

ENVIRON811 Business and the Environment

Fall, 2017

Meets: Monday, Wednesday: 10:05-11:30

Room: LSRC A156

Instructors: Deborah Gallagher (deb.gallagher@duke.edu)
Jesko von Windheim (jesko@duke.edu)
Martin Doyle (martin.doyle@duke.edu)

Teaching Assistant: Devon Bonney (devon.bonney@duke.edu)

Course Overview

This is an introductory core course for students in Business & Environment. It introduces students to business organization and management practices. It also considers the ways in which businesses operate within an environmental, social and economic context to address global problems such as air pollution, degradation of water supplies, the unsustainable use of natural resources, energy poverty, climate change, deforestation and reduction in biodiversity. Each of these problems is complex in nature. To begin to craft business solutions to address them requires an understanding of the underlying drivers as well as economic and business implications. In this course, students will develop a holistic view of environmental stewardship so that they can be prepared to develop financially and technically sustainable solutions to these very challenging problems whether in a private sector, corporate, NGO, or public agency setting.

Learning Objectives

Learning will be based on readings, lectures, simulations, memo writing and case discussion. Students will engage in real-world situations and learn practical skills. The course is broken into three roughly equal modules

Course Detail

Module 1: What is sustainability and why should we care? [Deb Gallagher]

A four-week module that introduces sustainability as a driving force in future business decisions, covering the following topics

- Finite resources
- Social movements
- Government regulation
- Markets and investors
- Strategy

Module 2: What is business and why should we care? [Jesko von Windheim]

A four-week module that introduces the major concepts of business management and how these relate to sustainable practices

- Finance
- Organizational structure
- Operations
- Marketing
- Business model
- Financial modeling
- Monitoring success

Module 3: Applications of business approaches to producing environmental change [Martin Doyle]

A four-week module that introduces applications of business management to achieve environmental goals in private, NGO, and public agency settings.

- 4-forces approach to developing an environmental strategy
- Incorporating profit and finance motives to an NGO mission
- Working across corporate-NGO-agency divides
- Budgeting as priority setting in any organization
- Product and service marketing

Requirements

Case Decision Memos (30%)

During **Modules 1 and 3**, students will write three case decision memos in response to a prompt describing a dilemma faced by the business, NGO, or agency decision maker. Case memos will be written individually. Each memo will be worth 10% of the course grade.

Case/class topic write-up (10%)

In **module 2** students will write a brief case analysis. These analyses may be either case analyses or focus on topics covered in class. The write-ups will be done individually.

Simulation (15%)

Module 2 will include a computer simulation team exercise.

In-Class Assignment (10%)

Module 3 will include a graded in-class assignment.

Presentation (20%)

In **module 1**, student teams will be asked to give a presentation on “Sustainability as Strategy”. In **module 3** students will be asked to give a presentation in class based on a case or reading.

In Class Participation (15%)

Because classes will be based on a collective analysis of a case or reading, it is critical that you come to class prepared to participate actively in the discussion. The outline of the classes below should help you prepare for class. Learning for everyone in this class is enhanced through debate, different perspectives and new insights that come from you.

To help you prepare for class you should create 3 PowerPoint slides on at least one reading or case for each class and be prepared to present your summary/analysis to your fellow students (3-5 minute presentation). **Modules 2 and 3, only.**

For discussions, your goal should be to contribute high *quality* comments, *not* high *quantity*. You detract from class discussion if you talk a lot and do not make a clear point. To contribute high quality comments, you must also listen carefully to the comments of your classmates. You should try to extend or qualify their comments while avoiding repeating them.

To keep class conversations interesting and widely distributed across students, priority will be given to those who have spoken less. Occasionally, students will be called on directly to contribute.

Course Requirements Summary

	Decision Memo	Case Write-up	Simulation	In Class Assignment	Presentation	Participation	Total
Module 1	3 5%				1 10%	1 5%	30%
Module 2		1 10%	1 15%			1 5%	30%
Module 3	3 5%			1 10%	1 10%	1 5%	40%
Total	30%	10%	15%	10%	20%	15%	100%

Course Grading

Grading approach will follow standard letter grade.

