



**Designing Organizations for Sustainable Effectiveness
MGMT 5308 F2F
FALL 2020**

INSTRUCTOR AND CONTACT INFORMATION

Instructor: Dr. Jody Fry
Office: 217M Founders Hall
Email: Please use Canvas email. Use my TAMUCT email only when Canvas is not available: lwfry@tamuct.edu

Office Admin: Melanie Mason 254-519-5437.

Phone: I am often away from my office. The best way to contact me to receive a timely response is via Canvas email which I check often during weekdays.

Office Hours: By appointment Only

Mode of instruction and course commitment:

This online course utilizes the TAMUCT Canvas learning management system for class communications, content distribution, and assessments. Students will access all course materials (except textbook), assignments, student-instructor and student-student communication, activities, quizzes, and resource links via the Course web site.

Online learning requires students to be very self-disciplined, be sure you understand and are prepared to comply with all required class assignments and deadlines. This graduate course is extremely time intensive. Be sure you are ready and willing to meet these time and workload challenges.

Student-instructor interaction: I am accessible mainly through Canvas messaging, which I check several times a day during the week and usually at least once on weekends. I will get back to you within 24 hours during the week and within 36 hours on the weekend.

Online Office Hours: During the online office hours listed above I will be at my computer and available for rapid messaging response. I also encourage students to interact with me during office hours to ask questions about upcoming assignments, get clarity on course concepts, and/or review your grading status in the course. If you wish to speak by phone, please email me with your phone number and best times to call. If you wish to access the course web conferencing room (WebEx, Zoom) during office hours, please send me a message and we can interact that way (includes video, voice and chat).

Course Q&A, and Case Analysis Outline Discussion Forums: As an additional interaction tool, I have set up discussion boards within the course web site for (1) a Q&A forum for questions

concerning this course in general and (2) a forum for questions concerning the Case Analysis Outline, given in Appendix A. Please use these forums to ask questions which other students would also benefit from the Professor's response. For questions of a personal or individual nature, use Canvas messaging.

WARRIOR SHIELD

Emergency Warning System for Texas A&M University-Central Texas

Warrior Shield is an emergency notification service that gives Texas A&M University-Central Texas the ability to communicate health and safety emergency information quickly via email, text message, and social media. All students are automatically enrolled in Warrior Shield through their myCT email account.

Connect to Warrior Shield by [911Cellular](https://portal.publicsafetycloud.net/Account/Login) [https://portal.publicsafetycloud.net/Account/Login] to change where you receive your alerts or to opt out. By staying enrolled in Warrior Shield, university officials can quickly pass on safety-related information, regardless of your location.

COVID-19 SAFETY MEASURES

To promote public safety and protect students, faculty, and staff during the coronavirus pandemic, Texas A&M University-Central Texas has adopted policies and practices to minimize virus transmission. All members of the university community are expected to adhere to these measures to ensure their own safety and the safety of others. Students must observe the following practices while participating in face-to-face courses, course-related activities (office hours, help sessions, transitioning to and between classes, study spaces, academic services, etc.) and co-curricular programs:

- Self-monitoring—Students should follow CDC recommendations for self-monitoring. Students who have a fever or exhibit symptoms of COVID-19 should participate in class remotely and should not participate in face-to-face instruction. Students required to quarantine must participate in courses and course-related activities remotely and must not attend face-to-face course activities. Students should notify their instructors of the quarantine requirement. Students under quarantine are expected to participate in courses and complete graded work unless they have symptoms that are too severe to participate in course activities.
- Face Coverings— Face coverings must be worn inside of buildings and within 50 feet of building entrances on the A&M-Central Texas Campus. This includes lobbies, restrooms, hallways, elevators, classrooms, laboratories, conference rooms, break rooms, non-private office spaces, and other shared spaces. Face coverings are also required in outdoor spaces where physical distancing is not maintained. The university will evaluate exceptions to this requirement on a case by case basis. Students can request an exception through the Office of Access and Inclusion in Student Affairs.
 - o If a student refuses to wear a face covering, the instructor should ask the student to leave and join the class remotely. If the student does not leave the class, the faculty member should report that student to the Office of Student Conduct. Additionally, the faculty member may choose to teach that day's class remotely for all students.
- Physical Distancing—Physical distancing must be maintained between students, instructors, and others in the course and course-related activities.
- Classroom Ingress/Egress—Students must follow marked pathways for entering and exiting classrooms and other teaching spaces. Leave classrooms promptly after course activities have concluded. Do not congregate in hallways and maintain 6-foot physical distancing when waiting to enter classrooms and other instructional spaces.
- The university will notify students in the event that the COVID-19 situation necessitates changes to the course schedule or modality.

COURSE INFORMATION

Course Overview and Description: This course examines theories, processes and “fit” models of organization design and alignment of structure, technology, information systems, reward systems, people and culture, and management processes with organizational goals. Emphasis is on maximizing the triple bottom line for sustainable effectiveness and how organizations can be led and managed so they are economically, socially, and environmentally sustainable.

Course Student Learning Outcomes (SLO): As a result of completing this course, the learner will be able to:

1. Identify key terms, concepts, and models of organization design.
2. Apply concept theories, processes and models of organization design.
3. Formulate how to align the organizations structure, technology, information systems, reward systems, people and culture with organizational goals and strategies.
4. Evaluate courses of action to address complex organization design issues from multiple theoretical perspectives.
5. Conduct an organization design analysis of an organization committed to sustainability.
6. Explore the relevance of organization design for maximizing the triple bottom line and sustainable effectiveness.

Required Reading and Textbook(s):

Daft, R.L (2016) *Organization Theory and Design* (12th Ed.). Mason, Ohio: South-Western.
ISBN 9781285866345

To Purchase text (hardcover or ebook) and other tutorial materials see:

<https://www.cengage.com/c/organization-theory-and-design-12e-daft?filterBy=Student>

Lawler, E. & Worley, C. (2011). *Management Reset: Organizing for Sustainable Effectiveness*. San Francisco, CA: Josey-Bass Publishing.
ISBN: 978-0-285-86634-5

Pdf available through Kiss Library:

https://kisslibrary.com/book/93C15173DE04EE54715C?utm_source=new-dl-2110-reuse-2&utm_medium=banner&utm_campaign=newtraf&search=Management+Reset%3A+Organizing+for+Sustainable+Effectiveness&x=813848

A student of this institution is not under any obligation to purchase a textbook from a university-affiliated bookstore. The same textbook may also be available from an independent retailer, including an online retailer.

