

August 6, 2014

SUS 702: Sustainable Organization Management

Course Syllabus

Class Time/location: Thursday 6-9pm, DeTamble Auditorium, Tribble Hall (Winston Salem, NC)
200 N. College St., Suite 150 (Charlotte, NC)

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Office/Office Hours: By Appointment

Course Description

This course will provide an overview of the presence and impact of sustainable development considerations in private and public sector organizations. The course information and experiences will equip participants with the ability to think critically about the trade-offs inherent in the relationship between certain organizational decisions and sustainability best practices.

Course Objectives/Learning Goals

- **Identify** the economic effects of environmental policies and the consequences of economic systems and policies on the environment.
- **Model** the supply, demand, and allocation of Earth's natural resources to develop more sustainable methods for managing those resources.
- **Define** principles that guide an approach to environmental sustainability practices and strategy by applying strategy, environmental theories, and frameworks to government, non-government and business organizations.
- **Demonstrate** how sustainability is a key driver of innovation by creating new ideas, products, and perspectives as suggested by the readings and discussions.
- **Compare** and **contrast** some of the nuances for environmental sustainability in special situations such as universities, manufacturing, multi-national organizations, and start-up companies.
- **Compare** and contrast roles played by various organizations in addressing environmental challenges, especially federal and state governments and NGOs.
- **Analyze**, critique contemporary issues/ situations related to public policy/ organizational decisions.
- **Evaluate** ways organizations measure and report on their sustainability practices.
- **Critically analyze** functional organizational areas (e.g., information technology, marketing, finance, and operations) and their use of environmental concepts and practices.
- **Specify** how human decision making, including biases, impact public, organizational, and private decisions on environmental sustainability.

- **Maintain** enthusiasm and a sense of responsibility for the subject beyond the course.

Course Projects/ Grading

30%. Economics test or quizzes. Test or quizzes on economics concepts to demonstrate mastery of key concepts including discounting, externalities, common resources, public goods, etc.

30%. Semester project. Organizational analysis. We will give you the guidelines for this assignment in the first class.

30%. Two quizzes. Each quiz will include a case analysis to demonstrate mastery of key course concepts.

10%. Throughout the semester we will ask you to prepare a short presentation on a reading, case study or other materials.

Course Text/ Materials

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Textbook

Steven C. Hackett (2011). Environmental and Natural Resources Economics: Theory, Policy and the Sustainable Society. Fourth Edition. Armonk, NY: M.E. Sharpe (designated as "SH" in the syllabus).

Course Topics/ Details

Refer to the central schedule for the MA in Sustainability program for class dates.

Class - Topics	Text Readings
2015	
1/15 Introduction; Gold and garbage of one main context for sustainability: Capitalism. <ul style="list-style-type: none">• A.H. Meltzer (2012) <u>Why Capitalism?</u> Oxford, UK: Oxford University Press. Chapter 1: Why Capitalism? 3-30.	SH Chapters 1-2;
1/22 Natural Resource Economics; Scarcity; Rational Choice; Opportunity costs; Economic Efficiency; Competitive Markets (Supply & Demand); Market Failure: Externalities; Coase Theorem; Market Failure: Public	SH Chapters 3-4 and pp. 166-68

	Goods; Market Failure: Common Pool Resources; Public Choice Economics; Morality and markets	
	<ul style="list-style-type: none">A. Falk and N. Szech (2013). Morals and markets. <u>Science</u>. 340: 707-711.1	
1/29	Cost-benefit Analysis; Inter-temporal welfare analysis (discounting the future); Selecting the appropriate discount rate; Valuing the Environment; Contingent Valuation; Choice Experiments; Hedonic Pricing; Ecosystem Services; Option Price and Option Value; Risk and Uncertainty; Application to Global Climate	SH Chapter 7
	<ul style="list-style-type: none">Robert Pindyck, "Climate Change Policy: What Do the Models Tell Us?" <u>Journal of Economic Literature</u>, 2013.	
2/5	Private Resource Use; Dynamic Maximization; Steady-state renewable resource use; Common Resource Use (again); Tragedy of the Commons Energy Markets;	SH Chapter 5
	<ul style="list-style-type: none">P.J. Hill, "When Is the Tragedy of the Commons Not a Tragedy," <u>Independent Review</u>, Spring 2014.	
2/12	The Neoclassical Model of Economic Growth; Types of capital: financial, physical, natural resource, human; Measuring national/global human well-being, economic production and sustainability; Modeling and Measuring Sustainability – macro considerations; Market Responses to Sustainability	SH Chapters 11 and 12
	<ul style="list-style-type: none">Kenneth Arrow et al., "Are We Consuming Too Much?" <i>Journal of Economic Perspectives</i>.Randall Rucker and Walter Thurman, "Colony Collapse Disorder: The Market Response to Bee Disease," PERC Policy Series.	
2/19	Challenges in business, government, and Non-government organizations.	
	<ul style="list-style-type: none">Excerpts from Michael J. Sandel (2012). <u>What Money Can't Buy: the Morality Limits of Markets</u>. New York, New York: Farrar, Straus, and Giroux.Blood Bananas: Chiquita in Colombia. <u>Thunderbird School of Global Management</u>. #TB0245.	
2/26	Practices in business organizations; Beyond cost cutting and compliance; New business models and theories of organizations.	
	<ul style="list-style-type: none">E. Ramirez (2013). The consumer adoption of sustainability-oriented offerings: Toward a middle-range theory. <u>Journal of Marketing Theory and Practices</u>. 21(4):514-428.Walmart's sustainability strategy (B): 2010 update. <u>Stanford Graduate</u>	

School of Management. #OIT71B.

