MGT 7351: Environmental Considerations in Managerial Decision-Making  
(College of Management, Georgia Institute of Technology)

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Course Description:
This doctoral-level course explores managerial decision-making at the increasingly important interface between firms’ operations and the environment. While altruistic motives for considering the interface may or may not be compelling, our emphasis will be on competitive and legal drivers. Since the area is relatively new to the majority of management researchers, the course will first introduce participants to the pertinent competitive and legal attributes of the interface. This will be accomplished through readings that are descriptive or theoretical in nature. In particular, selected readings related to recent environmental legislation will highlight the important strategic and legal issues that have surfaced with the implementation of various forms of environmental regulation – issues that demand the attention of scientific management. Having motivated the need to study the interface, we will briefly look at how various management disciplines have treated or can treat the interface. Thereafter, we will proceed to the core of the course where we will critically review research papers (journal articles) that have studied the interface. Mimicking the life-cycle view, the papers are categorized on the basis of product life-cycle stages – Design, Production, Use, and Post-Use. Such an organization will allow us to coherently experience the richness of methodologies that have been used in the literature to address problems of prime managerial concern.

Grading:
Grading will be on the collective basis of class participation, presentations, and a term paper.

Class Participation:
At the beginning of each session, each participant should hand in a post-it note or note card in which one key question/issue/concept/thought related to each of the assigned readings should be written out. These will serve as fuel for in-class discussions as well as a measure of class participation. For the course to be meaningful, regular attendance and active participation are vital.

Presentations:
Participants will be assigned specific readings to present. These assignments will be decided in-class for scheduling convenience. Presentations will be by turn and I will try my best to incorporate scheduling constraints. Presentations should not have more than five slides. Presentations should be designed assuming that all participants have read the assigned articles. The use of graphics (flowcharts, boxes & arrows, etc.) is encouraged.

Term Paper:
A key grading component will be the term paper, due on the last day of classes. The term paper should include a carefully thought through research question, structured as a research paper (i.e., Introduction, Literature Review, Model, Outline of Analysis, Conclusion, etc.). The term paper should not be more than 15 pages in length (one-half spaced). The chosen research question could be among those that originate in classroom discussions or any that closely relates to the content of the course. I will be happy to discuss your term paper ideas with you and guide you through the process. I strongly encourage you to view the term paper as part of future individual or collaborative work.
Detailed Schedule

1. **Introduction**
   - Introduction to the field: Discussion of the reasons/disciplines/methodologies for treating the interface between operations and the environment.
   - Outline of the course.

2. **Competitive and Economic Views**

3. **The Legal Perspective (Market-Based Mechanisms)**

4. **The Legal Perspective (Life-Cycle Responsibility)**

5. **The Environment and Operations Management**
6. **Corporate Environmentalism as a Research Domain**

7. **The Classical Approach (Environmental Economics)**

8. **The Design Stage**

9. **The Production Stage**

10. **The End-of-Life Stage**

11. **Discussion – Examples from Practice**
12. Industrial Ecology Approach: Life-Cycle Analysis (LCA)

13. Empirical Studies

14. Presentations of Term Papers