

**MBA M751
Sustainability and Corporate Social Responsibility
Summer 2022 Course Outline**

**Information, Marketing, Operations Area
DeGroote School of Business
McMaster University**

COURSE OBJECTIVE

This course aims to develop students' sustainability awareness and skills to enhance sustainable business value based on the 'triple bottom line' of people, planet and profit. It will cover theoretical frameworks and current evidence from research and management tools. The course will provide the background and context of Sustainability and CSR (sustainable - development, consumption, innovation, product design and development, as well as social responsibility, green marketing, eco-labelling, clean technology, regulations, etc.). It will focus on developing an understanding of the relationships between CSR /Sustainability and financial performances. In the process it intends to encourage systems thinking and integration of the triple bottom line thinking into business to create customer value. Ultimately, the course aims to enhance the student's capacity to do the job of a socially responsible manager in any field

INSTRUCTOR AND CONTACT INFORMATION

Section 1: Wednesdays 7:00pm to 10:00pm

Dave Van Alstyne

Instructor

vanalsd@mcmaster.ca

Office Hours: By Appointment

Class Location: RJC 236

Class Location:

Student TA

TBD

COURSE ELEMENTS

Credit Value: 3	Leadership: Yes	IT skills: No	Global view: Yes
Avenue: Yes	Ethics: Yes	Numeracy: Yes	Written skills: Yes
Participation: Yes	Innovation: Yes	Group work: Yes	Oral skills: Yes
Evidence-based: Yes	Experiential: No	Final Exam: No	Guest speaker(s): Yes

COURSE DESCRIPTION

This course aims to develop students' sustainability awareness and skills to enhance sustainable business value based on the 'triple bottom line' of people, planet and profit. It will cover theoretical frameworks and current evidence from research and management tools. The course will provide the background and context of Sustainability and CSR (sustainable - development, consumption, innovation, product design and development, as well as social responsibility, green marketing, eco-labelling, clean technology, regulations, etc.). It will focus on developing an understanding of the relationships between CSR /Sustainability and financial performances. In the process it intends to encourage systems thinking and integration of the triple bottom line thinking into business to create customer value. Ultimately, the course aims to enhance the student's capacity to do the job of a socially responsible manager in any field.

LEARNING OUTCOMES

Upon completion of this course, students will be able to complete the following key tasks:

- Understand the historical background and context of Sustainability and CSR (sustainable development, social responsibility, sustainable consumption, technology, regulations, etc.)
- Sustainability marketing and societal marketing concept
- Understand concepts and definitions of Sustainability and CSR as applied to business
- Understand commercial, institutional, ecological and social perspectives of Sustainability.
- Understand how a systems thinking and other marketing and strategic concepts as they relate to integration of CSR and Sustainability into business.
- Understanding the relationship between CSR and sustainability performance and financial performance
- Demonstrate knowledge of a range of tools for developing Sustainable business model, product, service, design and packaging (Life Cycle Analysis, Design for Environment, MET Matrix, ecological footprint, environmental checklists, etc.)
- Demonstrate knowledge of tools and frameworks to make supply chain and business processes (supplier audit, ISO 14,000 etc.)
- Understand frameworks and models of green alliances, partnerships, collaboration and networks for Sustainability and CSR
- Demonstrate knowledge of internal and external certification for green products (sustainability index, eco-labelling, metrics, etc.)
- Demonstrate global knowledge of Sustainability impacts (e.g. developing world, bottom of the pyramid-BOP).
- Demonstrate communication strategies for Sustainability and CSR

REQUIRED COURSE MATERIALS AND READINGS

• **Avenue:** Registration for lecture handouts, course content and reading materials:
<http://avenue.mcmaster.ca>

• **Custom Courseware:** There is no custom courseware for this course. Course outline and weekly readings with links will be available on Avenue.

Important: You are required to buy cases from Harvard Business School Publishing and Ivey School of Business Publishing. The cases to be used are as follows:

- Samsung Tesco Homeplus and CSR
- WWF's Living Planet @ work: Championed by HP
- Sobey's Inc.: A Strategic Approach to Sustainable Seafood Supply
- Tesla Motors (in 2013): Will Spark Fly in the Automobile Industry?
- MSPL Ltd.: CSR and Sustainability in Mining
- Cradle-to-cradle Design at Herman Miller: Moving toward environmental sustainability
- Fiji Water and CSR: Green makeover or "greenwashing"?
- Honeycare Africa: A Tripartite Model for Sustainable Beekeeping
- Green Rubber: The Revolution of the Rubber Recycling Business
- New Balance: Developing and Integrated CSR Strategy
- ONE Water: A refreshingly different "ethical" product

Note: Additional readings and articles may be assigned by the instructor. These will be posted on the A2L course website under the weekly content or additional readings module.