Reference for citations: American Psychological Association. (2009). Publication Manual of American Psychological Association (6th ed.). Washington, D.C

COURSE REQUIREMENTS

All exam and assignment due dates are given in the Course Schedule link.

Syllabus Changes: Dr. Fry reserves the right to make changes to this Syllabus should circumstances during the semester warrant. Should this occur, a new Syllabus will be posted on the Course Web Site

with a different date in the file name. Students will be advised via a Course Message and Announcement of the Syllabus change.

Late Submissions: Unless otherwise stated, late submission of written work, presentations, etc. will result in a grade reduction of 10% for each day it is late (maximum of 30 %). No submissions will be accepted beyond 3 Days from the due date unless arrangements are made before the due date.

Posting of Grades: All grades will be posted in Canvas Grade book so that you can monitor your course status.

Grading Policy: All graded assignments will be graded and returned within one week of submission.

Important University Dates/Academic Calendar:

<https://www.tamuct.edu/registrar/academic-calendar.html>

Learning and demonstrating the ability to perform case analyses is a significant part of this course. You are required to apply the Case Analysis Outline in Appendix A. Being able to apply this case analysis process, both individually or as part of a team, is what distinguishes graduate from undergraduate work in management. In doing so you are required to not only learn and demonstrate your knowledge of the basic vocabulary and concepts in organizational behavior, you must demonstrate that you can:

1. Take a real world situation and analyze it using distinct approaches that help you gain insight into the key issues that must be addressed to move the organization to the next significant level of performance.
2. Apply the most relevant concepts or models that can be used to assess the degree to which the organization is following them. The basic assumption here is that individuals and organizations that apply or adhere to these concepts/models are more effective.
3. If these models are being successfully followed and implemented, then the challenge is to offer, select, and implement alternatives that, given the situation analysis, will help insure that the organization continues to be effective.
4. If there is a discrepancy between the organization's behavior and what is prescribed by these models, the challenge is to offer, select, and implement alternatives that reduce this discrepancy.
5. Draw on at least one model that should be followed as part of your implementation strategy that will effectively address the issues you identified in the situation analysis.

The bottom line in all of this is to help you develop the ability and skill to more effectively apply relevant models of organizational design in your everyday life. If you can do so, it will fundamentally change the way you view your world and positively influence your personal and organizational effectiveness.

Assignments:

1. Course Profile and Agreement: (10 points) This form outlines information about yourself and requires you to agree that you have read and understood the requirements for the course and the responsibilities of a graduate student. Be sure to read the Syllabus fully and tour the course web site prior to signing this form. Should you have questions after reading the Syllabus and touring the web site, post to the Course Q&A" Discussion Board and Dr. Fry will respond. This Profile/Course Agreement is due at the end of the first week of class.

2. Introductory Discussion Forum: (30 points) As we are a community of learners, to help us get to know each other, the first week of class you are required to post an introduction to this Discussion Forum. Be sure to include: What degree you are pursuing, what point are you in your studies, your current and past work experience, what you hope to learn in this class, how you hope to apply it to your future work, and a personal tidbit about you (e.g. hobbies or family). Posting a picture is optional. 10 points of your grade is based on an initial posting of at least 2 full paragraphs containing all the information listed above. The additional 10 points is based on responses to at least 2 of your colleagues (5 points each) addressing thoughtfully their portion of their post discussing what they expect to get out of the class.

Although there is only one discussion forum for this assignment, there are separate deadlines, one for posting your initial profile and one for the responses to your colleagues. See the course Syllabus Link for due dates.

Course Q&A, and Case Analysis Discussion Forums: I have also set up discussion boards for (1) a Q&A forum for questions concerning this course in general and (2) a forum for questions concerning the Case Analysis Outline, given in Appendix A.

3. Chapter Exams (160 points) SLO 1: There will be four examinations during the semester. The exams are non-cumulative, and will include only materials covered in the assigned chapters for that exam. Exams will be open-book and open-note. However, given the time limitations you will only have time to consult notes for a few questions so you must study and be familiar with the material. You only get one attempt at each exam. Due dates for your exams are given in the course Syllabus link. Make ups are only for those people who missed the exam with legitimate and documentable excuses (not being prepared is not a legitimate excuse for not taking an exam during its regularly scheduled time). **Make ups will be give the weekend following the scheduled exam. If you miss that exam there will be one last chance to take it the last week of the semester.**

For help in how to prepare for objective exams see:

<http://people.uwec.edu/ivogeler/multiple.htm>

<http://earth.callutheran.edu/student-success/academics/documents/TakingObjectiveTests-MultiplechoiceTrue-FalseandFillintheBlank.pdf>

<http://www.houghton.edu/academics/academic-resources/center-for-academic-success-and-advising/study-advisement/test-taking/multiple-choice-and-truefalse-tests/>

Most exams will be available over a 72 hour period online (e.g., Friday 8:00 AM – Sunday, 11:59 PM). Exams will be timed and once started must be completed.

4. Sustainability Discussion Forums (75 points each, total 150 points) SLOs 8 & 9:

There will be two discussion forums that require you to reflect on issues related to sustainability and sustainable development as it relates to organizational design. 25 points of your grade is based on an initial posting of at least 2 full paragraphs containing all the information listed above. The additional 50 points is based on responses to at least 2 of your colleagues (25 points each) addressing thoughtfully their portion of their post.

Your postings/insights in the Discussion forum are based on the following:

1. Application of course concepts;
2. Ability to articulate your analysis clearly; and
3. Integration of student colleagues' contributions and insights leading the discussion to a deeper level of understanding.

Please note that there are separate deadlines, one for your initial post and one for the responses to your

colleagues. All posts will be graded after the second deadline. See the Course Syllabus link in Canvas for due dates.

5. Individual Case Exam (150 points): SLO 3-7

The Individual Case Exam will require you to analyze an organization facing a significant sustainability challenge based on a case study or an article from a business periodical (e.g., Business Week, Fortune, Forbes, etc.). This exam requires a case analysis that follows the Case Analysis Outline (see Appendix A).

Students are responsible for all material covered in the course up to the time of the case exam. You will turn in your exam as an attachment through the Course Syllabus link on the Course Menu. See the Course Syllabus link in the course menu for the due date.

You will turn in your exam as an attachment through the Exams link on the Course Menu. Please include a title page. Use this format – Course Identification and Term_ Individual Case Exam Your Last Name.

