

**Business Strategies in the Transition towards a Sustainable Economy**

**Spring 2017**

**Credits: 3**

**Disciplines:** Business, Sustainability, Environmental Studies, Ethics.

**Faculty Member:** Mike Townsend.

**Location:** Copenhagen

**Program Director:** Susanne Hovmand, V7.36

**Program Assistant:** Owen Coffin, V7.37

**Class:** Mondays and Thursdays, 10:05 – 11:25

**Classroom:** V10-D14

**Course Description**

*Note: This course is targeted toward both the business student and the sustainability/environmental studies student. It is also appropriate for any student simply interested in the development of sustainable businesses.*

We face a perfect storm, at the intersection of climate change, energy crisis, resource scarcity, and economic re-structuring. Business-as-usual is no longer an option. This course will introduce you to the great business transition that is underway – as we strive towards a low carbon and sustainable economy. We will explore frameworks and concepts – key topics and dilemmas – along with case study insights – on how leading companies are developing business strategies that harness new opportunities, and deliver significant business impacts, while meeting the great challenges of our time.

We will focus geographically on companies in Denmark, Scandinavia and elsewhere in Europe – while also conducting comparative analysis to businesses in the United States. Innovative businesses large and small are positioning themselves to launch new greener products in industries such as clean energy – and also in conventional sectors of the economy, including green building and construction, where risks and opportunities abound.

The opportunity for industries to become more sustainable is increasingly clear, requiring proactive and more holistic strategic thinking by business leaders, because – as in any transition of markets – certain businesses will be “winners” and others will be “losers.” This course will dig into the strategies and business cases of companies attempting to create successful and sustainable businesses.

**Learning Objectives**

By the end of this course, you will be able to:

- 1) **Understand the Environmental, Social, and Economic drivers and risks impacting on companies – along with the major business opportunities for integrating sustainability issues within the core Business Strategy** – You will explore how companies address sustainability challenges while simultaneously building a successful business.
- 2) **Appreciate the Differences between Business Strategies in Europe versus the United States** - While you will focus on companies in Denmark and Europe, you will conduct comparative analysis to businesses in the United States.
- 3) **Develop Your Professional Writing and Presentation Skills** – In a secondary but important objective for this course, you will improve your skills in writing effective professional communications and in making strong professional presentations.
- 4) **Enhance Your Critical Thinking Skills** – You will expand your understanding of the complex decisions faced by managers in business, government, and non-profit organizations, developing your ability to see relationships among multiple, often conflicting, issues.
- 5) **Develop Your Career Potential** – Developing your capabilities towards becoming an effective business leader and/or change agent, in supporting the necessary transition towards a low carbon and sustainable economy.

**Required Texts**

Custom readings and cases are available on the DIS Canvas System or will be handed out in class.

**Faculty Member:** Mike Townsend

Founder & CEO, Earthshine – an international consultancy/think-tank focused on sustainable business and economic transformation. Mike also lectures at Lund University and Copenhagen Business School, delivers inspirational keynote speeches, and serves on the EU SMART Project advisory board with University of Oslo.

Mike is author of *The Quiet Revolution* (Greenleaf, forthcoming), Editor of *Reframing the Game* (2015), Lead author of *A Journey in Search of Capitalism 2.0* (2013). He is also a regular contributor for Huffington Post, 2-Degrees, The Guardian, Edie.net and others.

Mike holds an MBA from the University of Birmingham Business School (UK), a bachelor degree in Civil Engineering Management from the University of Wolverhampton (UK), and is a Fellow of the Royal Society of Arts (UK). With DIS since 2015.

**DIS Contacts**

Susanne Hovmand, Program Director  
Anne Christine Nielsen, Assistant Program Director  
Mike Townsend, Facult.

**Course Format**

This course is taught with varied class formats, including:

- 1) **Discussion Classes** – Based on assigned readings, these classes will combine lecture with class discussion introduce new material, along with group exercises to test and embed learning.
- 2) **Student Presentations of White Paper Project** – Each student will conduct a research project culminating in a “white paper” and presentation. We will devote several class sessions to your presentations.

In each class we will align with concepts on other sustainability courses, but will translate into our business focus –e.g. how we can translate planetary boundaries for business.

- Key concepts will be woven through the whole course e.g. circular economy.
- Engaging with a range of different sectors at strategic points, through the whole course.

**Grading**

To be eligible for a passing grade in this class, you must complete all of the assigned work. This course has no exams. Instead, student evaluation focuses on your writing of assigned papers, your presentation of your white paper project, and your engagement in this class.

