

**University of North Carolina Chapel Hill  
Kenan-Flagler Business School**

**MBA899-973B TOPICS IN BUSINESS: INTEGRATING SUSTAINABILITY**

[Olga Hawn](#)

Associate Professor, Strategy and Entrepreneurship  
Faculty Director, Center for Sustainable Enterprise  
Sustainability Distinguished Fellow  
[olga@unc.edu](mailto:olga@unc.edu)

**LEARNING MODE: ONLINE**

**LOGISTICS: 9AM-4.05PM AUGUST 27<sup>TH</sup>, 2021 ON ZOOM.** [Link](#) Meeting ID: 976 8774  
6540 Passcode: 673412

**COURSE PACK:** <https://hbsp.harvard.edu/import/852177> Pls use your KF account to register for HBR, if you haven't done this already.

**COURSE DESCRIPTION:** “Integrating Sustainability” is a one-credit course (1.0 credit), scheduled and offered as a full one day live virtual seminar with pre-work which will explore sustainability strategy adoption and implementation, the challenges and opportunities that such strategy represents, and how managers can launch a successful sustainability strategy and become more effective social change agents. We will use the Roadmap for Integrated Sustainability to understand how to integrate sustainability-related goals and strategies across the organization. The course is supported by pre-work in the form of asynchronous lectures, readings, multimedia case study, simulation, as well as how to guides for managers. The live seminar on August 27<sup>th</sup> will host a range of sustainability professionals from different industries that will discuss their current challenges and solutions in regard to integrating sustainability.

**GRADING**

Pre-work	35%	Case study, readings, lectures, simulation, quizzes
Attendance and Participation	35%	Zoom
Post-work: Individual assignment	30%	1,000 words

*Pre-work (35%)*

You are expected to watch all of the video recordings by the professor and fill out the quizzes in-between. The online simulation that you will do at home as well as the case study are included in pre-work. We will discuss them in the live virtual seminar. Some of the readings are required, while others are optional. I trust you to choose readings that are of interest to you. Also, please share any questions that you might have about any of the

material or outside of what you are given before our sync session. Please use Discussions on Canvas to post questions as well as anything you would like to share before, during and after the live virtual seminar.

### Attendance and Participation (35%)

35% of your grade will be based on attendance of and participation in the live virtual seminar on Zoom on August 27<sup>th</sup>, 2021. Attendance will be tracked and displayed in the Canvas course website. Students should keep their audio muted except when speaking, have their cameras on for the duration of the class, be present, participate in polls and breakouts, use the feature “raise your hand” or chat to make a comment or ask a question.

### Post-work: Individual assignment (30%)

Write a **case analysis of the firm of your choice**. Identify what the firm is doing to address sustainability and how it fits into the firm’s strategy. Evaluate whether these efforts are integrated into 1) the company’s strategy, 2) operational processes, and 3) culture, and provide a source of 1) innovation, 2) productivity, 3) market differentiation and/or 4) growth. Propose actions that managers of this firm can take to integrate sustainability. To help you evaluate what the firm is doing and how effective it is, you can collect data in the form of sustainability reports, public filings, and ESG ratings. Word limit: 1,000 **Deadline: September 1<sup>st</sup>, 2021**

**COURSE ADMINISTRATION** Please e-mail MBA Online Registrar [onlineMBAregistrar@kenan-flagler.unc.edu](mailto:onlineMBAregistrar@kenan-flagler.unc.edu) for any administrative questions and [olga@unc.edu](mailto:olga@unc.edu) if you have any questions about the content.

### Class Material:

An important part of the class material (case study and simulation) is available on [hbr website](#) (this is the course pack listed above). The rest of the material is available for free either on Canvas under Files or by following the hyperlink in the syllabus. My slides will be available on Canvas after our virtual live seminar. Treat these as your notes, I will make sure to include as much useful information on the slides as possible. The virtual live seminar will also be video-recorded in case you miss anything.

### **PRE-WORK**

**REQUIRED CASE STUDY:** “Burt’s Bees: Balancing Growth and Sustainability” (multi-media case, HBS) and Burt’s Bees’ [2025 Impact Report](#) (Canvas)

**REQUIRED EXERCISE:** “Change Management Simulation: Power and Influence V3” HBS

### **READINGS**

**Required:**

1. [UN roadmap for integrating sustainability](#) (Canvas)
2. George Serafeim “Social-Impact Efforts That Create Real Value” (2020) HBR (to get this article for free, pls go to our library page <https://kenanflaglerresearchtools.web.unc.edu/> choose the first place to look for listed on the page – Business Source Premier – type in the title of the article and click search – download it and read)
3. “Walking the Talk? A Report on the Sustainability Communication of the NASDAQ OMX Stockholm Large Cap Index Companies” (2019) Stockholm School of Economics (Canvas)