The exam should be no more than 7 single-spaced pages with 8 pt spacing between paragraphs (exclusive of cover page, table of contents, references and attachments), APA style, 1 inch margins, 12 pitch, times new roman font.

You must organize your exam using headings and subheadings that reflect the Case Analysis Outline. It is not a good idea to make me hunt for your answers. See the course Assignments link for the due date for your Individual Case Exam

6. Team Literature Review Paper and Presentation (200 points Total): For this individual assignment you will need to research, write, and present a literature review in which you explore an area of sustainability related to one of the SDG's as it relates to organization design for sustainable effectiveness. See Canvas syllabus links for the due dates for these assignments.

A. Literature Review Proposal (0 Points): Before you begin the literature review paper assignment, submit a one-page proposal of the area you intend to research and how you believe this topic is related to organization design for sustainable effectiveness. There is no grade for this part of the assignment. It's just a check for me to make sure you're on the right track.

B. Article Summaries (100 Points): You are required to submit 15 article summaries in preparation for your literature review submission and presentation (see below). In addition, although internet articles may be included, no more than five should be selected. In addition, they must be of substance and have clear implications for organization design for sustainable effectiveness (e.g., no blogs or short essays). Include a short introduction. Each article summary should be no more than one page. For more on summarizing an article see:

<https://www.kibin.com/essay-writing-blog/how-to-summarize-an-article-the-smart-way/>

<https://www.aresearchguide.com/summarize-an-article.html>

<https://www.wikihow.com/Summarize-a-Journal-Article>

B. Literature Review paper (100 Points): Your literature review paper should be 7+ pages, single-spaced with 8 pt spacing between paragraphs, 1-inch margins, 12 pitch Times New Roman Font. In addition to the 7+ pages, the report should have a beginning cover sheet, ending bibliography, and an appendix, which should include the article summaries you drew from. The reference page and in-paper citations should be in APA format.

For more on writing a literature review see:
<https://libguides.usc.edu/writingguide/literaturereview>
<https://guides.lib.uoguelph.ca/LiteratureReview>
<https://www.scribbr.com/dissertation/literature-review/>

A useful tool for finding and formatting references in APA format is Citefast.
<https://www.citefast.com/?s=APA>

For examples of how to write, reference, and cite in APA style see:

<http://www.tamuct.edu/departments/library/citingsources.php>
<http://owl.english.purdue.edu/owl/section/2/10/>
http://www.library.cornell.edu/newhelp/res_strategy/citing/apa.html

For Internet citations - <http://owl.english.purdue.edu/owl/resource/560/10/>

A sample paper using APA style guidelines can be reviewed at:
<http://www.dianahacker.com/pdfs/Hacker-Shaw-APA.pdf>

7. Management Competency Journal (100 Points): SLO 3

The management competency journal is where you should demonstrate that you have mastered and can apply course concepts/models in a real-world context. For this assignment you are required to prepare a journal in which you record what you have learned from completing each of the assigned cases and exercises. **See Appendix B for more detail and instructions for completing this assignment.**

Feel free at any time to submit a MCJ assignment for my feedback to help you get a better feel for what is required for this assignment.

8. Final Case Project (150 Points): SLO 4-7: For this project you are required to pick an organization to study that is addressing issues related to sustainability and sustainability development.

Companies that embrace sustainability do not pursue financial gain at any cost. Rather they actively seek to change the world for the better; they recognize that sustainability and sustainable development should be of equal importance with employee well-being and profits – i.e., embracing the Triple Bottom Line or People, Planet, and Profit. In doing so, they assess the social, environmental, and economic aspects of any action so that it is as sustainable as possible. These organizations view sustainability and sustainable development as not only meeting the needs of the present but also seeking to build the kind of world that we want our children and grandchildren to inherit.

You can choose a company/city/industry you currently work for or have experience with that is involved with an issue related to sustainability. Alternatively, you can choose an organization, public or private, that you may or may not have direct contact with.

For potential sustainability organizations to study see appendix C.:

A. Final Project Proposal (50 points): Decide on a company you want to research extensively for your final case assignment. Use the links from Appendix C or library resources to find credible company information. Be sure there is enough publicly published information about the company to pull together a well-written in-depth case analysis.

After deciding on your company, contact me first to get my approval to prepare a proposal.

Then find at least 5 credible references and submit a 5-6 page proposal for approval. **It should**

follow as much as possible at this stage the first two sections of Case Analysis Outline. In particular formulate an initial management question and provide sources in proper APA format (use the library links for sources and APA format). **Submit your proposal through the assignments link, which will also give its due date. Grading criteria for this proposal is provided in the Assignment in Canvas.**

After the proposals are graded, you have the option of scheduling a meeting with Dr. Fry to receive further feedback and discuss the upcoming major case analysis paper. To do so contact Dr. Fry with possible meeting times and Dr. Fry will select one.

B. Final Project (150 points): The analysis of the company, the format of the report and its grading will follow that of the Case Analysis Outline in Appendix A. For this project you are required to pick an organization to study that is addressing issues related to sustainability and sustainability development.

It is incumbent on you to write up enough detail on the organization so that I can follow the application of course concepts/models to the case situation. *A general rule of thumb is that the case situation write up should comprise about 50% of your paper.*

The paper should be 8+ single-spaced pages (exclusive of cover page, table of contents, references and attachments), APA style, 12 pitch Times New Roman font, single-spaced with 8 pt spacing between paragraphs. In addition to the 10+ pages, the report should have a beginning cover sheet, ending bibliography, and an appendix, if needed, with appropriate exhibits. The works cited page and citations should be in APA format. The analysis of the company, the format of the report, and its grading will follow that of the Case Analysis Outline in Appendix A.

Make sure that every citation in your references is cited in the body of your paper. Multiple citations from the same web site only count as one citation toward the ten-reference requirement. *Students in online classes do not need to prepare a PowerPoint Presentation for this assignment. **Face-to face classes will present their case analysis the last class of the semester and will need to prepare a formal presentation.***

Use at least 15 references with citations, 8 of which must be references other than web pages. Also make sure that every citation in your references should be cited in the body of your paper. Multiple citations from the same web site only count as one citation toward the 15 reference requirement. See the Assignments course link for the due date. Also, be sure and take advantage of the library link in the course menu. This will be an important source of references and background material for your Final Project.

No late submissions will be accepted for this project.

