Corporate Management of Environmental Issues
CEE/UEP 265, DHP-P 257

Tentative schedule, Fall 2016

Ann Rappaport
x72269  e-mail ann.rappaport@tufts.edu
office hours: Monday 2-4, and by appointment
UEP, 97 Talbot Ave.

Class meets: Tuesday and Thursday 12:00-1:15 pm Tisch Library Room 310

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 6 October.
25% first assessment and critique of journal article (not more than 5 double spaced pages) due 13 October.
25% second assessment and critique of journal article (not more than 5 double spaced pages) due 8 December.
10% class participation and active citizenship

Academic Integrity
All Tufts students must adhere to policies regarding academic integrity and it’s critical
that you understand the requirements of ethical behavior and academic work as described in the university’s academic integrity handbook. If you have questions about the expectations for any assignment in the course, please ask. Here’s a primer on ethical work, and the Academic Resource Center can provide additional insights.
http://students.tufts.edu/student-affairs/student-life-policiesacademic-integrity-policy

**Students with Disabilities**
Tufts University values the diversity of our students, staff, and faculty; recognizing the important contribution each student makes to our unique community. Students with disabilities are assured that the Student Accessibility Services (SAS) office will work with each student individually to create access to all aspects of student life. Tufts is committed to providing equal access and support to all qualified students through the provision of reasonable accommodations so that each student may fully participate in the Tufts experience. If you have a disability that requires reasonable accommodations, please contact the Student Accessibility Services office at Accessibility@tufts.edu to make an appointment with an SAS representative to determine appropriate accommodations.

Cases are available for purchase: [http://cb.hbsp.harvard.edu/cbmp/access/52885911](http://cb.hbsp.harvard.edu/cbmp/access/52885911)

**Tuesday September 6**
Course overview and perspective.

**Thursday September 8.** Introduction to cases.

**Tuesday September 13.** The worst case?

**Thursday September 15.** Chemical companies respond.

**Tuesday September 20.** Whose standards?

**Thursday September 22.** Company strategy and NGO response.
“Shell, Greenpeace and Brent Spar,” P19 Diemeier, D, Stanford U

**Tuesday September 27.** 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]

**Thursday September 29.** Design for the Environment and decision making tools.

“Implementation of ISO 14000 in Bristol-Myers Squibb.” [Note that this is not in your course pack and will be on Trunk]

Thursday October 6. Changing the business model.

Tuesday October 11. International Issues and Ethics.


Thursday October 13. Developing countries and resource extraction.

Tuesday October 18. Developed countries and resource extraction.
“Suncor’s Political Role in Fort McMurray.” Mike Valente, Richard Ivey School of Business case W11103.

Thursday October 20. Resource extraction and sustainability.
“FIJI Water and Corporate Social Responsibility—Green makeover or ‘Greenwashing’?” Richard Ivey School of Business case 909A08.

Tuesday October 25. Water, rights and ownership.

Thursday October 27. Socially Responsible Investing.

Tuesday November 1. Climate change and business strategy.
“Global Climate Change and BP,” Harvard Business School Case 9-708-026.


Thursday November 3. Green strategy and NGOs.

Tuesday November 8. NO CLASS

Thursday November 11 Supply chain strategy.

Tuesday November 15. Consumer behavior and marketing.

Thursday November 17. Supply chain integrity.

Tuesday November 22. Markets and Marketing.

Tuesday November 29. Labor and Sustainability.

Thursday December 1. Sustainability and business strategy.

Tuesday December 6. 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 8. 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).