

Managing Sustainability

Public Systems Group

Indian Institute of Management Ahmedabad

(Post Graduate Program in Management II: Slots 7 and 8, 0.75 Units)

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Course Objective

Sustainability issues are traditionally seen as the responsibility of the governments. However, other societal actors – for example, corporations, non-profit organizations, consumers, and communities – have been engaging in a variety of sustainable practices. The objective of the course is to understand the role of various actors in sustainable management in a variety of contexts, including resource conservation, ecological restoration, and pollution control. The course analyzes the way different actors interact in these contexts, the motivations of the actors, and the implications of their actions for sustainable management through the analysis of specific applications of sustainable management practices.

Course Design

The course will have 15 sessions of 75 minutes each. The classroom sessions will be a mix of instructor lectures, videos, discussions of case studies, guest lectures, and student presentations. In addition, participants may be required to spend time outside the classroom for their projects.

Evaluation

Class Participation: 20%

Class participation grade includes attendance, class presentations, and contributions to class discussion.

Reflection Memos on Guest Lectures: 20%

The course will have two guest lectures. Course participants should submit a memo, not exceeding two single-spaced pages, reflecting on their learning from the guest lectures. The reflection memo should focus on the participants' own analysis of the lecture rather than simply summarizing it. The deadline for reflection memo is one week from the date of the lecture.

End-term Exam: 30%

Details on the nature of the exam will be discussed in the class.

Group Project: 30%

The project requires each group to identify an organization involved in sustainability issues. The organization could be a government agency, a non-governmental organization, a grassroots community organization, or a corporate entity. The groups should identify a current sustainability issue on which the organization is working and collect primary information (e.g., open-ended interviews or structured questionnaires) from the organization. The analysis could include, for example, the organization's motivation and approach to addressing the specific sustainability issue, the support and resistance it faces from other societal actors, and the implications for sustainability management. Participants should submit a short proposal for approval by the instructors, no later than 28 June 2013.

Session Plan

Session 1 Introduction to the Sustainability Concepts

Readings:

- Ottman, J. (2011). Green is Now Mainstream. In *The New Rules of Green Marketing*. San Francisco: Green Leaf Publishing. Pages 1-20.
- International Institute for Sustainable Development. (2012). Sustainable Development Timeline 2012. (available from http://www.iisd.org/pdf/2012/sd_timeline_2012.pdf)

Session 2 Sustainability Debates

Readings:

- Heal, G. (2012). Reflections – Defining and Measuring Sustainability. *Review of Environmental Economics and Policy*, 6(1), 147-163
- Nuemayer, E. (2010). Weak Versus Strong Sustainability: Exploring the Limits of Two Opposing Paradigms. Chapter 1
- TED Talk of Peter Diamandis: Abundance is our Future (February 2012). Available at http://www.ted.com/talks/peter_diamandis_abundance_is_our_future.html
- TED Talk of Paul Gilding: The Earth is Full (February 2012). Available at http://www.ted.com/talks/paul_gilding_the_earth_is_full.html

- Venugopal, P.N. (2009). Kerala mangrove island under threat, cabinet divided. India Together, 21 November 2009. Accessed on 19 June 2013 from <http://www.indiatogether.org/2009/nov/env-vembanad.htm>

Session 3: Regulatory Approaches to Sustainable Management

Application: Corporate Average Fuel Economy Standards

Readings:

- Bureau of Energy Efficiency (BEE) consultation paper on Corporate Average Fuel Consumption (CAFC) standards
- Comments of the Society of Indian Automobile Manufacturers and the Center for Science and Environment on BEE consultation paper
- G. Nemet (2012). Automobile Fuel Efficiency Standards. Historical Case Studies of Energy Technology Innovation in: Chapter 24, The Global Energy Assessment. Grubler A., Aguayo, F., Gallagher, K.S., Hekkert, M., Jiang, K., Mytelka, L., Neij, L., Nemet, G. & C. Wilson. Cambridge University Press: Cambridge, UK.

Session 4: Market Approaches to Sustainable Resource Management I

Application: Individual Transferable Quotas in Fisheries

- A Rising Tide. Economist. September 18, 2008
- Xinshan, L. (2000). Implementation of Individual Transferable Quotas: Iceland case study

Session 5: Market Approaches to Sustainable Resource Management II

Application: Payments for Ecosystem Services

Readings:

- Money can Grow on Trees. Economist, Sep 25, 2010, page 6-7
- Pagiola, S. (2008). Payments for Environmental Services in Costa Rica. *Ecological Economics*, 65, 712-724

Session 6: Voluntary Corporate Initiatives for Sustainable Management

Application: Corporate Sustainability Reporting

Readings:

- Herzig, C. & Schaltegger, S. (2006). Corporate Sustainability Reporting: An Overview. In *Eds: Schaltegger, S, Bennett, M, & Burritt, R. Sustainability Accounting and Reporting*. 21, 301-324
- Business India (2013). Towards a 'green'er future: Sustainability reports are catching in India. Page 112-113, March 31, 2013
- Student Presentation on Critical analysis of a Sustainability Report (e.g., Coca Cola, Airtel)

