Corporate Management of Environmental Issues
CEE/UEP 265, DHP-P 257
Tentative schedule, Fall 2015

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office hours: Monday 2-4, and by appointment
UEP, 97 Talbot Ave.
Class meets: Tuesday and Thursday 12:00-1:15  Braker 226

The objective of this course is to examine environment and related sustainability 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 products and programs developed by companies as they seek to respond to both internal and external pressures for exercising increased responsibility. Topics include: strategy and organization; staffing for environment, health and safety; accountability; ethics; corporate environmental policies; pollution prevention; labor practices; management tools and reporting metrics; 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, each participant 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:

40% graded exercises (four responses to case questions posted on Trunk). Each is due at the beginning of the class in which the case is discussed. At least one must be completed by 8 October.
25% first assessment and critique of journal article (not more than 5 double spaced pages) due 16 October.
25% second assessment and critique of journal article (not more than 5 double spaced pages) due 10 December).
10% class participation and active citizenship

Cases are available for purchase. https://cb.hbsp.harvard.edu/cbmp/access/40417370
Tuesday September 8
Course overview and perspective.

Thursday September 10. NO CLASS

Tuesday September 15. Introduction to cases.
May-June 1991, pp. 14-22. Note that this case is distributed in class on September 2
or on Trunk.

Thursday September 17. The worst case?

Tuesday September 22. Chemical companies respond.

Thursday September 24. Whose standards?

Tuesday September 29. Company strategy and NGO response.
“Shell, Greenpeace and Brent Spar,” P19 Diemeier, D, Stanford U

Thursday October 1. Government initiative and company 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 on Trunk]

Tuesday October 6. Academic perspectives.
Neil Harris, “Corporate Engagement in Processes for Planetary Sustainability:
Understanding Corporate Capacity in the Non-Renewable Resource Extractive Sector,

Richard Florida, “Lean and Green: the Move to Environmentally Conscious
[Note these are not in your course pack and will be on Trunk]

Thursday October 8. Design for the Environment and decision making tools.

Tuesday October 13. More tools for change. Environmental accounting and ISO 14000
in the field
“Polaroid: Managing Environmental Responsibilities and their Costs,” Harvard Business
School case 9-194-052.
“Implementation of ISO 14000 in Bristol-Myers Squibb.” [Note that this is not in your course pack and will be on Trunk]

**Thursday October 15.** International Issues and Ethics.


**Tuesday October 20.** Developing countries and resource extraction.

**Thursday October 22.** Developed countries and resource extraction.
Suncor’s Political Role in Fort McMurray. Mike Valente, Richard Ivey School of Business case W11103.

**Tuesday October 27.** Resource extraction and sustainability.
“FIJI Water and Corporate Social Responsibility—Green makeover or ‘Greenwashing’?” Richard Ivey School of Business case 909A08.

**Thursday October 29.** Socially Responsible Investing.

**Tuesday November 3.** Climate change and business strategy.
“Global Climate Change and BP,” Harvard Business School Case 9-708-026.


**Thursday November 5.** Green strategy and NGOs.

**Tuesday November 10. NO CLASS**

**Thursday November 12 Supply chain strategy.**

**Tuesday November 17.** Consumer behavior and marketing.

Tuesday November 24. Markets and Marketing.

Tuesday December 1. Labor and Sustainability.

Thursday December 3. Sustainability and business strategy.

Tuesday December 8. Walking the talk.
“First Green Bank: Bringing Bloom to Desert Landscapes,” Christopher Marquis and Juan Almondoz, Harvard Business School Case 9-413-073.

Thursday December 10. Fundamental change.

Very brief instructions for cases:

Think of your case write up as a decision memorandum that responds to the question posed (see Trunk for questions). Include the following:

- Provide a very brief summary or background (a sentence up to a paragraph)
- identify key strategic issues or problems at hand (could be as much as a couple of paragraphs; could be a list of bullets with brief explanations)
- identify several possible approaches to solving the problem(s) and articulate the pros and cons of each. This is your analysis and should be the focus of your write up.
- recommend one approach or course of action that addresses the question and provide a compelling rationale for your choice

Clarity and creativity are more important than length. Your analysis should be in the 3-4 page range, but not longer than 5 pages (double spaced).