

Environmental Management Strategy 660

SUMMER SCHOOL 2008 INTENSIVE				
Unit Index No	303950			
Credits	25			
Pre-Requisites	Foundation units			
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Day and Date	Monday 7 January to Saturday 12 January 2008			
Location & Room	GSB - 78 Murray St, Perth. Room 213			
IMPORTANT NOTICE				
METHOD OF ASSESSMENT				
Assessment	Outcome Assessed	Type of Assessment	Marks	Submission Dates
Assessment 1: Journal or Log	1, 4 & 7	Written	30%	By noon, 25 January
Assessment 2: Major Paper	1, 2, 4 & 7	Written	70%	By email, 22 February

This unit outline is considered FINAL. Any changes made to this outline will be communicated to you directly by your Unit Controller.

Full information on assessment is under the heading "Assessment Overview". This unit outline should be read in conjunction with the GSB's Student Guidebook available from the "quick links" under the GSB homepage: <http://www.gsb.curtin.edu.au>

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UNIT DESCRIPTION

This unit focuses on the way in which businesses have approached the diverse and increasingly complex agenda of environmental and corporate sustainability management, evaluating the degree of influence these issues have on business activities. It offers comprehensive grounding in sustainability management issues including strategies, accountability, policies, auditing and reporting. Given appropriate tools and an exposure to international and local environmental and ethical issues, students will use real-life business industry situations to formulate environmental and sustainability management policy.

INTRODUCTION TO THE UNIT

The environment, and Climate Change as the dominant issue within this, is turning into the defining issue of the 21st century, and with it, it is presenting humanity with a set of questions it has so far found only mediocre answers. The Unit covers business approaches to reconcile environmental constraints and social expectations under the business paradigm.

Over the last couple of decades, environmental issues has increased in prominence due to several events, such as accidents (Chernobyl, Love Canal, Bhopal, Seveso etc), problems in the 'natural' environment (the Global Warming Debate, the "Ozone Hole", desertification and soil degradation etc.), or simply the level of material and energy consumption in the First World with its resulting effects (the Throwaway Society thriving on instantaneous gratification, urban pollution, transport problems, waste problems etc leading to the emerging research field of sustainable consumption). Earlier, the World Summit on Sustainable Development in Johannesburg has highlighted and somewhat amplified this continued concern globally. More importantly, it continued to establish the link between social concerns about the pace and distribution of economic development and the pace and distribution of the environmental damage done in its name - a concern that was initially expressed globally in the first UNCED conference in Stockholm, 1972. However, political resistance in some countries may be rooted in the political belief that lifestyle changes are probably not palatable for large parts of the (voting and consuming) public. However, the discussion surrounding the most significant of environmental problems – climate change – has also shifted from an argument about the scientific validity and facts towards an acceptance of its existence and a debate about suitable strategies. A significant part of establishing the former has been the work of the IPCC – notably their 4th report from November 2007 - and the more recent discussion is likely to be shaped significantly by the report the former Chief Economists of the World Bank, Sir Nicolas Stern.

Businesses have responded to this increased concern for the natural environment in a number of ways. One is a rising corporate awareness of the ethical and social responsibility of (corporate) life. This was coupled with an odd resurgence of Corporate Social Responsibility, which, after its dormancy between the 1980s and late 1990s, returned to its agenda initially formulated in the 1950s. Another way is the threat such issues pose for existing operations and mentalities, while there is also the corporate ambition to follow (if not to contribute to shaping) societal trends generally in order to maintain profitable and an attractive employer. The reason which has been stressed most are the remarkable business opportunities which often arise with the environmental agenda, be this in the developing of new markets or the benefits in cost reduction from improved environmental performance. It is interesting to note that this argument also allowed the ascend of CSR where the same catalogue of actions expected by business was seen as an adversarial programme, suddenly merged with Sustainable Development and became “pro-business”, notably in the Triple Bottom Line argument.

However, environmental issues are in most cases not successfully managed by means of a ready-made solution or an implemented technology. For example, notwithstanding the relative merits, the environmental impact of individual transport is not comprehensively addressed by means of

introducing a catalytic converter and unleaded petrol for cars. This in turn presents the original managerial challenge in business: the integration of diverse social and political interests for the attainment of a common goal is what managers are (supposed to be) best at, so that, with hindsight, environmental management is a new agenda in an old (managerial setting).

