Managing Responsible Organizations for the Ecosystem

AS.420.617.81
Fall 2018

Faculty: Diana Watts, Ph. D
Email: dwatts19@jhu.edu
Office Hours: By appointment via phone or Adobe Connect. Please contact the instructor by email to set up an appointment.

COURSE DESCRIPTION
Corporations are currently in the forefront of the sustainability debate with business viewed as a primary player in determining the future of the ecosystem. Leading businesses focused on sustainability strategies implies changes across the conventional management processes of planning, organizing, leading and innovating. This course will examine the existing and emerging managerial approaches and individual competencies for sustainable management practices.

READINGS


Additional readings are listed in the Course Schedule below. Note that these (required) readings will be available via the links below as well as on Johns Hopkins EReserves (ARES) link on the left menu in your Blackboard course.

COURSE LEARNING OUTCOMES

• Recognize the underpinnings (and limits) of neo-liberal economics and identify alternative framing that includes sustainability as a system outcome
• Describe and evaluate management models of core processes including strategic planning, monitoring/ reporting/ marketing and operations from a sustainability perspective
• Assess emerging models of the project-based targets, sustainable business practices and governance strategies
• Research and apply concepts to develop policy recommendations to a specific case of interest to the student
• Identify and evaluate professional competencies for sustainable management leadership
COURSE OVERVIEW
This course will examine the existing and emerging managerial approaches to sustainable management as well as the challenges ahead.

PEDAGOGY
The pedagogy supporting this course will be based on a scholar/practitioner approach. The instructor will be responsible for framing the discussion and students for providing empirical examples and discussion. This course will be part standard survey course and part learning lab. Our focus will be to develop an ongoing critique of “what is” versus “what is emerging”. This will require attention to a hands-on assessment of existing managing practices as well as keen critical evaluation of emerging approaches. Discussion of managerial competencies and personal reflection exercises will be an integral part of the course. It is expected that you are already managing in a sustainability focused organization or have access to speaking with professionals who do.

ASSIGNMENTS

Assignment #1: Weekly Discussion Boards and Participation (15%/ 5 @ 3% each)
Five weekly discussion posts will highlight areas of competing viewpoints and issues of professional interest. Initial post would be due by Friday -1st post required). Dialogue with classmates would be completed by Monday- 2nd post required). A summing up post, indicating new insights or key learning points will be posted by -Tuesday 3rd post required. Note: all three posts must be completed to receive credit.

WEEKS 1, 3, 6, 9,14

Assignment #2: Narrated PPT's (10%)
Narrated PPT’s are intended to offer the opportunity to engage with colleagues in an interactive manner. This is also an opportunity to consider options for more effective communication with varied audiences. Assessment of the PPT’s will be based on content, clarity and analysis using concepts from the course. Students will develop three (3) Narrated PPT’s during the course. One is a stand-alone assignment (Week 2). The other two are part of Project I (Week 5) and Project II (Week 11) assignments. The points noted above reflect the Week 2 Narrated PPT only.

Note: Discussion of the narrated PPT’s will occur in the discussion forum rather than directly on the narrated PPT site.

WEEK 2

Assignment #3: Project I - Sustainability Management in Practice: (25%)
The primary focus of this assignment is to identify key issues that managers must address in working to develop sustainability outcomes across core processes. To begin the project, students will identify a manager – currently working for a company publically identified as engaged in sustainability management – to interview. Students will prepare a scripted questionnaire and
collect interview responses (Week 4). Individually, students will use the interview response data to write a memo identifying key challenges of sustainability professionals (Week 4). In small groups, students will aggregate interview data and develop a narrated group PPT analyzing their findings (Week 5). Whole class will discuss group findings (Narrated PPTs) via Discussion Forum (Week 6).

WEEK 4, 5, 6

Assignment #4: Reaction Briefing (10%)
This is a short and concise paper written for other sustainability professionals. It will be assessed on clarity and use of concepts from the course to date.

WEEK 8

Assignment #5: Blog Postings (10%)
Blog posting requires student to extend thinking beyond the readings and develop an original analysis of one key issue and post it in the format of a blog; Topics will be provided. Three to Five (3-5) additional sources should be included in the analysis. Blogs will differ from discussions through use of multi-media options, or more generally links to related materials.

