

MAY 2017

**ORGANIZATIONAL SUSTAINABILITY**  
**Department of Management, Ben Gurion University**

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**LECTURE TIMES:** March 15 - April 2, 2017

**LOCATION:** Department of Management, Ben Gurion University

**PURPOSE**

Successful organizational responses to environmental, economic and social issues require the development and application of a wide range of conceptual frameworks and practices for managing impacts and opportunities related to the social, economic, and natural environments. In leading organizations, these ideas and practices form a consistent set of elements that comprise effective management systems for sustainability. This course introduces students to a 'triple bottom line' approach, defining sustainability in organizations as balanced progress towards economic performance, social justice, community well-being and environmental quality. The course examines current strategies, approaches and methods and how they are used in a variety of disciplines, including strategy, marketing, product development, human resource management, community relations, and others.

**OBJECTIVES**

This course is designed for students interested in developing a basic understanding of the application of environmental and stakeholder management strategies, tools and techniques in organizations. The objective of the course is to provide a critical understanding of prominent strategic frameworks and organizational practices for sustainable enterprise, and how they may add strategic value to the organisation and its stakeholders.

This course aims to realize the following learning objectives:

- **Encourage a critical awareness** of the contribution and value of environmental and social stakeholder information in organizational strategies and decision-making, and relate these to management and broader issues of leadership and corporate culture;
- **Critically review the assumptions and practices** of a number of sustainability-based management approaches involving strategic planning, stakeholder engagement and inclusion, and sustainability reporting.
- **Establish the role** of environmental and stakeholder management approaches in organizational decision-making with reference to environmental, social and economic challenges and opportunities faced by organizations today.

## **COURSE FORMAT AND TEACHING APPROACH**

A range of teaching methods will be used including lectures, case discussions, experiential learning exercises, guest speakers, group projects and role play exercises. Required and suggested readings will be identified and/or provided online. Familiarity with materials in assigned text and course readings is essential for students to successfully realize the course learning objectives. Each theme will be grounded in a number of current cases. Attendance at all classes, tutorials, and active participation in classes and group work are essential.

## **ASSIGNMENTS AND COURSE EVALUATION:**

The required assignments and assessment categories for this course are:

<b>Assignment</b>	<b>Weighting</b>	<b>Due Date</b>
Panel Debate (In Class)	10 (5X2)	
Learning and Reflection Journals	30 (15 X 2)	
Final Course Paper	20	
Field Trip Reflections	30 (15x2)	
Class Participation	10	

Required Course Text: (accessible online)

Hart, Stuart L. (2010). *Capitalism at the Crossroads: Next Generation Business Strategies for a Post-Crisis World.3<sup>rd</sup> Edition*. Wharton: Upper Saddle River, NJ. ISBN #978-0-13-704232-6

Required Course Readings: All required readings are available online

## **DAILY CLASS SCHEDULE:**

<b>Day</b>	<b>Date</b>	<b>Course Themes<sup>1</sup></b>
1-3	March 15, 16, 17	<b>Theme I:</b> Challenges of Organizational Sustainability
4	March 19	Field Trip # 1
5-6	March 21, 23	<b>Theme II:</b> Strategic Frameworks for Sustainable Development
7	March 26	<b>Theme III:</b> Sustainability as a Catalyst for Social Change
8	March 30	Field Trip # 2
9	April 2	<b>Course Integration</b>

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<sup>1</sup> All required weekly readings, including text chapters, are available online