



NATIONAL ROUND TABLE ON THE ENVIRONMENT AND THE ECONOMY  
TABLE RONDE NATIONALE SUR L'ENVIRONNEMENT ET L'ÉCONOMIE

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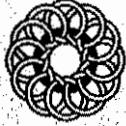
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National Round Table on the  
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NRT-1998100  
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Education

**Bridging Business and Sustainable  
Development Education at Centres of  
Higher Learning in Canada:**

*An Annotated Bibliography for  
Business and Management Schools*

NRT-1998100

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**Canadian Cataloguing in Publication Data**

Main entry under title: **Bridging Business and Sustainable Development Education at Centres of Higher Learning in Canada: An Annotated Bibliography for Business and Management Schools**

Issued also in French under title: **Faire le lien entre la formation aux affaires et le développement durable dans l'enseignement supérieur au Canada : Bibliographie annotée pour les écoles de commerce et de gestion**

ISBN 1-895643-74-0

National Round Table on the  
Environment and the Economy  
344 Slater Street, Suite 200  
Ottawa, Ontario  
Canada K1R 7Y3  
Tel.: (613) 992-7189  
Fax: (613) 992-7385  
E-mail: [admin@nrtee-trnee.ca](mailto:admin@nrtee-trnee.ca)  
Web: <http://www.nrtee-trnee.ca>

## Mandate

The National Round Table on the Environment and the Economy (NRTEE) was created to “play the role of catalyst in identifying, explaining and promoting, in all sectors of Canadian society and in all regions of Canada, principles and practices of sustainable development.” Specifically, the agency identifies issues that have both environmental and economic implications, explores these implications, and attempts to identify actions that will balance economic prosperity with environmental preservation.

At the heart of the NRTEE’s work is a commitment to improve the quality of economic and environmental policy development by providing decision makers with the information they need to make reasoned choices on a sustainable future for Canada. The agency seeks to carry out its mandate by:

- advising decision makers and opinion leaders on the best way to integrate environmental and economic considerations into decision making;
- actively seeking input from stakeholders with a vested interest in any particular issue and providing a neutral meeting ground where they can work to resolve issues and overcome barriers to sustainable development;
- analyzing environmental and economic facts to identify changes that will enhance sustainability in Canada; and
- using the products of research, analysis and national consultation to come to a conclusion on the state of the debate on the environment and the economy.

The round table process is a unique form of stakeholder consultation, permitting progress on diverse issues with an environmental/economic interface. The process itself is of value in overcoming entrenched differences. At the same time, the outcomes for each program emphasize broad policy development and provide specific recommendations for action.

## Members of the National Round Table on the Environment and the Economy

The NRTEE is composed of a Chair and up to 24 distinguished Canadians. These individuals are appointed by the Prime Minister as opinion leaders representing a variety of regions and sectors of Canadian society including business, labour, academe, environmental organizations, and First Nations. Members of the NRTEE meet as a round table four times a year to review and discuss the ongoing work of the agency, set priorities, and initiate new activities.

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Strategic Planning Advisor  
Loblaws - Weston Companies  
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Charlottetown, Prince Edward Island

### *Johanne Gélinas*

Commissioner  
Bureau d'audiences publiques sur l'environnement  
Montreal, Quebec

### *Sam Hamad*

Vice-President  
Roche Construction  
Sainte-Foy, Quebec

### *Dr. Arthur J. Hanson*

President & CEO  
International Institute for Sustainable Development  
Winnipeg, Manitoba

### *Michael Harcourt*

Senior Associate  
Sustainable Development  
Sustainable Development Research Institute  
Vancouver, British Columbia

### *Cindy Kenny-Gilday*

Yellowknife, NWT

### *Emery P. LeBlanc*

Executive Vice-President  
Alumina and Primary Metal  
Alcan Aluminium Limited  
Montreal, Quebec

### *Anne Letellier de St-Just*

Lawyer  
Quebec, Quebec

### *Ken Ogilvie*

Executive Director  
Pollution Probe Foundation  
Toronto, Ontario

### *Joseph O'Neill*

Vice-President  
Woodlands Division  
Repap New Brunswick Inc.  
Newcastle, New Brunswick

### *Carol Phillips*

Director, Education and International Affairs  
Canadian Automobile Workers  
North York, Ontario