This challenge has become instrumental for the success of products or business model with environmental (and to some extent social) concerns moving up and down the value chain under the Industrial Ecology and Extended Producer Responsibility. In this respect, the next frontier in Environmental and Social Management is managing the contractual obligations within the supply chain.

AIMS, ATTRIBUTES AND OUTCOMES

This unit discusses the way in which businesses have approached the diverse and increasingly complex agenda of sustainability management. It is the aim of this unit to present and evaluate the pattern and degree of influence environmental and social issues have on business activities. Have a thorough foundation and appreciation of the complex ethical issues involved with environmental management, and apply these in a group or organisational environment;

Learning outcomes within Environmental Management Strategy 660 will contribute to the achievement of the overarching learning outcomes sought for graduates from the Graduate School of Business. The Environmental Management Strategy 660 unit seeks to deliver on four of the nine key attributes. On completion of the unit, students will:

Attributes	Learning Outcomes	Assessment
1	Have participated in rigorous discussions of case studies of environmental management and developed an understanding and appreciation of the analysis and range of complex issues involved	Assessments 1 and 2
2	Have knowledge of a range of corporate environmental management strategies and control mechanisms and be able to develop appropriate action to address a specific set of environmental issues.	Assessment 2
4	Develop an environmental improvement programme for a business you are familiar with Argue the economic and strategic case for a suitable environmental change Explain and represent different arguments in favour and against Corporate Social Responsibility Hold an opinion regarding Climate Change <ul style="list-style-type: none"> Evaluate the benefits and problems associated with ISO14001 	Assessments 1 and 2
7	Have knowledge of the environmental management literature and networks with which to support ongoing needs in environmental management.	Assessments 1 and 2

TEXTBOOK

There is no set textbook. However, the unit will make (implicit or explicit) use of key references.

Most of the following articles are available on e-Reserve; instructions for accessing e-Reserve are found below. Additional material will be handed out at the beginning of the unit. A website with relevant links will be made available as well.

RECOMMENDED READING

Your recommended reading is found on the final page of this unit outline. Please familiarise yourself with at least one of the references to ensure you have a position to argue in the case study work.

OTHER USEFUL REFERENCES

- Bennett, M., & James, P. (1999) Sustainable Measures. Evaluation and Reporting of Environmental and Social Performance. Sheffield: Greenleaf.
- Biondi, V., Frey, M. and F. Iraldo (2000). "Environmental Management Systems and SMEs." Greener Management International. Issue 29, pages 55-70.
- BSI (2004): ISO14001. Environmental Management Systems: Specification with Guidance for Use
- Delmas, Magali. 2001."Stakeholders and Competitive Advantage: The Case of ISO 14001." *Productions and Operations Management*, Spring 2001; Access at http://www.bren.ucsb.edu/fac_staff/fac/delmas/webpage/ISOPOMS.pdf
- Environmental Data Services, ENDS (2003): Broadening Horizons for Environmental Managers, ENDS report Vol. 343, pp. 21-24
- Environment Australia (2000) A Framework for Public Environmental Reporting: An Australian Approach, Environment Australia, Canberra. [Online], Available: <http://www.ea.gov.au/industry/sustainable/per/publications.html>
- de Bakker, F. G. A. (2001) Product-Oriented Environmental Management: Lessons from Total Quality Management. *Journal of Industrial Ecology*, Vol. 5(2), 55-69
- Bansal, P and K. Roth. 2000. "Why Companies Go Green: A Model of Ecological Responsiveness." *The Academy of Management Journal*. Volume 43, Number 4, pages 717-737.
- Greene, D (2001) A Capital Idea: Realising value from environmental and social performance, Deni Greene Consulting Services/Standards Australia and Ethical Investments Services, Environment Australia, <http://www.ea.gov.au/industry/sustainable/finance/pubs/capital-idea.pdf>
- Group 100 (2003) Sustainability: A guide to triple bottom line reporting, An association of Australia's senior finance executives from the nation's business enterprises. http://www.group100.com.au/policies/G100_guide-tbl-reporting2003.pdf
- Halkier, B. (1999) Consequences of the Politisation of Consumption: The Example of Environmentally Friendly Consumption Practices. *Journal of Environmental Policy and Planning*, Vol. 1(1), 25-41.

