

Corporate Management of Environmental Issues

CEE/UEP 265, DHP 257
Tentative schedule, Fall 2011

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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 **Anderson 312**

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 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 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, 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 13 October**.

25% second assessment and critique of journal article (not more than 5 double spaced pages) **due 14 December**).

40% graded exercises (**four cases**, due at the beginning of the class in which the case is being discussed)

10% class participation and active citizenship

Cases will be available in a package for purchase at the bookstore (hard copy) or online through the publisher.

Tuesday September 6

Course overview and introduction

Thursday September 8. Introduction to cases.

Alissa J. Stern, “The Case of the Environmental Impasse,” Harvard Business Review May-June 1991, pp. 14-22. **Note that this case is distributed in class on September 6 and is not in your course pack.**

Tuesday September 13. The worst case?

“Union Carbide’s Bhopal Plant “(A), Harvard Business School case 9-795-070.

Thursday September 15. Chemical companies respond.

“Responsible Care,” Harvard Business School case N9-391-135.

Tuesday September 20. Whose standards?

“AES Global Values,” Lynne Sharp Paine, Harvard Business School Case 9-399-136.

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 made available separately]

Thursday September 29. Fundamental changes.

Richard Florida, “Lean and Green: the Move to Environmentally Conscious Manufacturing,” California Management Review. Spring 1997. Vol. 39, no. 3; p. 54.

Neil Harris, “Corporate Engagement in Processes for Planetary Sustainability: Understanding Corporate Capacity in the Non-Renewable Resource Extractive Sector, Australia” Business Strategy and the Environment, 16, 538-553 (2007).

[Note these are not in your course pack and will be made available separately]

Tuesday October 4 Design for the Environment and decision making tools.

“Xerox: Design for the Environment,” Harvard Business School case 9-794-022.

Thursday October 6. 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 made available separately]**

Tuesday October 11. International Issues and Ethics.

“Note on the Export of Pesticides from the United States to Developing Countries,” Harvard Business School case 9-384-097.

“Values in Tension: Ethics Away from Home,” Harvard Business Review, reprint 96502.

Thursday October 13 Developing countries and resource extraction.
"Freeport Indonesia," Harvard Business School case 9-76-124.

Tuesday October 18. Climate change and business strategy.
“Global Climate Change and BP Amoco,” Harvard Business School Case 9-708-026.

"Business and International Environmental Treaties: Ozone Depletion and Climate Change," David Levy, California Management Review, Spring 1997 vol. 39, Iss. 3; p. 54.

Thursday October 20 Sustainability and new ventures.
International Paper’s Wildlife and Recreation Program,” J. Bishop Grewell and Terry Anderson, Harvard Business School case BP 269.

Tuesday October 25 Socially Responsible Investing.
“Sustainable Development and Socially Responsible Investing: in 2000,” Harvard Business School case 9-701-082.

Thursday October 27 New Ventures.
“Zipcar: Refining the Business Model,” Myra Hart, Michael J. Roberts, Julia D. Stevens, Harvard Business School case 9-803-096.

Tuesday November 1. Green strategy and NGOs.
“Starbucks and Conservation International,” James E. Austin and Cate Reavis, Harvard Business School case 9-303-055.

Thursday November 3. Supply chain strategy.
“McDonald’s Corporation: Managing a Sustainable Supply Chain,” Ray A. Goldberg and Jessica Droste Yagan, Harvard Business School Case 9-907-414.

Note that we have NO CLASS on November 8.

Thursday November 10. Consumer behavior and marketing.
“Marine Stewardship Council,” Jonathan Tinter, Sonya Grier, Susan Masserang, Harvard Business School case M297.

Tuesday November 15. Supply chains.
“IKEA’s Global Sourcing Challenge: Indian Rugs and Child Labor,” Christopher Bartlett, Vincent Dessain, Anders Sjomann, Harvard Business School case 9-906-414.

Thursday November 17. Markets and Marketing.
“Patagonia,” Forest Reinhardt, Ramon Casadesus-Masanell, Debbie Freier, Harvard Business School case 9-703-035.

Tuesday November 22. Sustainability strategy.

“Walmart’s Sustainability Strategy (A),” L. Denend, Stanford Graduate School of Business case OIT-71A.

Tuesday November 29. Labor and Sustainability.

“Hitting the Wall: Nike and International Labor Practices,” Debora Spar, Harvard Business School case 9-700-047.

Thursday December 1. Social and environmental responsibility.

“Timberland: Commerce and Justice,” James Austin, Herman B. Leonard, James W. Quinn, Harvard Business School case 9-305-002.

Tuesday December 6. Sustainability strategy revisited.

“Walmart’s Sustainability Strategy (B),” L. Denend, Stanford Graduate School of Business case OIT-71B.

Thursday December 8. Fundamental issues.

“Corporate Purpose and Responsibility,” Lynn Sharp Paine, Harvard Business School case 9-396-201.

Very brief 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 your choice

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