### *Angus Ross*

President  
SOREMA Management Inc. &  
CEO, SOREMA Canadian Branch  
Toronto, Ontario

### *Irene So*

Vice-President and Associate Portfolio Manager  
RBC Dominion Securities  
Toronto, Ontario

### *John Wiebe*

President & CEO  
GLOBE Foundation of Canada  
and Executive Vice-President  
Asia Pacific Foundation of Canada  
Vancouver, British Columbia

### *Executive Director & CEO*

David McGuinty

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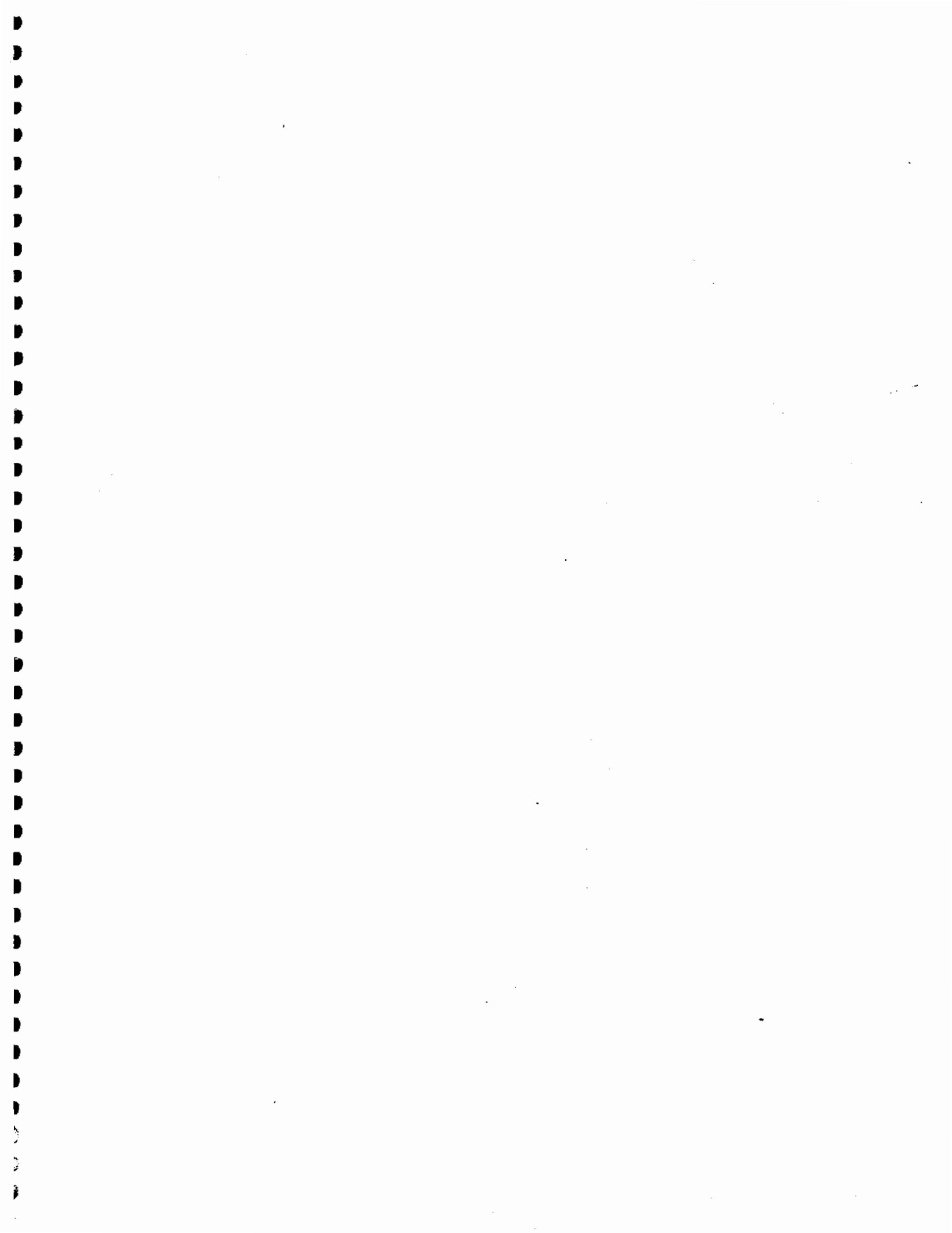
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## Introduction

The mandate of the NRTEE Education Committee is to develop, facilitate and deliver programs and materials to encourage awareness of environment and economy linkages in learning settings. The Committee has been working with institutes of higher learning in the area of post-secondary environmental and sustainable development education since 1994. As part of this initiative, the Committee chose to focus on working with Canadian business schools that play a pivotal role in the training and development of future decision makers.