Session 7: New Forms of Corporate Governance for Sustainability

Application: Benefit Corporations

- Sukhdev, P. (2012). The Corporate Climate Overhaul. *Nature*, 486, 27-28
- Lawler III, E. & Worley, C. (2012). Why Boards Need to Change. *MIT Sloan Management Review*, 54(1), 10-12
- Balch, O. (2012). Are B Corps redefining business for the 21st century? *Guardian Professional*, 3 October 2012 (available from <http://www.guardian.co.uk/sustainable-business/b-corp-redefining-business>)
- TEDX Talk by Jay Coen Gilbert on B Corp (Available at <http://www.youtube.com/watch?v=mGnz-w9p5FU>)

Session 8: Nonprofits and Sustainability

Application: Green Rating Project

Readings:

- CSE. (2009). About Green Rating Program. Available at <http://www.cseindia.org/node/277>
- Venkatachalam A, Qwanruedee C, & Thirumalainambi M. (2011). Information Disclosure Strategies for Green Industries. ADBI Working Paper Series
- UNEP. (2007). Green Rating of the Indian Industry – The Green Rating Project, India (available from <http://www.ekh.unep.org/files/Green%20Rating%20of%20the%20Indian%20Industry.pdf>)

Session 9: Consumers and Sustainability I

Application: Sustainable Consumption

- Greendex (2012). Greendex 2012: Consumer Choice and the Environment - A Worldwide Tracking Survey: Highlights Report, July 2012 (available from http://images.nationalgeographic.com/wpf/media-content/file/GS_NGS_2012GreendexHighlights_10July-cb1341934186.pdf)
- Greendex Calculator (not included in the case mat) (available from <http://environment.nationalgeographic.co.in/environment/greendex/calculator/>)
- Gardner, G.T. & Stern, P.C. (2008). The Short List: The Most Effective Actions U.S. Households can take to Curb Climate Change. *Environment*, 50(5), 12-25

Session 10: Consumers and Sustainability II

Guest Lecture

Session 11: Community Activism for Sustainability

Application: Activism against Coca Cola Bottling Plant in Plachimada, Kerala

- Wrammer, E. 2004. Fighting Cocacolonisation in India: Water, Soft Drinks, and the Tragedy of Commons in an Indian Village. Human Ecology Division, Lund University Appendix 2. Accessed from <http://www.sasnet.lu.se/plachimada.pdf> on 16 December 2010
- Devi, K.R.L. 2006. Multinational Corporations, Development Discontent, and Civil Society: The Pathology of People's Movement Against Coca Cola in India. World Society Focus Paper Series. Pages: 13-20. Accessed from http://www.uzh.ch/wsf/WSFocus_Devi.pdf on 16 December 2010

Session 12: Community Management of Resources I

Application: Community Managed Sustainable Agriculture (CMSA) in Andhra Pradesh

Readings:

- Vijay Kumar et al., (2009). Ecologically Sound, Economically Viable: Community Managed Sustainable Agriculture in Andhra Pradesh, India. Learning Note. Agricultural and Rural Development Unit of the Sustainable Development Department of the South Asia Region, World Bank. (Available at http://www.csa-india.org/sites/csa-india.org/files/Ecologically_Sound_Economically_Viable-_Community_Managed_Sustainable_Agriculture_in_Andhra_Pradesh_India_1.pdf)
- World Bank video on CMSA (<http://www.youtube.com/watch?v=npdd6DV0t7s>)

Session 13: Community Management of Resources II

Application: Water User Associations promoted by Samaj Pragati Sahyog in Ozar

Readings:

- Collective Action and Property Rights for Sustainable Development, Eds.: Meinzen-Dick, Ruth S. and Gregorio, Monica di. IFPRI Focus II: 2020, February 2004.
- **Optional Reading:** Rethinking Rehabilitation: Socio-Ecology of Tanks and Water Harvesting in Rajasthan, North-West India, Shah, Tushaar and Raju, K V. CAPRI working paper no. 18, 2001.

Session 14: Measuring Sustainability

Application: Green National Accounting

Guest Lecture

Readings:

- Green National Accounting in India: A Framework. Report by an Expert Group Convened by the National Statistical Organization, Ministry of Statistics and Programme Implementation, Government of India, March 2013. Chapter 1: Executive Summary

Session 15: Student Presentations

Relationship of the Course with the Overall Programme Objective and Related Courses

The course builds on core courses such as Microeconomics and Socio-economic Environment of Business, and complements elective courses such as Environment Management and Carbon Finance.

Additional Expenses to be Incurred by the Students and the Sources of Funding

Participants may have to incur some expenses (out of their own pocket) to collect primary data (e.g., interviews or questionnaire surveys) for their project work.