

Sustainability Management
SUMA K4100, Fall 2016
Time: Mondays 6:10-8:00 PM
Professor: Steven Cohen

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, professional course organized around the core concepts of management and the core concepts of sustainability. This year I am introducing a specific emphasis on urban sustainability as the planet's urban population continues to expand.

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. However, most of my own work focuses on government and non-profits so this course will emphasize management in public and nonprofit organizations and the role of public policy in sustainability.

In the class you will be assigned to one team that will present a briefing in video format on an assigned position for a particular case, for which another team will present an opposing view. You will also write four two-page memos according to a specified format. The syllabus includes a schedule for each assignment. There is also a take home final exam.

Schedule:

Week 1 (September 12): Introduction to Management, Public Management, and Sustainability Management

Week 2 (September 19): Internal Organizational Management: People, Work, Money and Information

Week 3 (September 26): External Organizational Management: Strategy and Communications

NO CLASS ON MONDAY, OCTOBER 3 (ROSH HASHANAH)

Week 4 (October 10): The Role of Government in Promoting Sustainability

Week 5 (October 17): Sustainable Urban Systems: Defined and Explained

Week 6 (October 24): The Sustainable Lifestyle: Defined and Explained

Week 7 (October 31): The Transition to Sustainably Managed Organizations

NO CLASS ON MONDAY, NOVEMBER 7 DUE TO ELECTION DAY BREAK

Week 8 (November 14): Sustainable Business and Finance

Week 9 (November 21): The Centrality of Energy: Moving from Fossil Fuels to Renewable Energy

Week 10 (November 28): Sustainability Metrics, Management Innovation and Quality Management

Week 11 (December 5): Outsourcing, Network Management and Public-Private Partnerships

Week 12 (December 12): A Sustainable Planet and Conclusions

Required Readings:

1. Steven Cohen, William Eimicke and Tanya Heikkila, [The Effective Public Manager](#) (5th edition)
2. Steven Cohen, William Eimicke, Alison Miller, [Sustainability Policy: Hastening the Transition to a Cleaner Economy](#)
3. Steven Cohen, The Sustainable City (selected draft chapters)
4. Abbott, K. W. (2012). "[Engaging the Public and the Private in Global Sustainability Governance.](#)" *International Affairs*.
5. International Energy Agency. (2015). "[Energy Technology Perspectives 2015: Mobilising Innovation to Accelerate Climate Action.](#)"
6. Keast, R., Mandell, M., Brown, K., Woolcock, G. (2004). "[Network Structures: Working Differently and Changing Expectations.](#)" *Public Administration Review*.
7. New York State Energy Research and Development Authority. "[Reforming the Energy Vision: Clean Energy Fund: Frequently Asked Questions.](#)"
8. O'Rourke, D. (2014). "[The Science of Sustainable Supply Chains.](#)"
9. Schwarz, J., B. Beloff and E. Beaver. (2002). "[Use sustainability metrics to guide decision-making.](#)" *Chemical Engineering Progress*.
10. Case Studies; available in the following locations:

Canvas

- "The Problem of Tom"
- "Using Environmental Clean-Up Funds to Replace the Tappan Zee Bridge"
- "Colombia's Bus Rapid Transit (BRT) Development and Expansion"
- "New York State Systems Benefit Charge"
- "Sustainability Planning in New York City"
- "Mexico City: Opportunities and Challenges for Sustainable Management of Urban Water Resources"
- "Waste Management in New York City, Hong Kong and Beijing"
- "Nuclear Power and the Japanese Earthquake of 2011"
- "Understanding Solar Power Adoption in the United States"
- "Bike Lanes in New York City"
- "Public Private Partnerships for Green Space in NYC"

Harvard Business School

Purchased Online in our Coursepack at <http://cb.hbsp.harvard.edu/cbmp/access/51434585>

- "Uber and the Sharing Economy: Global Market Expansion and Reception": Product #: W04C79
- "Sustainability at IKEA Group": Product #: 515033
- "Ford Motor Company: New Shades of Green Through Soy Foam": Product #: W13467
- "FIJI Water: Carbon Negative?": Product #: 611049

- “Natura Cosméticos, S.A.”: Product #: 412052

Method of Evaluation

1. Individual Case memos – 60%
2. Final exam – 20%
3. Group Case presentation & memo – 10%
4. Class participation (in class and online discussion board) – 10%

Grading Policy:

ALL ASSIGNMENTS MUST BE SUBMITTED ON TIME. ANY LATE SUBMISSIONS RECEIVE AN AUTOMATIC REDUCTION OF ONE-HALF LETTER GRADE. IF AN ASSIGNMENT IS AN HOUR LATE OR A MONTH LATE, THE PENALTY IS THE SAME.

