The objective of this course is to examine environment and related issues primarily from the point of view of large corporations. Corporations are critical players affecting the environment because they control vast resources, and changes in their mode of doing business can have significant impacts on air, water, waste production, raw material use and the communities and cultures in which they operate. Public policy makers concerned with environment and sustainability issues seek to change corporate behavior, but often have an inadequate understanding of how companies work. As a consequence, policies may be ineffective or unnecessarily contentious.

This course will build an understanding of the approaches taken and the programs developed by companies as they seek to respond to both internal and external pressures for exercising increased environmental responsibility. Topics include: strategy and organization; staffing for environment, health and safety; accountability for environmental performance; ethics; corporate environmental policies; pollution prevention; management tools; accident response; companies and non-government organizations; response to laws and regulations; international issues; environmental accounting; sustainability; corporate social responsibility; and voluntary codes of conduct.

Most of these topics will be examined using case studies. Cases will be discussed in class, and in addition, participants will select four of the cases that are assigned for the course and will prepare written analyses. Participants also will write critiques of two articles from peer reviewed journals. The course grade will be calculated as follows:

25% first assessment and critique of journal article (not more than 5 double spaced pages) **due 23 October**.
25% second assessment and critique of journal article (not more than 5 double spaced pages) **due last day of class (4 December)**.
40% graded exercises (four cases, due at the beginning of the class in which the case is being discussed)
10% class participation

Cases are available in a package for purchase at the bookstore.

**Tuesday September 2**
Course overview and introduction

**Thursday September 4.** Introduction to cases.

**Tuesday September 9.** The worst case?

**Thursday September 11.** Chemical companies respond.

**Tuesday September 16.** Whose standards?

**Thursday September 18.** Company strategy and NGO response.
“Shell, Greenpeace and Brent Spar,” P19 Diemeier, D, Stanford U.


**Thursday September 25.** Regulations and strategy.
“Cleaner Fuels for Competitive Advantage: ARCO and EC-1,” Stanford U case BE10 [Note that this is not in your course pack and will be made available separately]

**Tuesday September 30** Fundamental changes.


**Thursday October 2.** Design for the Environment and decision making tools.

**Tuesday October 7.** Environmental accounting and ISO 14000 in the field

“Implementation of ISO 14000 in Bristol-Myers Squibb” [Note that this is not in your course pack and will be made available in some other form]

**Thursday October 9** International Issues and Ethics.
“Note on the Export of Pesticides from the United States to Developing Countries,”


**Tuesday October 14.** Developing countries and resource extraction.  

**Thursday October 16** Climate change and business strategy.  
“Global Climate Change and BP Amoco,” Harvard Business School Case 9-700-106.


**Tuesday October 21** Sustainability and business strategy.  

**Thursday October 23** Sustainability  

**Tuesday October 28.** Socially Responsible Investing.  

**Thursday October 30.** New Ventures.  

**Tuesday November 4.** New Ventures.  
“FedEx and Environmental Defense: Building a Hybrid Delivery Fleet” Stanford Graduate School of Business Case SI-82.

**Thursday November 6 NO CLASS—FLETCHER NY TRIP**

Tuesday November 11 NO CLASS—university holiday


**Tuesday November 18.** Green strategy.  

**Thursday November 20.** Consumer behavior and marketing.  
“Marine Stewardship Council,” Jonathan Tinter, Sonya Grier, Susan Masserang, Harvard
Business School case M297.

**Tuesday November 25.** Supply chains.

**Tuesday December 2.** Markets and Marketing.

**Thursday December 4.** Social and environmental responsibility.


**Instructions for cases:**

Think of your case write up as a decision memorandum. Include the following:

- Provide a very brief summary or background
- Identify key strategic issues or problems at hand
- Identify several possible approaches to solving the problem(s) and articulate the pros and cons of each
- Recommend one approach or course of action and provide a compelling rationale for it

I value clarity over length. Your analysis should be in the 3-4 page range, but not longer than 5 pages (double spaced).