Grading Criteria Rubric and Conversion: Grades will be calculated as follows:

Activity	Percent of Final Grade
Course Profile Agreement	10
Introductory Discussion Forum	30
Chapter Exams (4 @ 40 Points each)	160
Individual Case Exam	150
Sustainability Discussion Forums (2 @ 75 Points each)	150
Research Article Summaries	100
Literature Review Paper	100

Final Project proposal	50
Management Competency Journal (10 @ 10 Points each)	100
Final Project	150
Total Possible Points	1000

Course Grades will be calculated as follows:

Course LETTER GRADE	Total Point Range
"A"	900-1000
"B"	800-899
"C"	700-799
"D"	600-699
"F"	599 or below

Note #1: There will be **no deviation from the associated points required for a certain letter grade** show in the table above.

Note #2: Extra Credit: There is no extra credit in this course.

Note #3: Requests for Incomplete Grades: Incompletes will only be given in emergency or other extreme circumstances and then only if a significant percentage of the course has been satisfactorily completed. Any request for an incomplete grade in this course must be approved by the professor prior to the last week of classes. Where possible, requests should be submitted in written form and must include an address and/or telephone number where you may be contacted throughout the following semester. Texas A&M University Central Texas uses the grade of 'K' on transcripts and grade reports to identify incomplete grades.

Note #4: Questions concerning one's grade on a particular task (e.g., test, case) should be resolved within one week after receiving the graded material. There will be no reviewing of previously graded material at the end of the semester.

Note #5 - Posting of Grades: Grades for Chapter Exams will be posted the day after the availability period has passed. Grades for Major assignments and the Individual Case Exams will be posted within one week following the due date.

IV. COURSE SCHEDULE

Note: This schedule is for information only and may be changed as the semester progresses. Canvas is the official place to consult for all assignments and their due dates.

WEEKLY SCHEDULE

Dates	Unit	Chapter	Subject/Readings	Assignments
				<p style="text-align: center;">See Syllabus Course Link in Canvas for Official Due Dates</p> <p>MCJ = Management Competency Journal</p>
8/24-8/30	1	Ch. 1	<p>Syllabus</p> <p>Introduction to Organizations and Organization Theory</p> <p>Time for a Reset</p>	<p>1. Go over material on the Home page in the course menu</p> <p>2. Read Course Syllabus.</p> <p>3. Daft: Read Ch 1 L&W: Read Forward, Preface & Ch 1</p> <p>4. Intro discussion forum first posts due</p> <p>5. Course Profile Agreement Due</p> <p>6. MCJ #1: Measuring Organizational Dimensions.</p>
8/31 – 9/6	2	Ch. 2	<p>Strategy, Organization Design, and Effectiveness</p> <p>Introduction to Sustainability</p> <p>Sustainable Management</p>	<p>1. Daft: Read Ch 2 L&W: Read Ch 2</p> <p>2. Class Case: Venable Art Museum</p> <p>3. Review Case Analysis Outline</p> <p>4. MCJ #2: Your Strategy/Performance Strength</p> <p>5. Intro discussion forum second posts due 9/9</p>
9/7 – 9/13	3	Ch. 3	<p>Fundamentals of Organization Structure</p> <p>Structures for Sustainable Effectiveness</p>	<p>1. Daft: Read Ch 3 L&W Read: Ch 6</p> <p>2. Class Case: Aquarius Advertising & CC Grocery</p> <p>3. Assign Groups</p>
9/14 – 9/20			<p>Reward Systems</p> <p>Managing Talent</p>	<p>1. Chapter 3 Continued: L&W Read: Ch 9</p> <p>2. MCJ #3: You and Organization Structure.</p> <p>3. Exam 1 (Chs 1-3) opens Friday at 8 AM and closes Sunday at midnight.</p>

9/21 – 9/27	4	Ch. 4	The External Environment Developing a Strategy	1. Daft: Read Ch 4: L&W: Ch 4 & 10 2. Class Case: Acme & Omega 3. Literature Review Paper Proposal Due
9/28 – 10/4	5	Ch 10	Organizational Culture and Ethical Values Strategies for Sustainable Effectiveness	1. Daft: Read Ch 10: L&W: Read Ch 3 2. MCJ #4: The Power of Ethics 3. First Post for Discussion Forum 1 Due
10/5 – 10/11	6	Ch. 11	Innovation and Change Transforming to sustainable Management	1. Daft: Read Ch 11: L&W: Read: Ch 12 2. MCJ #5: Are You Innovative? 3. Second Posts for Discussion Forum 1 Due
10/12 – 10/18	7	Ch. 5	Interorganizational Relationships Board Governance	1. Daft: Read Ch 5 L&W: Ch 5 2. Class Case: Why Is Cooperation So Hard? 3. MCJ #6: Oxford Plastics Company 4. Exam 2 (Chs. 4,5,10,11) 5. Lit Review Article Summaries Due
10/19 – 10/25	8	Ch. 6	Designing Organizations for the International Environment	1. Daft: Read Ch 6: 2. Class case: Rhodes Industries 3. MCJ #7: What is Your Cultural Intelligence? 4. Post Individual Case Exam 5. Final Case Project Proposal
10/26 – 11/1	9	Ch. 7	Manufacturing and Service Technologies	1. Daft: Read Ch 7: 2. Class Case: AV Corporate: Software Tool Project 3. Individual Case Analysis Exam Due.
11/2 – 11/8	10	Ch. 8	Using Information Technology for Control and Coordination Managing Performance	1. Daft: Read Ch 8: L&W: Read Ch 8 2. Class Case: Century Medical 3. MCJ #8: Is Anybody Listening? 4. First Post for Discussion Forum 2 Due 4. Exam 3 (Chs 6-8) opens Friday at 8 AM and closes Sunday at midnight.

11/9 – 11/15	11	Ch 9	Organizational Size, Life Cycle, and Decline Leading Managing and Following	1. Daft: Read Ch 9: L&W: Read Ch 11 2. MCJ #9: Sunflower Incorporated 3. Second Post for Discussion Forum 2 Due
11/16 – 11/22	12	Ch. 12	Decision-Making Processes Sustainable Work Systems	1. Daft: Read: Ch 12 L&W: Read Ch 7 2. Class Case: Cracking The Whip 3. Literature Review Paper Due
11/23 – 11/29	13	Ch 13	Conflict, Power, and Politics	1. Daft: Read Ch 13: 2. Class Case: Daily Tribune 3. MCJ #10: How do you handle Conflict
11/30 – 12/9	14			1. Exam 4 (Chs 9,12,13) opens Friday and closes Sunday at midnight 2. Final Case Project Due. No late submissions will be accepted.

