

UC Berkeley-Haas Summer Abroad Program: Geneva 2018

Business innovation for sustainability, social responsibility, and positive impact
UGBA 193i.1

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WELCOME TO UGBA 193I!

As corporations have grown in influence, concerns over their impact on people and the planet have also grown – pushing sustainability, social responsibility, and the wider impact of business into the spotlight. Yet business is also a source of economic growth, innovation, and positive impact. The Aspen Institute points out that *“The intersection of business needs and wider societal concerns... is a critical part of contemporary business, because without an understanding of this interdependency, neither business nor the society in which it operates can thrive.”*

The purpose of the program is to explore the interdependency by looking at what drives innovation in business, exploring the issues of sustainability, labor, stakeholder responsibility and impact from a business perspective, and assessing those same issues from the NGO and governmental perspective.

The course approaches the subject from two perspectives:

1. Issues-based -- focusing on ethics, CSR, sustainability and resource constraints, labor, public/private partnerships, and business impact, and
2. Applied - looking at business innovation, and the challenges and issues faced in specific (“vertical”) industries such as food, pharmaceuticals, clothing, and finance.

For those of you who are Haas majors, you will recognize a few of the topics (ethics, CSR, sustainability, governance) from UGBA107 – or will see them again in that course. But our intent is to quickly introduce the foundation for each of these, so that we can move on to their application across a broad range of industries, and assess first-hand how effectively the NGOs and companies we will be reading about and meeting with address the issues.

Teaching Methods

The classroom tools we will use are consistent with the format of many of other courses taught at Haas. This includes some case-method type discussion, team-based project work, and further in-class discussion and exercises using a “flipped classroom” model. We will also use blogs and other online tools for you to develop and share work.

I expect that the class collectively will have a wide range of viewpoints – from activist to future corporate executive. The subject matter of the class is intended to be subjectively internalized – ongoing reflection will assist you in processing the learning and developing a mental model for the role of business in society, as well as your own future role.

Let's Talk About Geneva...

Geneva is a global hub for both multinational companies and NGOs. We will integrate frequent speaker visits and "field trips" into the curriculum from both camps, to take full advantage of our location.

The University of Geneva (UNIGE) is our partner in this program, offering us classroom space, assistance with securing student housing, and some administrative support. In exchange, we have offered them some seats in the course, and some faculty involvement. Please treat our hosts as just that – hosts – and treat their staff and facilities as you would want their students to treat ours if we were at Cal (or whatever your home school is.)

Grading, Attendance, and Expectations

Yes, it is summer. And we are in Europe. But we are compelled to deliver 90 hours of instruction and hold you accountable for attendance and course work.

We understand that you may have an unexpected travel issue, illness, or other reason to miss a class. But missing multiple classes, or a pattern of tardiness or early exits will - at minimum - impact your grade, and possibly lead to dismissal from the program. More than just showing up, we also ask that you be present: participating and giving attention to the instructors and guest speakers.

Your grade will be based on five factors:

- In class participation/team collaboration 20%
- Small Team Project presentation 10%
- Small individual assignments ("Student slam" /blogs, etc) 20%
- Final team project paper and presentation 30%
- Final individual reflection paper 20%

Please note that the Haas grading policy states that for electives with 18 or more students, the mean GPA should be no more than 3.6.

We will have pre-formed teams that last through the first presentation, and then let you form your own project teams for the last few weeks, based on interest areas.

COURSE OVERVIEW

As mentioned, this course explores the relationship and interdependency between business needs and wider social concerns by looking at issues of sustainability, labor, stakeholder responsibility and broader community impact from both a business and societal perspective.

Topics covered include corporate social responsibility and ethics, stakeholder analysis, upstream supply chain and labor, downstream product usage and end-of- life, product lifecycle analysis, and impact reporting and measurement.

Since we are interested in action and transformation, the course will also introduce specific tools and strategies for change and impact – such as human centered design, problem framing, certification and assessment, NGO engagement, etc.

In addition to lecture and class discussion, students will hear from a variety of executives and NGOs. Topics may change depending on in-class visitors and treks.