Meeting Schedule

Week	Date	Mod	Description	Method	Instructor
1	Mon, 8/28/17	1	Introduction	Lecture/Discussion	DG/JvW/MD
1	Wed, 8/30/17	1	What is Sustainability?	Lecture/Discussion	D. Gallagher
2	Mon, 9/04/17	1	Stakeholder Activism	Lecture/Group Work	D. Gallagher
2	Wed, 9/06/17	1	Application: H&M	Case Discussion	D. Gallagher
2	Wed, 9/06/17	1	Memo 1 (H&M) Due	Assignment	D. Gallagher
3	Mon, 9/11/17	1	Government Regulation	Lecture/Group Work	D. Gallagher
3	Wed, 9/13/17	1	Application: Clearwater Seafood	Case Discussion	D. Gallagher
3	Wed, 9/13/17	1	Memo 2 (Clearwater) Due	Assignment	D Gallagher
4	Mon, 9/18/17	1	Markets and Investors	Lecture/Group Work	D. Gallagher
4	Wed, 9/20/17	1	Application: Clorox	Case Discussion	D. Gallagher
4	Wed, 9/20/17	1	Memo 3 (Clorox) Due	Assignment	D. Gallagher
5	Mon, 9/25/17	1	Strategy	Lecture/Group Work	D. Gallagher
5	Wed, 9/27/17	2	Everest simulation	Lecture	D. Koester
6	Mon, 10/02/17	2	Finance	Lecture/discussion	J. von Windheim
6	Wed, 10/04/17	2	Organizational Design	Lecture/discussion	J. von Windheim
7	Mon, 10/09/17		Fall Break		N/A
7	Wed, 10/11/17	2	Operations Management	Lecture/discussion	J. von Windheim
8	Mon, 10/16/17	2	Marketing	Lecture/discussion	J. von Windheim
8	Wed, 10/18/17	2	Business Model	Lecture/discussion	J. von Windheim
8	Sun, 10/22/17	2	Everest simulation due	Assignment	N/A
9	Mon, 10/23/17	2	Leadership	Lecture/discussion	J. von Windheim
9	Wed, 10/25/17	2	Monitoring Success	Lecture/discussion	J. von Windheim
9	Sun, 10/29/17	2	FSC case write-up due	Assignment	N/A
10	Mon, 10/30/17	2	Everest debrief	Class discussion	JvW/DK
10	Wed, 11/01/17	3	Thinking like a business	Lecture/Discussion	M. Doyle
11	Sun, 11/05/17	3	Memo 4 (BellBird Corridor) Due	Assignment	M. Doyle
11	Mon, 11/06/17	3	Setting environmental goals	Case Discussion	M. Doyle
11	Wed, 11/08/17	3	Budgeting & priority setting	Lecture/Discussion	M. Doyle/Koizumi
12	Mon, 11/13/17	3	Balancing a budget	In-Class Group Assignment	M. Doyle
12	Wed, 11/15/17	3	Changing direction of an NGO	Lecture/Discussion	M. Doyle/Richter
13	Sun, 11/19/17	3	Memo 5 (TNC) Due	Assignment	M. Doyle
13	Mon, 11/20/17	3	Implementing change at an NGO	Case Discussion	M. Doyle
13	Wed, 11/22/17		Thanksgiving		N/A
14	Mon, 11/27/17	3	Changing direction of an agency	Lecture/Discussion	M. Doyle
14	Wed, 11/29/17	3	Memo 6 (Fed Ex and ED) Due	Assignment	M. Doyle
14	Wed, 11/29/17	3	Corporate-NGO-Agency change	Case Discussion	M. Doyle

Readings and Cases

Most of the readings and cases for modules 1 and 2 will be available to students through a coursepack that can be purchased on the Harvard Business Publishing website. Additional readings are located in the Resources Tab in the course Sakai site.