Cases will be due by 6:10PM uploaded to the Assignments section on Canvas.

Group Roles

1. Group Manager
 - Develops and submits work plan detailing group responsibilities, outputs and schedules (due 2 weeks prior to presentation – with the exception of Group Cases 1 and 2)
 - Coordinates the group's work
2. Video Presentation Team (3 or 4 members)
 - Develops presentation materials & presents a 5 - 3 minute briefing via *Adobe Connect* with PowerPoint presentation (1 member)
 - Emails briefing video (URL) to Hayley by midnight Wednesday the week prior to class
 - Group 1 will have until Saturday at midnight to email the video
3. Written Report Team (3 or 4 members)
 - Outlines, researches and writes required memo
 - Each group will take a position for or against the question of the case.
 - ONE PERSON submits memo for the group

Group Process

1. Groups will be assigned based on enrollment in advance of the first class session. Students that add the course late will be added to an existing group.
2. Group members should identify roles at first meeting.
3. Group manager will submit work plan to Hayley two weeks prior to presentation, outlining each person's role and a timeline for completed activities.
4. Group manager will email briefing video to Hayley by midnight Wednesday the week prior to class.
5. One person in the group submits the written memo via Canvas.
6. **All class members (other than members of the week's group case)** will post in the Discussion board on Canvas stating which group option you would choose for the case, and why, by **Monday at 9:00am**. The title of the thread post should state either "Group A" or "Group B."
7. In class, both groups will sit in the front row; Group A on the right, Group B on the left.

Summary of Due Dates

(Please note that for group cases, the videos must be sent in by the Wednesday before the written memo is due.)

Week	Case Study	Due by 6:10pm (via Canvas)
1) Sep. 12	None	None
2) Sep. 19	The Problem of Tom Using Environmental Clean-Up Funds to Replace the Tappan Zee Bridge	Individual Memo #1 DUE Group Case #1 DUE
3) Sep. 26	Colombia's Bus Rapid Transit (BRT) Development and Expansion	Group Case #2 DUE
4) Oct. 10	New York State Systems Benefit Charge Sustainability Planning in NYC	Group Case #3 DUE Group Case #4 DUE
5) Oct. 17	Mexico City: Opportunities and Challenges for Sustainable Management of Urban Water Resources Waste Management in New York City, Hong Kong and Beijing	Individual Memo #2 DUE Group Case #5 DUE
6) Oct. 24	Uber and the Sharing Economy: Global Market Expansion and Reception	Group Case #6 DUE
7) Oct. 31	Sustainability at IKEA Group	Group Case #7 DUE

8) Nov. 14	Ford Motor Company: New Shades of Green through Soy Foam FIJI Water: Carbon Negative?	Individual Memo #3 DUE Group Case #8 DUE
9) Nov. 21	Nuclear Power and the Japanese Earthquake of 2011 Understanding Solar Power Adoption in the United States	Group Case #9 DUE Group Case #10 DUE
10) Nov. 28	Natura Cosméticos, S.A. Bike Lanes in New York City	Individual Memo #4 DUE Group Case #11 DUE
11) Dec. 5	Public Private Partnership for Green Space in NYC	Group Case #12 DUE
12) Dec. 12	None	FINAL DUE

Week 1: September 12, 2016: Introduction to Management, Public Management, and Sustainability Management

Reading Assignment:

- The Effective Public Manager: Chapters 1 and 2
- Sustainability Policy: Hastening the Transition to a Cleaner Economy: Chapter 1

Week 2: September 19, 2016: Internal Organizational Management: People, Work, Money and Information

Reading Assignment:

- The Effective Public Manager: Chapters 3, 4, 5 and 8.

Participation:

- By 9am on Monday, all students not in this week's Group Case should post to the Discussion Board on Canvas stating whether they would choose the option presented by Group A or Group B with a brief comment explaining why.

