

## **ESM 281: Corporate Environmental Management**

Winter 2018

Monday, Wednesday: 9:30-10:45

Room 1510, Bren Hall

Professor Matthew Potoski

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Office hours: Monday 1:00-2:30 and by appointment

It used to be that everyone believed that every environmental regulation was a financial burden for firms. Protecting the environment after all was costly, even if the benefits to society outweighed the costs to firms. Later, some firms realized that environmental regulations could be a source of competitive advantage, at least for firms whose compliance costs were lower than their competitors'. These days, the talk is about win-win scenarios where companies' profits grow when they do more to protect the environment, which may seem implausible firm makes profits from pollution reduction seem as easy as picking up a twenty dollar bill. These are important topics to understand if you are working in a firm or trying to solve environmental problems because firms are at center of virtually every environmental problem. Any effort to improve the state of the environment must confront the role of profit seeking businesses.

This course introduces students to topics and skills that are important for careers in corporate environmental management. We start with a review of corporate environmental strategy, how firms can create and sustain value by positioning their environmental practices in competitive markets. We will then cover financial and non-financial evaluation and reporting, with a focus on sustainability practices. These topics are important because the firms' environmental and sustainability practices are often difficult to capture with firms' traditional management, accounting and measurement practices. Finally, we will cover environmental communication, teams and leadership, all essential skills for successful corporate environmental managers.

### **Course materials:**

The readings schedule for this course is posted on the Gaucho Space course website. Some readings can be downloaded from Gauchospace. Other readings are available for purchase from the Harvard Business School's website.

**Assignments:** see course webpage on Gauchospace for details

Memos: 40%

Sustainability Project Paper: 40%

Class participation: 20%

### **Class Policies:**

Each student is responsible for his or her own work within the team. Any form of cheating or plagiarism will not be tolerated in this class. Refer to the Student Handbook for guidelines on cheating and plagiarism. These rules will be observed and enforced in this course. Cheating or plagiarism on any paper, assignment, quiz or exam will result in a score of zero.

If you must miss an assignment or exam, I will consider your excuse. Your case will be helped if you have supporting evidence (i.e., doctor's notice). If you will miss an exam, you need to let me as soon as you can. If I am not in my office, you can email, call, or you can leave a note for me in my Bren mailbox. If due to some extreme emergency you cannot let me know in advance that you will miss a test or deadline, I will consider your excuse. If I

find your excuse suitable, I will make arrangements for an extension. Do not assume that I will automatically grant extensions.

If you think an assignment has been misgraded, you can request that I re-grade it. Students requesting a re-grade must submit to me a one paragraph typed explanation of why a different grade is justified. Students seeking a re-grade should wait at least one day, but not more than a week, after receiving their grade before submitting their explanation to me. If I find that I have made a mistake, I will make the appropriate changes to your grade. There are no opportunities for extra credit in this class. I will not grant any incompletes. Students must pass all tests and assignments in order to pass the class.

Class Schedule: See course webpage on Gauchospace for details.

1/17: Introduction, course goals

1/22: Management careers

Read: "DEVELOPING YOUR MANAGERIAL CAREER" HBSP pack

1/22: Careers in sustainability

Read: "Skills for sustainability manager" posted

1/29: Environmental strategy (review)

Read: "Environmental strategy" below

1/31: Case discussion

Read: HBSP, InterfaceRAISE

2/5: Introduction to Project Management

Read: HBSP Project Management: Chapters: 1-4, 6-9, 11-16, 19-21 (skim others)

2/7: Project management case discussion

Read: HBSP "The Toronto Sun"

2/12: Supply Chain

Read: "Supply Chains" at HBSP

2/14: Case discussion

Read: HBSP "Nike"

2/21: Diana Glassman

2/27: Partnerships and collaborations

Read: "Partnerships and Collaborations" below

2/28: Case discussion

Read: "Aspen" and "MacDonald's" both at HBSP

3/5: Managing teams

Read: HBSP "leading teams"

3/7: Case discussion

Read: HBSP "David Fletcher" and "Medisys"

3/12: Dubuissou prep discussion

Read: CMR, Lego, Org Structure, Responsibility Report (all below)

3/14: Dubuissou discussion