SUSTAINABILITY, INNOVATION, AND ENTREPRENEURSHIP
GBUS 8060

Syllabus

Course Description

The purpose of this course is to provide students with practical information on the growing frontier of innovation and entrepreneurial activity at the nexus of business and natural systems. The term sustainable business refers to competitively advantageous strategies and practices that firms adopt to grow revenues, cut costs, improve market share, enhance brands, and redesign products and processes to reduce or eliminate adverse environmental and health impacts. Students will study the trends and science driving growing demand for clean technology and lifecycle product designs. Students will look at the drivers of corporate innovation, strategic shifts, and new markets; learn skills to identify market opportunities; and understand the tools, concepts, and frameworks used by companies currently pursuing sustainable business opportunities. Through the use of articles, technical notes, cases, and guests, the course examines company strategies and practices while providing history and frameworks for context and comprehension.

About Darden School of Business Course Syllabi

The Darden Graduate School of Business Administration is regularly recognized as having one of the world’s premier teaching faculties within business education. Darden Business Publishing is pleased to provide current Darden course syllabi for verified faculty members. They provide instructors with context as to how cases used in a particular sequence achieve the learning outcomes of the teaching teams at the Darden School. Use the modules in these course syllabi as a reference for updating the case materials within your school’s programs.
Course Objectives

- Provide information, frameworks, and tools for identifying and pursuing sustainable business opportunities
- Inform students of the changing dynamics of nature–human interdependencies globally
- Examine examples of innovators implementing successful green strategies

Course Instructor

<table>
<thead>
<tr>
<th>Darden Course Instructor</th>
<th>Cases by This Author</th>
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<tbody>
<tr>
<td>Andrea Larson</td>
<td>Larson cases</td>
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Course Outline

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<thead>
<tr>
<th>Class</th>
<th>Materials</th>
<th>Topic</th>
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<tbody>
<tr>
<td>1</td>
<td>“The Business Case for Environmental Sustainability” (UVA-MOD-0157)</td>
<td>New Conditions, New Opportunities</td>
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<td></td>
<td>“Nike: Moving Down the Sustainability Track Through Chemical Substitution and Waste Reduction” (UVA-ENT-0098)</td>
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<td>“The New Strategic Frontier: Environment, Sustainability, and Entrepreneurial Innovation” (UVA-ENT-0041)</td>
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<td>2</td>
<td>“Coastwide Labs: Product and Strategy Redesign in Commercial Cleaning Products” (UVA-ENT-0096)</td>
<td>Challenges of an Anthropogenic Earth</td>
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<td></td>
<td><strong>Book:</strong> The Ecology of Commerce: A Declaration of Sustainability, preface and chapters 1–4</td>
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<td></td>
<td>“Tragedy of the Commons” by Garrett Hardin, Science 13 (December 1968)</td>
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<td>3</td>
<td>“Walden Paddlers” (UVA-ENT-0027)</td>
<td>Entrepreneurship and the Innovation Process</td>
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<tr>
<td>4</td>
<td>“Walden Paddlers” (UVA-ENT-0027) (continued)</td>
<td>Frameworks, Tools, Supply Chains</td>
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“Green Supply Chains” (UVA-ENT-0136)
“The Natural Step” (UVA-ENT-0039)

### “Real Estate and Building Design” (UVA-MOD-0158)

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<td></td>
<td>“Corporate Greenhouse Gas Accounting: Carbon Footprint Analysis” (UVA-ENT-0113)</td>
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<td>6</td>
<td>“East West Partners: Sustainable Business Strategy in Real Estate and Ski Resorts” (UVA-ENT-0093)</td>
<td>Real Estate, Resorts, Ecosystem Services Markets</td>
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**Guests:** Aaron Revere, Darden MBA, formerly Director, EWP Sustainability Program, now Director of Real Estate, Tredegar Corporation/Falling Springs, Richmond, VA; and James Parker, Darden MBA, Manager, Tredegar/Falling Springs

Visit these websites to obtain a basic understanding of markets for ecosystem services; also visit Falling Springs site

**Links:**  
Falling Springs  
http://en.wikipedia.org/wiki/Ecological_goods_and_services  
http://en.wikipedia.org/wiki/Market-based_instruments

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<td>“Method Products: Sustainability Innovation as Entrepreneurial Strategy” (UVA-ENT-0159)</td>
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<td></td>
<td>“B Corporation: A New Sustainable Business Model” (UVA-ENT-0155)</td>
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<td>“Environmental Health: Chemicals in Breast Milk” (UVA-ENT-0078)</td>
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**“Toxic Chemicals: Responding to Challenges and Opportunities” (UVA-ENT-0043)**

**Guests:** Drummond Lawson, Director, Sustainability Strategy, Method; and Josh Handy, Sr. Director of Industrial Design, Method

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**“Project FROG: Sustainability and Innovation in Building Design” (UVA-ENT-0158)**

**“Rating Environmental Performance in the Building Industry: Leadership in Energy and Environmental Design (LEED)” (UVA-ENT-0053)**

**Book:** *Innovation and Entrepreneurship*, chapter 2

**Guest:** Mark Miller, Founder and Board Member, Project FROG

**“Environmental Sustainability as Corporate Strategy” (UVA-MOD-0159)**

**9**

**Guest:** Will Teichman, Darden MBA, Office of Environmental Sustainability, Target Corporation

**Corporate Responsibility Website**

“Look Who’s Stalking Wal-Mart,” *BusinessWeek*

“Target Puts Recycling Bins in all Its Stores,” *Reuters*

“Target Discontinues the Sale of Famed Salmon,” Greenpeace.org/News

“Target, CVS Put Plastic Bags in the Bull’s Eye, Pay for Reusables,” USA Today.com/Money

“Why Sustainability Is Now the Key Driver of Innovation” (HBR article)

**10**

**“REI: Sustainability Strategy and Innovation in the Outdoor Gear and Apparel Industry” (UVA-ENT-0162)**

**Kevin Hagen Interview**

**Guests:** Kevin Hagen, Director of Corporate Social Responsibility, REI; and Kirk Myers, Corporate Social Responsibility Manager, REI

**“Innovations in Materials and Energy” (UVA-MOD-0160)**

**11**

**“Meeting the Challenges to Sustainability Through Green Chemistry” by P. Anastas, Green Chemistry 5 (April 2003)**


**WarnerBabcock Institute website**

**Guests:** Dr. John Warner, Founder/President and Chief Technology Officer, Warner Babcock Institute; Dr. Amy Cannon, Founder/Executive Director, Beyond Benign Foundation
12 "Natureworks: Green Chemistry’s Contribution to Biotechnology, Innovation, Commercialization, and Strategic Positioning" (UVA-ENT-0089)

“Gevo” (UVA-ENT-0161, pending publication)

Gevo’s SEC IPO filing


“Star Investor Vinod Khosla Responds.” Wesoff and Kholsa, Greentechmedia.com (March 2010)

Guest: Patrick Gruber, Entrepreneur/Founder, NatureWorks (Cargill); CEO of Gevo

13 “Calera: Entrepreneurship, Innovation, and Sustainability” (UVA-ENT-0160)


“Climate Change” (UVA-ENT-0157)


Guests: Brent Constantz, Founder, Calera; Aurelia Setton, Vice President of Business Development, Calera

14 Visit www.mbd.com—review website information thoroughly


Listen to William McDonough’s TED talk: http://www.ted.com/talks/william_mcdonough_on_cradle_to_cradle_design.html

Finish reading Cradle to Cradle

Guest: Ken Alston, CEO, McDonough Braungart Design Chemistry

15 Student Presentations, Final Comments, Student Evaluations