**Optional:**

1. Albemarle Corporation sustainability [reports](#)
2. Clorox Sustainability [Report](#)
3. Metlife Sustainability [Report](#)
4. Trane Technologies Sustainability [Report](#)
5. Novozymes Sustainability [Report](#) and [ESG Integration](#) section in particular
6. HBR “The Board’s Role in Sustainability”  
<https://hbr.org/2020/09/the-boards-role-in-sustainability>
7. HBR “The Investor Revolution”  
<https://hbr.org/2019/05/the-investor-revolution>
8. “SDG Ambition: Scaling Business Impact for the Decade of Action” (2020) UN Global Compact (Canvas)
9. “Awareness, Simplification, and Contribution: Core Requirements Needed to Actually Achieve the United Nations’ Sustainable Development Goals” (2019) UBS White Paper for the World Economic Forum Annual Meeting 2019 (Canvas)
10. “Integrating the SDGs into Corporate Reporting: A Practical Guide” (2018) UN Global Compact (Canvas)
11. “How to Report on SDGs: What good looks like and why it matters” (2018) KPMG report (Canvas)
12. Hawn, O. & Ioannou, I. (2016) “Mind the Gap: External and Internal Actions in the Case of Corporate Social Responsibility” *Strategic Management Journal* (Canvas)
13. “Business Models for Shared Value: A guide for Executives” (2016) Network for Business Sustainability (Canvas)
14. “Planning for a Shared Vision of a Sustainable Future: A Guide for Executives” (2014) Network for Business Sustainability (Canvas)
15. “Long-Term Thinking in a Short-Term World: A Guide for Executives” (2015) Network for Business Sustainability (Canvas)
16. Embedding purpose roundtable [summary](#)

17. “CEO Decision Making for Sustainability: Executive Guide” (2016) Network for Business Sustainability (Canvas)
18. “Embedding sustainability in Organizational Culture: A how-to guide for executives”. (2010) Network for Business Sustainability (Canvas)
19. <http://iveybusinessjournal.com/publication/ten-ways-to-help-companies-become-sustainable-in-2013/>
20. “Making the Pitch: Selling Sustainability From Inside Corporate America” 2012 Report on Sustainability Leaders
21. Bertels, A., Schulschenk, J., Ferry, A., Otto-Mentz, V., and Speck, E. (2016) a) “Supporting your CEO and their Decision-Making around Sustainability”, and b) “Supporting your CEO: Tactical Inventory” (Canvas)
22. UN Report “Talk the Walk: Advancing Sustainable Lifestyles through Marketing and Communications” (Canvas)
23. UN Global Compact “Decent Work Toolkit for Sustainable Procurement”: <https://www.unglobalcompact.org/take-action/sustainableprocurement>
24. UN Global Compact “Guide To Traceability: A Practical Approach to Advance Sustainability in Global Supply Chains” (Canvas)
25. UN Global Compact “Supply Chain Sustainability: A Practical Guide for Continuous Improvement” (Canvas)

#### **SCHEDULE FOR THE LIVE VIRTUAL SEMINAR ON AUGUST 27<sup>TH</sup>, 2021**

Topic	Duration	Start	End
1. Welcome and Introduction to Integrating Sustainability • with Prof. <b>Olga Hawn</b>	30 mins	9:00 am	9:30 am
2. Integrating Sustainability Across Various Functions: Challenges and Opportunities from the Field • with <b>Paula Alexander</b> , Senior Director, Sustainability, Clorox	30 mins	9:30 am	10:00 am
3. Sustainability Goal Setting Process & Integration • with <b>Josh Wiener</b> , Assistant Vice President, Global Sustainability, Metlife	45 mins	10:00 am	10:45 am
4. Break	15 mins	10:45 am	11:00 am

5. Discussion of Burt's Bees Case and Business Models for Shared Value • with Prof. <b>Olga Hawn</b> - breakouts	30 mins	11:00 am	11:30 am
6. Integrating Sustainability at Burt's Bees: Leading the Industry Toward a Common Standard • with <b>Matt Kopac</b> , Associate Director, Health & Beauty Sustainability, Burt's Bees	60 mins	11:30 am	12:30 pm
7. Lunch Break	30 mins	12:30 pm	1:00 pm
8. Sustainability Integration from Investor Perspective • with <b>Meredith Bandy</b> , Vice President of Investor Relations and Sustainability, Albemarle Corporation	30 mins	1:00 pm	1:30 pm
9. Integrated ESG Reporting, Goal Setting & Climate Change • with <b>Ben Tacka</b> , Sustainability Programs Leader, Trane Technologies	45 mins	1:30 pm	2:15 pm
10. Lessons Learned • with Prof. <b>Olga Hawn</b> – breakouts – lessons	15 mins	2:15 pm	2:30 pm
11. Break	15 mins	2:30 pm	2:45 pm
12. Simulation Discussion • with Prof. <b>Olga Hawn</b> – breakouts – lessons	30 mins	2:45 pm	3:15 pm
13. Using Sustainable Development Goals to Integrate Sustainability • with <b>Arlan Peters</b> , Head of Sustainability, Novozymes North America	45 mins	3:15 pm	4:00 pm
14. Wrap-up (Professor will stay in the room till 5 pm to answer any questions you might have)	5 mins	4:00 pm	4:05 pm

### HONOR CODE

The University of North Carolina at Chapel Hill has had a student-administered honor system and judicial system for over 100 years. The system is the responsibility of students and is regulated and governed by them, but faculty share the responsibility. If you have questions about your responsibility under the honor code, please bring them to me or consult with the office of the Dean of Students or the *Instrument of Student Judicial Governance*. This document, adopted by the Chancellor, the Faculty Council, and the Student Congress, contains all policies and procedures pertaining to the student honor system. Your full participation and observance of the honor code is expected.