Grading is broken down as follows:

Intellectual engagement/Class participation	15% (15 points)
White Paper Project (3 deliverables)	35% (35 points)
Team Presentation of White Paper	20% (20 points)
2 Case Briefs/Short Papers	30% (30 points)

<u>Points</u>	<u>Grade</u>
93-100	A
90-93	A-
87-90	B+
83-87	B
80-83	B-

77-80	C+
73-77	C
70-73	C-
67-70	D+
63-67	D
60-63	D-
59 and below	F

**Evaluation**Intellectual Engagement/Class Participation (15 points):

This course depends upon robust engagement and discussion. Your ability to contribute to meaningful inquiry in a group setting is critical to your future career, regardless of your field. Strong intellectual engagement includes analyzing, questioning, and discussing the issues. The thoughtfulness and depth of your observations matter more than the quantity of your comments. You can demonstrate your engagement in the classroom, on our field studies, in working on team projects, and in other course communications. This portion of your grade is based on my qualitative assessment of your engagement with the material.

White Paper Project (35 points):

Each student will research one company, developing a short Prospectus, writing a White Paper of approximately 8-10 pages, which will then be refined for a Final Paper Submission. You will be provided a list of Danish and European companies from which to choose (approx. three students per company). Operating within sustainability transitions, these companies are pursuing business strategies leveraging off of environmental, social, as well as economic issues. In your White Paper, you will research the company and its industry, evaluating the business opportunities and risks faced by a business focused on solutions to environmental challenges. The White Paper will include three deliverables:

- 1) *Prospectus* – You will submit a 2-page Prospectus describing your company and its industry. Include your initial outline for the White Paper as well as a list of citations for sources you will use for your research. (5 points)
- 2) *White Paper* – You will submit your White Paper approximately two weeks before the end of the semester. Paper length is approximately 7-10 pages, plus attached exhibits such as charts, graphs, diagrams and tables. (10 points)
- 3) *Revised White Paper* – Based upon my comments and suggestions on your initial submission, you will submit a revised White Paper during finals week. (15 points)

Please note that one of the course objectives is to develop your skills in writing effectively in a professional or business setting. Professional writing is quite different than academic writing. A

workshop on professional writing techniques may be presented early in the semester so that you can apply these skills in writing the White Paper as well as the Case Briefs/Short Papers. The quality of your writing will be evaluated as part of your grade on written assignments.

Team Presentation of White Paper (20 points):

While writing the White Paper is an individual assignment, each company will be researched by around three students. At the end of the semester, you will come together with your colleagues to make a formal presentation to the class. This will include a presentation of 15-20 minutes including questions and discussion. The team is expected to utilize multimedia tools in the presentation, including PowerPoint, videos, etc.

In addition to effective professional writing, another course objective is to develop your skills in giving excellent professional presentations. A workshop on how to make a strong professional presentation may also be conducted. Application of these presentation techniques will be evaluated as part of your grade on in-class presentations.

Case Briefs/Short Papers (30 points):

For two case studies or other topics, you will write a short paper or memorandum (typically 2-page maximum). Each paper/memo is worth up to 15 points.

### **Disability and Resource Statement**

Disability and Resource Statement: Any student who has a need for accommodation based on the impact of a disability should contact the Office of Academic Support to coordinate this. In order to receive accommodations, students should inform the instructor of approved DIS accommodations within the first two weeks of classes.

### **Policies**

Attendance— You are expected to attend all DIS classes when scheduled. If you miss multiple classes, the Director of Teaching and Learning and the Director of Student Affairs will be notified and they will follow up with you to make sure that all is well. Absences will jeopardize your grade and your standing at DIS. Allowances will be made in cases of illness, but in the case of multiple absences you will need to provide a doctor's note. You are expected to complete all assignments for any missed class.

Arrival to Class/Lateness – Class will begin promptly at 10:05. Please arrive on time and ready to start class at 10:05. Late arrivals disrupt the flow of the class. Repeated lateness will reduce the student’s grade for Engagement/Participation.

Late Papers/Assignments – All papers and assignments have a fixed due date. If you are unable to meet a due date, you must contact Professor Green *in advance* to discuss your issue.

Use of Cell Phones: Your cell phone should be stored away in your backpack or purse during class. Any use of your cell phone is disrespectful of your professor and fellow students.

Use of Laptops or Tablets: Not allowed except by permission of your Professor.