Individual Case #1: "The Problem of Tom" (Available on Canvas)

This case details the management issues posed by Tom McKenna— a staff person with great technical skills whose personality problems impair his performance in the organization. This case could happen in any organization and it creates the classic problem—what to do with the staff person with excellent technical skills but poor social and/or political skills.

In this case you are Ginny Oliver, a Branch Chief in Navy's Office of Electronic Communication. Your boss, Gill Garber, has asked you to brief him on the following issues:

1. What are Tom McKenna's strengths and weaknesses as an employee?
2. Could the problems he created have been avoided? If so, how?
3. Make an argument for whether or not Tom's performance can be improved going forward. If it can be improved, offer suggestions for how management can facilitate those improvements, or if it cannot be improved, suggest an appropriate course of action.
4. Include an example of a similar problem and how it was handled.

Group Case #1: "Using Environmental Clean-Up Funds to Replace the Tappan Zee Bridge" (Available on Canvas)

The New NY Bridge construction is well underway; in August 2016, the [New York Times](#) reported that bridge construction is at the halfway point and that if everything goes according to plan, the first section should open to eight lanes of two-way traffic toward the end of 2017. However, there are still concerns about bridge safety (fueled by a crane collapse in July 2016), future toll increases, and the Thruway Authority's financial standards and practices. You are a consultant team hired by the New York State Thruway Authority to analyze funding options for the New NY Bridge. Part of your assessment will consider the past actions by the Public Authorities Board and the EPA regarding the Clean Water State Revolving Fund loan controversy. Consider the following questions in your assessment.

1. **Groups A and B:** What are the environmental, economic, and political consequences if this loan had been approved? What about the benefits?
2. **Group A:** Articulate the financial and environmental reasons that the Public Authorities Board SHOULD have approved this loan. **Group B:** Articulate the financial and environmental reasons that the Public Authorities Board SHOULD NOT have approved this loan.
3. **Groups A and B:** What action can the Thruway Authority take to appease criticism of a lack of complete financial plan? Outline next steps in the Authority's funding plan.

Week 3: September 26, 2016: External Organizational Management: Strategy and Communications

Reading Assignment:

- The Effective Public Manager: Chapters 10 and 11

Participation:

- By Monday 9am, all students not in the Group Case should post to the Discussion Board.

Group Case #2: “Colombia’s Bus Rapid Transit (BRT) Development and Expansion” (Available on Canvas)

Many major cities in Colombia struggle with managing transportation issues arising from growing populations and vehicle use and the development of sustainable public transportation alternatives. Rapidly developing metropolises suffer from highly congested roadways, extreme air pollution, and high rates of road related accidents. In Colombia, these issues stem partly from the over-saturation of independent bus operators, underinvestment in infrastructure and inefficient operations. In 2002, Colombia championed the National Urban Transport Program (NUTP) that revolutionized the public transport system; implementing Strategic Public Transportation Systems (SPTS) and expanding Bus Rapid Transit (BRT) systems in major cities. In the process, Colombia had to overcome a variety of significant barriers. The first BRT system, TransMilenio, was built in Bogotá. Its initial success made it a model for the rest of the country. TransMilenio helped galvanize support for the national plan to expand BRT systems to 8 other cities in Colombia.

The National Urban Transport Program (NUTP) is considering expanding the BRT system to 5 other cities in Colombia, but smaller in size than where they previously operated (populations less than 600,000). However, NUTP wants to avoid some of the issues that have developed recently with Phase II of TransMilenio, which include questions about funding for future phases and increased public debates about the merits of a bus network over rail system. Public approval for TransMilenio is fairly low, and users complain about lack of maps at stations, overcrowding, lack of safety, and high prices for many users who live on less than minimum wage. In light of this controversy, the Transportation Commissioner has asked you, the Deputy Commissioner for Capital Projects, to convene an agency-wide working group to make a recommendation regarding BRT expansion.

1. **Groups A and B:** What are some of the challenges that NUTP might face in these cities if it attempts to expand BRT? How are these challenges different from those that were present when NUTP first started?
2. **Group A:** Argue that NUTP should expand the BRT system further despite recent controversies with TransMilenio. How will the program overcome low public approval? **Group B:** Argue that NUTP should NOT expand the BRT system into other cities. Recommend a process for how the cities can develop a more strategic transportation solution.
3. **Groups A and B:** What are the political and managerial advantages/disadvantages of your strategy?