OPTIONAL COURSE MATERIALS AND READINGS

Principles of Responsible Management: Global Sustainability, Responsibility and Ethics, 1st edition.
Oliver Laasch 2015

EVALUATION

Learning in this course results primarily from in-class discussion and participation of comprehensive business cases as well as out-of-class sustainability exercise. The balance of the learning results from the lectures on various topics on sustainability, concepts, from related readings, and from researching your presentations, cases, assignments, and projects. All work will be evaluated both on group as well as an individual basis as specified. In these cases group members will share the same grade adjusted by peer evaluation. Your final grade will be calculated as follows:

Components and Weights

Individual Research Paper	15%
Midterm Exam	20%
Group Project Proposal	5%
Group Project Presentation and Report	40%
Participation	20%
Total	100%

NOTE: The use of a McMaster standard calculator is allowed during examinations in this course. See McMaster calculator policy at the following URL:

www.mcmaster.ca/policy/Students-AcademicStudies/UndergraduateExaminationsPolicy.pdf

Grade Conversion

At the end of the course your overall percentage grade will be converted to your letter grade in accordance with the following conversion scheme:

LETTER GRADE	PERCENT	POINTS
A+	90-100	12
A	85-89	11
A-	80-84	10
B+	75-79	9
B	70-74	8
B-	60-69	7
F	00-59	0

Course Deliverables

Assignment #1 – Group Project Proposal – 5%

Students will select a Multinational Enterprise (MNE) with a presence in Canada and utilize a Global Reporting Initiative G4 (GRI G4) or a Sustainability Accountability Standards Board (SASB) report to analyze and assess Sustainability and CSR activity of the firm and provide recommendations.

Each group will submit a proposal to their professor in **Class 3**. Once approved, the group may commence.

The proposal will include:

1. Team members
2. Company or organization to be studied; should have some type of sustainability/CSR challenge to overcome along with a GRI-G4 or SASB report
3. Why – meaning what has (or has not) happened for this company to include or enhance its business practice; share something around performance
4. Brief description of the challenge and opportunity to be studied

Assignment #2 – Individual Assignment – 15%

Students will identify a firm with a recent of current Sustainability or CSR challenge, identify the core issues and provide actionable recommendations to address the situation.

Mid-Term Exam – 20%

The mid-term will be an in-class multiple choice exam based on the materials to date.

Group Sustainability/CSR Project -40%

Final Report: 25 %

Group Presentation: 15%

Group Project

The Report for the group project will represent 40% of your final grade.

Project Premise: Report Content:

- Select a business that currently has a strong presence in Canada as part of its global operations.
- Conduct a comparative study of the business (where the global head office is) and include an environmental analysis of the industry in which the company operates (make sure to highlight if differences exist between the home industry and the Canadian industry. Focus on how they practice responsible business practices
- Provide recommendations how to incorporate governance around maintaining good business practice.
- Conduct a stakeholders' analysis to understand the preferences of key players. Include the Triple Bottom Line
- Provide recommendations on how to implement and sustain responsible and ethical business practice. Please showcase a best practice to support your recommendations

Report Content:

- Each group should submit one group report. The report should include:
 1. Executive Summary – One page single spaced
 2. Table of Contents
 3. Comparison of the Canadian Market to the selected international market. This will include, but is not limited to policies, currencies and government structures. Consider using PESTLE framework here to guide the analysis process.
 - a) Analyze and compare the Canadian / Target Country's Cultural environment
 - b) Analyze and compare the Canadian / Target Country's Political environment
 - c) Identification of the implications of key policy issues
 - d) Currency Assessment
 - e) Government structure
 4. A comprehensive Industry analysis including the markets it operates in and environmental analysis

- a) Do you understand the industry the firm operates in? Is it growing/declining/mature? What is the future outlook?
 - b) Do you understand what skills/assets are necessary to succeed in this industry?
 - c) Who are the main competitors?
 - d) What are the opportunities and threats within this industry? How can the opportunities be exploited? Risks mitigated?
5. Company Analysis
- a) Brief overview of the company (high level description of what the company does and what its vision is)
 - b) What are the key strengths and weaknesses of the company?
6. A recommendation on how the company can successfully build its business short and long term.
Include the Triple Bottom line into report
7. Stakeholders' Analysis
- a) Includes: Stakeholders' Goals and Objectives; Stakeholders' Strategic value matrix; Stakeholders' Opportunity Grid; or Stakeholders' Engagement Plan
8. Final recommendations and conclusions.