Academic Honesty: Plagiarism and Violating the Rules of an Assignment

DIS expects that students abide by the highest standards of intellectual honesty in all academic work.

DIS assumes that all students do their own work and credit all work or thought taken from others.

Academic dishonesty will result in a final course grade of “F” and can result in dismissal. The students’ home universities will be notified. DIS reserves the right to request that written student assignments be turned in electronic form for submission to plagiarism detection software. See the *Academic Handbook* for more information, or ask your instructor if you have questions.

**CLASS SCHEDULE**

<b>Part 1: A New Business Landscape</b>	
<p><b>#1</b> 19. January</p> <p><b>Topic: Course Introduction/Framing.</b></p> <ul style="list-style-type: none"> <li>• Professor and student introductions.</li> <li>• Overview of course and syllabus.</li> <li>• Introduction exercise.</li> <li>• Discussion: What is a green &amp; sustainable economy?</li> </ul>	<p><b>Readings:</b></p> <ul style="list-style-type: none"> <li>• McKormick et al (2015) <i>Greening the Economy: Lessons from Scandinavia</i>, Lund: Lund University.</li> <li>• Skene &amp; Murray (2015) <i>Sustainable Economics, Chapter 9</i>.</li> <li>• Prepare for discussion.</li> </ul>
<p><b>#2</b> 23. January</p> <p><b>Topic: Beyond Business-as-Usual.</b></p> <ul style="list-style-type: none"> <li>• Why is business-as-usual no longer enough?</li> <li>• What are the drivers, risks &amp; opportunities for business?</li> <li>• What should be on our business agenda?</li> <li>• Why are planetary boundaries important for business strategy?</li> </ul>	<p><b>Readings:</b></p> <ul style="list-style-type: none"> <li>• Ioannou (2015) <i>Sustainability: From Surviving to Thriving</i>.</li> <li>• Townsend (2016) <i>Getting Over Peak Delusion</i>.</li> <li>• Bjørn et al (2016) <i>Is Earth Recognized as a Finite System in Corporate Responsibility Reporting?</i></li> <li>• Stockholm Resilience Centre (2015) <i>Planetary Boundaries: A Safe Operating Space for Humanity</i>.</li> </ul>
<p><b>#3</b> 26. January</p> <p><b>Sector Focus: Green Energy.</b></p> <ul style="list-style-type: none"> <li>• The great energy transition.</li> <li>• A focus on Denmark.</li> <li>• We'll explore DONG Energy –and its business strategy (case study).</li> <li>• We'll also ask, does DONG Energy have an exportable model?</li> </ul>	<p><b>Readings:</b></p> <ul style="list-style-type: none"> <li>• Roberts (2016) <i>Got Denmark envy? Wait Until You Hear About its Energy Policies</i>.</li> <li>• <i>DONG Energy: Clean and Reliable Energy – HBS Case Study</i>.</li> <li>• Chesto (2015) <i>Danish Wind Farm Company Could Change Game in N. E.</i></li> </ul>
<b>Part 2: Towards Greener Markets</b>	
<p><b>#4</b> 30. January</p> <p><b>Topic: Greener Markets: Lifestyles, Products and Consumption.</b></p> <ul style="list-style-type: none"> <li>• What is a greener lifestyle?</li> <li>• What do we mean by sustainable products and consumption?</li> </ul>	<p><b>Readings:</b></p> <ul style="list-style-type: none"> <li>• Backhaus et al (2012) <i>Sustainable Lifestyles: Today's Facts &amp; Tomorrow's Trends</i>.</li> <li>• Gelles (2015) <i>Unilever Finds That Shrinking Its Footprint Is a Giant Task</i>.</li> <li>• PWC (2014) <i>The Sharing Economy: How</i></li> </ul>