Week 4: October 10, 2016: The Role of Government in Promoting Sustainability

Reading Assignment:

- Sustainability Policy: Hastening the Transition to a Cleaner Economy: Chapters 2, 3
- Abbott, K. W. (2012). [“Engaging the Public and the Private in Global Sustainability Governance.”](#) *International Affairs*. (Canvas)
- New York State Energy Research and Development Authority. [“Reforming the Energy Vision: Clean Energy Fund”: Frequently Asked Questions.”](#) (Canvas)

Participation:

- By Monday 9am, all students not in the Group Case should post to the Discussion Board.

Group Case #3: New York State Systems Benefit Charge (Available on Canvas)

You work for the Public Service Commission, the group that approved the state's Clean Energy Fund (CEF) effective January 21, 2016. Your team is tasked with developing the CEF progress report and providing advice to other states that have public benefit funds, but might be considering the CEF model. The following questions need to be considered in your review:

1. **Groups A and B:** What is the role of the government in sustainability? What tools can government employ to support renewable energy and other environmental initiatives?
2. **Groups A and B:** What are the benefits of an energy fund plan that is more market-driven than the more conventional public benefit fund? What are some challenges that may arise?
3. **Group A:** Argue that state Public Utility Commissions should focus on the PBF structure that has proven effective. **Group B:** Argue that state Public Utility Commissions should develop more flexible funds based on unlocking private capital to meet energy targets.

Group Case #4: "Sustainability Planning in NYC" (Available on Canvas)

Mayor Bloomberg launched "PlaNYC 2030: A Greener, Greater New York" in 2007 and formed the Office of Long-Term Planning and Sustainability to implement the plan's 100+ initiatives across the categories of Energy, Transportation, Water, Solid Waste, Green Buildings, and Climate Change, among others. Working with over 25 city agencies to implement, the plan is based on the idea that environment and economic development are linked, and sustainability must be embedded in a city for it to flourish long-term and attract and retain business and residents. Bloomberg's successor, Mayor de Blasio, has rebranded and revamped PlaNYC to "One New York: The Plan for a Strong and Just City," with a new focus on equity and reducing poverty, recognizing that the environment is highly connected to these issues.

You are part of a team working for Anthony Shorris, First Deputy Mayor under Mayor de Blasio, and you have been tasked with developing implementation priorities for the OneNYC team, in light of criticisms about the plan, such as the lack of specific metrics and the perception that there are lost synergistic opportunities in the plan's activities. Additionally, the First Deputy Mayor wants you to consider how to meld issues of sustainability with those of inequality – something that hasn't been done in other cities. Deputy Mayor Shorris Mayor has asked you to focus on the following questions in your recommendation:

1. **Groups A and B:** Discuss the benefits of combining sustainability efforts with other policy efforts, such as inequality, education and poverty. What are the challenges?
2. **Group A:** Argue that the administration should focus on metrics and developing specific implementation plans, treating each vision as a separate strategy. **Group B:** Argue that the administration should focus on linking goals and articulating synergies across the four different visions.
3. **Groups A and B:** How can Mayor de Blasio become a better champion for the plan in the public eye?

Week 5: October 17, 2016: Sustainable Urban Systems: Defined and Explained

Reading Assignment:

- Sustainability Policy: Hastening the Transition to a Cleaner Economy: Chapter 5
- The Sustainable City: Chapters 1 & 2 drafts

Participation:

- By Monday 9am, all students not in the Group Case should post to the Discussion Board.

Individual Case #2: "Mexico City: Opportunities and Challenges for Sustainable Management of Urban Water Resources" (Available on Canvas)

This case study investigates Mexico City's water supply from "source" to "sink," and explores some local and regional water management issues. However, as the case will make clear, the separation of source and sink is somewhat artificial. Water resources are both a source and sink, as it is not possible to divide this vital common pool resource. For this reason, the case also investigates examples of social conflicts arising from increasing water scarcity. The tension of this relationship is illustrative of a key issue in common pool resource management - the challenge of mediating between multiple and often competing interests. Finally, this study explores some possibilities and initiatives for more sustainable management of water resources.