LEARNING OUTCOMES

Students will:

1. Be encouraged to develop a holistic view of the broader role of business as a source of both great promise and great peril,
2. Develop models for gauging the impact of business decisions on the environment, workers, vendors, and communities,
3. Gain a better understanding of the pressures and trade-offs that companies and executives face in balancing business success and positive impact,
4. Apply stakeholder, strategic, and human centered design models to innovation for positive outcomes,
5. Consider their own role as workers, consumers, and citizens in integrating business and societal goals

We will also assist in improving student behaviors including:

- Committing to a point of view while also considering new information and balancing differing points of view
- Challenging established practices – such as “it doesn’t work that way in our industry” or “the only way to make money in this business is...”
- Being an effective team member on a final project team – doing what is best for the team rather than for oneself (being 100% responsible for the success of others)

GENERAL COURSE STRUCTURE



The course generally breaks into four modules as shown above, with specific tools introduced along the way. Each module lasts around a week. The fluid timing of outside visitors and treks may have some impact on when each starts and stops, and will result in frequent changes to the detailed class by class schedule.

Class/session updates and schedules will be provided in class and on the bCourses site, which links to a Google Doc. Classes will generally begin at 8:30 AM. Please check for updates. When we are not trekking, or visiting companies, we should finish up at around 12:30, although we do have some afternoon sessions scheduled.

There will be no class sessions on Monday July, 2nd and Tuesday July 3rd.

This four-day mid-program break (Saturday, June 30- Tuesday, July 3rd) is often used by students to travel to other areas of interest in Switzerland or elsewhere in Europe.

Student Slams

We will reserve the first 15 minutes of many of the class sessions for two 5-minute student presentations. Every student will present once. The topic is “My dream for ____ in 2028” (you can fill in the blank). Charlotte and I will model what we mean by this, but it is a chance to think deeply about a personal issue, and practice structuring an argument around it. Please sign up online for a slot via bCourses. ***Please also note that 5 minutes = 5 minutes!***

Dinner Club

Dave and his wife are staying in an apartment that has room for groups of 4-6 students to join us for dinner and conversation on a rotating basis. Please sign up to join us ...sign ups can be found via a link on bCourses.

Speakers and Treks

We have roughly a dozen visitors and visits scheduled during the course. The preliminary schedule is included in this document. As mentioned, for the most current schedule, we are keeping a Google Doc –which is linked from bCourses. Please consult it daily! A few of you may be asked to prepare questions in advance for specific speakers, or help lead a debrief.

Readings

Online access to the readings will be available through study.net, and through bCourses. We have designated readings as **CORE** or **USEFUL**. “Core” (required) readings highlight key concepts or discussion topics, while “useful” (optional) readings add more specifics, and color. Many (but not all) of the readings can be ordered as a paper textpak, if you prefer paper, or want an artifact. In any case, you should download the entire reader for future use.

We do NOT want to overload you while you are abroad, and we DO want you to immerse yourself in Switzerland, not just our course. So we will leave it to you to decide your capacity, interests, and therefore how many/which of the “useful” (not required) readings to undertake.

Videos

The syllabus contains links to many videos. We will be showing you excerpts/clips in class, but you do **NOT** need to view them ahead of time outside of class. We have provided links so that you can refer back to them later if you need to – or can share them with others.

Pre- Readings

Four pre-readings were assigned, to get you up to speed on the course topic:

- ***Learning to navigate the rough sea of ethics***
<https://goo.gl/TsuPDk>
- ***Why companies can no longer afford to avoid CSR (Time)***
<http://goo.gl/f5drO0>
- ***UN SDG: How business is turning challenges into opportunities***
https://www.accenture.com/_acnmedia/PDF-4/Accenture-Strategy-Corporate-Disruptors.pdf
- ***Design thinking for social innovation***
https://www.ideo.com/images/uploads/thoughts/2010_SSIR_DesignThinking.pdf

MODULE ONE (Week One)

