Overview:

Historically, most approaches to sustainability have focused strongly on the concept of biophysical limits and the need to reduce damage or harm to the environment, often by means of strong restrictions on human activities. More recently, an approach to sustainability has emerged that departs from this harm reduction and damage limitation agenda and focuses on the potential for the development of human activity that can simultaneously improve both human and environmental well-being. This “net positive” approach to sustainability—known as regenerative sustainability—is the one adopted by CBS. The two key attributes of regenerative sustainability are the search for net positive outcomes and the requirement that we focus at one and the same time on human and environmental outcomes. While harm reduction and damage limitation activities will continue to be needed in many contexts, the emphasis in regenerative sustainability is on looking first for ways to contribute positively to such outcomes. Such a net positive approach not only goes further than net zero approaches focused on reducing harm, but is much more engaging to most stakeholders, which is a critical factor in building the partnerships and social support needed to achieve a more sustainable world.

This five day course explores how managers can show leadership and contribute to the development of regenerative sustainability. It explores the individual, organizational and communicative aspects of sustainability and how the role of the firm is critical in this sustainability transition. Our unit of inquiry is at the city/urban setting. Firms have a critical role in partnering with government and utility companies to support ambitious sustainability benchmarks.

While the course has a strong emphasis on the practical/operational aspects of CSR and regenerative sustainability, it also allows participants to familiarize themselves with cutting edge research in the field and how theoretical models and concepts can contribute to a better understanding of the mechanisms underlying recent developments. In order to give participants a strong sense of the
richness, diversity and complexity of the field, the course is presented by an international team of academic experts and practitioners.

**Access to Materials:**
All readings, cases and other materials will be made available one month prior to the start of the course. Please consider the environment before printing.

**Learning Objectives:**
The aim of this course is to gain an in-depth understanding of the different factors that shape – enable and constrain – corporate responsibility and regenerative sustainability. The course introduces students to a variety of analytical and practical perspectives on leadership, organization and communication and discusses in what ways these tools can enable responsible corporate conduct.

**Teaching Style and Methods:**
This course blends a variety of pedagogical methods. You learn through interactive lectures combined with case study discussions. We will also use some short video supplements to explore selected issues more in depth. It is important that you read case studies prior to the lecture in which they are discussed. Please think about answers to the case questions, which are listed in this syllabus, as these will form the basis of class discussion.

**Teaching Faculty:**

**Kristjan Jespersen (KJ)**
Kristjan Jespersen is a Doctoral Fellow at the Copenhagen Business School (CBS). As a primary area of focus, he studies the growing development and management of Ecosystem Services in developing countries. Within the field, Kristjan focuses his attention on the institutional legitimacy of such initiatives and the overall compensation tools used to ensure compliance. He has a background in International Relations and Economics. Kristjan is one of the founding partners for the Nordic Rainforest Research Network, a research consortium that was granted the last remaining one million hectares of first growth forest in Borneo, Malaysia. Kristjan has formed close relationships with the Malaysian and Indonesian Palm Oil Associations, and consults on issues of sustainability. Kristjan was most recently appointed by the Copenhagen Business School, along with Professor John Robinson, to coordinate the sustainability components and management of the proposed 35,000 square meter campus construction project.

**John Robinson (JR)**
John Robinson was the Associate Provost, Sustainability at the University of British Columbia (UBC) and is a professor with UBC’s Institute for Resources, Environment & Sustainability and with the Department of Geography. Most recently, John has been appointed as Professor at the Munk School of Global Affairs and the School of the Environment at the University of Toronto. In 2015, John was also made an Adjunct Professor at the Copenhagen Business School. Presently, John is one of the key project leaders for the new CBS Campus Redevelopment project. He works closely with Denmark’s municipal governments, utilities and businesses. John’s research focuses on the intersection of sustainability, social and technological change, behavioral change, and community engagement processes.
John was a Fellow of the Trudeau Foundation from 2008-10. In 2010, he won BC Hydro’s inaugural Larry Bell Award for advancing energy conservation in British Columbia. In 2011 he won the Education Leadership Award of the Canada Green Building Council, and in 2012 he received the Metro Vancouver Architecture Canada Architecture Advocacy Award and was named Environmental Scientist of the Year by Canadian Geographic magazine. As a Lead Author, he contributed to the 1995, 2001 and 2007 Assessment Reports of the Intergovernmental Panel on Climate Change, which shared the Nobel Peace Prize in 2007 with Al Gore.