<ul style="list-style-type: none"> <li>• What are the challenges we face in business?</li> <li>• How are businesses innovating and disrupting markets?</li> </ul>	<p><i>Will it Disrupt Your Business?</i></p> <ul style="list-style-type: none"> <li>• Turner (2016) <i>Apple Wants to Kill a Bill That Could Make it Easier for You to Fix Your iPhone.</i></li> </ul>
<p>Field Study, Wednesday, February 1<sup>st</sup></p> <p>8.30 – 12.30</p>	<p><b>Field Study in Copenhagen: TBA.</b></p>
<p><b>#5 2. February</b></p> <p><b>Topic: Business – On Purpose!</b></p> <ul style="list-style-type: none"> <li>• What is a business for?</li> <li>• How are leading business finding renewed purpose?</li> <li>• What about the sustainable growth challenge?</li> <li>• Unilever case study.</li> </ul>	<p><b>Readings:</b></p> <ul style="list-style-type: none"> <li>• Townsend (2014) <i>Sustainable Business: Time to Change Our Story?</i></li> <li>• Denning (2015) <i>Salesforce CEO Slams 'The World's Dumbest Idea': Maximizing Shareholder Value.</i></li> <li>• Rappaport (2015) <i>What Managers Misunderstand About Shareholder Value.</i></li> <li>• Polman (2015) <i>Redefining Business Purpose: Driving Societal and Systems Transformation.</i></li> </ul>
<p><b>Short Study Tour – week 6</b></p>	<p>No class</p>
<p><b>#6 13. February</b></p> <p><b>Topic: Sustainable Business Strategy.</b></p> <ul style="list-style-type: none"> <li>• The classic view and beyond...</li> <li>• 21st century business strategies</li> <li>• UN SDGs: new business opportunities &amp; catalyst for change.</li> <li>• Analysis: Group work.</li> </ul>	<p><b>Readings:</b></p> <ul style="list-style-type: none"> <li>• Porter (1996) <i>What is Strategy?</i></li> <li>• <i>UN Global Compact/Accenture CEO Survey, 2016.</i></li> <li>• Chakravorti (2016) <i>Sustainable Business And Sustainable Development - Same Coin, Two Sides.</i></li> <li>• Novo Nordisk (2015) <i>Our Position on the 2030 Agenda for Sustainable Development.</i></li> <li>• Nidumolu (2013) <i>Top Sustainable Business Strategies from 2012.</i></li> </ul>
<p><b>#7 16. February</b></p> <p><b>Sector Focus: Green Building.</b></p> <ul style="list-style-type: none"> <li>• Market drivers &amp; opportunities.</li> <li>• How can building companies integrate sustainability into their business strategy?</li> <li>• Skanska case study/Business benefits.</li> <li>• The future opportunity for business model innovation?</li> </ul>	<p><b>Readings:</b></p> <ul style="list-style-type: none"> <li>• WEF/BCG (2016) <i>Shaping the Future of Construction.</i></li> <li>• Skanska (2009) <i>Green Thinking.</i></li> <li>• <i>Skanska Annual Report 2015.</i></li> </ul>

Part 3: New Models of Business Success	
<p>#8 20. February</p> <p><b>Topic: Sustainable Business Models.</b></p> <ul style="list-style-type: none"> <li>• What is a business model?</li> <li>• How are business models evolving?</li> <li>• Disruption: the opportunity!</li> <li>• Group exercise: Integrating sustainability.</li> </ul>	<p><b>Readings:</b></p> <ul style="list-style-type: none"> <li>• Johnson et al (2008) <i>Reinventing Your Business Model</i>.</li> <li>• Massa et al (2016) <i>Business Models for Shared Value</i>.</li> <li>• Plus, one further article: TBA.</li> </ul>
<p>#9 23. February</p> <p><b>Topic: Going Circular – Meeting the Circular Economy Challenge.</b></p> <ul style="list-style-type: none"> <li>• What is the circular economy - why is this important?</li> <li>• How do we get 'circular' business models to work - technically and commercially?</li> <li>• Who are the heroes of the circular economy transition?</li> </ul>	<p><b>Readings:</b></p> <ul style="list-style-type: none"> <li>• EEA (2016) <i>Circular Economy in Europe, pages 6-19</i>.</li> <li>• Townsend (2016) <i>Coming of Age: Heroes and Villains of the Circular Economy</i>.</li> <li>• Earthshine (2010) <i>Interface Case Study</i>.</li> <li>• Townsend (2016) <i>The Best Retailers for the World: Driving Responsible Retail and One-planet Prosperity</i>.</li> </ul>
<p><u>Week 9</u></p>	<p><b>Travel break/study tour</b></p>
<p>#10 6. March</p> <p><b>Topic: Developing Sustainable Supply Chains.</b></p> <ul style="list-style-type: none"> <li>• Global supply chains: key issues &amp; challenges.</li> <li>• Responsible supply chains &amp; sustainable business success?</li> <li>• What does best practice look like?</li> <li>• Which companies are leading the field?</li> <li>• Looking forward.</li> </ul>	<p><b>Readings:</b></p> <ul style="list-style-type: none"> <li>• Opijnen &amp; Oldenziel (2012) <i>Responsible Supply Chain Management</i>.</li> <li>• WEF/Accenture (2015) <i>Beyond Supply Chains Empowering Responsible Value Chains</i>.</li> <li>• Noble (2014) <i>11% of UK businesses say slavery in their supply chains is 'likely'</i>.</li> </ul>
<p>#11 9. March</p> <p><b>Sector Focus: From Fast to Sustainable Fashion.</b></p> <ul style="list-style-type: none"> <li>• Just how sustainable is fashion, really?</li> <li>• Who are the leaders? What are they doing?</li> <li>• What else needs to be addressed?</li> <li>• What is the future for sustainable fashion?</li> </ul>	<p><b>Readings:</b></p> <ul style="list-style-type: none"> <li>• Gunther (2016): <i>Pressure Mounts on Retailers to Reform Throwaway Clothing Culture</i>.</li> <li>• Bain (2015) <i>H&amp;M's "Sustainability" Report Hides the Unsustainable Reality of Fast Fashion</i>.</li> <li>• H&amp;M (2015) <i>Sustainability Report 2015 (pp. 3-12)</i>.</li> <li>• Mace (2016) <i>Three Years on From Rana</i></li> </ul>