Throughout 1996 and 1997, members of the NRTEE Education Committee met with deans and faculty of selected Canadian business schools to discuss the notion of bridging sustainable development and business education. One conclusion was that most Canadian business schools are not systematically mainstreaming sustainability principles into their core curricula. The need for tools to integrate sustainability principles and practices into the curricula of Canadian business and management schools was frequently cited as an important gap; thus the idea for this bibliography was conceived. The primary objective of this document is to begin to promote such integration by providing access to, and raising awareness about, relevant research information on the many facets of sustainable development.

In addition to developing this specific tool, the NRTEE Education Committee held a meeting with business faculty during the spring of 1998 to discuss barriers and opportunities in the area of integrating sustainability principles into core business curricula. The meeting generated a host of ideas from which the Committee is developing a strategy to help catalyse this integration.

As the NRTEE strategy continues to unfold, this bibliography provides a tool for educators and students to incorporate environment-economy issues into business courses. We believe that this bibliography will be a useful contribution to the field. With your help and feedback, we hope that this document will eventually take into account the many changes taking place in this dynamic and evolving field of study.

Please use the feedback form at the end of this bibliography to let us know about any suggestions you may have regarding new resources and information. Further NRTEE initiatives in this area can be followed through a visit to our Web site (<http://www.nrtee-trnee.ca>).

Education Committee  
National Round Table on the Environment and the Economy

November 1998

*National Round Table on the Environment and the Economy  
Education Committee*

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Vice-President, Woodlands Division  
Repap New Brunswick Inc.

*NRTEE Staff:*  
Carolyn Cahill  
Policy Advisor

## About This Bibliography

This selective bibliography is a compilation of reports, books, journals, electronic resources, case studies and other teaching materials related to the integration of sustainability issues into business education. While the focus is primarily on Canadian resources, relevant international materials are also included. This bibliography recognizes that other types of materials, such as legal resources and simulation exercises, are also valuable to support classroom discussion and debate.

Most publications referred to in this document must be purchased from the publisher. Readers interested in case studies should contact the relevant university for a catalogue. Ordering information for some of the documents, including most of the case studies, can be found at the end of the bibliography.

This bibliography illustrates the nature and depth of materials available and provides interested faculty and students with a starting point to integrate sustainability principles into their courses. However, it does not purport to be a comprehensive listing of all materials that might assist faculty in their efforts to integrate sustainability into business courses.

As you discover new ways to integrate sustainability into the core of your own university curricula, please let us know what you are doing so we can share your efforts with others. You can contact the NRTEE through our Web site (<http://www.nrtee-trnee.ca>).

## Acknowledgements

We wish to thank the faculty members who faxed, e-mailed and posted material to be included in this bibliography. We express special thanks to the NRTEE Secretariat, Tatiana Brkic at the International Institute for Sustainable Development, Nancy Sutherland at the Schulich School of Business of York University for her suggestions and for gathering information to aid in the compilation of this document, Prof. Moira McConnell of the Faculty of Law of Dalhousie University for providing information on legal resources, and Judy Reade of the School for Resource and Environmental Studies of Dalhousie University for editorial and technical advice.

Many of the annotations have been taken directly from catalogues and other sources, such as the Richard Ivey — Western School of Business Case Study Catalogue, the Management Institute for Environment and Business catalogues, and the Web sites of the International Institute for Sustainable Development and Harvard Business School, Publishing.

Jennifer Richard  
Raymond Côté  
Don Patton  
Faculty of Management  
Dalhousie University

## Section Guide

This bibliography is divided into eight sections, each listing a particular type of document or material. Within each section materials are then subdivided into Canadian and international categories. The numbering scheme helps identify the type of material in question: reports appear as R#; books as B#; articles as A#; electronic resources as E#; alternative resources as AR# and case studies as C#.

This Section Guide summarizes the type of material provided in each section of the bibliography. Annotations accompany case study, report, book, article and Web site references. Legal sources, environmental impact assessment reports, newsletters and journals are not annotated.