CLASS POLICIES

Classroom Policies: I expect you to treat this course *like a job*: Be **professional** in your speech, your writings including **posting on Canvas** and **communications to me, and most importantly, communications to your class members.**

As a member of this class, you are invited to think, question, disagree and offer alternatives. That is part of the academic experience, as well as part of learning to be a contributing, critical thinker in any professional setting. However, my expectation is that you will behave **professionally and courteously** toward another student and the professor, and respect the rights of others at all times. Failure to do so will be cause to report the offending student(s) to Academic Affairs.

Treat this class as a business setting. That means:

- You don't ever simply fail to show up for work in a corporate setting. Similarly, when taking an online course, even though you have more flexibility in deciding when to check course materials,

announcements, and upcoming assignments, you must log into your Canvas at least a couple times a week to stay on top of the course schedule.

- You would never schedule vacation during a critical work project in a corporate setting – that means that while you're in school you should schedule vacations between semesters or on approved university holidays, not during the semester.
- In a corporate setting, you can't decide you're just "not interested" in attending the meetings you and colleagues have previously scheduled for a critical work project. That means, while taking this course, you can't just decide you don't feel like showing up for the meetings you and your teammates have agreed on. If you needed to miss a scheduled meeting due to emergency, you would inform your teammates in a courteous manner and make arrangements to fill you in on what you missed.
- You would never show up to a business meeting empty handed and unprepared. Equally, you would never show up to meetings with your teammates unprepared. You should have read the relevant course materials (e.g., lecture videos, handouts, assignment requirements, etc.) prior to meeting with your teammates. You should also be prepared to make insightful contribution to the discussions.
- In a corporate setting, you would never submit poor quality work to your colleagues and managers. This means, while you're in school, you should do your best and submit graduate-level-worthy work to your teammates and the professor. This requires that you study relevant materials and carefully read and follow assignment instructions. This also requires that you demonstrate graduate-level writing skills (I strongly recommend that you utilize the writing center if needed).

Netiquette: Netiquette refers to appropriate ways of communicating through the Internet. It is very important to any online course including this course.

Here are some specific policies for this course:

- You do not dominate any discussion. You will let other students give input in the discussion.
- You do not use aggressive and/or offensive language to present your ideas or opinions to other students or the instructor.
- You do not use sarcastic language when you do not agree with another student or the instructor. Therefore, be cautious in using your humor and make sure you are just being humorous, NOT sarcastic.
- Popular emoticons such as ☺ can be helpful to convey your tone in your reply to another student in discussion but do NOT overuse them.
- You do not make fun of another student's ability to read or write.
- You should be open-minded and listening to others' opinions.
- You do not ever use Internet slangs like "LOL," "Q4U," and "C U" in your postings and emails.
- You always think, edit, and proofread your postings and emails before you push the "send" button to make sure your spelling and grammar is correct.
- You do not ever post your entire reply using all bold upper-case letters – it is hard on the eye and can be interpreted as "yelling" according to Internet language.
- You respect diversity (e.g., gender and ethnicity) in your communications.
- Your postings should be direct, to the point, and relevant. You do not include wordy sentences that do not add any value to the discussion.
- You should be patient and read all other discussions before you add something. This will help you avoid repeating something someone else has already contributed.

Continued enrollment in this course indicates agreement with these policies.

PROFESSIONAL WRITING AND COMMUNICATION STANDARDS

Course Standards: Professional level writing and communication are critical skills in the business world. This standard should be displayed in all assignments for this class. All communications, both to the Professor and student colleagues should be kept professional, including Discussion Board postings and email/messaging correspondence. For written assignments, all work should be proofread, free of grammatical errors, include proper citations and be in accordance with American Psychological Association (APA) standards, including one inch margins and 12 pitch Times New Roman font. For information on APA standards and correct citation formats consult the [APA Publication Manual](#), and/or link to the Library and Research sources on the course menu. These key links include:

Overview library guide for citing:
<http://tamuct.libguides.com/c.php?g=206634>

Purdue Online Writing Lab for APA:
<https://owl.english.purdue.edu/owl/section/2/10/>

University Library: The University Library provides many services in support of research across campus and at a distance. We offer over 200 electronic databases containing approximately 250,000 eBooks and 82,000 journals, in addition to the 72,000 items in our print collection, which can be mailed to students who live more than 50 miles from campus. Research guides for each subject taught at A&M-Central Texas are available through our website to help students navigate these resources. On-campus, the library offers technology including cameras, laptops, microphones, webcams, and digital sound recorders.

Research assistance from a librarian is also available twenty-four hours a day through our online chat service, and at the reference desk when the library is open. Research sessions can be scheduled for more comprehensive assistance, and may take place on Skype or in-person at the library. Assistance may cover many topics, including how to find articles in peer-reviewed journals, how to cite resources, and how to piece together research for written assignments.

Our 27,000-square-foot facility on the A&M-Central Texas main campus includes student lounges, private study rooms, group work spaces, computer labs, family areas suitable for all ages, and many other features. Services such as interlibrary loan, TexShare, binding, and laminating are available. The library frequently offers workshops, tours, readings, and other events. For more information, please visit our [Library website](https://tamuct.libguides.com/) [https://tamuct.libguides.com/].

For Fall 2020, all reference service will be conducted virtually. Please go to our [Library website](http://tamuct.libguides.com/index) [http://tamuct.libguides.com/index] to access our virtual reference help and our current hours.

University Library Services: *Information literacy* focuses on research skills which prepare individuals to live and work in an information-centered society. Library research skills are another critical tool in the business world, and will be required for this class. Librarians will work with students in the development of critical reasoning, ethical use of information, and the appropriate use of secondary research techniques. Help may include, yet is not limited to: exploration of information resources such as library collections and services, identification of subject databases and scholarly journals, and execution of effective search strategies. Library Resources are outlined and accessed at:

<http://www.tamuct.edu/departments/library/index.php>

Library databases that would be particularly helpful for the projects in this class are contained in the Management Library Guide:

<http://tamuct.libguides.com/c.php?g=117073&p=762177>

These databases, such as *Business Source Complete* and *Hoover's*, go well beyond what students can find by just "googling" their company. These resources are not available to the general public, your University fees pay for these articles, which are in-depth and provide the depth you need to provide credible information on your case analyses.

The TAMUCT librarians are available to assist distance learning students doing research. **Ms. Margaret Dawson** is the lead Business Librarian and she is available to assist you with your research. Her email is madawson@tamuct.edu; she is Canvas proficient and can meet with you via chat, web-conferencing, in-person or phone.