You are the Deputy Mayor of Mexico City and you have formed a workgroup to draft a proposal to the Mayor recommending a comprehensive water management strategy to meet the City's sustainable water goals set forth in the National Development Plan. Operating within a River Basin Council, the Mayor needs to craft policies that meet the needs of the municipality as well as the region surrounding Mexico City. The Mayor has asked you to address the following:

1. Make a case for OR against the decentralization of Mexico City's distribution and treatment facilities. Discuss tradeoffs involved with your proposed strategy.
2. How will your strategy be more effective in addressing the social, environmental and economic issues facing the city than past efforts?
3. How will you factor in the recommendations of river basin councils in the region?
4. Keeping in mind limited financial resources, how will you prioritize funding to address issues of access and equity?

Group Case #5: Waste Management in New York City, Hong Kong and Beijing (Available on Canvas)

The city of Beijing is one of the many cities in China that face waste capacity issues, due to high population growth, increased economic activity, and limited landfills. Your team of consultants has been hired by the Beijing Municipal Administration Commission (BMAC) to provide recommendations on improving waste management in Beijing. The Commission has asked you to consider waste practices in other large cities, both within China and in the United States. Consider

the practices of New York City and Hong Kong as you are developing your recommendation, and consider these questions:

1. **Groups A and B:** How can local government ensure public support for waste policies?
2. **Groups A and B:** What is the importance of collecting accurate data on waste collection, recycling and disposal?
3. **Group A:** Argue that BMAC should prioritize incineration and waste-to-energy plants as a way to reduce waste. What are the challenges to this plan? **Group B:** Argue that BMAC should prioritize the development of a polluter-pays mechanism for the city's major industries as a way to reduce waste. What are the challenges to this plan?
4. **Groups A and B:** Using an example from either New York City or Hong Kong, what recycling mechanism should Beijing incorporate as part of its overall waste management plan?

Week 6: October 24, 2016: The Sustainable Lifestyle: Defined and Explained

Reading Assignment:

- The Sustainable City: Chapter 3 draft

Participation:

- By Monday 9am, all students not in the Group Case should post to the Discussion Board.

Group Case #6: Uber and the Sharing Economy: Global Market Expansion and Reception (Purchase via Harvard Business School)

The sharing economy, fueled by the Internet and the growth of peer-to-peer networks, is a growing model that is becoming more common among various sectors of the economy – especially the transportation sector. Companies like Uber, Lyft and Zipcar are becoming more pervasive in people's day-to-day lives. Companies within the sharing economy have to increasingly think about how to interact with governments, which don't have experience regulating activities of the sharing economy, as well as how to expand in global markets when facing different cultures and lifestyles.

Uber's expansion strategy centered on raising money for projects and then implementing city-by-city launches in target areas. But thus far, Uber's results in cities outside of the U.S. have been mixed. You are part of a team that works for Alexander Cooper, head of Asia expansion for Uber Technologies, Inc., and are helping him prepare for his meeting with Uber's CEO and head of Global Operations. Your team has been asked to recommend what Uber should do with respect to international markets.

1. **Groups A and B:** What factors contributed to Uber's success in the U.S.?
2. **Group A:** Argue that Uber should abandon challenging global markets, such as Asia, in the near-term and focus solely on the U.S. market. How will the company continue to grow and innovate without expanding geographically? **Group B:** Argue that Uber should keep working and

expanding in global markets. How will the company handle competitors and imitators in international markets?

3. **Groups A and B:** Should Uber work with governments or work around them as it expands? What are the pros and cons of each approach?

Week 7: October 31, 2016: The Transition to Sustainably Managed Organizations

Reading Assignment:

- The Sustainable City: Chapter 4 draft

Participation:

- By Monday 9am, all students not in the Group Case should post to the Discussion Board.