Report format:

- Each group should submit one group report:
 1. The group project report should be type written, 1.5 line-spaced, using 12-point size font.
 2. The report should not exceed 25 pages (excluding cover page, tables, figures, appendices, references, and endnotes).
 3. The cover page should provide the complete name of the group members, student ID number, and course code.

Group Presentations

The group presentation will represent 15% of your final grade.

Presentation format:

- The presentations will be in class and student groups are expected to provide a copy of the slides **in paper** and electronic form at the beginning of class.
- Not all members of the group are required to present, but the grade achieved will be earned by all; it is recommended that all members participate in one or both presentations so that all members gain experience providing formal presentations.

Participation – 20%

Name cards and class pictures are used to help give credit for your participation. You must have a name card with your **full first and last name** clearly written and displayed in front of you for every class. A photograph of the class may be taken during class.

Instructors and TAs will feel free to **cold-call** on anyone at any time. Hence, it is imperative that you prepare for each and every case and reading. In general, contributions are evaluated in an ascending order from physically but not mentally present, to good chip shots, to quite substantial comments, to case cracking contributions. Debate and challenge are important activities that help in the learning process and the willingness of individuals to engage in such activities with their classmates is appreciated. However, using **air-time** involves an obligation to actually contribute. Contributions which answer the question **so what?** Are particularly encouraged and valued. Participation will **NOT** be graded by counting each comment a student makes but rather graded by examining the quality of contributions in each class.

COMMUNICATION AND FEEDBACK

Students that are uncomfortable in directly approaching an instructor regarding a course concern may send a confidential and anonymous email to the respective Area Chair or Associate Dean:

<http://mbastudent.degroot.mcmaster.ca/contact/anonymous/>

Students who wish to correspond with instructors or TAs directly via email must send messages that originate from their official McMaster University email account. This protects the confidentiality and sensitivity of information as well as confirms the identity of the student. Emails regarding course issues should NOT be sent to the Administrative Assistant.

Instructors are encouraged to conduct an informal course review with students by Week #4 to allow time for modifications in curriculum delivery. Instructors should provide evaluation feedback for at least 10% of the final grade to students prior to Week #8 in the term.

ACADEMIC INTEGRITY

You are expected to exhibit honesty and use ethical behaviour in all aspects of the learning process. Academic credentials you earn are rooted in principles of honesty and academic integrity.

Academic dishonesty is to knowingly act or fail to act in a way that results or could result in unearned academic credit or advantage. This behaviour can result in serious consequences, e.g. the grade of zero on an assignment, loss of credit with a notation on the transcript (notation reads: “Grade of F assigned for academic dishonesty”), and/or suspension or expulsion from the university.

It is your responsibility to understand what constitutes academic dishonesty. For information on the various types of academic dishonesty please refer to the Academic Integrity Policy, located at:

www.mcmaster.ca/academicintegrity

The following illustrates only three forms of academic dishonesty:

1. Plagiarism, e.g. the submission of work that is not one’s own or for which other credit has been obtained.
2. Improper collaboration in group work.
3. Copying or using unauthorized aids in tests and examinations

AUTHENTICITY/PLAGIARISM DETECTION

Some courses may use a web-based service (Turnitin.com) to reveal authenticity and ownership of student submitted work. For courses using such software, students will be expected to submit their work electronically either directly to Turnitin.com or via an online learning platform (e.g. A2L, etc.) using plagiarism detection (a service supported by

Turnitin.com) so it can be checked for academic dishonesty.

Students who do not wish their work to be submitted through the plagiarism detection software must inform the Instructor before the assignment is due. No penalty will be assigned to a student who does not submit work to the plagiarism detection software.

All submitted work is subject to normal verification that standards of academic integrity have been upheld (e.g., on-line search, other software, etc.). For more details about McMaster’s use of Turnitin.com please go to www.mcmaster.ca/academicintegrity.

COURSES WITH AN ON-LINE ELEMENT

Some courses may use on-line elements (e.g. e-mail, Avenue to Learn (A2L), LearnLink, web pages, capa, Moodle, ThinkingCap, etc.). Students should be aware that, when they access the electronic components of a course using these elements, private information such as first and last names, user names for the McMaster e-mail accounts, and program affiliation may become apparent to all other students in the same course.