- Hall, J. (2000) Environmental Supply Chain Dynamics. *Journal of Cleaner Production*, Vol. 8, 455-471.
- Hortensius, D., Barthel, M.: Beyond 14001: An Introduction to the ISO14000 series; in: Sheldon, C. ed. *ISO14001 and Beyond: Environmental Management Systems in the Real World*. Sheffield: Greenleaf, 1997
- Hussain, S.S. (1999): The Ethics of “Going Green”: the Corporate Social Responsibility Debate; in: *Business Strategy and the Environment*, Vol. 8(4); pp. 202-210
- James, P., & Wehrmeyer, W. (1996) "Environmental Performance Measurement"; P. Groenewegen, K. Fischer, E. G. Jenkins, & J. Schot *The Greening of Industry Resource Guide and Bibliography*; (pp. 111-136). Washington: Island Press
- Kolk, A., & Mauser, A. (2002) The Evolution of Environmental Management: From Stage Models to Performance Evaluation. *Business Strategy and the Environment*, Vol. 11(1), 14-31.
- Labuschagne, C.; Brent, A.C.; J. Claasen, S.J. (2005): Environmental and social impact considerations for sustainable project life cycle management in the process industry, *Corporate Social Responsibility and Environmental Management*; Vol 12(1), pp. 38-54
- Levitt, T. (1958) The Dangers of Social Responsibility. *The Harvard Business Review*, pp. 10-19.
- Lippmann, S. (1999) Supply Chain Environmental Management: Elements for Success. *Environmental Management*, Vol. 6(2), 175-182.
- McMurtrie, T. (2005): Factors influencing the publication of social performance information: an Australian case study, *Corporate Social Responsibility and Environmental Management*; Vol 12(3); pp. 129-143
- Mintzberg, H. (1983) The Case for Corporate Social Responsibility. *Journal of Business Strategy*, Vol. 4(2), 3-15.
- Oskarsson, K.; von Malmborg, F. (2005): Integrated management systems as a corporate response to sustainable development”; *Corporate Social Responsibility and Environmental Management*; Vol. 12(3), pp. 121-128
- Porter, M. E., & van der Linde, C. (1995) Green and Competitive: Ending the Stalemate. *Harvard Business Review*, pp. 120-134.
- Prakash, Aseem. 2001. “Why do Firms Adopt Beyond-Compliance Environmental Policies?”. *Business Strategy and the Environment*. Volume 10, pages 286-299.
- PriceWaterhouseCoopers (2002) Sustainability Survey Report, PriceWaterhouseCoopers Environmental Advisory Services, [Online], Available: www.pwcglobal.com/eas
- Ramus, Catherine A. (2001). “Organizational Support for Employees: Encouraging Creative Ideas for Sustainability”. *California Management Review*, 43(3),
- Reinhardt, F. L. (1999) Bringing the Environment Down to Earth. *Harvard Business Review*, pp. 149-157
- Schendler, A. (2003) Applying the Principles of Industrial Ecology to the Guest-Service Sector. *Journal of Industrial Ecology*, Vol. 7(1), 127-138.

E-RESERVE INSTRUCTIONS

- Click on the **Reserve** link from the Library's homepage <http://library.curtin.edu.au/>
- You now have the option to search by **Unit Name, Lecturer's Name, Unit Number** or **Title**
- Search by **Lecturer** by entering **Anna Rowe**, or the **Unit Number** of **303950**
- A list of reserve material will be displayed. Hint: There may be a number of full text items listed. In this case, click on the link **Show E-Reserve records first (if any exist)** to bring the e-Reserve documents to the top of the list.

To access an electronic document click on the full text link of the article you are interested in. You will be asked to enter your Curtin ID (Student Number) and OASIS password.

See http://library.curtin.edu.au/id_password.html if you require further information.

LEARNING METHODOLOGY AND STUDY LOAD

The unit is a 6 days intensive unit and part of the Curtin Summer School. The study commitment for units at the Graduate School of Business is 3 hours for each hour of contact.