WEEK 10

Assignment #6: Project II - Sustainability Plan (30%)
Developing a sustainable enterprise plan based on an organization of interest or a new enterprise. The Sustainability Plan (SP) will build on course materials. A template will be provided to guide the development of the SP. Narrated PPT (10%/Week 11) and Sustainability Plan (20%/Week 13)

WEEK 11, 13

ADDITIONAL DATES OF NOTE

Adobe Connect conference calls (voluntary)
Week 2: September 13 @ 8:00 PM
Week 11: November 15 @ 8:00 PM

Guest Speaker: Webinar
Week 9: November 1 @ 8:00 PM

Faculty Call-in Office Hours (individual consultation)
Week 4: September 29 10-noon
Week 8: October 27 10-noon
**LATE POLICIES**
Deadlines are firm. The assignments are cumulative which means that delaying one assignment will be problematic for completing the next one. Since deadlines are known well in advance, it is expected that these will be met in a timely fashion.

In the event that an unavoidable delay occurs, contact the instructor as early as possible. A revised deadline will be established only if known prior to the assignment deadline. Otherwise, one point will be deducted from the value of the assignment for each day that the submission is late. Please note that in the event of planned travel and related limited connectivity, assignments may be submitted in advance, preferably in discussion with the instructor.

**FEEDBACK**
Assessments will be provided throughout the course. Discussion posts based on timely participation and quality of post will be graded weekly; blog posts will be graded per assignment. For all other assignments, rubrics will be made available with the assignment description. If any questions arise concerning the content or execution of an assignment, contact the instructor for clarification in advance of the deadline.

**GRADING POLICY**

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**COURSE COMMUNICATION POLICY & PROTOCOLS**

**Contacting the Instructor**
- For questions about course content, assignments, etc. that would be of interest to other students, please post your questions on the *Syllabus and Assignment Question* forum.
- For other questions or to set up an appointment for office hours, contact the instructor via email. You will receive a response within 24-48 hours.
- All email messages will be sent to you via your JHU email account, so you should be in the habit of checking that account every day or you should ensure that your JHU email account forwards messages to another account of your choice.)
Network Etiquette (i.e. “Netiquette”)
In this course, online discussion will be primarily take place in our online discussion board. In all textual online communication, it’s important to follow proper rules of netiquette. What is netiquette? Simply stated, it's network etiquette -- that is, the etiquette of cyberspace. And "etiquette" means the social and cultural norms of communicating with others in a proper and respectful way. In other words, netiquette is a set of rules for behaving and interacting properly online.

The Netiquette “Core Rules” are a set of general guidelines for cyberspace behavior. They probably won’t cover all situations, but they should give you some basic principles to use in communicating online.

Course Protocols
How will I know about changes to the course?
Frequently, you will find new announcements posted in the Announcements, which contain information about current course activities that you are working on and any changes to the course. Please check announcements every time that you log into your online course.

How should I communicate with others in this course?
You should communicate often with your classmates and with your instructor. The majority of communication will take place within the Discussion forums, narrated PPT’s, blogs. When you have a question about an assignment or a question about the course, please contact your instructor, or post your question in the course’s “Syllabus & Assignment Question” forum.

Are there any requirements for sending e-mail messages?
When you send an e-mail message to the instructor or to another participant in the course, please observe the following guidelines:

- Include the title of the course in the subject field.
- Keep messages concise, and check spelling and grammar.
- Send longer messages as attachments.
- Sign your full name (the sender’s email is not always obvious).

Specific Technology Requirements & Skills for this Course
This course requires the use of a computer that complies with the following hardware specifications. For specifics, please see the recommendations of the Information Technology Office at Johns Hopkins.

Learning online requires some basic knowledge of computer technology. At a minimum, you need to be able to:

- Navigate in and use Blackboard; the Blackboard Student Orientation course on your “My Institution” page
• Create and save MS Word documents; see MS Word training and tutorials for PC users (all versions); Word Help for Mac users
• Find basic resources on the Internet
• Create and organize files & folders on your computer
• Send, receive, and manage email

UNIVERSITY POLICIES

General
This course adheres to all University policies described in the academic catalog. Please pay close attention to the following policies:

Students with Disabilities
Johns Hopkins University is committed to providing reasonable and appropriate accommodations to students with disabilities. Students with documented disabilities should contact the coordinator listed on the Disability Accommodations page. Further information and a link to the Student Request for Accommodation form can also be found on the Disability Accommodations page.

Ethics & Plagiarism
JHU Ethics Statement: The strength of the university depends on academic and personal integrity. In this course, you must be honest and truthful. Ethical violations include cheating on exams, plagiarism, reuse of assignments, improper use of the Internet and electronic devices, unauthorized collaboration, alteration of graded assignments, forgery and falsification, lying, facilitating academic dishonesty, and unfair competition. Report any violations you witness to the instructor.