FOCUS	Ethics, Corporate Social Responsibility, and the Role of Business in Society Strategy, Industry Frameworks, Stakeholders	
TOPICS	<ol style="list-style-type: none"> 1. Business and personal ethics 2. Moral disengagement 3. CSR and corporate shared value (CSV) 4. Industry definition and dynamics 5. Analysis of stakeholders 	
READINGS CASES AND MEDIA	CORE READINGS <ul style="list-style-type: none"> - A Note on Moral Disengagement - Creating Shared Value - The truth about CSR - Five Forces + One - Ethics: A Basic Framework 	USEFUL READINGS (NOT REQUIRED) <ul style="list-style-type: none"> - Ethical Breakdowns - The case against corporate social responsibility (WSJ) http://goo.gl/YClv4y
ASSIGN- MENTS	Small team project – see project assignment page 11. Presentations due on Friday June 23 rd	
VISITS AND TREKS	See calendar	
IN CLASS VIDEO	<i>In Class Video excerpts – This is just FYI no need to preview these</i> <ul style="list-style-type: none"> - Milgram https://www.youtube.com/watch?v=xOYLCy5PVgM - Bandura - https://www.youtube.com/watch?v=JjuA4Xa7uiE - Child Labor WWYD? https://www.youtube.com/watch?v=l-QRVOLjgAE - Lumber Liquidators https://www.youtube.com/watch?v=Vza1Kq92Ovo - The Corporation - https://youtu.be/nFEDxrXAprQ?t=5m54s - Reich and Vogel Debate https://www.youtube.com/watch?v=OreAJnDuVzk - True Cost (trailer https://www.youtube.com/watch?v=OaGp5_Sfbss) - Full Haider Video https://www.youtube.com/watch?v=iOu_8yoqZoQ 	

MODULE TWO (Week Two)

FOCUS	Supply chains, Labor, and Human Rights Upstream Impact and Solutions	
TOPICS	<ol style="list-style-type: none"> 1. Trends in consumption 2. Impact of business on the environment and human rights 3. Natural capital and ecosystem services 4. Global workforce issues, labor rights & ethics 5. The challenges ahead - tragedy of the commons and scarcity 6. Externalities of agriculture and manufacturing supply chains 7. Environmental, & social impact assessments 8. Engagement strategies and risks mitigation (certification, roundtables, regulation) 	
READINGS CASES AND MEDIA	CORE READINGS <ul style="list-style-type: none"> - Natural capital accounting - The path to product sustainability - The Business Case for Supply Chain Sustainability: A Brief for Business Leaders - A Doughnut for the Anthropocene: humanity's compass in the 21st century 	USEFUL (NOT REQUIRED) <ul style="list-style-type: none"> - Can we feed the world and sustain the planet? - 48 Hours that changed the Rainforests - The Global Garment Trail: From Bangladesh to a Mall Near You - How Nike solved its sweatshop problem - In praise of cheap labor - How Conflict Minerals Fund War - The greening of Wal-Mart
ASSIGN- MENTS	<p>First reflection blog is due June 29 (bCourses) <i>Prompt: What is the purpose of business - who does business serve?</i></p> <ul style="list-style-type: none"> - 500 words <p>Select final project teams and project focus.</p>	
VISITS AND TREKS	See Calendar	
IN CLASS VIDEO	<p><i>In Class video excerpts – just FYI no need to preview</i></p> <ul style="list-style-type: none"> - Interface & the Business Logic of Sustainability (https://goo.gl/nbilbW) - Roundup and super-weeds (natural capital) https://www.youtube.com/watch?v=Q4VVErmvqjs - Child labor in the DRC Cobalt mines https://www.youtube.com/watch?v=7x4ASxHlrEA 	

MODULE THREE (Weeks 3-4)