ATTENDANCE AND PARTICIPATION

Notice of your inability to attend a session will be appreciated in advance. Should you be unable to attend any session it is suggested that you make arrangements with one of your fellow students to collect additional copies of class handouts. No handouts will be posted or e-mailed to or kept for students and information that was provided during the session will not be repeated on an individual basis. Do not try to make individual appointments to "catch up". This will not be done. Many of the sessions include group discussions and group learning and can therefore not be repeated.

ASSESSMENT OVERVIEW

METHOD OF ASSESSMENT			
Assessment	Outcome Assessed	Type of Assessment	Marks
Assessment 1: Journal or Log	1, 4 & 7	Written	30%
Assessment 2: Major Paper	1, 2, 4 & 7	Written	70%

Assessment Details

Assessment 1: Journal or Log (30%)

Word Limit: 250 words per article

Please keep a log of your learning in the following way:

Select three current articles which relate directly to environmental management issues, e.g. pollution prevention, clean technology, green innovations, IPPC, ISO14001, environmental prosecutions, state of the environment in Australia, level of environmental awareness, contentious developments, sustainable development, industrial ecology etc.

Provide a brief discussion of each article drawing attention to:

- the underlying theoretical concepts from the unit which are relevant to the article (even if unstated in it); related theory issues (i.e. how this theory relates to the wider body of theory),
 - the related public and business policy issues,
- and then,
- provide a critique if the article contains inconsistencies/ignores important policy problems or issues, or is inconsistent with environmental management. Relate this critique to the substance of the article, not to issues of written expression, layout, etc.
 - develop your own position regarding the pertinent issues contained in the article.

Select your articles from the environmental pages of the daily press, the Australian Financial Review, or regional papers (e.g. Asian Wall Street Journal) or academic journals. Please ensure that the articles you select do cover a range of different issues (and different dates). Do not summarise the article, but please include it with your log (highlight important issues in the article). Articles must be drawn from papers within this Millennium.

Please append the marking sheet at the end of the unit outline to your completed log.

Assessment 2 – Major Paper (70%)

Word Limit: 3000 words, not including charts and tables

The Major Paper must be submitted by email to W.Wehrmeyer@surrey.ac.uk.

LATE PAPERS WILL NOT BE ACCEPTED.

Prepare a briefing paper for your organisation/firm to brief the board of directors about an environmental issue that is of relevance to your firm/sector. The Executive has asked you to develop for them the possible business implications of environmental issues for 2010 in your industry in Australia. You will need to explain the direction of the current environmental debate and the effects this will have on your industry, as well as explain industry specific issues. The focus is your firm and its role in the environmental debate.

You are writing for management, so you should aim to keep your paper as brief as possible, consistent with providing the most important information. You should keep your explanation non-technical, but you must explain inter-dependencies which exist and the reasons for your predictions. Remember you may be asked some awkward questions by the directors if your paper is not fully understood! An executive summary is often a useful device when briefing senior people and must be included at the beginning of your paper.

Your paper should be no more than 3,000 words; include charts and tables which would provide useful visual aids along with the executive summary – these are not included in the word limit. The word limit + or – 100 words will be adhered to strictly.

The briefing paper should cover the following:

- a brief summary of the pertinent issues in the environmental debate as you see them affect the firm;
- a characterisation of the main environmental effects of your firm;
- a programme of environmental improvement, outlining clearly the costs and benefits of the proposed actions;
- an outline of how the programme affects the business, and identify key milestones towards its implementation.

Assessment Guidelines

1. Be sure that you answer the question/topic.
2. Use diagrams and tables and charts wherever possible to develop your answer clearly.
3. Use your own words. Try not to give “textbook” answers. To avoid accusation of plagiarism, please clearly reference material taken from any text or article.
4. Especially in the major paper, ensure you develop – and argue – a position that reflects your own opinion.

Submission Guidelines for Assignments

Please retain a copy of every assignment submitted for marking for your own records. This copy will be required in the event of an assignment being misplaced or unaccounted for. The onus is on the student to make available another copy of the assignment for marking.