Read and adhere to JHU’s Notice on Plagiarism.

Dropping the Course
You are responsible for understanding the university’s policies and procedures regarding withdrawing from courses found in the current catalog. You should be aware of the current deadlines according to the Academic Calendar.

Getting Help
You have a variety of methods to get help. Please consult the help listed in the "Blackboard Help" link in the online classroom for important information. If you encounter technical difficulty in completing or submitting any online assessment, please immediately contact the designated help desk listed on the AAP online support page. Also, contact your instructor at the email address listed atop this syllabus.
Copyright Policy:
All course materials remain the property of JHU and are to be used for the student's individual academic purpose only. Any dissemination, copying, reproducing, modification, displaying, or transmitting of any course material content for any other purpose is prohibited, will be considered misconduct under the JHU Copyright Compliance Policy https://www.jhu.edu/assets/uploads/2016/11/compliance_policy.pdf, and may be cause for disciplinary action. In addition, encouraging academic dishonesty or cheating by distributing information about course materials or assignments which would give an unfair advantage to others may violate AAP’s Code of Conduct http://advanced.jhu.edu/wpcontent/uploads/2013/01/AAP1101_CodeofConduct.pdf and the University’s Student Conduct Code http://studentaffairs.jhu.edu/policies/student-code/. Specifically, recordings, course materials, and lecture notes may not be exchanged or distributed for commercial purposes, for compensation, or for any purpose other than use by students enrolled in the class. Other distributions of such materials by students may be deemed to violate the above University policies and be subject to disciplinary action.

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COURSE SCHEDULE

MODULE 1 – SETTING THE CONTEXT: MACROECONOMICS

Week 1 (Sept 5-11) Introduction to models of markets, e-growth and sustainability
(DISCUSSION POST)

Week Two (Sept 12-18) Corporate Social Responsibility, Social Pressures and Stakeholder Models Revisited
(NARRATED PPT)

MODULE 2 – MANAGING CORE PROCESSES FROM A SUSTAINABILITY PERSPECTIVE

Week Three (Sept 19-25) Strategy Planning and Implementation
(DISCUSSION POST)

Week Four (Sept 26-Oct 2) Monitoring/ Evaluating/ Reporting
(PROJECT I - STEP 1)

Week Five (October 3-9) Global Value Chains and Operations
(DISCUSSION POST)
(PROJECT I - STEP 2 – AGGREGATE INTERVIEW DATA AND CREATE GROUP NARRATED PPT)
- What is a Value Chain? Value Chain Definition, its Management and Analysis, AIMS Lecture.

Week Six (Oct 10-16) Marketing/ Certification/ Eco-Labeling
(PROJECT 1 - STEP 3) - NARRATED PPT DISCUSSION

MODULE 3 – CHARTING A DIFFERENT FUTURE

Week Seven (Oct 17-23) Changing Business Models
(READING WEEK) - NO ASSIGNMENTS – BEGIN RESEARCH FOR WEEK 10 BLOG POST

Week Eight (Oct 24-30) Leading to New Outcomes
(REACTION BRIEFING)

MODULE 4 – CAN IT BE DONE??

Week Nine (Oct 31-Nov 6) Social Entrepreneurship: combining value creation and values
(DISCUSSION POST)
• Skoll Foundation Website
• University of Maryland Center for Social Value Creation
• Duke University Fuqua Knowledge Center

Week Ten (Nov 7-13) B-Lab Model and methodology
(BLOG POSTING)
• Kim, S., Karlesky, M., Myers, C., Schifeling, T., (June 17, 2016) Why companies are becoming B Corporations. Harvard Business Review.
• Certified B Corporation website

MODULE 5 – LOOKING AHEAD: WORKING WITH OTHERS FOR SUSTAINABLE ORGANIZATIONS

Week Eleven (Nov 14-18) Developing competencies for sustainability professionals
(NARRATED PPT)

(Nov 19-25) Thanksgiving Break
ENJOY THE HOLIDAY!

Week Twelve (Nov 28-Dec 4)
(WORK ON PROJECT II SUSTAINABILITY PLAN)
• Review previous course readings.

Week Thirteen (Dec 5-11)
(SUBMIT PROJECT II SUSTAINABILITY PLAN)
• Review previous course readings.

Week Fourteen (Dec. 12-18)
(DISCUSSION POST)
• Review previous course readings.