### Reports

Reports published by agencies, institutions and associations often provide valuable insights and analyses of issues facing business in integrating environment into their policies and practices. In the area of business and environment, reports often provide valuable information on studies, data, and program or policy issues.

### Books

The number of books published in the area of business and the environment has grown exponentially in the past decade. Such books provide case studies, discuss principles of sustainability, and consider potential corporate strategies. Those referenced here include key Canadian books and a select list of books, reference guides and textbooks published elsewhere.

### Articles

Articles on business and the environment are now being published in a wide range of periodicals, including journals and magazines in accounting, law, policy, management and behavioural science. This section offers a sampling of cutting-edge articles on business and the environment and concludes with a list of some key newsletters and journals likely to publish relevant articles in the future.

### Electronic Resources

Web sites are increasingly being utilized by companies to distribute their corporate environmental reports to a wider audience, by researchers to present recent findings, by institutions to advertise catalogues of reports and to disseminate information, and by non-governmental organizations to present issues of interest and concern. In an age of shrinking resources and increasing reliance on technology, this may be the most effective way to find up-to-date information on the subject of business and sustainable development.

### Alternative Resources: Simulations, Kits and Audiovisual Materials

This section identifies some alternative resources that might also be of value to faculty and students. A significant emphasis in integrating sustainability into business practice is placed on interdisciplinary, "triple bottom line" (i.e., environment, economy and social equity) and multi-stakeholder thinking. Some of the resources listed are interactive tools to help users develop and understand these complex paradigms and concepts.

## Case Studies

This section is devoted primarily to cases involving Canadian corporations. In addition, a number of cases have been selected from U.S. sources because they involve companies that also operate in Canada (McDonalds and Esprit), address an issue of common interest (the Columbia River) or discuss an issue of general interest (chlorine). Readers should note that the bracketed numbering system is that of the institution which publishes the case study. It generally refers to the year of publication and the subject matter.

The Case Locator included at the beginning of the Case Study Section provides some ideas about the range of courses into which the topics covered in the listed case studies can be integrated.

## Legal Resources

Legal resources may be seen as relevant to business schools in that they often provide context as to why corporate behaviour is changing. It may be fruitful to review a particular legal case in some business classes in order to understand how certain decisions may have had a direct or indirect impact on the behaviour of companies or entire sectors. Research of primary materials can be a complex and daunting task. However, secondary sources, which include books and journal articles, provide summaries, often provide useful analyses and can act as guides to the relevant legal cases. This section provides a list of publications that discuss environmental legislation and court cases of interest to business. These materials are most likely to be found in university law libraries.

## Canadian Environmental Impact Assessment Documents

Environmental impact statements are produced pursuant to federal or provincial legislation and may provide valuable background material for lectures and classroom exercises. Many of these statements become public documents when they are reviewed publicly by assessment panels established by federal and/or provincial authorities. This bibliography lists panel reports published by the Canadian Environmental Assessment Agency (CEAA). Readers are encouraged to contact provincial environment agencies for a list of their panel reports.