Steen Vallentin (SV) is Associate Professor at the Dep. of Management, Politics & Philosophy at CBS. His research interests are centered on CSR as a social and political phenomenon in the broadest sense, including studies of the role of government and of the political-ideological side of corporate responsibility. He regularly contributes to international journals in his field of study, and is, along with other members of the course faculty, part of the GRB (Governing Responsible Business) World-Class Research Environment at CBS.

Jørgen Abildgaard (JA)
Jørgen is Project Director for the 2025 Carbon Neutral strategy and plan for the City of Copenhagen.

http://www.kk.dk/sitecore/content/Subsites/Klima/SubsiteFrontpage.aspx

Jørgen is an experienced project manager and strategic adviser who has worked on several projects in Denmark and other Nordic countries and internationally for companies, organizations and governmental administration. Jørgen has worked with a wide range of tasks within the energy and environment area such as energy planning and strategies, green growth, climate change, sustainability, the Kyoto mechanisms, the Nordic power market, renewable energy, energy efficiency, research and development, building regulations and investments in the energy sector.

From 2002 to 2010 Jørgen was director in the Nordic consultancy companies ECON and Poyry Management Consulting. Before that, Jørgen spent two years as special adviser for the former Danish Minister for Environment and Energy, Mr. Svend Auken and before that as adviser in several positions in the Danish Ministry for Energy. Jørgen has comprehensive experience from work within international organizations such as the United Nations, EU, IEA, the Nordic Council of Ministers and BASREC and he has an extensive national and international network.
PROGRAM

DAY 1 – March 7th, 2016

I. Regenerative Sustainability and Extensions – A Case for Ambition

Session 1: Introduction to the course
This session will provide an introduction to the course and an overview of its different sessions and faculty. Participants will discuss their respective starting points with regard to regenerative sustainability and sustainability in groups, and there will be a plenary where we collect the different experiences that the participants have had with this subject matter. Participants will also have a chance to voice and discuss their expectations for the course.

Session 2: Regenerative Sustainability and its Applications in a Scandinavian Context

Session 3: Site Visit (TBA) – Frederiksberg Forsyning, Green Building Council, BetterHome

Core Readings:


DAY 2 – March 8th, 2016

II. BUSINESS IMPERATIVES

Session X: Creating shared value
Strategic CSR, as promoted by Michael Porter and Mark Kramer, has emerged as a dominant mindset in corporate responsibility. It has been adopted by many companies and institutionalized in government policies. However, while its promises of (shared) value creation and win-win solutions are seductive, we also need to reflect on the possible limitations of this economic perspective on CSR. In this session, we untangle the different strands of Porter & Kramer’s argument and discuss its strengths and weaknesses in light of the practical challenges of responsibility and accountability that companies are facing, e.g. in the area of human rights.

Session X: Case: A.P. Møller – Mærsk Group and Maersk Drilling in Angola
This session uses the case of Maersk as a springboard to discuss the practical implications of strategic CSR. Maersk Group’s new sustainability strategy is inspired by Porter & Kramer’s notion of Creating Shared Value. We will discuss the implications of this strategy in light of Maersk Group’s latest sustainability report and the broad range of social commitments outlined herein. Also, we will discuss the case of Maersk Drilling in Angola and whether or how the strategic mindset can be applied to local content requirements in a developing country.

Session X: Site Visit (TBA)

Core Reading:

Further reading:


Case material:

Case: *Maersk Drilling in Angola*. cbsCSR. Case is uploaded on Learn.

**DAY 3 – March 9th, 2016**

**III. Interactive Science – the Role of Big Data**

**Session X: Site Visit (TBA) – IBM, Copenhagen Solutions Lab**

**Day 4 – March 10th, 2016**

**IV. Industrial Symbiosis – The Case for New Business Partnerships**

**Session X: Site Visit (TBA) - Kalundborg Forsyning A/S**

**DAY 5 – March 11th, 2016**

**V. Impact Investing – New forms of Sustainability Investing**

**Session X: Site Visit (TBA) – Danske Bank, Regional Growth Fund**