/blog)


• Kim, S., Karlesky, M., Myers, C., Schifeling, T., (June 17, 2016) Why companies are becoming B Corporations. *Harvard Business Review.*

• Skim entire website: [http://bftw.bthechange.com/](http://bftw.bthechange.com/)
• Skim entire website: http://bimpactassessment.net/case-studies

Week Thirteen  Value Chain Transparency


Week Fourteen  Business as Usual or Signs of a Paradigm Shift?


Module 5 – Sustainable Futures, Sustainable Development

Week Fifteen  Sustainable Development and the Future(s) of the Global Economy


Week Sixteen  Team Presentations & Discussions: Final Comments

• Narrated PPT presentations from individual students
COURSE COMMUNICATION POLICY & PROTOCOLS

Contacting the Instructor

• For questions about course content, assignments, etc. that would be of interest to other students, please post your questions on the Syllabus and Assignment Question forum.
• For other questions or to set up an appointment for office hours, contact the instructor via email. You will receive a response within 24-48 hours.
• All email messages will be sent to you via your JHU email account, so you should be in the habit of checking that account every day or you should ensure that your JHU email account forwards messages to another account of your choice.

Network Etiquette (i.e. “Netiquette”)
In this course, online discussion will be primarily take place in our online discussion board. In all textual online communication it’s important to follow proper rules of netiquette. What is netiquette? Simply stated, it’s network etiquette — that is, the etiquette of cyberspace. And "etiquette" means the social and cultural norms of communicating with others in a proper and respectful way. In other words, netiquette is a set of rules for behaving and interacting properly online.

The Netiquette “Core Rules” are a set of general guidelines for cyberspace behavior. They probably won't cover all situations, but they should give you some basic principles to use in communicating online.

Course Protocols

How will I know about changes to the course?
Frequently, you will find new announcements posted in the Announcements, which contain information about current course activities that you are working on and any changes to the course. Please check announcements every time that you log into your online course.

How should I communicate with others in this course?
You should communicate often with your classmates and with your instructor. The majority of communication will take place within the Discussion forums. When you have a question about an assignment or a question about the course, please contact your instructor, or post your question in the course’s “Syllabus & Assignment Question” forum.

Are there any requirements for sending e-mail messages?
When you send an e-mail message to the instructor or to another participant in the course, please observe the following guidelines:
• Include the title of the course in the subject field.
• Keep messages concise, and check spelling and grammar.
• Send longer messages as attachments.
• Sign your full name (the sender’s email is not always obvious).
Specific Technology Requirements & Skills for this Course
This course requires the use of a computer that complies with the following hardware specifications. For specifics, please see the recommendations of the Information Technology Office at Johns Hopkins.

Learning online requires some basic knowledge of computer technology. At a minimum, you need to be able to:
• Navigate in and use Blackboard; the Blackboard Student Orientation course on your “My Institution” page
• Create and save MS Word documents; see MS Word training and tutorials for PC users (all versions); Word Help for Mac users
• Find basic resources on the Internet
• Create and organize files & folders on your computer
• Send, receive, and manage email

UNIVERSITY POLICIES

General
This course adheres to all University policies described in the academic catalog. Please pay close attention to the following policies:

Students with Disabilities
Johns Hopkins University is committed to providing reasonable and appropriate accommodations to students with disabilities. Students with documented disabilities should contact the coordinator listed on the Disability Accommodations page. Further information and a link to the Student Request for Accommodation form can also be found on the Disability Accommodations page.

Ethics & Plagiarism
JHU Ethics Statement: The strength of the university depends on academic and personal integrity. In this course, you must be honest and truthful. Ethical violations include cheating on exams, plagiarism, reuse of assignments, improper use of the Internet and electronic devices, unauthorized collaboration, alteration of graded assignments, forgery and falsification, lying, facilitating academic dishonesty, and unfair competition. Report any violations you witness to the instructor.

Read and adhere to JHU’s Notice on Plagiarism.

Dropping the Course
You are responsible for understanding the university’s policies and procedures regarding withdrawing from courses found in the current catalog. You should be aware of the current deadlines according to the Academic Calendar.

Getting Help
You have a variety of methods to get help. Please consult the help listed in the "Blackboard Help" link in the online classroom for important information. If you encounter technical difficulty in completing or
submitting any online assessment, please immediately contact the designated help desk listed on the AAP online support page. Also, contact your instructor at the email address listed atop this syllabus.

Copyright Policy:
All course material are the property of JHU and are to be used for the student's individual academic purpose only. Any dissemination, copying, reproducing, modification, displaying, or transmitting of any course material content for any other purpose is prohibited, will be considered misconduct under the JHU Copyright Compliance Policy https://www.jhu.edu/assets/uploads/2016/11/compliance_policy.pdf, and may be cause for disciplinary action. In addition, encouraging academic dishonesty or cheating by distributing information about course materials or assignments which would give an unfair advantage to others may violate AAP’s Code of Conduct http://advanced.jhu.edu/wp-content/uploads/2013/01/AAP1101_CodeofConduct.pdf and the University’s Student Conduct Code http://studentaffairs.jhu.edu/policies/student-code/. Specifically, recordings, course materials, and lecture notes may not be exchanged or distributed for commercial purposes, for compensation, or for any purpose other than use by students enrolled in the class. Other distributions of such materials by students may be deemed to violate the above University policies and be subject to disciplinary action.

This syllabus was prepared by Diana Watts, Ph.D. 2016  All rights reserved.