## Reports

### Canadian

- R1. Apogee Research (1996). *Sustainable Transportation in Canada: Backgrounder*. Ottawa, ON: NRTEE.
- This report includes a comprehensive review of research on sustainable transportation in Canada. Intended to stimulate thought and discussion among Canadian stakeholders, it summarizes relevant Canadian and international research and examines the impact of policy and program initiatives aimed at achieving sustainable transportation. This report also includes the results of interviews with key government and non-government organizations.
- R2. *Building Consensus for a Sustainable Future: Guiding Principles. An Initiative of Canadian Round Tables* (1993). Ottawa, ON: NRTEE.
- This document was developed to build awareness, understanding and interest in using consensus decision-making processes as a means to achieve a sustainable future. It is not a "how to" guide for consensus building, but a set of general guidelines and key steps based on the experiences of round tables throughout Canada.
- R3. *Championing Change: 1996 Annual Review and Sustainable Development Report* (1996). Montreal, PQ: Canadian Pulp and Paper Association.
- This annual report for the Canadian Pulp and Paper Association covers topics such as record recycling, greenhouse gas reduction, sustainable forest management, biodiversity conservation, building of new markets, promotion of free trade in paper, and research and development for pollution prevention.
- R4. Comeau, Louise (1996). *Rational Energy Program: Analysis of the Impact of Rational Measures to the Year 2010*. Ottawa, ON: Sierra Club of Canada/Climate Action Network.
- The Rational Energy Program was developed by members of Canada's Climate Action Network after a federal/provincial process failed to develop a national climate action plan to stabilize greenhouse emissions at 1990 levels by the year 2000. This proposed program includes initiatives to improve energy efficiency in the transportation, building and industrial sectors and to increase the use of renewable energy in the electricity sector.
- R5. *Coming Clean — Corporate Environmental Reporting — Opening Up for Sustainable Development* (1996). Winnipeg, MN: IISD.
- This book was a joint project of SustainAbility, the British Consultancy, Deloitte Touche Tohmatsu International, and the International Institute for Sustainable Development. It deals with best reporting practices and trends, and practical advice for first-time reporters. It summarizes the key findings of the research and gives important advice from companies that have experience in publishing environmental and sustainable development reports.
- R6. *Contaminated Site Issues in Canada* (1997). Ottawa, ON: NRTEE.
- This report identifies broad issues related to contaminated sites, including inconsistencies among the provinces and territories in allocating liability, and the role of insurance in environmental protection. The report also sets the context for more detailed work relating to site-specific information and brownfield redevelopment.

- R7. Delphi Group (1996). Development of Criteria for Green Procurement: Summary Report. Ottawa, ON: NRTEE.**

This report is divided into two parts. The first provides an in-depth analysis of green procurement activities in Canada and abroad and examines approaches and criteria currently in use in both the public and private sector. Case studies are presented, as well as recommendations and opportunities for strengthening these initiatives. The second part of this report offers a set of green procurement criteria for a variety of products and services that can be incorporated into purchasing policies and guidelines. The criteria are intended for governments at all levels, but can be applied in the private sector as well.

- R8. Environmental Management Information and Training for Small and Medium-Sized Enterprises (1996). Halifax, NS: Griffiths Muecke Associates, Neill and Gunter and Henson College, Dalhousie University.**

The goals of this report are to characterize the needs of small business in the area of environmental management; to identify existing products and programs with the potential to meet this need, at least in part; to examine the mechanisms by which information and training might be delivered; and to develop a strategy for providing them.

- R9. The Financial Services Sector and Brownfield Redevelopment (1997). Ottawa, ON: NRTEE and Canadian Mortgage and Housing Corporation (CMHC).**

This report explores the role of the financial services sector in facilitating brownfield redevelopment. Recommended in the report is the adoption of an integrated and comprehensive approach that includes the participation of local and provincial governments, developers and the public.

- R10. Global Green Standards: ISO 14000 and Sustainable Development (1996). Winnipeg, MB: IISD. (101 pp.)**

An informative guide for business on ISO 14000 standards. Used in conjunction with management commitments, ISO 14000 standards have the potential to improve corporate performance. This report highlights what stakeholders interested in sustainable development should understand about 14000 standards. It also explains to industry what ISO standards can and cannot do for their organizations.

- R11. Going for Green: Meeting Foreign Demands for Environmentally Preferable Products and Services through Federal Procurement (1997). Ottawa, ON: TerraChoice Environmental Services and NRTEE Task Force on Federal Green Procurement.**

This background paper identifies key trends for environmentally preferable products and services in foreign markets and explores the relationship between these markets and the government's role as public purchaser. It is intended to stimulate thought and discussion among Canadian stakeholders and to broaden the base upon which federal procurement decisions are made.

- R12. Howatson, Allan (1994). Reforming Public Policies for Sustainability. Ottawa, ON: The Conference Board of Canada.**

This report suggests that progress toward sustainability requires structured processes for clarifying political choices. These processes must embody rigorous analysis with full acknowledgement that uncertainties need to be incorporated into the decision-making process. While analysis alone will not provide the impetus for taking difficult decisions, careful consideration of the alternatives and their expected outcomes will nevertheless promote improved results.

- R13. Howatson, Allan (1990). **Toward Proactive Environmental Management: Lessons from Canadian Corporate Experience.** Ottawa, ON: The Conference Board of Canada.

The purpose of this report is to highlight, within a conceptual framework, progressive environmental management practices of a selected number of large Canadian corporations in order to familiarize the Canadian business community and other Canadian leaders with such approaches. The analysis is based on interviews with company environmental officers from nine Canadian corporations representing a cross-section of firms in the resource-based, integrated oil, steel, chemical and plastics, consumer products and utility sectors.

