

University of California at Santa Barbara

Bren School of Environmental Science and Management

ESM 210: Business and the Environment

Fall 2019

M,W: 9:30-10:56

Bren 1414

Instructor: Professor Matthew Potoski (3430 Bren Hall)

Office hours: W 11:00-12:30 and by appointment.

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Course Overview and Objectives: Every organization that contributes to environmental solutions needs to bring in resources to sustain itself. As Masters of Environmental Science and Management Bren graduates will work within, work with, or regulate firms as employees, as members of NGOs and other groups, and as government officials. With firms so central to solving environmental problems, it is important to understand them and their position in the environment. The topics in the course include

1. Introduction to budgeting and finance
2. Business strategy
3. Environmental strategy and marketing environmental products
4. Non market strategy
5. Project management

The lectures will cover concepts and the discussion sessions will go over problems and readings that illustrate key concepts. By taking the course, students will better understand the factors affecting firm responses to the environment and resource problems, how to work with firms as a leaders to explore strategies for providing environmental and resource benefits while at the same time being responsive to key constituencies and constraints facing the organization.

Announcements. From time to time I will need to send an email to everyone in class. Announcements and course materials are available through Gaucho Space.

Assignments and grading. All written assignments are due on the date shown on Gauchospace and must be posted on the Gauchospace course webpage.

Assignment	Percent	Type
Competitive Analysis:	10	Individual
Goats:	10	Individual
Green Product:	10	Group
Business Case:	20	Group
Participation:	20	Individual
Final Exam:	30	Individual

Written assignments: Instructions for the assignments are posted on Gauchospace and will be discussed in class. Group assignments will be posted on Gauchospace.

Final exam: The final exam will be a take home, open book and notes, written exam. Students will have 3 hours in which to submit answers to 3 questions. Questions will be randomly selected from the “Class/exam question” and “Exam question” posted for each week on Gauchospace. (“Class questions” will not be on the final). Students can prepare answers in advance.

Participation: Participation will be assessed based on the quality of contribution: the student’s preparation, analysis, and rigor.

- Discussion section: come to discussion sections prepared to discuss the case. This means having prepared the analysis. To prepare the analysis, use the discussion section questions posted on Gauchospace along with the case analysis guidelines discussed during the first week of class. You can bring written notes.
- Class participation: Students should be prepared to answer the “Class/exam questions” and “class question” during class (lectures). I will randomly pick students to answer these questions.

Readings and Schedule. Course readings will be available either through required materials, reserve reading, or via downloads.

Harvard Business School course pack (purchase link via Gauchospace)

Other readings posted on Gauchospace.

	Topics	Reading/activity
Sep 30	Introduction	
Discussion	Activity	
Oct 1	Business Strategy	Introduction to Strategy, HBSP
Oct 7	Competitive advantage	Competitive Advantage, HBSP
Discussion	Nature View	NatureView, HBSP
Oct 9	Core competence, activity analysis	Pralahad, HBSP; Competitive Advantage

Oct 14	Environmental Impacts, LCA	TBD
Discussion	Walmart	Walmart
Oct 16	Environmental Strategy/Coase	"Environmental Strategy, Chapter 1"
Oct 21	Environmental Strategy, Full	Potoski, Timberland-Greenpeace
Discussion	Buying and selling game	Come to class prepared
Oct 23	Buyer and selling game review, product strategy, Green Products	"Environmental Strategy: Green Products"
Oct 28	Brands and certifications	Brands and Branding, HBSP
Discussion	Prius	Prius, HBSP
Oct 30	Making the business case	Building your Business Case, HBSP
Nov 4	Making the business case	
Discussion	Fiji Water	Fiji Water, HBSP
Nov 6	Project management	Project management. HBR Guide to Project Management: Chapters: 1-4, 6-9, 11-16, 19-21 (skim others) (HBSP)
Nov 11	NO CLASS	
Discussion	NO DISCUSSION	
Nov 13	Partnerships	"Environmental Strategy: Partnerships"
Nov 18	Leading Teams	Leading Teams, HBSP
Discussion	Timberland	Timberland, HBSP
Nov 20	Internal Influence/Buyin	Christenson "Tool of Cooperation" HBSP
Nov 25	Finance 1	Introduction to Accumulated Value, HBSP
Discussion	Class exercise	
Nov 27	Finance II	
Dec 2	Budgeting	Preparing a Budget, HBSP
Discussion	Goats (below)	

Dec 4	Wrap Up	
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Policies

Each student will be given a name card to display during class and discussion sections. Students must bring their name card to each class and discussion.

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 a due date for 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.

All course materials (including class lectures and discussions, handouts, examinations, web materials) and the intellectual content of the course itself are protected by United States Federal Copyright Law, the California Civil Code. The UC Policy 102.23 expressly prohibits students (and all other persons) from recording lectures or discussions and from distributing or selling lectures notes and all other course materials without the prior written permission of the instructor (See <http://policy.ucop.edu/doc/2710530/PACAOS-100>). Students are permitted to make notes solely for their own private educational use. Exceptions to accommodate students with disabilities may be granted with appropriate documentation. To be clear, in this class students are forbidden from completing study guides and selling them to any person or organization.