FOCUS	Downstream Stakeholders and External Impact and Solutions Innovation models and tools NGOS and public sector engagement	
TOPICS	<ol style="list-style-type: none"> 1. Product usage and business externalities 2. Circular Strategies, Sharing, and Net Positive 3. Public health / Employee Relations / Climate change 4. Tools for Innovation (attacking orthodoxies) 5. Full Lifecycle Analysis 6. PPP and NGOs 	
READINGS CASES AND MEDIA	CORE <ul style="list-style-type: none"> - Starbucks Cups: <ul style="list-style-type: none"> o Cup Dilemma (2010) http://goo.gl/8ehJ1g o Starbucks offers \$10 million for ideas on a better cup (2018) https://goo.gl/GGQo8f - Circular Advantage – Accenture - Human Centered Design and Strategic Processes (Brest) - Disrupting Beliefs - a new approach to business model innovation - Shades of Green - NGO Mapping 	USEFUL (NOT REQUIRED) <ul style="list-style-type: none"> - Sustainability Through Partnerships - Pharma Bro http://goo.gl/kZbrfm - The lawyer who became Dupont's worst nightmare http://goo.gl/b9ZSly - Nespresso Case Study - Driving Innovation: How Stronger Laws Pull Safer Chemicals into the market - Kingfisher and net positive https://goo.gl/cZh4iA - The 2014 GreenBiz NGO Report: How companies rate NGOs
ASSIGN- MENTS	<p>See final project assignment on page 12 <i>Deliverable #1 -Interim report out - due July 9 (subject to change)</i></p> <p>Blog entry – due end of Module 3 (July 13th) <i>Prompt: Your thoughts and key learnings from two of the speakers.</i></p> <ul style="list-style-type: none"> - 500 Words <p><i>Extra Credit: Also read and comment on two other student blogs by July 19th</i></p>	
VISITS AND TREKS	See Calendar	
IN CLASS VIDEO	<i>In Class video excerpts – just FYI no need to preview</i> <ul style="list-style-type: none"> - This is Water https://www.youtube.com/watch?v=pfw2Qf1VfJo - Think like a traveler https://www.youtube.com/watch?v=biyygL-tiY0 - The Power of Partnerships https://www.youtube.com/watch?v=7aXdPGreFpM - McDonough Cradle to Cradle https://goo.gl/O25QWA - Nestle case Video http://goo.gl/ukKQMV - Tyrone Hayes https://www.youtube.com/watch?v=mP-6Gp5RbjQ - Story of Stuff https://www.youtube.com/watch?v=9GorgroigqM - The business model canvas https://www.youtube.com/watch?v=QoAOzMtLP5s 	

MODULE FOUR (Week 5)

FOCUS	Future Models, Program Synthesis, and Student Projects	
TOPICS	<ol style="list-style-type: none"> 1. Mastering engagement 2. Transparency and reporting 3. Other topics (time permitting) / Any needed course catch up 4. Course wrap up and summary 	
READINGS CASES AND MEDIA	<p>CORE</p> <ul style="list-style-type: none"> - A New Era for Business (5 Rs) - Are Sustainability Reports Driving Change? http://goo.gl/OYACWO - How to Report on The SDGs 	<p>USEFUL (NOT REQUIRED)</p> <ul style="list-style-type: none"> - The Myth of the Ethical Shopper http://goo.gl/n8xUDx - Accounting for Positive Change (Rochlin) - Patagonia and Consumption https://goo.gl/YZP9N4
ASSIGN- MENTS	<p>Final project team deliverables + presentation (see page 12) - July 19th</p> <p>Reflection paper / 100 point exercise</p>	
VISITS AND TREKS	See Calendar	
IN CLASS VIDEO	TBD	

First (Small) Team Project Assignment

Your teams were set before the course. Please refer to bCourses if needed.
Using relevant course material introduced in module one:

- **Team 1 Uber GreyBall**
 - o How might moral disengagement lead to the issues described in:
 - <https://www.nytimes.com/2017/03/03/technology/uber-greyball-program-evade-authorities.html>

- **Team 2 Wells Fargo Phony Accounts**
 - o How might moral disengagement lead to the issues described in:
 - <http://www.latimes.com/business/la-fi-wells-fargo-sale-pressure-20131222-story.html>

- **Team 3 - Hampton Creek**
 - o How might moral disengagement lead to the issues described in:
 - <https://goo.gl/A24doa>