Tutoring: Tutoring is available to all A&M-Central Texas students, both on-campus and online. Subjects tutored on campus include Accounting, Advanced Math, Biology, Finance, Statistics, Mathematics, and Study Skills. Tutors are available at the Tutoring Center in Warrior Hall, Suite 111. Tutor.com tutoring **will not offer writing support** beginning August 1, 2019, but will continue to offer other tutoring support.

If you have a question regarding tutor schedules, need to schedule a tutoring session, are interested in becoming a tutor, or have any other question, contact Academic Support Programs at (254) 501-5836, visit the Office of Student Success at 212F Warrior Hall, or by emailing studentsuccess@tamuct.edu .

Chat live with a tutor 24/7 for almost any subject from on your computer! Tutor.com is an online tutoring platform that enables A&M-Central Texas students to log in and receive online tutoring support at no additional cost. This tool provides tutoring in over 40 subject areas. Access Tutor.com through Canvas.

University Writing Center: Located in Warrior Hall 416, the University Writing Center (UWC) at Texas A&M University–Central Texas (TAMUCT) is a free workspace open to all TAMUCT students from 10:00 a.m.-5:00 p.m. Monday thru Thursday with satellite hours in the University Library Monday thru Thursday from 6:00-9:00 p.m. This semester, the UWC is also offering online only hours from 12:00-3:00 p.m. on Saturdays.

Tutors are prepared to help writers of all levels and abilities at any stage of the writing process. While tutors will not write, edit, or grade papers, they will assist students in developing more effective composing practices. By providing a practice audience for students' ideas and writing, our tutors highlight the ways in which they read and interpret students' texts, offering guidance and support throughout the various stages of the writing process. In addition, students may work independently in the UWC by checking out a laptop that runs the Microsoft Office suite and connects to WIFI, or by consulting our resources on writing, including all of the relevant style guides. Whether you need help brainstorming ideas, organizing an essay, proofreading, understanding proper citation practices, or just want a quiet place to work, the UWC is here to help!

Students may arrange a one-on-one session with a trained and experienced writing tutor by visiting the UWC during normal operating hours (both half-hour and hour sessions are available) or by making an appointment via [WCOnline](#). For a brief introduction to the UWC and its services see: https://www.youtube.com/watch?v=PAIb_LyUqTQ&feature=youtu.be.

In addition, you can email Dr. Bruce Bowles Jr. at bruce.bowles@tamuct.edu if you have any questions about the UWC and/or need any assistance with scheduling.

TECHNOLOGY REQUIREMENTS AND SUPPORT

Technology Requirements

This course will use the A&M-Central Texas Instructure Canvas learning management system. **We strongly recommend the latest versions of Chrome or Firefox browsers. Canvas no longer supports any version of Internet Explorer.**

Logon to A&M-Central Texas Canvas [<https://tamuct.instructure.com/>] or access Canvas through the TAMUCT Online link in myCT [<https://tamuct.onecampus.com/>]. You will log in through our Microsoft portal.

Username: Your MyCT email address. Password: Your MyCT password

Canvas Support

Use the Canvas Help link, located at the bottom of the left-hand menu, for issues with Canvas. You can select "Chat with Canvas Support," submit a support request through "Report a Problem," or call the Canvas support line: 1-844-757-0953.

For issues related to course content and requirements, contact your instructor.

Other Technology Support

For log-in problems, students should contact Help Desk Central.

24 hours a day, 7 days a week:

Email: helpdesk@tamu.edu

Phone: (254) 519-5466

[Web Chat](http://hdc.tamu.edu): [<http://hdc.tamu.edu>]

Please let the support technician know you are an A&M-Central Texas student.

UNIVERSITY PROCEDURES AND POLICIES

Drop Policy: If you discover that you need to drop this class, you must complete a Drop Request Form [Drop Request Form](#)

[https://www.tamuct.edu/registrar/docs/Drop_Request_Form.pdf].

Professors cannot drop students; this is always the responsibility of the student. The Registrar's Office will provide a deadline on the University Calendar for which the form must be completed, signed and returned. Once you return the signed form to the Registrar's Office, you must go into Warrior Web and confirm that you are no longer enrolled. If you still show as enrolled, FOLLOW-UP with the Registrar's Office immediately. You are to attend class until the procedure is complete to avoid penalty for absence. Should you miss the drop deadline or fail to follow the procedure, you will receive an F in the course, which may affect your financial aid and/or VA educational benefits.

Academic Integrity: Texas A&M University -Central Texas values the integrity of the academic enterprise and strives for the highest standards of academic conduct. A&M-Central Texas expects its students, faculty, and staff to support the adherence to high standards of personal and scholarly conduct to preserve the honor and integrity of the creative community. Academic integrity is defined as a commitment to honesty, trust, fairness, respect, and responsibility. Any deviation by students from this expectation may result in a failing grade for the assignment and potentially a failing grade for the course. Academic misconduct is any act that improperly affects a true and honest evaluation of a student's academic performance and includes, but is not limited to, cheating on an examination or other academic

work, plagiarism and improper citation of sources, using another student's work, collusion, and the abuse of resource materials. All academic misconduct concerns will be reported to the university's Office of Student Conduct. Ignorance of the university's standards and expectations is never an excuse to act with a lack of integrity. When in doubt on collaboration, citation, or any issue, please contact your instructor before taking a course of action.

For more [information regarding the Student Conduct process](#),

[<https://tamuct.campuslabs.com/engage/organization/tamuct-student-conduct-panel>].

If you know of potential honor violations by other students, you may [submit a report](#),

[https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout_id=0].

Academic Accommodations: At Texas A&M University-Central Texas, we value an inclusive learning environment where every student has an equal chance to succeed and has the right to a barrier free education. The Department of Access and Inclusion is responsible for ensuring that students with a disability receive equal access to the University's programs, services and activities. If you believe you have a disability requiring reasonable accommodations please contact the Department of Access and Inclusion at (254) 501-5831. Any information you provide is private and confidential and will be treated as such.

For more information please visit our [Access & Inclusion](#) webpage

[<https://www.tamuct.edu/departments/access-inclusion>].