	Plaza.
<p>#12 13. March</p> <p><b>Topic: White Paper Project &amp; Mid-semester Update.</b></p>	<p><b>Assignment:</b></p> <ul style="list-style-type: none"> <li>• Submit a 2-3 page Prospectus for your White Paper (see White Paper detailed assignment briefing – issued in class)</li> <li>• Prepare a 2-minute oral description of your White Paper project for class presentation</li> </ul>
<p>Field Study, Wednesday, March 15:</p> <p>13.00 – 17.00</p>	<p>Field Study in Copenhagen: TBA.</p>
<p><b>Part 4: Follow the Money</b></p>	
<p>#13 16. March</p> <p><b>Topic: Rebooting the Investor!</b></p> <ul style="list-style-type: none"> <li>• Importance of the investor role.</li> <li>• How investors are changing.</li> <li>• The rise of ESG metrics/business case.</li> <li>• Case study: driving investor change.</li> </ul>	<p><b>Readings:</b></p> <ul style="list-style-type: none"> <li>• Serafeim (2014) <i>Turning a Profit While Doing Good.</i></li> <li>• MIT &amp; BCG (2016) <i>Investing for a Sustainable Future.</i></li> <li>• Skapinker &amp; Scheherazade (2016) <i>Can Unilever’s Paul Polman Change the Way We Do Business?</i></li> <li>• Morningstar (2016) <i>The Morningstar Sustainable Investing Handbook.</i></li> </ul>
<p>Week 12</p>	<p><b>Travel break /study tour</b></p>
<p>#14 27. March</p> <p><b>Topic: Realising the Sustainable Business Case.</b></p> <ul style="list-style-type: none"> <li>• Focus: micro-business level benefits.</li> <li>• Challenge: Building the business case</li> <li>• Modeling exercise</li> <li>• Case study: Realising business benefits</li> </ul>	<p><b>Readings:</b></p> <ul style="list-style-type: none"> <li>• Townsend (2013) <i>If Boards Don't See the Business Case for Sustainability, We'll Get Nowhere.</i></li> <li>• BITC/Cranfield School of Management (2011) <i>The Business Case for Being a Responsible Business.</i></li> <li>• Earthshine (2010) <i>Apollo Motor Group Case Study – A New Ethos.</i></li> </ul>
<p>#15 30. March</p> <p><b>Topic: Ownership is Everything!</b></p> <ul style="list-style-type: none"> <li>• Limitations inherent within conventional business formats.</li> <li>• What are the alternatives/advantages?</li> <li>• Ownership is everything.</li> </ul>	<p><b>Readings:</b></p> <ul style="list-style-type: none"> <li>• McCracken (2013) <i>The Corporation is at Odds with the Future.</i></li> <li>• Townsend (2013) <i>How Adaptable is Your Business to Change?</i></li> <li>• B-Media (2016) <i>Changemakers Reveal the Benefits of Becoming B Corporations.</i></li> <li>• Dewan (2014) <i>Who Needs a Boss?</i></li> </ul>