Group Case #7: Sustainability at IKEA Group (Purchase via Harvard Business School)

You are part of a team working for Steve Howard, IKEA Groups' Chief Sustainability Officer (CSO). Both Howard and Peter Agnefall, IKEA Group's president and CEO, are confident that the company's growth strategy aligns with the company's sustainability targets. However, it is not always clear when a particular strategy is more preferable in terms of risk, profit and growth. Your team has been asked to recommend a strategy to enhance and ensure IKEA's sustainable wood supply chain. The company has considered four options: owning more forests; driving higher procurement targets and standards; using more particleboard; and using more recycled wood. Consider the following in your recommendation:

1. **Groups A and B:** What is the People & Planet Positive strategy? What challenges does IKEA face in sourcing wood that meets its sustainability standards?
2. **Group A:** Argue that IKEA Group should develop an overarching wood supply chain strategy that incorporates all four options. When might these individual options conflict and how will the company address that? **Group B:** Argue that IKEA Group should focus efforts on 1-2 strategies. Will this strategy prevent the company from reaching its sustainability goals?
3. **Groups A and B:** How might your proposed strategy conflict with IKEA Group's growth goals? What action can IKEA Group take in order to minimize or neutralize these challenges?

Week 8: November 14, 2016: Sustainable Business and Finance

Reading Assignment:

- O'Rourke, D. (2014). ["The Science of Sustainable Supply Chains."](#) (Canvas)

Video Assignment (provides additional context to week's case):

- Green Life, Ford Motor Company:

[Green Life, Ford Motor Company](#)

Participation:

- By Monday 9am, all students not in the Group Case should post to the Discussion Board.

Individual Case #3: “Ford Motor Company: New Shades of Green through Soy Foam” (Purchase via Harvard Business School)

Ford Motor Co. developed and commercialized a green technology that replaces a traditional and scarce resource with an abundant bio-material. The use of this technology was successful, and, within the company, the idea of expanding the use of bio-material gained considerable momentum, but implementation and customer acceptance proved to be a challenge. Two members from the company's research and engineering division are tasked to work together to overcome these obstacles and move the company toward a vision of sustainability that involves more than just fuel economy and cost reduction.

You are the Director of Sustainable Initiatives at Ford Motor Co. and you have been asked to develop a strategy to build on the use of bio-based materials and the success of the soy foam technology. You have been asked to analyze why the soy foam innovation succeeded and develop ideas to continue this sustainability push at Ford. You should answer the question: ‘what’s next?’ And outline a plan to achieve it.

1. How did Ford successfully manage the change process required in the implementation of its sustainable initiatives (using soy foam as an example)?
2. Describe a plan where Ford focuses on expanding its soy-foam initiative (e.g. outside North America). What are the advantages and disadvantages of your plan?
3. How can your plan lead to making sustainability a viable component of the company’s long-term business plan?

Group Case #8: “FIJI Water: Carbon Negative?” (Purchase via Harvard Business School)

Seeking to go beyond global best practices in reducing environmental impacts, FIJI Water, a premium artesian bottled water company in the United States, launched a Carbon Negative campaign that would offset more greenhouse gas emissions than were released by the company's operations and products. The case examines the controversies surrounding this program as well as the program's impacts on the environment and FIJI Water's brand image. The company also had to decide how to best manage its relationship with the Fijian government, which recently dramatically increased imposed export taxes, which could limit FIJI Water's access to water, its primary raw material.

You are a leader of a team of sustainability consultants that have been commissioned by FIJI Water to analyze their Carbon Negative campaign and develop a plan for them to move forward. Analyze the risks for continuing the campaign as well as those associated with the export tax and develop a recommendation to present to the company's senior leadership.

1. **Groups A and B:** What is the Carbon Negative campaign? Is FIJI Water's carbon accounting plan misleading to customers?
2. **Group A:** Argue that FIJI Water should negotiate and partner with the government of Fiji to sustainably manage water resources and improve community relations. Outline how the company can best do this. **Group B:** Argue that FIJI Water should NOT negotiate with the government of Fiji. Outline a plan for FIJI Water to transfer operations to New Zealand.
3. **Groups A and B:** What are the potential social and financial costs of your plan?

Week 9: November 21, 2016: The Centrality of Energy: Moving from Fossil Fuels to Renewable Energy

Reading Assignment:

- Sustainability Policy: Hastening the Transition to a Cleaner Economy: Chapter 4
- International Energy Agency. (2015). "[Energy Technology Perspectives 2015: Mobilising Innovation to Accelerate Climate Action.](#)" (Canvas)

Participation:

- By Monday 9am, all students not in the Group Case should post to the Discussion Board.