- R14. Hull, Brian (1991). **Business and the Environment: Strengthening Canadian Environmental Companies.** Ottawa, ON: The Conference Board of Canada.

The purpose of this report is to assist the growth of environmental companies in Canada, to enhance their international competitiveness and to help them take advantage of the expansion of business opportunities throughout the world.

- R15. Hull, Brian & Antoine St-Pierre (1990). **The Market and the Environment: Using Market-Based Approaches to Achieve Environmental Goals.** Ottawa, ON: The Conference Board of Canada.

This report provides an overview of the issues associated with the interface of the market economy and the environment. In particular, it seeks to broaden and deepen understanding of the potential contribution of market-based instruments to the achievement of environmental goals.

- R16. Kirton, John & Sarah Richardson (1995). **The Halifax G7 Summit, Sustainable Development, and International Institutional Reform.** Ottawa, ON: NRTEE.

This report summarizes the presentations and analysis given at an NRTEE workshop. It covers a variety of topics including Canadian, U.S., German and Japanese government perspectives on the Halifax Summit; the IMF, World Bank and World Trade Organization; and the potential for new international institutions. It also contains the main conclusions of the Task Force following from the workshop.

- R17. Mackenzie-Mohr, Doug (1996). **Promoting a Sustainable Future: An Introduction to Community-Based Social Marketing.** Ottawa, ON: NRTEE.

This workbook was written to assist in the design of effective social marketing programs. It outlines a set of tools for encouraging environmentally friendly behaviour, explains how to identify attitudinal and other barriers to sustainable behaviour, and describes how to design and evaluate initiatives to overcome these barriers.

- R18. **Measuring Eco-efficiency in Business (1997).** Ottawa, ON: NRTEE.

This report is the first publication stemming from an initiative created in cooperation with the World Business Council on Sustainable Development to explore the possibility of developing a core set of indicators for businesses to measure their eco-efficiency. This background document presents progress to date in developing this core set of indicators.

- R19. **Removing Barriers: Redeveloping Contaminated Sites for Housing (1997).** Ottawa, ON: NRTEE and CMHC.

This report examines some of the factors impeding the redevelopment of contaminated sites, reviews initiatives in various Canadian and U.S. jurisdictions, and identifies areas requiring further research.

- R20. **Report of Canada to the United Nations Commission on Sustainable Development (1995).** Ottawa, ON: Department of Foreign Affairs and International Trade.

Although this report does not specifically deal with business issues, it does include sections on financial resources, environmentally sound technology, changing consumption patterns, integrating environment and development into decision making, and international legal instruments.

- R21. **Report of the Commissioner of the Environment and Sustainable Development to the House of Commons (1997).** Ottawa, ON: Government of Canada.

This report comments on such issues as Canada's environmental strengths and achievements, the federal government's role, and the work plan for the Commissioner's Office. It also contains exhibits from "From Stockholm to Rio" and "The Four E's" and a summary of the petition process.

- R22. **A Small Business Guide to Environmental Management: Focus 2000 (1991).** Ottawa, ON: The Canadian Chamber of Commerce and NRTEE.

This guide provides a step-by-step environmental management approach for small business. It covers the following topics: framework for action, developing an environmental policy, assembling an environmental team, conducting an environmental audit, identifying opportunities, preparing an environmental action plan, and training and motivating staff.

- R23. **State of the Debate on the Environment and the Economy: Private Woodlot Management in the Maritimes (1997).** Ottawa, ON: NRTEE.

Based on research and consultations among key stakeholder groups from the Maritimes, this report outlines the issues surrounding private woodlot management and puts forward recommendations to achieve sustainability of the resource in the future. Recommendations include provincial and federal tax reforms to encourage sustainable woodlot management practices, the establishment of an industry/woodlot-owner trust fund, mandatory licensing and training programs, and the development of codes of practice and cooperative ventures among stakeholder groups.

- R24. **State of the Debate on the Environment and the Economy: Water and Wastewater Services in Canada (1996).** Ottawa, ON: NRTEE.