Important information for Pregnant and/or Parenting Students: Texas A&M University-Central Texas supports students who are pregnant and/or parenting. In accordance with requirements of Title IX and related guidance from US Department of Education's Office of Civil Rights, the Dean of Student Affairs' Office can assist students who are pregnant and/or parenting in seeking accommodations related to pregnancy and/or parenting. Students should seek out assistance as early in the pregnancy as possible. For more information, please visit [Student Affairs](#) [<https://www.tamuct.edu/student-affairs/index.html>]. Students may also contact the institution's Title IX Coordinator. If you would like to read more about these [requirements and guidelines](#) online, please visit the website [<http://www2.ed.gov/about/offices/list/ocr/docs/pregnancy.pdf>].

Title IX of the Education Amendments Act of 1972 prohibits discrimination on the basis of sex and gender—including pregnancy, parenting, and all related conditions. A&M-Central Texas is able to provide flexible and individualized reasonable accommodation to pregnant and parenting students. All pregnant and parenting students should contact the Associate Dean in the Division of Student Affairs at (254) 501-5909 to seek out assistance. Students may also contact the University's Title IX Coordinator.

A Note about Sexual Violence at A&M-Central Texas: Texas A&M University-Central Texas cares about the safety, health, and well-being of its students, faculty, staff, and community. If you are aware of individuals for whom you have a concern, who are exhibiting concerning behaviors, or individuals causing a significant disruption to our community, please make a referral to the Behavioral Intervention Team. Referring your concern shows you care. You can complete the [referral](#) online [https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout_id=2].

Anonymous referrals are accepted. Please see the [Behavioral Intervention Team](#) website for more information [<https://www.tamuct.edu/student-affairs/bat.html>]. If a person's behavior poses an imminent threat to you or another, contact 911 or A&M-Central Texas University Police at 254-501-5800.

Behavioral Intervention

Texas A&M University-Central Texas cares about the safety, health, and well-being of its students, faculty, staff, and community. If you are aware of individuals for whom you have a concern, please make a referral to the Behavioral Intervention Team. Referring your concern shows you care. You can complete

the [referral](https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout_id=2) online [https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout_id=2].

Anonymous referrals are accepted. Please see the [Behavioral Intervention Team](https://www.tamuct.edu/student-affairs/bat.html) website for more information [https://www.tamuct.edu/student-affairs/bat.html]. If a person's behavior poses an imminent threat to you or another, contact 911 or A&M-Central Texas University Police at 254-501-5800.

Appendix A
Organizational Theory & Design
Management 508
Case Analysis Outline

A significant amount of this course is centered on you learning how to apply the Case Analysis Outline given below. Being able to apply this case analysis process, both individually and as part of a team, is what distinguishes graduate from undergraduate work in management. For exams and assignments that require you to apply the Case Analysis Outline, you must demonstrate that you can:

1. Take a real world situation and analyze it using distinct approaches that help you gain insight into the key issues that must be addressed to move the organization to the next significant level of performance.
2. Apply the most relevant concepts or models that can be used to assess the degree to which the organization is following them. The basic assumption here is that individuals and organizations that apply or adhere to these concepts/models are more effective.
3. If these models are being successfully followed and implemented, then the challenge is to offer, select, and implement alternatives that, given the situation analysis, will help insure that the organization continues to be effective.
4. If there is a discrepancy between the organization's behavior and what is prescribed by these models, the challenge is to offer, select, and implement alternatives that reduce this discrepancy.
5. Draw on at least one model that should be followed as part of your implementation strategy that will effectively address the issues you identified in the situation analysis.

1. **Situation Analysis (25%):** Describe briefly in 2-3 paragraphs the management situation reflected in the case. This is not a restating of the case details or history. Instead, it captures the essence of the management situation and leads to the development of the issue(s) statement to follow. Be sure and include a:

A. Vision/Purpose/Mission/Values Statement

Identify any issues related to:

1. The organization not having a stated set of Vision/Purpose/ Mission/ Values.
2. The organization not living up to its stated set of Vision/Purpose/ Mission/Values.

B. Stakeholder analysis:

1. Identify key stakeholders
2. Identify expectations for each stakeholder.
3. **Identify any issues related to** unmet stakeholder expectations.

C. Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis

Identify any issues related to your SWOT analysis. These usually have to do with weaknesses and threats

2. **Issue(s) Statement & Management Question (10%):**

A. List and briefly summarize the key issues you identified in your Situation Analysis.

B. Close this section with a *single, concise but comprehensive underlying*

management question that must be answered to address the key issues from A.

3. **Organization Design Analysis (35%):** Apply in-depth 3 course concepts/models. This means that you should identify a model/concept (e.g., the Framework for Responses to Environmental Change from chapter 4) and use it to analyze/describe what's going on in the case relative to the key issues and the management question to be addressed. If the case differs from what the model suggests or recommends, this provides evidence that the model can be useful in addressing the key issues and answering the management question.
4. **Identification and Evaluation of Alternatives (15%):**
First restate the management question. Be sure that your chosen alternative(s) will address this question.

Based on the Organizational Design Analysis, identify three or more specific alternatives that should be evaluated to address the issues and the underlying problem identified in the management question. Label each with a brief key word name that identifies the alternative, i.e., Reorganize the Division. Then develop and fully discuss the pro's and con's, and related implications of each alternative.
5. **Recommended Alternative(5%):** Suggest which of your alternatives from Part 4 you recommend be implemented and why.
6. **Implementation and Conclusion (10%):** Describe and discuss the strategic and operational issues related to implementing the recommended alternative. Include a course concept/model to follow along with a timeline for implementing it.

Appendix B MGMT 508 Management Competency Journal Instructions

Overview: The management competency journal is where you should demonstrate that you have mastered and can apply course concepts/models in a real-world context. For this assignment you are required to prepare a journal in which you record what you have learned from completing each of the assigned cases and exercises.

For Case Analyses: Read the assigned case carefully several times and take notes about important events and facts mentioned in it. Use these facts and events (“case data”) and then apply concept/models from the relevant text chapter to answer the discussion questions. A well thought out and complete response to each case question applies concepts from the text woven in with case data to fully support the analysis.

Also include the Case Questions in bold along with your answers.

For Exercises: For “Exercises” be sure that you discuss *what you have learned about you*. You are not required to duplicate or copy each exercise, just read and comply with the instructions for that particular exercise. **Be sure and give your score for each exercise (if applicable) as part of your discussion.** A well thought out and complete response to each case/exercise applies concepts/models from the text to fully support your analysis. **Expected length for responses is 1-2 complete paragraphs per question.**

Assigned Cases and Exercises: The assigned cases and exercises that will comprise your Management Competency Journal are given below. Be sure and answer case/exercise questions.