Group Case Study #9: "Nuclear Power and the Japanese Earthquake of 2011" (Available on Canvas)

This case study discusses the factors that led to the Fukushima Daiichi nuclear disaster in 2011, when a series of equipment failures and nuclear meltdowns released radioactive chemicals from the power plant, resulting in a level-7 nuclear crisis. The case study chronicles the chronology of the accident and the history of the plant; and it examines Japan's historical dependence on nuclear power, Japanese nuclear power regulation, and the politics of nuclear power in Japan.

You are the Japanese Minister of Energy, and the Japanese Prime Minister has asked you to form a team to come up with a ten-year energy plan for Japan. He is particularly concerned about the use of nuclear power – on the one hand, the country is heavily dependent on nuclear energy sources, but on the other hand, he does not want to see a second nuclear catastrophe.

1. **Group A:** Present the case for maintaining nuclear power as a primary source of energy in Japan's energy plan over the next ten years. **Group B:** Present the case against reliance on nuclear power plants in Japan's energy plan over the next ten years.
2. **Group A and B:** How will your position and argument effect the adoption of renewable energy technologies in Japan?

3. **Group A:** How would you enhance regulatory and safety structures to hedge against the risk of another catastrophe, and how would they be funded? **Group B:** Outline your timeline for phasing out the existing nuclear power plants in the country. How will you ensure that energy demand is met and how would new non-nuclear projects be funded?

Group Case #10: "Understanding Solar Power Adoption in the United States" (Available on Canvas)

Your consulting firm has been hired by the U.S. Department of Energy to work on developing a set of recommendations for strengthening the nation's federal energy policy. The federal government recognizes that making solar energy cost-competitive is an important part of the national energy policy, but it does not yet know how to get there. In moving from an 'all of the above' policy to a real strategy focused on embracing renewables, the Department has been asked to evaluate how federal policy and state policy can complement and strengthen each other. Your firm's solar policy team has looked to challenges with net metering in states such as Nevada and Hawaii, and at policies in states such as New York and Colorado that have a successful track record with solar energy. Your team's job is to generate ideas and a comprehensive set of options to present to federal decision-makers.

1. **Groups A and B:** Discuss the advantages of solar energy in the United States. Why do governments want to promote its deployment? What are the technical and regulatory challenges?
2. **Group A:** Make the case that the U.S. should focus on adoption/regulatory challenges and develop federal policies for encouraging renewables use including net metering and community solar policies. **Group B:** Make the case that the U.S. should focus on grid parity/technical challenges and focus on incentives to encourage renewable energy research, development, and manufacturing.
3. **Group A and B:** What are the political hurdles to implementing your plan? Develop a strategy to overcome these obstacles.

Week 10: November 28, 2016: Sustainability Metrics, Management Innovation and Quality Management

Reading Assignment:

- The Effective Public Manager: Chapter 6
- Sustainability Policy: Hastening the Transition to a Cleaner Economy: Chapter 6
- Schwarz, J., B. Beloff and E. Beaver. (2002). "[Use sustainability metrics to guide decision-making.](#)" *Chemical Engineering Progress*. (Canvas)

Video Assignment (provides additional context to week's case):

- Complete Streets: It's About More Than Bike Lanes:

[Complete Streets](#)

Participation:

- By Monday 9am, all students not in the Group Case should post to the Discussion Board.

Individual Case #4: “Natura Cosméticos, S.A.” (Purchase via Harvard Business School)

A cosmetics company with a strong brand, robust growth in international and domestic markets, and premium price and margins, Natura was consistently rated as one of the preferred places to work in Brazil. Its focus on social and environmental responsibility was a source of innovation; strong employee motivation contributed to the company’s superior productivity and market share gain in Brazil’s cosmetics, fragrances, and toiletries (CF&T) industry. By 2009, Natura’s direct sales business model generated income for over 1 million people in Brazil and Latin America. Natura was the first organization in Brazil to produce an integrated report. Senior leadership was convinced that Natura’s success over the years had been aided by its corporate responsibility and strategy to continuously seek improvements in both financial and nonfinancial (environmental, social, and governance) performance.

