Purpose: This course introduces you to the opportunities, constraints, and pitfalls that firms and industries face in confronting environmental considerations. We will look at different “drivers” of green markets, with a special emphasis at the end of the course on the risks and rewards associated with global warming.

Grading: Grades are based on two in-class exams (the latter is cumulative for the entire semester’s work) and a final project (1/3 of the grade for each). Make-up exams are not given—exceptions are rarely granted. Details will be given regarding the project later in the semester, but suffice to say that it will be 10-15 pages where you apply what you have learned in the class to a specific green market effort. While many of you may want to apply for a “W” as well, there are a limited number of spots and no more will be created.

How the course will function: I begin each class with some time for students (and for me) to discuss relevant events of the day. I encourage students to read widely to observe the world around them and how it is affected by green issues. So please feel free to discuss anything germane that you have noticed in the wider world. We will subsequently continue to the course materials.

Also, while the syllabus provides what materials will be covered on what days, I reserve the right to update things as we progress. The very nature of the course is such that it works best when we have the flexibility to proceed somewhat differently from initial plans.

NOTE: I am tentatively planning a three hour night session some time in late March or April, as I will likely be missing a week in April. Details will follow.
Readings: Most readings are available on-line through the library via Blackboard. Instructions will be provided for obtaining additional materials via the web (there will be some cost involved). Ideally, all materials should be read before class. There will be some materials that I will absolutely expect students to have read in advance (I will provide notice).

Books: There is only one book for the course that must be ordered separately:


I have not ordered this book at the bookstore, as I assume many students would rather order it electronically. Paper versions are readily available on-line.

Lecture materials: Summary materials and figures will be provided on-line for students. **Full lectures will not be included:** No combination of pleading, logic, yelling, cajoling, etc. will make me change my mind.

Office Hours, etc.: My office hours are Monday, 10-12 in Harkness Hall, Rm. 108. Please feel free to drop by, send e-mails, etc. The TA for the course is Douglas Johnson (e-mail djohns46@ur.rochester.edu), whose office hours are Wednesday, from 10-12 in Harkness Hall, Rm.315A.
Week I: Introduction (Jan. 15th)

Week II: Basic Concepts (Jan. 20th, 22nd)


Orsato, Chs. 1 and 2.


For the adventurous (not required):

Week III: The “Porter Hypothesis” and Beyond (Jan. 27th, Jan. 29th)


Week IV: Social Drivers Ia—Citizen and Non-Citizen Demand (Feb. 3rd, 5th)


Orsato, Ch. 5.


Week V: Social Drivers II—Environmental NGOs, Investors, and Access to Capital (Feb. 10th, 12th)


Case: Starbucks and Conservation International. Harvard Business School Case 303055-PDF-ENG.


Week VI: Political Drivers—Regulation and Beyond (Feb. 17th, 24th)


Week VII: Economic Drivers I. Voluntary Programs (Feb. 26th, March 3rd)

Orsato, Ch. 4.


Madhu Khanna and Keith Brouhle, “The Effectiveness of Voluntary Environmental Initiatives” in Delmas and Young, Governance for the Environment.

Exam I March (5th)

Week VIII: (March 17th, 19th). Economic Drivers II. Supply Chain Management.


Case: “Wal-Mart’s Sustainability Strategy (A),” GSB No. OIT-71-A.
Week IX: (Mar. 24th, 26th). Economic Drivers III. Looking Inside the Firm


BSR/GlobeScan. 2014. State of Sustainable Business Survey

Week X: Greenwashing. (Mar. 31st, Apr. 2nd).

“The Six Sins of Greenwashing.”


Case: “Fiji Water and Corporate Social Responsibility,” Ivey Case 909A08-PDF-ENG.
Week XI: Trade. (Apr. 7th)


Shrimp-Sea Turtle and Tuna-Dolphin Cases. www.wto.org/english/tratop_e/envir_e/edis00_e.htm

Week XII: The 800 lb. Gorilla: Climate Change. (Apr. 9th, 14th)


Case: “Global Climate Change and BP,” HBS Case 9-708-206.
Week XIII: Conclusions and the Future of Green Markets. (Apr. 21st, 23rd)


Orsato, Chs. 7-8.


Exam II. (April 28th)