- | | |
|-------------------------|---|
| Chapter 1 | Exercise: Measuring Dimensions of Organizations. Answer all 15 questions for your current or a previous job. Answer only question 2 on page 38. Be sure and give the total scores for formalization, centralization, and technology. Describe your job in enough detail so that you adequately explained the scores for each dimension. |
| Chapter 2 | Exercise: Your Strategy/Performance Strength (page 61).
1. Which of your two scores are higher and by how much?
2. What is your strategy strength?
3. What design in Figure 2.7 is most appropriate for your strategy strength? |
| Chapter 3 | Exercise: You and Organization Structure. Answer the questions on page 130. |
| Chapter 10
least one | Exercise: The Power of Ethics. Do this exercise only for yourself. Be sure and apply at least one model from this chapter. Answer the questions on page 413. |
| Chapter 11 | Exercise: Are You Innovative (page 429)? Be sure and tie your answer to chapter concepts/models. |
| Chapter 5 | Case: Oxford Plastics Company. Answer these questions:
1. How does the institutional environment and view come into play for Oxford in this case?
2. How does legitimacy fit into this situation?
3. How might coercive forces affect this decision? |
| Chapter 6 | Exercise: What is Your Cultural Intelligence? Answer these questions:
1. What is the major challenge you face concerning cultural Intelligence?
2. How does this affect your approach to organization design? |
| Chapter 8 | Case: Is Anybody Listening? Answer these questions:
1. How could the feedback control model be used in this situation? |

2. What type of information was most misunderstood between the different layers of management? What tools could be used for decision-making?

Chapter 9

Case: Sunflower Incorporated. Answer these questions:

1. What is the problem with Williams's approach? What types of control were used at Sunflower by Williams?

2. What information medium would you consider appropriate for communicating new procedures on pricing and purchasing to employees? for announcing and providing authority to a new person occupying a new position? Why?

3. What advice would you give Williams about the potential use of information technology for strategic advantage? About how to implement change?

Chapter 13

Exercise: How do you handle Conflict? Answer the questions on page 547. Be sure and report your scores and use them to support your answers.

Professional Caliber Writing: All written case analyses must be clearly written, in professional caliber language, and fully proofread

Deadline and Grading: Consult the Canvas syllabus Link for due date and time.

Assignment Submission: Submit this assignment through the Assignments Course link. **DO NOT** email any assignments to me unless specifically instructed to do so.

Appendix C Sustainability Resources

Companies that embrace sustainability do not pursue financial gain at any cost. Rather they actively seek to change the world for the better; they recognize that sustainability and sustainable development should be of equal importance with employee well-being and profits – i.e., embracing the Triple Bottom Line or People, Planet, and Profit. In doing so, they assess the social, environmental, and economic aspects of any action so that it is as sustainable as possible. These organizations view sustainability and sustainable development as not only meeting the needs of the present but also seeking to build the kind of world that we want our children and grandchildren to inherit.

The term “sustainability” has an important history. In 1983, the United Nations convened the World Commission on Environment and Development (WCED), known informally by the name of its chair, Gro Harlem Brundtland. The Brundtland Commission’s report, [*Our Common Future*](#) (1987), contains one of the most often cited definitions of sustainability:

“Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs. It contains within it two key concepts:

- the concept of ‘needs’, in particular the essential needs of the world’s poor, to which overriding priority should be given; and
- the idea of limitations imposed by the state of technology and social and business organizations on the environment’s ability to meet present and future needs.”

The scope of sustainability is frequently described as including three spheres – social, environmental, and economic. To use an accounting metaphor, sustainability projects must be evaluated according to a “triple bottom line” of social, environmental, and economic responsibility. A Venn diagram depicts the interdisciplinarity of sustainability as a field of inquiry:

The Three Spheres of Sustainability



You can choose a company/city/industry you currently work for or have experience with that is involved with an issue related to sustainability. Alternatively, you can choose an organization, public or private, that you may or may not have direct contact with.

Below are links for organizations committed to sustainability that you might choose for your Final Team Project.

Below are links for organizations committed to sustainability that you might choose for your Final Team Project.

[Network for Business Sustainability \(Good Resource\)](#)
[See SDG Online in A-Z Library Data Base](#)
[Aim2Flourish Businesses](#)
[Central Texas Sustainability Directory](#) 

Social Entrepreneurs

<https://www.forbes.com/impact-30/list.html>
<https://www.investopedia.com/articles/investing/092515/10-most-successful-social-entrepreneurs.asp>
<https://consciouscompanymedia.com/social-entrepreneurship/19-social-entrepreneurs-watch-2017-2/>
<https://www.causeartist.com/black-history-month-social-entrepreneurs-of-color-making-history-through-social-innovation/>

2018 Sustainable Champion Award Organizations

<https://sustainableconnections.org/2018-sustainability-champion-awards/>

2018 Most Sustainable Corporations

<https://cft.vanderbilt.edu/guides-sub-pages/teaching-sustainability/>

Change the world Companies – Fortune Magazine (all links are the same topic)

<http://fortune.com/video/2017/09/07/change-the-world/>
<http://fortune.com/2017/09/07/change-the-world-money/>
<http://fortune.com/change-the-world/>
<http://fortune.com/2017/09/07/change-the-world-money/>

Small Businesses with a Sustainability Focus

<http://brandmakernews.com/business-brand/entrepreneur/5746/10-sustainable-small-businesses-to-watch.html>
<https://www.rubiconglobal.com/blog-50-sustainable-small-businesses/>
<https://www.forbes.com/sites/susanadams/2014/04/22/11-companies-considered-best-for-the-environment/#8cad5d812ae9>

Triple Bottom Line Organizations

<https://earth911.com/business-policy/triple-bottom-line-7-companies/>
<http://inspiredeconomist.com/2016/03/14/10-triple-bottom-line-businesses/>
<https://consciouscompanymedia.com/sustainable-business/the-worlds-top-25-for-benefit-companies/>
<https://consciouscompanymedia.com/sustainable-business/southwest-is-still-americas-greatest-airline/>

Conscious capitalism Organizations

<https://www.consciouscapitalism.org/heroes>

<https://www.fool.com/investing/2017/11/19/conscious-capitalism-stocks-companies-that-have-su.aspx>

Example sustainability organization cases

<http://www.apta.com/resources/hottopics/sustainability/Documents/Leadership-APTA-Leading-Sustainability-Initiatives-Through-Your-Organization.pdf>