<ul style="list-style-type: none"> <li>Pioneering companies.</li> </ul>	
<p>#16    3. April</p> <p><b>Sector Focus: Sustainable Banking.</b></p> <ul style="list-style-type: none"> <li>Why sustainable banking?</li> <li>What does sustainable banking look like?</li> <li>What is the opportunity and role for sustainable banking?</li> <li>Who are the leading players - how are they performing?</li> </ul>	<p><b>Assignment &amp; Readings:</b></p> <ul style="list-style-type: none"> <li><b>Submit White Paper.</b></li> <li>Wolf (2014) <i>The Shifts and the Shocks: Preface, Chapters 6 and 7.</i></li> <li>Earthshine (2012) <i>More Green – Less Greed: Triodos Bank Case Study.</i></li> <li>GABV (2012) <i>Strong, Straightforward and Sustainable Banking.</i></li> </ul>
<p><b>Part 5: The Business of Transformation</b></p>	
<p>#17    6. April</p> <p><b>Topic: Change Models and Pathways.</b></p> <ul style="list-style-type: none"> <li>Key challenges.</li> <li>Models for change – incremental vs. radical.</li> <li>Case studies: successful change, and problematic change.</li> <li>Class discussions/exercise.</li> </ul>	<p><b>Readings:</b></p> <ul style="list-style-type: none"> <li>CBSR (2015) <i>The Transformational Company Guide (summary version).</i></li> <li>Eccles et al (2012) <i>How to Become a Sustainable Company.</i></li> <li>Makower (2016) <i>Inside Interface's bold new mission to achieve 'Climate Take Back'.</i></li> </ul>
<p>#18    10. April</p> <p><b>Topic: Leadership for Change.</b></p> <ul style="list-style-type: none"> <li>What is leadership?</li> <li>Leadership styles.</li> <li>How is business leadership changing?</li> <li>Who are the new breed of inspirational business leaders - how do they operate?</li> <li>What role can you play?</li> </ul>	<p><b>Readings:</b></p> <ul style="list-style-type: none"> <li>Goleman (2000) <i>Leadership That Gets Results.</i></li> <li>Ellison &amp; Nidumolu (2013) <i>Sustainable Business Initiatives Will Fail Unless Leaders Change Their Mindset.</i></li> <li>Townsend (2012) <i>Rising to the Challenge.</i></li> <li>McGregor (2015) <i>The Best-performing CEO in the World is Someone You've Probably Never Heard Of.</i></li> <li>Cunningham (2015) <i>The Tao of Paul Polman.</i></li> </ul>
<p><u>12. -17. April</u></p>	<p>Travel break</p>
<p>#19    20. April</p> <p><b>Sector Focus: FMCG/Food.</b></p> <ul style="list-style-type: none"> <li>Importance of transition.</li> <li>Key issues &amp; challenges.</li> <li>How businesses are responding,</li> <li>New entrepreneurial opportunities.</li> <li>Case studies and discussions.</li> </ul>	<p><b>Readings:</b></p> <ul style="list-style-type: none"> <li>Oxfam (2016) <i>The Journey to Sustainable Food.</i></li> <li>PWC/Asda (2014) <i>The Challenge of a Changing Climate.</i></li> <li>One further article, TBA.</li> </ul>

<p>#20 <u>24. April</u></p> <ul style="list-style-type: none"> <li>• <b>Guest Lecture – TBA.</b></li> </ul>	<p><b>Assignment:</b></p> <ul style="list-style-type: none"> <li>• <u>Submit Revised White Paper</u></li> <li>• <u>Prepare for Group Presentations.</u></li> </ul>
<p><b>Part 6: Embedding Our Knowledge</b></p>	
<p>#21 <u>27. April</u></p> <p><b>Topic: Team Presentations of White Paper Projects (Session 1: Groups A-D)</b></p>	<p><b>Assignment:</b></p> <ul style="list-style-type: none"> <li>• <u>Prepare for Group Presentations.</u></li> </ul>
<p>#22 <u>1. May</u></p> <p><b>Topic: Team Presentations of White Paper Projects (Session 2: Groups E-H)</b></p>	<p><b>Assignment:</b></p> <ul style="list-style-type: none"> <li>• <u>Prepare for Group Presentations.</u></li> </ul>
<p>#23 <u>4. May</u></p> <p><b>Topic: Learning Review Quiz and prize giving.</b></p>	<p><b>Assignment:</b></p> <ul style="list-style-type: none"> <li>• <u>Prepare for Quiz.</u></li> </ul>
<p>#24 <u>8-11. May *finals week TBA*</u></p>	

*This syllabus is subject to change. If changes are necessary, I will provide as much notice as possible.*