- **Team 4 - Facebook**
 - o How might moral disengagement lead to the memo described in:
 - <https://www.buzzfeed.com/ryanmac/growth-at-any-cost-top-facebook-executive-defended-data>

- **Teams 5 - Keurig / Green Mountain Coffee**
 - o Stakeholder analysis for GMC based on issues described in:
 - ***Trouble Brewing*** <http://goo.gl/aEkNUR>
 - (Consider “Ethics:A Basic Framework” readings)

- **Team 6 - Teflon and PFOA in Hoosick**
 - o Stakeholder analysis based on issues described in:
 - <https://www.nytimes.com/2016/02/29/nyregion/fears-about-water-supply-grip-village-that-made-teflon-products.html>
 - (Consider “Ethics:A Basic Framework” readings)

- Explain/outline the overall issues in your case (assume your classmates know nothing about it!)
- Answer the prompt above associated with your case
- Include what you believe is the “right” CSR approach
- Be prepared to present Friday June 23rd.
 - o Check schedule for exact date

Presentations should be NO MORE THAN 15 minutes. Please be mindful of the clock as you prepare.

Final Team Project

After the first team presentations, we will form up new groups of 4-5, based on your shared interest in working on one of the project areas listed out below. If you have an alternate proposal/interest area please advance it. If you can convince us that it is worthwhile, and 3-4 of your classmates to join in, it is a go!

Deliverable One – (interim) – Framing the Problem (15 Minute Presentation)

You are the CSR team of a company, and a media story has just hit that links your company to a scandal. Your CEO wants to know:

- What happened and who was affected.
- Who are your stakeholders on this topic?
- What factors have led to the issue?
 - Competitive/market/customer pressures
 - Moral disengagement or ethical models
 - Lack of Transparency or control
- Why should the CEO care? Why should your company do something to fix the problem?
- Who are the beneficiaries of change?

Deliverable Two (Final) – Developing Ideas and Recommendations

Roughly 10 page paper (double spaced) + 20 minute presentation to the CEO of your company summarizing your findings. You should include:

- A summary of the impact assessment, stakeholder analysis, root cause analysis (above)
- Supply chain analysis if appropriate – what are the risks and opportunities?
- Circular/downstream analysis if appropriate
- Some problem reframes (and your final selection of a “how might we” problem frame)
- Some of the ideas you considered for solving
- Your recommendations and the potential impacts. What should your company do?

Potential project areas (continues on the next page)

CHILD LABOR / HUMAN RIGHTS

Palm oil sourcing in Indonesia (P&G) – Child Labor

- <https://www.amnesty.org/en/latest/news/2016/11/palm-oil-global-brands-profitting-from-child-and-forced-labour/>

Cocoa processing facility in Ivory Coast (Nestle) – Child Labor

- <http://fortune.com/big-chocolate-child-labor/>
- <https://www.confectionerynews.com/Article/2018/02/13/Nestle-sued-again-over-child-labor-in-cocoa-supply-chain>

Pet Food Sourcing (Mars) – Forced Labor

- <https://www.americanprogress.org/issues/green/news/2017/04/03/429665/corporate-coordination-can-stop-seafood-slavery/>
- <https://www.undercurrentnews.com/2018/01/24/labor-issues-in-thai-fisheries-remain-rampant/>

WASTE

H&M Fast Fashion and waste (Case write up also available)

- <http://www.newsweek.com/2016/09/09/old-clothes-fashion-waste-crisis-494824.html>

Capri Sun and Plastic Pouches

- <https://psmag.com/environment/consumers-love-squeezable-plastic-pouches-for-food-too-bad-recyclers-hate-them>

Closing the Loop - Plastic Bottle Recycling and Coke

- <https://www.theguardian.com/commentisfree/2017/may/02/plastic-bottles-coca-cola-recycling-coke>
- <https://www.theguardian.com/environment/2017/oct/02/coca-cola-increased-its-production-of-plastic-bottles-by-a-billion-last-year-say-greenpeace>

WATER USE

Nestle Bottling Water Use California (Nestlé)

