

An Overview of Sustainable Management

Sustainable management is managing a firm so that it generates profits for its owners, protects the environment, and improves the lives of the people with whom it interacts. The business case for sustainable management is that it can help a company's long-run profitability and success. This course provides an overview of sustainable management and discusses the role of government and regulation in sustainable management practices.

Learning Outcomes

- Define sustainability and its application in an organizational setting
- Describe the connection between the environment and sustainability
- Explain the business case for sustainable management
- Recognize the role of government regulation in corporate sustainability efforts
- Discuss leadership in sustainable management
- Outline the criticisms of corporate sustainability
- Apply sustainable management principles to workplace scenarios

Corporate Social Responsibility

Corporate social responsibility (CSR) is the concept of organizations taking responsibility for their impact on society and the environment. Businesses which embrace CSR promote the public interest through what they do (for example, encouraging community growth and development) and what they refrain from doing (for example, eliminating or avoiding practices that harm stakeholders, regardless of whether such practices are legal). CSR is the inclusion of the public interest into corporate decision-making.

Learning Outcomes

- Define corporate social responsibility (CSR) and explain how the concept has been broadened
- Describe the moral and economic arguments for CSR
- Outline the criticisms of CSR
- Explain the role of CSR standards and how CSR is measured
- Recognize the impact on corporations of their CSR performance
- Outline best practices for CSR

Measuring Sustainable Management Performance

One well-known business saying is that you can't manage what you can't measure. With the growing importance of sustainable management, business leaders must find the appropriate tools and techniques for measuring their organization's sustainability performance. This course reviews the measurement of sustainable management practices and performance.

Learning Outcomes

- Explain how managers can model and measure sustainable management practices
- Discuss how strategic performance measurements, including the balanced scorecard and Shareholder Value Analysis, can be employed in looking at corporate sustainability efforts
- Outline how accounting systems, including activity-based costing, life-cycle costing, and full cost accounting can be used in assessing sustainability
- Understand methods of calculating return on investment for sustainability decisions and green capital investments

- Discuss measuring and reporting sustainability to government and nongovernmental organizations (NGOs)
- Recognize best practices for measuring sustainable management efforts

Sustainable Management: Leadership Ethics

Leaders are increasingly being held responsible and accountable for the manner in which they lead—and if they are adhering to ethical behavior when they make decisions. Organizations have learned that the costs of unethical actions can be high, both legally, and from the perspective of brand image and reputation. At the same time, research is showing that good business ethics translates to good business results. Leading in an ethical manner can provide a clear advantage in building a thriving enterprise.

Learning Outcomes

- Discuss the role of ethics in the workplace and for leadership
- Describe some of the major ethical frameworks used in developing business ethics
- Discuss the use of ethical standards and ethics codes in the workplace
- Recognize the role of leadership in setting the ethical tone for an organization
- Apply ethical principles to workplace scenarios

Triple Bottom Line Accounting

In order to pursue the goal of sustainability, corporate and government leaders must manage companies and economies in terms of balancing and optimizing the triple bottom line of social, environmental, and economic impacts. The Triple Bottom Line concept, also known as the "3Ps" ("People, Planet, and Profit"), is both a metaphor for thinking about sustainability as well as the basis for a practical framework for accounting and reporting on organizations' activities and impacts. The TBL concept borrows the well-known and widely accepted idea of financial accounting and its "bottom line" and expands it.

Learning Outcomes

- Explain the triple bottom line (TBL) concept and its three pillars of "People, Planet, and Profits"
- Describe the Global Reporting Initiative (GRI) TBL accounting framework
- Explain how economic, environmental, and social performance indicators are developed
- Discuss how TBL accounting measures an organization's sustainability performance
- Outline the criticisms of TBL accounting
- Describe best practices for TBL accounting

Taking the Helm at Coastal Industries Simulation

Throughout this simulation, you will play the role of the new chief executive officer of Coastal Industries, a fictional manufacturer of industrial transformers. During the simulation, you will be asked to make a series of decisions as Coastal Industries adopts sustainable management practices. These decisions will involve the company's operations, its standing in the community, and its relations with local government and state and federal regulators. Each of your decisions will affect Coastal Industries in different ways.

You will be asked to make a series of decisions during the simulation, and each decision will impact the project in different ways. As you make these decisions, an adaptive scoreboard will reflect the impact of your choices on project success.

Factors on the Scoreboard

Your goal in the simulation is to optimize positive scores across the following project management factors:

- Leadership Performance
- Board Support
- Employee Relations
- Social Responsibility
- Regulatory Compliance
- Environmental Practices
- Financial Performance