The available information is dependent on the technology used. Continuation in a course that uses on-line elements will be deemed consent to this disclosure. If you have any questions or concerns about such disclosure, please discuss this with the course instructor.

ON-LINE PROCTORING

Some courses may use online proctoring software for tests and exams. This software may require students to turn on their video camera, present identification, monitor and record their computer activities, and/or lock/restrict their browser or other applications/software during tests or exams. This software may be required to be installed before the test/exam begins.

CONDUCT EXPECTATIONS

As a McMaster student, you have the right to experience, and the responsibility to demonstrate, respectful and dignified interactions within all of our living, learning and working communities. These expectations are described in the [Code of Student Rights & Responsibilities](#) (the “Code”). All students share the responsibility of maintaining a positive environment for the academic and personal growth of all McMaster community members, **whether in person or online**.

It is essential that students be mindful of their interactions online, as the Code remains in effect in virtual learning environments. The Code applies to any interactions that adversely affect, disrupt, or interfere with reasonable

participation in University activities. Student disruptions or behaviours that interfere with university functions on online platforms (e.g. use of Avenue 2 Learn, WebEx or Zoom for delivery), will be taken very seriously and will be investigated. Outcomes may include restriction or removal of the involved students' access to these platforms.

MISSED ACADEMIC WORK

Missed Mid-Term Examinations / Tests / Class Participation

Where students miss a regularly scheduled mid-term or class participation for legitimate reasons as determined by the Student Experience – Academic (MBA) office, the weight for that test/participation will be distributed across other evaluative components of the course at the discretion of the instructor. Documentation explaining such an absence must be provided to the Student Experience – Academic (MBA) office within five (5) working days upon returning to school.

To document absences for health related reasons, please provide to Student Experience – Academic (MBA) office the Petition for Relief for MBA Missed Term Work and the McMaster University Student Health Certificate which can be found on the DeGroot website at <http://mbastudent.degroot.mcmaster.ca/forms-and-applications/>. Please do not use the online McMaster Student Absence Form as this is for Undergraduate students only. University policy states that a student may submit a maximum of three (3) medical certificates per year after which the student must meet with the Director of the program.

To document absences for reasons other than health related, please provide Student Experience – Academic (MBA) office the Petition for Relief for MBA Missed Term Work and documentation supporting the reason for the absence.

Students unable to write a mid-term at the posted exam time due to the following reasons: religious; work-related (for part-time students only); representing university at an academic or varsity athletic event; conflicts between two overlapping scheduled mid-term exams; or other extenuating circumstances, have the option of applying for special exam arrangements. Such requests must be made to the Student Experience – Academic (MBA) office at least ten (10) working days before the scheduled exam along with acceptable documentation. Instructors cannot themselves allow students to unofficially write make-up exams/tests. Adjudication of the request must be handled by Student Experience – Academic (MBA).

If a mid-term exam is missed without a valid reason, students will receive a grade of zero (0) for that component.

Missed Final Examinations

A student who misses a final examination without good reason will receive a mark of 0 on the examination.

All applications for deferred and special examination arrangements must be made to the Student Experience – Academic (MBA) office. Failure to meet the stated deadlines may result in the denial of these arrangements. Deferred examination privileges, if granted, must be satisfied during the examination period at the end of the following term. There will be one common sitting for all deferred exams.

Failure to write an approved deferred examination at the pre-scheduled time will result in a failure for that examination, except in the case of exceptional circumstances where documentation has been provided and approved. Upon approval, no credit will be given for the course, and the notation N.C. (no credit) will be placed on the student's transcript. Students

receiving no credit for a required course must repeat the course. Optional or elective courses for which no credit is given may be repeated or replaced with another course of equal credit value.

Requests for a second deferral or rescheduling of a deferred examination will not be considered.

Any student who is unable to write a final examination because of illness is required to submit the Application for Deferred MBA Final Examination and a statement from a doctor certifying illness on the date of the examination. The Application for Deferred MBA Final Examination and the McMaster University Student Health Certificate can be found on the DeGroot website at <http://mbastudent.degroot.mcmaster.ca/forms-and-applications/> Please do not use the online McMaster Student Absence Form as this is for Undergraduate students only. Students who write examinations while ill will not be given special consideration after the fact.

In such cases, the request for a deferred examination privilege must be made in writing to the Student Experience – Academic (MBA) office within five business days of the missed examination.