You are an analyst reporting to Rodolfo Guttilla, Director of Corporate Affairs for Natura, and he’s asked you to help him prepare for his meeting with key stakeholders to discuss the future of integrated reporting at Natura. Please address the following issues:

1. What are the factors that contributed to Natura’s success in its early years of integrated reporting?
2. Provide two strategies for how Natura can use integrated reporting to show the connection between financial and nonfinancial performance.
3. How can Natura use web-based technologies to promote the organization’s integrated reporting objectives?

Group Case #11: “Bike Lanes in New York City” (Available on Canvas)

Under New York City’s Bike Master Plan, the city plans to add 1,800 miles of new bike paths and lanes to its infrastructure by 2030. This effort seeks to achieve multiple goals including reducing greenhouse gas emissions by encouraging alternate forms of transportation, fighting the obesity epidemic while also making it safer for the existing cycling community. Mayor Bloomberg’s efforts in terms of promoting bicycle ridership in the city have incorporated innovative strategies including the Citi Bike bike-share system, an extensive public outreach campaign, and the Ninth Avenue Bicycle Path, which was the first urban on-street parking-and signal-protected bicycle facility in the U.S. As a result, New York City boasts the largest number of bike commuters as well as the largest supply of bike lanes and paths in the country. On the other hand, the city lags behind many other U.S. cities with the lowest proportion of bike share commuters, the highest cyclist fatality and injury rate and the lowest rate of women, children and senior cyclers. In the summer of 2014 the city decided to work

with a new private partner in an effort to expand the program http://www.huffingtonpost.com/steven-cohen/nycs-bike-sharing-the-de_b_5626518.html.

Mayor de Blasio has decided to hold an open forum to discuss the Bike Master Plan's progress to-date and a plan to move forward with the remainder of its goals. Your team has been asked to make a brief presentation at the beginning of the forum to set the stage for discussion.

1. **Groups A and B:** Briefly discuss the pros and cons of the bike share program the city introduced. How can it be improved?
2. **Group A:** Argue for the continued expansion of bike lanes in the city. Discuss how the city could approach integration of its biking system with existing transportation infrastructure such as the bus and subway systems. **Group B:** Argue against the continued expansion of bike lanes in the city. Discuss other priority areas where resources could be spent to improve transportation in the city.
3. **Groups A and B:** How does your plan complement the city's bike share program? How might it conflict?

Week 11: December 5, 2016: Outsourcing, Network Management and Public-Private Partnerships

Reading Assignment:

- The Effective Public Manager: Chapter 7
- Keast, R., Mandell, M., Brown, K., Woolcock, G. (2004). "[Network Structures: Working Differently and Changing Expectations.](#)" *Public Administration Review.*(Canvas)

Video Assignment (provides additional context to week's case):

- "Public Private Partnership for Green Space in NYC": <https://vimeo.com/94678014> (password globalempa)

Participation:

- By 9am, all students not in the Group Case should post to the Discussion Board.

Group Case #12: "Public Private Partnership for Green Space in NYC" (Available on Canvas)

New York has some of the most highly visited and iconic public parks in the world. But what few of the millions of visitors realize is that many of the most famous green areas, such as Central Park and the High Line, are privately run and largely financed by private donations. It is a model that has been seen by some as an example to be reproduced and by others as a dangerous precedent that creates a two-tier system of well-funded parks in high-income areas, and underfunded parks in poorer ones.

The Parks Commissioner, Mitchell Silver, has asked you, his Deputy Commissioner for Capital Projects, to develop an analysis of public private partnerships (PPPs) with the city's parks, and to consider how this model might or might not work in lower-income areas.

1. **Groups A and B:** What elements make for a winning public-private partnership? What advantages do they bring to the park? What are the drawbacks?
2. **Group A:** Present the argument for expanding the city's use of PPPs in the park system to lower-income areas. What are some of the challenges you would face? **Group B:** Present the argument against using PPPs in lower-income areas, and argue that it would be better to rely on public funding for these park systems. What are some of the challenges you would face?
3. **Groups A and B:** What are the political and managerial costs and benefits of your recommendation?

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Week 12: December 12, 2016: A Sustainable Planet and Conclusions

Reading Assignment:

- Sustainability Policy: Hastening the Transition to a Cleaner Economy: Chapter 8

SUBMIT AND DISCUSS FINAL