- Please use the following specifications for your assignment layout:
 - Font: Times Roman 12
 - Spacing: 1.5 spacing or double spacing
 - Margins: at least 2.5 cm top/bottom/left/right
 - Save your file in Word 2003 format (or earlier), **NOT Word 2007 (Vista)**
- Please include a cover-sheet setting out:
 - your name
 - student number
 - a valid email address
 - unit title, and
 - the title of the assignment.
- Feedback sheets are provided and indicate the key areas that will be considered when marking your work. Please refer to the appropriate feedback sheet when planning and completing your assignment to ensure you have included all the necessary sections.
- Papers will not be marked beyond the page limit/word count.
- Your assignment should be thoroughly checked for typing, spelling and grammatical errors. You may consider having a colleague proof read your assignment before you submit it.
- Make sure you acknowledge all sources used to write your assignment – eg. journals, books, articles etc...

- Provide a list of references at the end of your assignment in the Chicago Style. Use a range of scholarly material...eg. Peer-reviewed articles from the scholarly databases, textbooks and material from the Internet. Material from the Internet often, however, does not have the same peer review mechanisms in place so you must be wary what you use as literature to support your reviews.

PLEASE NOTE:

In the preparation of individual written assignments students are encouraged to discuss and exchange information. However, the various papers will be treated as an individual exercise and plagiarism is to be avoided. Where there is evidence of plagiarism the student will be awarded a fail grade for the unit.

Acknowledge not only direct quotes but also the source of ideas, examples and materials which are not a direct quote, but which have been paraphrased from another source. All tables and charts must be sourced. For the University's policy on plagiarism, please refer to the **GSB Student Guidebook** available from the **GSB homepage** under **Quick Links**.

The GSB is committed to undertaking plagiarism audits on assessments submitted for its units.

Chicago Author-Date Referencing Style

It is a requirement of the Curtin Graduate School of Business that all assignments submitted for assessment must be referenced using the Chicago Author-Date Referencing Style. Details of Chicago referencing style can be found online at <http://library.curtin.edu.au/referencing/chicago.pdf>

Assignments submitted without Chicago Referencing **will not be marked**. It is strongly suggested that students learn and use EndNote software to ensure compliance with the Chicago System.

Copies of EndNote are free to all GSB students from here:

<http://startup.curtin.edu.au/software/endnote.cfm> and some Curtin EndNote style downloads and training are available here: <http://library.curtin.edu.au/referencing/endnote.html>

Assignment Return

When submitting the major paper, please indicate whether you want comments formatted as footnotes or as Microsoft Office "comments" – the latter method is preferred. Please refer to your software manual for details of this feature.

Please note, that all assignments will be emailed back to you once marked. Please include a current email address with your assignment for this purpose.

Assignments are not available for collection from Administration staff.

Late Submission of Assignments

Assignments are expected to be submitted before or on due dates. In special circumstances, students may negotiate with the relevant lecturer or internet tutor for an extension of time. Reason/s for request for extension must be submitted in writing (postal or email) A MINIMUM OF FOUR (4) DAYS BEFORE THE DUE DATE OF THE ASSIGNMENT.

In the case of assignments being submitted after the due date, without permission for extension by the lecturer, the assignments will be graded:

- 20% lower if submitted 1 - 7 days late;
- 40% lower if submitted 8 - 14 days late;
- after 14 days, the assignment will **not** be accepted for marking.

GSB STUDENT GUIDEBOOK 2008

Please refer to this publication online for essential information regarding the following:

- GSB Graduate Attributes and Learning Outcomes
- Assessment and Results which includes information on the GSB Grading System, Assessment Guidelines and the Appeals Process.
- The Student Feedback system and Student Representatives (see below).
- Referencing and Malpractice
- Plagiarism
- Ethics
- Emergency Procedures.

Please make sure you obtain a copy of this publication which is found on the **GSB Student Guidebook** available from the **GSB homepage** under **Quick Links**.

Student Representative

A student representative must be elected by the class by the end of the second week of the unit (or second day in the case of an intensive). The student representative is responsible for collecting feedback from the other students and forwarding this to the lecturer and/or unit controller. The student representative also represents the class at the Student - Staff Committee meetings. Once a student representative is elected, the name and contact details should be directed to the Student Academic Advisor. For full details on the student representative role refer to the **GSB Student Guidebook** available from the **GSB homepage** under **Quick Links**.