Special examination arrangements may be made for students unable to write at the posted exam time due to compelling reasons (for example religious, or for part-time students only, work-related reasons):

- Students who have religious obligations which make it impossible to write examinations at the times posted are required to produce a letter from their religious leader stating that they are unable to be present owing to a religious obligation.
- Part-time students who have business commitments which make it impossible to write examinations at the times posted are required to produce a letter on company letterhead from the student's immediate supervisor stating that they are unable to be present owing to a specific job commitment.

In such cases, applications must be made in writing to the Student Experience – Academic (MBA) office at least ten business days before the scheduled examination date and acceptable documentation must be supplied.

If a student is representing the University at an academic or athletic event and is available at an overlapping scheduled time of the test/examination, the student may write the test/examination at an approved location with an approved invigilator, as determined by the Student Experience – Academic (MBA) office.

In such cases, the request for a deferred examination privilege must be made in writing to the Student Experience – Academic (MBA) office within ten business days of the end of the examination period.

Note: A fee of \$50 will be charged for a deferred exam written on campus and a fee of \$100 for deferred exams written elsewhere. In cases where the student's standing is in doubt, the Graduate Admissions and Study Committee may require that the student with one or more deferred examination privileges refrain from re-registering until the examination(s) have been cleared.

ACADEMIC ACCOMMODATION FOR STUDENTS WITH DISABILITIES

Student Accessibility Services (SAS) offers various support services for students with disabilities. Students are required to inform SAS of accommodation needs for course work at the outset of term. Students must forward a copy of such SAS accommodation to the instructor normally, within the first three (3) weeks of classes by setting up an appointment with

the instructor. If a student with a disability chooses NOT to take advantage of an SAS accommodation and chooses to sit for a regular exam, a petition for relief may not be filed after the examination is complete. The SAS website is:

<http://sas.mcmaster.ca>

ACADEMIC ACCOMMODATION FOR RELIGIOUS, INDIGENOUS OR SPIRITUAL OBSERVANCES (RISO)

Students requiring academic accommodation based on religious, indigenous or spiritual observances should follow the procedures set out in the [RISO](#) policy. Students should submit their request to their Faculty Office **normally within 10 working days** of the beginning of term in which they anticipate a need for accommodation or to the Registrar's Office prior to their examinations. Students should also contact their instructors as soon as possible to make alternative arrangements for classes, assignments, and tests.

COPYRIGHT AND RECORDING

Students are advised that lectures, demonstrations, performances, and any other course material provided by an instructor include copyright protected works. The Copyright Act and copyright law protect every original literary, dramatic, musical and artistic work, **including lectures** by University instructors.

The recording of lectures, tutorials, or other methods of instruction may occur during a course. Recording may be done by either the instructor for the purpose of authorized distribution, or by a student for the purpose of personal study. Students should be aware that their voice and/or image may be recorded by others during the class. Please speak with the instructor if this is a concern for you.

POTENTIAL MODIFICATION TO THE COURSE

The instructor and university reserve the right to modify elements of the course during the term. The university may change the dates and deadlines for any or all courses in extreme circumstances. If either type of modification becomes necessary, reasonable notice and communication with the students will be given with explanation and the opportunity to comment on changes. It is the responsibility of the student to check their McMaster email and course websites weekly during the term and to note any changes.

RESEARCH USING HUMAN SUBJECTS

ONLY IF APPLICABLE

Research involving human participants is premised on a fundamental moral commitment to advancing human welfare, knowledge, and understanding. As a research intensive institution, McMaster University shares this commitment in its promotion of responsible research. The fundamental imperative of research involving human participation is respect for human dignity and well-being. To this end, the University endorses the ethical principles cited in the Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans:

<http://www.pre.ethics.gc.ca>

McMaster University has mandated its Research Ethics Boards to ensure that all research investigations involving human participants are in compliance with the Tri-Council Policy Statement. The University is committed, through its Research Ethics Boards, to assisting the research community in identifying and addressing ethical issues inherent in research, recognizing that all members of the University share a commitment to maintaining the highest possible standards in research involving humans.

If you are conducting original research, it is vital that you behave in an ethical manner. For example, everyone you speak to must be made aware of your reasons for eliciting their responses and consent to providing information. Furthermore, you must ensure everyone understands that participation is entirely voluntary. Please refer to the following website for more information about McMaster University's research ethics guidelines:

<http://reo.mcmaster.ca/>

Organizations that you are working with are likely to prefer that some information be treated as confidential. Ensure that you clarify the status of all information that you receive from your client. You **MUST** respect this request and cannot present this information in class or communicate it in any form, nor can you discuss it outside your group. Furthermore, you must continue to respect this confidentiality even after the course is over.