- <http://www.cbsnews.com/news/backlash-bottled-water-nestle/>
- <https://www.ecowatch.com/nestle-bottled-water-plans-2143216286.html>

Water use in India (Coke) (Case write up also available)

- <https://www.theguardian.com/world/2017/mar/01/indian-traders-boycott-coca-cola-for-straining-water-resources>

OTHER ISSUES

Marketing Fair & Lovely, a Skin Whitening Cream (Unilever) (case write up available)

- <https://www.zawya.com/mena/en/story/Skin-lightening-under-fire-as-Indians-seek-whiter-shade-of-pale-ZAWYA20170501051833/>

Dicamba Weed Killer

- https://www.washingtonpost.com/business/economy/this-miracle-weed-killer-was-supposed-to-save-farms-instead-its-devastating-them/2017/08/29/33a21a56-88e3-11e7-961d-2f373b3977ee_story.htm

KFC and Obesity in Ghana

- https://www.nytimes.com/2017/10/02/health/ghana-kfc-obesity.html?mc=aud_dev&mcid=keywee&mccr=domdesk&kwp_0=544095&kwp_4=1951899&kwp_1=818353

The Opioid Crisis and Purdue Pharma

- https://www.washingtonpost.com/graphics/2017/investigations/dea-drug-industry-congress/?utm_term=.bf4b4f5470ae
- <https://www.nytimes.com/2018/05/29/health/purdue-opioids-oxycotin.html>

LAND USE

Pre Ambel – Land Use and Sugar (Coke/Pepsi suppliers)

- <http://www.independent.co.uk/environment/green-living/oxfam-accuses-coke-and-pepsi-of-taking-land-from-the-poor-8852161.html>

Deforestation and Palm Oil (Pepsi/McD's vs Rainforest Action Network)

- <http://www.triplepundit.com/2017/05/ngo-attacks-pepsis-palm-oil-sourcing-links-deforestation-human-rights-abuses/>
- <http://www.salon.com/2017/04/01/pepsi-mcdonalds-nestle-other-major-brands-implicated-in-illegal-destruction-of-critical-elephant-habitat/>

Your Reflection Paper

A good paper length is three pages double spaced – but please limit it to no more than five pages total.

Reflection is not really about "reporting out" -- the primary purpose is to revisit the experience in order to think about what you learned, and what to accept, reject, or change going forward.

So when you write your paper:

- Make it a personal and detailed description of your journey in the class.
- Describe your thoughts and impression - you were a participant, not a reporter.
- Please mention both challenges and delights with:
 - Processes and frameworks developed
 - The class
 - Your particular project and working on a team
 - The visits and guest lectures
 - Your view of global business as a central influence on community, society and the environment.

Feel free to question the status quo.: We want to read what you really think, not what you think we really want to read.

Please remember to assign 100 points across you and your final project teammates.

Please submit a word doc – so that I can write in-line comments.

Please name your paper using the format Lastname_Firstname_Geneva_2018

The due date of this last assignment is not until a week after the course ends (could be an airplane assignment!?) but some of you probably want to get it done on the last day so that you can close out the class. If you plan on remaining in Europe. You may want to take notes throughout the term and turn your paper in on the last day. Please note that we'll be doing some reflection work in the final class session -- some of you may want to wait to finalize your paper, so that you can modify and edit it based on the last class.

Preliminary Schedule (will be updated - check online!)