Student Rights and Responsibilities

It is the responsibility of every student to be aware of all relevant legislation and policies and procedures relating to their rights and responsibilities as a student. These include:

- the Student Charter
- the University's Guiding Ethical Principles
- the University's policy and statements on plagiarism and academic integrity
- copyright principles and responsibilities
- the University's policies on appropriate use of software and computer facilities

Information on all these things is available through the University's "Student Rights and Responsibilities" web page at: <http://students.curtin.edu.au/rights/>.

Student Name:

Student Number:

MARKING GUIDE – ENVIRONMENTAL MANAGEMENT STRATEGY 660

ASSESSMENT 1 – Journal or Log (30%)

Limit – 1 x A4 page each article

1. Student has identified correctly all the environmental management concepts which relate to the issues in the chosen articles.
2. The student has been able to correctly place the identified concepts within the appropriate broader business and environmental framework.
3. The student has been able to draw out and discuss the related issues.
4. The student has provided appropriate critique of the chosen articles.
5. The student has been able to develop a consistent and own position regarding the pertinent issues contained in the text.
6. The student has demonstrated a capacity to write succinctly and accurately and has met the format guidelines suggested.

Other comments:

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.....

.....

Mark out of 100:

UNIT PLANNER AND STUDY GUIDE

Date	Topic	Reading	Cases
8 Jan am	Introduction to Environmental Management	A (Introduction), D, E (Ch 3), Greene, D (2001), Reinhardt (1999)	Video: <i>Can we save the Planet?</i>
8 Jan pm	Corporate Social Responsibility and Sustainable Development	Mintzberg (1983), Levitt (1959)	Video: <i>New Rules of the World (John Pilger)</i>
9 Jan am	Environmental and Business Ethics, Accountability	A, C, D, (Ch 9), Hussain, S.S. (1999), Levitt (1958), Mintzberg (1983)	Video, <i>The Hoodia Plant</i>
9 Jan pm	Corporate Environmental Strategies	E (Ch 9), Kolk, & Mauser, (2002), Prakash (2001)	Video <i>Deep Trouble</i>
10 Jan am	Environmental Reporting & Triple Bottom Line (TBL)	Group 100 (2003) Sustainability, PriceWaterhouseCoopers (2002), Environment Australia (2000)	Anna Rowe , Reporting Analysis Group Discussions
10 Jan pm	Cleaner Production	(none)	
11 Jan am	Environmental Auditing and EMS, ISO14000	A (Ch 11), B. Hortensius & Barthel (1997), Welford, (1994) , BSI (1996), Sigma Guidelines	Group Discussions
11 Jan pm	Water Management Strategies	(none)	
	Risk & Industrial Accidents	(none)	<i>Bhopal or Chernobyl</i>
12 Jan am	Waste Management, Environmental Supply Chain Management	Bennett & James (1999), G	Group Discussion
12 Jan pm	Product-Based Environmental Management	Halkier (1999), de Bakker (2002)	Video <i>Brush with the Greens</i>
13 Jan am	Global Environmental Management & Competitiveness	Hussain (1999), Greene (2001)	Video <i>McLibel</i>
13 Jan pm	Industrial Ecology and Industrial Symbiosis	Greene, D (2001), Lippmann (1999), Hall (2000), F (Ch 5, 7), E (Ch 11)	(none)

See next page for reading key

Bold indicates required reading

- A. N.J. Roome (1998) (ed.) Sustainability Strategies for Industry. The Future of Corporate Practice, Island Press, ISBN 1-55963-599-1
- B. Piasecki, B.W.; Fletcher, K.A.; Mendelson, F.J. (1999) Environmental Management and Business Strategy. Leadership Skills for the 21st Century; Wiley, ISBN 0-471-16972-2
- C. W. Wehrmeyer, Y. Mulugetta (1999) Growing Pains: Environmental Management in Developing Countries. Greenleaf, ISBN 1-874719-23-3
- D. Wehrmeyer, W. (1996) (ed.) Greening People - Human Resources and Environmental Management; Greenleaf, ISBN 1-874719-15-2
- E. Frankel, C. (1998) In Earth's Company, New Society Publishers, ISBN 0-86571-380-4
- F. W.E. Stead, J.G. Stead (1996) Management for a Small Planet; Sage Press, ISBN 0-7619-0294-5
- G. Global Reporting Initiative (2002), Sustainable Reporting Guidelines 2002, [Online], Available: <http://www.globalreporting.org>