**ENVP U6234 – Fall 2019**

**Sustainability Management**

**Professor Howard Apsan**

**Columbia University**

**Office Hours:**

Prof. Howard Apsan: Classroom, after class.

Teaching Assistant: Ian Pelekis (ip2341), Mondays 12:00 – 1:45 pm, law school cafe, or by appointment.

**Required Readings**

* (2013) Cohen; Eimicke; Heikkila. The Effective Public Manager (5th edition)
* (2011) Cohen, Steven. Sustainability Management
* (2014) Cohen, Steven. Understanding Environmental Policy (2nd edition)  **\*used for cases**
* (2011) Fisher and Ury. Getting to Yes

Other readings and case studies will be available on Courseworks or for purchase online through HBS.

**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**

|  |  |  |
| --- | --- | --- |
| Week No. | Date | Lecture |
| 1 | 5 Sept | Introduction to Management and Public Management, and Sustainability Management |
| 2 | 12 Sept | Internal Organizational Management: People, Work, and Money |
| 3 | 19 Sept | Performance and External Organizational Management: Strategy, Communication and Information |
| 4 | 26 Sept | Getting to Sustainability: Negotiations, Decision Making, Outsourcing and Network Management |
| 5 | 3 Oct | Sustainable Manufacturing and Service Businesses |
| 6 | 10 Oct | The Centrality of Energy |
| 7 | 17 Oct | Sustainable Water |
| 8 | 24 Oct | Sustainable Food Supply |
| 9 | 31 Oct | Sustainable Cities |
| 10 | 7 Nov | Sustainability Metrics |
| 11 | 14 Nov | Management Innovation and Quality Management |
| 12 | 21 Nov | Outsourcing and Network Management |
| 13 | 28 Nov | Thanksgiving Holiday: No class |
| 14 | 5 Dec | A Sustainable Planet and Conclusions |

**Grading Policy**

1.      Case memos - 60%

2.      Final exam (final memo)\* - 20%

3.      Group Project - 10%

4.      Attendance & Class participation - 10%

\* NOTE: The prompt for the final memo will be posted after class on November 29, and is due at the start of class on December 5. There will be no other commitments during the exam period for this class.

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 VIA DROPBOX BEFORE CLASS, 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 |
| 13 | - Group Case 11: Public Private Partnership for Green Space in NYC | CW |
| 13 | - Final Memo |  |

\*\* All case studies on reserve can also be purchased at: <https://hbr.org/store/case-studies>.

**Supplementary Readings**

1. Apsan, Howard. 2018. "Situational Awareness: The Essence of Risk Management" *Journal of the University Risk Management and Insurance Association (URMIA)*.
2. Apsan, Howard. 2017. "Lead by Example: New York’s Effort to Protect Its Children from Exposure to Lead in Drinking Water in the Post-Flint Era" *Journal of the University Risk Management and Insurance Association (URMIA)*.
3. Apsan, Howard. 2016. "Legionella in the Bronx: Lessons Learned in Minimizing Complex Risk" *Journal of the University Risk Management and Insurance Association (URMIA)*.
4. Apsan, Howard N. 2015. Choosing the Right Tools for Managing Environmental and Enterprise Risk. *Journal of the University Risk Management and Insurance Association (URMIA).*August.
5. Apsan, Howard N. 2013. "Resiliency and Continuity: Hurricane Sandy and The City University of New York" The City University of New York. June.
6. Apsan, Howard N. 2010. "H1N1 Prevention at the City University of New York."University Risk Management and Insurance Association (URMIA) Insights. January.
7. 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.
8. Apsan, Howard. 2005. "What Gets Measured Gets Done: Two Years Into the CUNY-EPA Audit Agreement," Environmental Quality Management. Fall.
9. Apsan, Howard. 2004. "Bomb Materials at Campus Reactors and Other Scary Thoughts: An EH&S Perspective on Combating Bioterrorism," Environmental Quality Management. Winter.
10. Apsan, Howard. 2003. "The Environmental Protection Agency College and University Initiative: The City University of New York Response," Environmental Quality Management. Winter.
11. Apsan, Howard. 2000. "Running in Nonconcentric Circles: Why Environmental Management Isn't Being Integrated into Business Management," Environmental Quality Management. Summer.
12. Apsan, Howard. 1995. "Environmental Performance Evaluation: The ISO 14000 Scorecard," Total Quality Environmental Management. Winter.
13. Apsan, Howard. 1995. "ISO 14000: Standardizing Environmental Management Beyond ASTM," Total Quality Environmental Management. Summer.
14. Apsan, Howard. 1995. "The Top Ten Reasons," Total Quality Environmental Management. Spring.
15. Apsan, Howard, 1994. "Reinventing Environmental XL-ence" Total Quality Environmental Management. Summer.
16. Apsan, Howard. 1993. "Applying TQM to Environmental Site Assessments under the ASTM Standard," Total Quality Environmental Management. September.
17. Apsan, Howard with V.P. Whitfield. 1985. "Implementation: The Hardest Part," The Bureaucrat. Fall.
18. Goleman, Daniel,1998. "What Makes A Leader," Harvard Business Review. November-December.