As of 5/22/2018		Berkeley Haas Summer In Geneva 2018				
Date	Start Time	Room	Morning		Afternoon/Evening	
			Lecture	Guests	Activities/Guests	
Mon	18		CHECK IN TO HOUSING AND EXPLORE!			
Tues	19	9:00 AM	UniMail Atrium	Welcome / ethics (Casual breakfast at UNIGE first?)		
Weds	20	8:30 AM	BB09	Moral Disengagement	Welcome Picnic (Afternoon)	
Thurs	21	8:30 AM	BB09	CSR and Strategy	Presentation Work!!	
Fri	22	8:00 AM	TBD	Team presentations	Alcoa - Rosa Garcia Pineiro 11AM FREE	
Sat	OFF					
Sun	OFF					
Mon	25	9:00 AM	M2193	Upstream Impact (Intro/Labor)	BNP Paribas -Clemence Francelle 10:30 ILO BetterWork Visit -3:30-5:00PM	
Tues	26	8:30 AM	M2193	Upstream / Supply Chain	FREE	
Weds	27	8:00 AM	TRAIN/BUS!?	Evian Likely ----->	All day?	
Thurs	28	8:30 AM	M2193	Final Project Team Formation	ICI Nick Wetherall 11:30 FREE	
Fri	29	8:30 AM	M2193	Scott Poynton	Scott Poynton FREE	
Sat	OFF					
Sun	OFF					
Mon	OFF					
Tues	OFF					
Weds	4	8:30	M2193	Problem Finding/Framing	WBCSD - Filippo Veglio 11AM FREE	
Thurs	5	8:30 AM	Train/Bus?	Avenches (Nespresso) / Lausanne All Day ----->		
Fri	6	8:30 AM	M2193	Orthos/Problem solving + start downstream	FREE	
Sat	OFF					
Sun	OFF					
Mon	9	8:30 AM	M2192	Presentation #1 in-class prep	Student preso - problem re frame FREE	
Tues	10	8:00 AM	WTO	WTO Visit meet at WTO 9:30 AM (10am visit) FREE		
Weds	11	7:30 AM	TRAIN/BUS!	ALL DAY Zug trip - C&A Foundation confirmed 11 am - 2 pm ----->		
Thurs	12	8:30 AM	WEF	WEF 9-11:30	WEF 9-11:30 Project work / office hours	
Fri	13	8:15 AM	M2193	NGOS + PPP	Coty - Dave Howson 11AM FREE	
Sat	OFF					
Sun	OFF					
Mon	16	8:30 AM	M2193	Downstream and LCA	3:00 P&G - Their offices	
Tues	17	8:30 AM	M2193	New Models	CARE @11AM (their offices) Paper and Preso work	
Weds	18	8:30 AM	M2193	Reporting + Rotations (final project work)	Paper and Preso work	
Thurs	19	8:00 AM	M2193	Final Presos + Q & A	UN tour and Fondue?	
Fri	20	9:00 AM	M2193	Review, wrap up and reflection (last day)	FREE	
Sat	21			DORM CHECK OUT !!!!		

SUMMER READING LIST AND BEYOND: OTHER READINGS FOR THE SERIOUS STUDENT

Tragedy of the Commons

<http://science.sciencemag.org/content/162/3859/1243.full>

Prosperity without Growth

http://www.sd-commission.org.uk/data/files/publications/prosperity_without_growth_report.pdf

New consumers: The influence of affluence on the environment

<http://www.pnas.org/content/100/8/4963.full.pdf>

Supply Chain Sustainability – A Practical Guide

https://www.bsr.org/reports/BSR_UNGC_SupplyChainReport.pdf

Sustainable Sourcing in Agriculture – A Guide

<http://www.bsr.org/files/fba/sustainable-sourcing-guide.pdf>

Economics of Ecosystems and Biodiversity

<http://img.teebweb.org/wp-content/uploads/2013/04/Nature-Green-Economy-Full-Report.pdf>

How Business Interacts with Government – McKinsey

<http://www.mckinsey.com/industries/public-sector/our-insights/how-business-interacts-with-government-mckinsey-global-survey-results>

The Wal-Mart Effect

http://www.mvopat.people.ysu.edu/courses/business_ethics/business_ethics_readings/Wal-Mart_Effect-Fishman.pdf

WEF – Redesigning Business

http://www3.weforum.org/docs/WEF_ReducingBusinessValue_SustainableConsumption_Report_2010.pdf

Sustainability's Next Frontier

<http://sloanreview.mit.edu/projects/sustainabilitys-next-frontier/#chapter-1>
<http://forotech.ch/media/1bd8043e92a250c0ffff8a88fffffe6.pdf>

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