

## **ENVP U6234 Sustainability Management: Fall 2014**

### **Office Hours**

Prof. Howard Apsan, classroom, after class

Danielle Sack, Alice's Café (IAB 6th floor), Tuesdays 545-645p or by appointment

Jessica Tang, Lehman Group Study Room, Wednesdays 11-12pm or by appointment

### **Required Readings**

- (2013) Cohen; Eimicke; Heikkila. The Effective Public Manager (5th edition)
- (2011) Cohen, Steven. Sustainability Management
- (2006) Cohen, Steven. Understanding Environmental Policy (2nd edition) **\*used for cases**
- (2011) Fisher and Ury. Getting to Yes
- Other Readings and Case Studies (available on Courseworks under Files and Resources or for purchase online in our Coursepack at <https://cb.hbsp.harvard.edu/cbmp/access/28121291>, or Lehman Library Reserves)

**All required textbooks are also available at Lehman Library Reserves or Butler Reserves. Sustainability Management, Understanding Environmental Policy, and the Effective Public Manager are available as e-books on CLIO.**

### **Course Objectives**

Sustainability management matters because we only have one planet, and we must learn how to manage our organizations in a way that ensures that our planet is maintained. The course is designed to introduce you to the field of sustainability management. This is not an academic course that reviews the literature of the field and discusses how scholars think about the management of organizations that are environmentally sound. It is a practical course organized around the core concepts of management and the core concepts of sustainability.

Each week we will read one or two cases in management and/or sustainability, and some background material designed to help you answer the questions posed at the end of each case exercise. The cases always pose practical issues for decision makers to address but issues that are best addressed with a firm grounding in the literature of management and sustainability.

The literature and case material we will study this semester are based on lessons learned in government, non-profits and the private sector. The course will emphasize management in public and nonprofit organizations and the role of public policy in sustainability, but it will also explore how these two sectors interact with private interests to promote sustainable practices.

In the class you will sign up for one team that will present a briefing to the class on a particular case (Group Case studies). You will also write four two-page memos according to a specified format (Individual Case studies). The syllabus includes a schedule for each assignment.

### **Class Schedule**

<u>Week No.</u>	<u>Date</u>	<u>Lecture</u>
1	8 Sept	Introduction to Management and Public Management, and Sustainability Management
2	15 Sept	Internal Organizational Management: People, Work, and Money
3	22 Sept	Performance and External Organizational Management: Strategy, Communication and Information
4	29 Sept	Negotiations, Decision Making, Outsourcing and Network Management
5	6 Oct	Sustainable Manufacturing and Service Businesses
6	13 Oct	The Centrality of Energy
7	20 Oct	Sustainable Water
8	27 Oct	Sustainable Food Supply
-	3 Nov	Academic Holiday NO CLASS
9	10 Nov	Sustainability Cities
10	17 Nov	Sustainability Metrics
11	24 Nov	Management Innovation and Quality Management
12	1 Dec	Outsourcing and Network Management
13	8 Dec	A Sustainable Planet and Conclusions

### **Grading Policy**

1. Case memos - 60%
2. Final exam - 20%
3. Group Project - 10%
4. Attendance & Class participation- 10%

ALL ASSIGNMENTS WILL BE POSTED ON COURSEWORKS TWO WEEKS BEFORE THE DUE DATE. ALL ASSIGNMENTS MUST BE COMPLETED ON TIME. LATE ASSIGNMENTS WILL BE PENALIZED **10 POINTS**. ALL ASSIGNMENTS ARE TO BE SUBMITTED BY BOTH EMAIL TO THE TA'S BY 6:10 PM AND PAPER COPY BROUGHT TO THE START OF CLASS ON EACH DUE DATE.

### **Group Project Roles**

#### Group Manager

- Organizes group responsibilities, outputs and schedules
- Coordinates the group's work

#### Oral Presentation Team

- Develops presentation materials
- Presents 10 minute in-class briefing

#### Written Report Team

- Outlines, researches and writes required memo

### **List of Case Studies and Supplementary Readings**

*P= for purchase through Harvard Business School\*; UEP= Understanding Environmental Policy; CW= Courseworks; R= Lehman Library Reserves\*\**

Week No. Due Date	Cases	Location
2	- Individual Case 1: The Problem of Tom - Group Case 1: Congestion Pricing in New York City	CW UEP ch.3
3	- Group Case 2: Using Environmental Clean-Up Funds to Replace the Tappan Zee Bridge	CW
4	- Group Case 3: Why is Hydrofracking Contentious	UEP ch.5

5	- Individual Case 2: Ford Motor Company: New Shades of Green through Soy Foam  - Group Case 4: FIJI Water: Carbon Negative?	P  P
6	- Group Case 5: Understanding Solar Power Adoption in the United States	CW
7	- Group Case 6: Mexico City: Opportunities and Challenges for Sustainable Management of Urban Water Resources	CW
8	- Individual Case 3: Sobey's Inc.: A Strategic Approach to Sustainable Seafood Supply  - Group Case 7: Sustainable Tea at Unilever	P  P
9	- Group Case 8: PlaNYC: 2030: Sustainability in NYC	CW
10	- Group Case 9: Environmental Sustainability at REI	P
11	- Individual Case 4: Bike Lanes in New York City  - Group Case 10: Sullivan Container	CW  P
12	- Group Case 11: Public Private Partnership for Green Space in NYC	CW

\* Purchase online in our Coursepack at <https://cb.hbsp.harvard.edu/cbmp/access/28121291>

\*\* All case studies on reserve can also be purchased at: <http://web.hbr.org/store/index.php>

### **Supplementary Readings**

1. Apsan, Howard N. 2013. "Resiliency and Continuity: Hurricane Sandy and The City University of New York " The City University of New York. June
2. Apsan, Howard N. 2010. "H1N1 Prevention at the City University of New York." University Risk Management and Insurance Association (URMIA) Insights. January.
3. Apsan, Howard N. 2008. Understanding Risk Management through an Environmental Health and Safety Template. Journal of the University Risk Management and Insurance Association (URMIA). Autumn.
4. Apsan, Howard. 2005. "What Gets Measured Gets Done: Two Years Into the CUNY-EPA Audit Agreement," Environmental Quality Management. Fall.
5. Apsan, Howard. 2004. "Bomb Materials at Campus Reactors and Other Scary Thoughts: An EH&S Perspective on Combating Bioterrorism," Environmental Quality Management. Winter.

6. Apsan, Howard. 2003. "The Environmental Protection Agency College and University Initiative: The City University of New York Response," Environmental Quality Management. Winter.
7. Apsan, Howard. 2000. "Running in Nonconcentric Circles: Why Environmental Management Isn't Being Integrated into Business Management," Environmental Quality Management. Summer.
8. Apsan, Howard. 1995. "Environmental Performance Evaluation: The ISO 14000 Scorecard," Total Quality Environmental Management. Winter.
9. Apsan, Howard. 1995. "ISO 14000: Standardizing Environmental Management Beyond ASTM," Total Quality Environmental Management. Summer.
10. Apsan, Howard. 1995. "The Top Ten Reasons," Total Quality Environmental Management. Spring.
11. Apsan, Howard, 1994. "Reinventing Environmental Excellence" Total Quality Environmental Management. Summer.
12. Apsan, Howard. 1993. "Applying TQM to Environmental Site Assessments under the ASTM Standard," Total Quality Environmental Management. September.
13. Apsan, Howard with V.P. Whitfield. 1985. "Implementation: The Hardest Part," The Bureaucrat. Fall.
14. Goleman, Daniel, 1998. "What Makes A Leader," Harvard Business Review. November-December.