- TATA: Leadership with trust. Richard Ivey School of Business. The University of Western Ontario. #9B10M025.
- M. Lucas (2011). Understanding environmental management practices: Integrating views from strategic management and ecological economics. Business Strategy and the Environment. 19:543-556.

3/5 Reporting and transparency;

- What is meant by sustainable? The story of MSC and fisheries. A three-part series from National Public Radio. February 11-12, 2013.
- Special section on the global supply chain. Science June 2014 Vol. 344(6188): 1100-1127.

3/19 Impacts of business and NGOs on society; Consumer preferences; role of NGOs with business organizations; Special roles of environmental NGOs: research and advocacy; partnering; Institutionalization of practices; Business associations

- D.T. Max (2014). Green is gold. The New Yorker. May 12 (90): 54
- P. Kareiva and M. Marvier (2013). What is conservation science? BioScience. November 62(11): 962-969.
- D.A. Rondinelli and T. London (2003). How corporations and environmental groups cooperate: Assessing cross-sector alliances and collaboration. Academy of Management Executive 17(1): 61-76.
- Starbuck's and Conservation International. Harvard Business School. #9-303-055.
- Corporate Responsibility & Community Engagement at the Tintaya Copper Mine (A). Harvard Business School. #506023

3/26 Government challenges, practices, and impacts; Federal government practices; Sample local champions of sustainability (NYC; Chicago; Singapore; Curitiba, Brazil; Vancouver, Canada)

- New York City: Bloomberg's Strategy for Economic Development
- Harvard Business School. #714404
- Planning in Placencia Belize. Wake Forest University, World Wildlife Fund and The Natural Capital Project.

4/2 Entrepreneurship; Social Entrepreneurship; Innovation- Macro and Micro considerations.

- Excerpts from E. Moretti (2013). The New Geography of Jobs.
- Excerpts from Dearie and Geduldig (2013). Where the jobs are: Entrepreneurship and the soul of the American economy.
- Just US! Coffee Roasters. Richard Ivey School of Business. The University of Western Ontario. #9B06A027.

4/9 Design Thinking in Organizations;
Human Decision Making and its impacts on sustainability practices in

organizations;

- Excerpts from: Daniel Kahneman's Thinking Fast and Slow
- Excerpts from Nassim Taleb's Fooled by Randomness;
- Excerpts from R. H. Thaler and C. R. Sunstein (2008) Nudge: Improving decisions about health, wealth, and happiness.
- Excerpts from M. Macnab (2012) Design by nature;
- Excerpts from A. Behan and J. P. Zane (2012). Design in nature: How the constructual law governs evolution in biology, physics, technology and social organization.
- Speaker: David Finn, Wake Forest University.

4/16 Presentation of term projects; Each team presents results of a semester-long project – a study of a specific organization using the course's principles, theories, and frameworks.

4/23 Does sustainability pay? Evidence of the returns from sustainability practices.

4/30 Panel on Use of Sustainability in Organizations – Final Reflections

Sustainability leaders from Non-government, government, business (small, medium and large), and university organizations.

Additional Information

Our intent is to build capital in this course: financial, human, social, and natural. We intend to create **high returns for your course investment**, both for your tuition investment and opportunity costs for class participation. This course competes with similar investments, and we plan to demonstrate that you will receive higher returns by investing in this course than other investments.

Your human capital will increase as a result of the **knowledge and skills you gain** in this course. This increase will result from your independent study, classroom interactions, and involvement with your colleagues. The knowledge and skills gained in this course need to be put to use. We address important issues for our global society's future, as we have a **responsibility to make our world a better place to live**. You will also gain tremendous value by increasing your social network span and quality.

We expect you to consider the course's **environmental footprint** and how we impact the natural environment. Consider materials recycling, reuse, and reduction. Also, redesign and re-imagine ways to deliver courses for positive environmental impacts; we need to expend as low energy use as possible, considering getting to class, water use, air quality, and compliance with sustainability principles. Pay particular attention to waste of the paper and materials we use to reduce or eliminate the need for fossil fuels.

We adhere to the MA in Sustainability Policies and Procedures as specified in the Student Handbook

and the Graduate Student Handbook for the Graduate School of Arts and Science.

For information on grading, hints about doing well in this course and other teaching and course information, see the file “Teaching Methods and Hints” on Sakai.

Program Contact

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