

MAY 2016

ORGANIZATIONAL SUSTAINABILITY

Course Director: Dr. Asaf Zohar azohar@trentu.ca

Teaching Assistan Tal Caspi

Lecture Time: Sunday - Thursdays Time TBA

Location: TBA, 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 and environmental quality. The course examines current strategies, approaches and methods and how they are used in a variety of disciplines: e.g. strategy, marketing, product development, human resources, 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 business, 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, projects and group 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:

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

Required Course Text:

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

Required Course Reading : All required readings are available online

THEME # 1: OVERVIEW: CHALLENGES OF ORGANIZATIONAL SUSTAINABILITY

Review of key course themes and a general discussion of organizations and sustainability issues. Sustainable development is framed as a complex environmental, social and economic strategic challenge at global, national, local and individual levels.

On-Line Readings:

Required: 2 of the following 3 readings

- Hart, Stuart L. (2010). *Capitalism at the Crossroads: Aligning Business, Earth, and Humanity*. 3rd Edition. Wharton: Upper Saddle River, NJ. Prologue, pp. 1-15.
- Donella H. Meadows, Dennis L. Meadows, and Jorgen Randers (2004). Limits to Growth: The 30-Year Update. Post Mills, VT: Chelsea Green Publishing Company, Chapter 8.
- Friedman, T., (2008). **Excerpts** from *Hot, Flat and Crowded: Why We Need a Green Revolution and How It Can Renew America*. Farrar, Straus and Giroux: New York.

Required: 1 of the following 2 readings

- Amory B. Lovins et al. (1999). A Road map for Natural Capitalism, *Harvard Business Review*, pp. 143-158.
- Martin, R. (2007). "How Successful Leaders Think." *Harvard Business Review*, June 2007, **85**(6): 60-67.

Submit list of Agenda Group Members, and preferred presentation date

THEME # 2 – STRATEGIC FRAMEWORKS FOR SUSTAINABLE DEVELOPMENT

In this session we critically examine a series of alternative frameworks for understanding sustainability. The current key 'drivers' of strategic change are considered along economic, social and environmental dimensions. The increasing importance of market-based strategic approaches and instruments in environmental and social policy-making are examined, as well as the case for both business-led and social advocacy-based initiatives.

Required Readings

Stuart L. Hart and Mark B. Milstein (2003), Creating Sustainable Value, *Academy of Management Executive*, pp. 56-69.

Friedman, Milton, "The Social Responsibility of Business is to Increase Its Profits." New York Times Magazine September 13 1970. Reprinted in *Ethical Theory and Business*, Seventh ed. edited by Tom L. Beauchamp and Norman E. Bowie. 50-55; Upper Saddle River: Pearson Prentice Hall, 2004.

Elkington, J. (2004). 'Enter the Triple Bottom Line', in Richardson, Julie, Henriques, Adrian (eds) *The triple bottom line, does it all add up? : assessing the sustainability of business and*

CSR. Earthscan Publications Ltd, London ; Sterling, VA, 2004, pp. 1-16.

Freeman, R. Edward, Bidhan Parmar, and Andrew C. Wicks. "Stakeholder theory and 'The Corporate Objective Revisited'." *Organization Science* 15.3 (2004): 364-369.
http://my.t-bird.edu/files/personalfiles/133488/10corp_obj_freeman_reply.pdf

THE AGENDA – STUDENT ROLE PLAY

THEME 3 - ENGAGING STAKEHOLDERS – NGO’S AND BUSINESS

This session will examine how NGOs and businesses are coming together - and for what purposes. Current and future trends, as well as case studies of prominent collaborations will be critically examined.

- Hart, Stuart L. (2010). *Capitalism at the Crossroads: Aligning Business, Earth, and Humanity*. 3rd Edition. Wharton: Upper Saddle River, NJ: Chapt. 7 and 8.
- Timothy O’Riordan (2006): *Big Business and Sustainability: A Contradiction in Terms?*, *Environment: Science and Policy for Sustainable Development*, 48:5, C2-C2.
- Partridge, K., Wheeler, D, and Zohar, A. and Jackson, C., (2005). *Manual for Stakeholder Engagement*, United Nations Environment Programme (UNEP), Division of Technology, Industry and Economics, New York, NY. Chapter 4

THEME 4: SUSTAINABILITY AS A CATALYST FOR SOCIAL CHANGE

In this session we will explore concepts that help explain the nature, challenges and opportunities for meaningful change and the development of sustainable organizations. We examine cases of managing and leading change in uncertain times. We consider the importance of understanding the nature and processes of change, and a number of other approaches that may be successfully applied in promoting sustainable organizational cultures.

Sustainability as a Catalyst for Social Change

The Occupy Movement: Social Change, or Irrelevance?

- Morgan, G. and Zohar, A. (1998), "The 15% approach: quantum change incrementally!" *Holland Management Review*, 53, pp. 14-25.
- Zohar, A. Schoenfeld, S., and Alleson, I. (2010). Environmental Peacebuilding Strategies in the Middle East: The Case of the Arava Institute for Environmental Studies. *The Peace and Conflict Review*, Vol. 5, Issue 1.

http://www.ssireview.org/articles/entry/in_search_of_the_hybrid_ideal

THEME #5: Course Integration May 11