Purpose: This course is designed to introduce 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 will be based on an in-class midterm and final 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 will begin each class with some time for students (and for me) to discuss relevant events of the day. So please feel free to discuss anything relevant that you have noticed in the wider world. We will then proceed 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. Particularly given that this is a relatively new class, and given that I would like student involvement to the extent possible, we may proceed as initially planned or somewhat differently. There is also the possibility that I will have to cancel one additional class.

Readings: Most readings will be available on-line through the library. 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:

Renato Orsato. *Sustainability Strategies: When Does it Pay to Be Green*. 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 as well.

Lecture materials: Only summary materials and figures will be provided on-line for students. No combination of pleading, logic, yelling, cajoling, etc. will make me change my mind.
Office Hours, etc.: My office hours are Friday, 10-12 in Harkness Hall, Rm. 108. Please feel free to drop by, send e-mails, etc. The TA for the course is Rob Carroll (e-mail rcarroll@mail.rochester.edu), whose office is in Harkness Hall 334, and his office hours are Weds. 10-12.

Week I: Introduction to the Course (Jan. 19th)

Week II: Green Goods, Green Markets, and Other Basic Concepts (Jan. 24th, 26th)


Orsato, Chs. 1 and 2.

For the adventurous (not required):

**Week III: The “Porter Hypothesis” and Beyond (Jan. 31st, Feb. 2nd)**


**Week IV: Social Drivers I—Citizen Demand (Feb. 7th and 9th)**


Orsato, Ch. 5.


Week V: Social Drivers II—Environmental NGOs, Investors, and Access to Capital (Feb. 14th and 16th)


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

Week VI: Political Drivers—Regulation and Beyond (Feb. 21st, 23rd)


**Week VII: Economic Drivers I. Voluntary Programs (Feb. 28^{th} and Mar. 1^{st})**

Orsato, Ch. 4.


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

**Week VIIIa: MIDTERM (March 6^{th}).**

**Week VIIIb-IXa: (March 8^{th}, 20^{th}). Economic Drivers II. Supply Chain Management.**


Week IXb-Xa: (Mar. 22nd and 24th). Economic Drivers III. Labor and Transparency Issues


Week Xb and X1a: Greenwashing. (Mar. 27th).

“The Six Sins of Greenwashing.”

“Greenwashing: A Perfect Storm.”

Case: “Fiji Water and Corporate Social Responsibility,” Ivey Case 909A08-PDF-ENG.

March 29th: A Voice from the Real World

F. Blair Wimbush, Chief Sustainability Officer, Norfolk Southern Railroad
Background:
http://www.aar.org/Faces/Wimbush-Blair.aspx
**Week XII: Trade. (Apr. 3rd and 5th).**


Shrimp-Sea Turtle and Tuna-Dolphin Cases. [www.wto.org/english/tratop_e/envir_e/edis00_e.htm](http://www.wto.org/english/tratop_e/envir_e/edis00_e.htm)

**NO CLASS APRIL 12th**

**Week XIII: The 800 lb. Gorilla: Climate Change. (Apr. 17th and 19th)**


Case: “Global Climate Change and BP,” HBS Case 9-708-206.
Week XIV: Conclusions and the Future of Green Markets. (Apr. 24th, 26th)


Orsato, Chs. 7-8.


**Week XV: Final Exam.** (May 1st)