Mod	Type	For	Due Date	Title	Author
1	Reading	Sustainability	Wed, 8/30/17	The Comprehensive Business Case for Sustainability	Tessie Whelan Carly Fink
1	Reading	Stakeholder Activism	Mon, 9/4/17	Engaging Your Stakeholders: 12 Pitfalls to Avoid on the Path to Managing Reputational Risks	Witold Nenisz
1	Case	Stakeholder Activism	Wed, 9/6/17	H&M's Global Supply Chain Management: Factories and Fast Fashion	Andrew Hoffman

Mod	Type	For	Due Date	Title	Author
1	Reading	Regulation	Mon, 9/11/17	Profiting from Environmental Regulatory Uncertainty: Integrated Strategies for Competitive Advantage	Adam R. Fremeth; Brian K Richter
1	Case	Regulation	Wed, 9/13/17	Clearwater Seafoods	Forest Reinhardt
1	Reading	Investors and Markets	Mon, 9/18/17	Sustainability A CFO Can Love	Kurt Kuehn; Lynnette McIntire
1	Case	Investors and Markets	Wed 9/20/17	The Clorox Company: Leveraging Green for Growth	Elie Olek; Lauren Barley
1	Reading	Strategy	Mon, 9/25/17	Sustainability Lessons from the Front Lines	CB Bhattacharya; Paul Polman
2	Reading	Finance	Mon, 10/02/17	Conceptual Framework for Financial Reporting	David F. Hawkins; Jacob Cohen
2	Reading	Org Design	Wed, 10/04/17	Organizational Alignment: The 7-5 Model	Jeffrey L. Bradach
2	Reading	Operations	Wed, 10/11/17	Deep Change: How Operational Innovation Can Transform Your Company	Michael Hammer
2	Reading	Marketing	Mon, 10/16/17	Rejuvenating the Marketing Mix	Benson P. Shapiro
2	Reading	Business model	Wed, 10/18/17	Why Business Models Matter	Joan Magretta
2	Reading	Decision Making	Mon, 10/23/17	What You Don't Know About Making Decisions	David A. Garvin; Michael A. Roberto
2	Simulation	Ops/Team Building	Sun, 10/22/17	Leadership and Team Simulation: Everest V2	Michael A. Roberto; Amy C. Edmondson
2	Reading	Decision Making	Mon, 10/23/17	Becoming the Boss	Linda A. Hill
2	Reading	Monitoring success	Wed, 10/25/17	Coming Up Short on Nonfinancial Performance Measurement	Christopher D. Ittner; David F. Larcker
2	Case	Mod 2 Assignment	Sun, 10/29/17	Forest Stewardship Council	James E. Austin; Ezequiel Reficco
3	Reading	Thinking like business vs Environment	Wed 11/1/17	Porter's 5-Forces; Doyle/VonWindheim 4-Forces	Stephen Porter; Martin Doyle & Jesko Von Windheim
3	Case	Mod 3 Assignment	Sun 11/5/17	BellBird Corridor	Jennifer Penner et al.
3	XL Sheet	Mod 3 Assignment	Mon 11/13/17	Federal Science Budget	Kei Koizumi
3	Reading	NGO Strategy	Wed 11/15/17	NatureVest and Forest Investment	Gutierrez and Keijzer
3	Case	Mod 3 Assignment	Sun 11/19/17	TNC: Advocating for & investing in Sustainable Water Management	Brian Richter
3	Reading	Change through public agencies	Mon 11/27/17	Innovation at GSA: Zero environmental footprint and the extreme challenge	James Quinn
3	Case	Mod 3 Assignment	Wed 11/29/17	Power partnership: creation of hybrid delivery truck Eaton, FedEx and Environmental Defense	Alan Trager and Barbara Mack

Yellow highlighted cases and readings can be purchased through the HBSP website – see the announcement in Sakai.

Green highlighted simulation will be provided to you through the HBSP website – you will get instructions in class to access this simulation.