ACKNOWLEDGEMENT OF COURSE POLICIES

Your registration and continuous participation (e.g. on A2L, in the classroom, etc.) to the various learning activities of M751 will be considered to be an implicit acknowledgement of the course policies outlined above, or of any other that may be announced during lecture and/or on A2L. **It is your responsibility to read this course outline, to familiarize yourself with the course policies and to act accordingly.**

Lack of awareness of the course policies **cannot be invoked** at any point during this course for failure to meet them. It is your responsibility to ask for clarification on any policies that you do not understand.

COURSE SCHEDULE

**MBA M751
Sustainability and Corporate Social Responsibility
Summer 2022 Course Schedule**

Week/Date	Content	Readings, Materials and Assignments
May 4th	Introduction to the course Objectives Resources, Readings, Cases, Speakers Project work and Assessments Group and Individual Work Context and Management	None
May 11th	Background of Sustainability and CSR <ul style="list-style-type: none"> History, background and context of Sustainability and Sustainable Development Corporate Social Responsibility Sustainability and Consumption Concepts and definitions of Sustainability as applied to business https://www.footprintcalculator.org/home/en 	Complete your ecological footprint calculator
May 18th	Conceptual Foundations <ul style="list-style-type: none"> Concepts and definitions of Sustainability as applied to business Commercial, Ecological, Institutional and social perspectives of responsibility 	Group Project Proposal Due (5%)
May 25th	Ethics <ul style="list-style-type: none"> Systems thinking and other marketing and strategic concepts as they relate to the integration of Ethics into business 	Case: Samsung, Tesco Homeplus and CSR
June 1st	Strategies for developing Sustainable Business Models <ul style="list-style-type: none"> Life cycle analysis Design for Environment Ecological Footprint Environmental checklists 	Case: WWF's Living Planet @wrok Championed by HP Exam Prep. Individual Report Due (15%)
June 8th	Midterm Exam – In Class	Midterm Exam 20%
June 15th	Entrepreneurship <ul style="list-style-type: none"> Models of Green Alliances Partnerships and Collaboration Networks for Sustainability 	Case: Tesla Motors (in 2013) Will Sparks Fly in the Automotive Industry?

June 22nd	Sustainability and Internal and External Organizations <ul style="list-style-type: none"> • Sustainability Index • Eco-Labeling • Green Metrics 	Case: MSPL Ltd. CSR and Sustainability in Mining
June 29 th	Human Resources <ul style="list-style-type: none"> • 5 Major areas of responsible management • HR and Ethics, Sustainability and CSR perspectives 	Case: Cradle to Cradle Design at Herman Miller: Moving toward environmental sustainability
July 6 th	Marketing and Communications <ul style="list-style-type: none"> • Leveraging CSR and Stakeholder Management • Effectively Marketing CSR strategies 	Case: Fiji Water and CSR: Green Makeover or Greenwashing?
July 13 th	Guest Speaker In-class exercise	
July 20 th	Guest Speaker Course Recap Final Presentation Prep Work	
July 27 th	Project Presentations	Project Presentations (15%) Final Reports (25%) (Total: 40%)

ABOUT THE INSTRUCTOR – Dave Van Alstyne

Dave has over 30 years’ experience in Organization Development, Strategic Planning and International Business Development in both established and start up business environments. He has participated at the Executive level in over \$1.2 Billion in M&A, capital raise and IPO activities including Canada’s largest Cleantech IPO in 2011. Dave’s global experience with an emphasis on Asia Pacific markets includes new product introductions, business development and establishing a network of agent and distribution professionals. Currently Dave is focusing his efforts on identifying Renewable and Waste to Energy opportunities in South East Asia a market that is going through significant economic transformations while facing serious energy issues. Dave’s commitment to renewable and waste to energy technologies stems from his experience in the Environmental and CleanTech industries where he's seen bio-based materials become market disruptive opportunities for the replacement of petroleum based chemicals and a growing need for alternatives to traditional waste management and energy generation systems.

Dave holds a B.A. in Psychology from Wilfrid Laurier University and an M.B.A. in Strategic Business Valuations from McMaster University and is currently pursuing his PhD at University of Waterloo where he is studying Carbon Market Performance and its relationship to pricing, investment and policy mechanisms.