Based on commissioned research and national stakeholder consultation, the report aims to provide reliable information on ways to optimize environmental and economic goals in the delivery of water and wastewater services in Canada. The report says that the artificially low cost of municipal water services is a crucial part of the problem for three reasons: below-cost pricing discourages water conservation, prevents a major infusion of private capital that would be sufficient to maintain existing systems and build new facilities, and slows down the introduction of innovative water conservation technologies.

- R25. **A Strategy for Sustainable Transportation in Ontario: Report of the Transportation and Climate Change Collaborative (1995).** Ottawa, ON: NRTEE.

The report outlines a recommended strategy for reducing carbon dioxide emissions by making Ontario's transportation sector more sustainable. Specific recommendations include: education and awareness programs on climate change; encouraging compact, mixed-use communities; effecting a shift from automobiles to public transit; producing cleaner, more fuel-efficient automobiles; implementing mandatory inspection programs; reforming the transportation tax system; and reducing emissions from freight transport.

- R26. **Sustainable Transportation in Canada (1996).** Ottawa, ON: Apogee Research and NRTEE Task Force on Sustainable Transportation.

Prepared as a tool to encourage further discussion and decision making, the report defines the problem; identifies, through public consultation, areas of stakeholder consensus and disagreement; and offers recommendations on how to advance sustainable transportation. Because the implications of transportation are far-reaching, the report explores such issues as the health and environmental effects of current transportation practices, methods and trends. A primary focus of the report is on the essential role of all levels of government in achieving sustainable transportation. It emphasizes the need for a coordinated approach using the full range of policy instruments.

- R27. **Thompson, Steve & Allison Webb (1994).** Forest Round Table on Sustainable Development: Final Report. Ottawa, ON: NRTEE.

This is the final report of the NRTEE-sponsored national Forest Round Table on Sustainable Development, which worked to achieve consensus on a common vision and principles for the sustainable development of Canada's forests, as well as to develop action plans for implementation by each stakeholder group.

## International

- R28. **Business and Biodiversity — A Guide for the Private Sector (1997).** Geneva: WBCSD.

This guide is a joint publication of the World Business Council on Sustainable Development and the World Conservation Union (IUCN). In a close partnership, the two organizations are attempting to bring together valuable insights and experiences that are increasingly converging on the same objective — ensuring that the world's wealth of natural resources is there for future generations.

- R29. **Congress, Nina (1996).** Sustainable America: A New Consensus for Prosperity, Opportunity, and a Healthy Environment for the Future. Washington, D.C.: The President's Council on Sustainable Development/DIANE Pub. Co.

This report discusses common goals and beliefs that are critical to achieving consensus about future sustainable development policies in the United States. The Council provides recommendations based on the Brundtland Commission's definition of sustainable development. The areas of focus in this report are national goals toward sustainable development, a new framework for the future, information and education, strengthening communities, natural resources stewardship, population, and international leadership.

- R30. **Eco-efficient Leadership for Improved Economic and Environmental Performance (1995).** Geneva: WBCSD.

Eco-efficiency is a management philosophy that encourages businesses to become more competitive, more innovative and more environmentally responsible. This paper outlines the main elements of this developing concept and provides examples of how it has improved the economic and environmental performance of companies.

- R31. **Environmental Impact Assessment: A Business Perspective (1995).** Geneva: WBCSD.

Environmental assessments can assist companies in their quest for continuous improvement by identifying ways of maximizing profits through reducing waste and liabilities, raising productivity and demonstrating a company's sense of duty toward its customers and neighbours.

**R32. Environmental Performance and Shareholder Value [n.d.]. Geneva: WBCSD.**

This report investigates the connection between the environment and financial performance. It shows how established models of shareholder value can be expanded to include the effects of environmental issues, both positive and negative. The report argues that the financial community can improve the quality of its decision making by integrating companies' environmental performance into its analysis.

**R33. Erlam, Keith & Ludolf Plass. Trade and Environment: A Business Perspective (1995). Geneva: WBCSD.**

Trade and environment are neither mutually exclusive nor areas that must be in conflict with one another. Trade can help optimize the efficiency with which resources are used, a key requirement in achieving sustainable development. It can also provide higher levels of wealth to support environmental activities. Open trade enables the flow of technology, which, in turn, encourages new environmentally beneficial technologies.

**R34. Falkman, Edwin G. Sustainable Production and Consumption: A Business Perspective (1995). Geneva: WBCSD.**

Sustainable production and consumption involves business, government, communities and households contributing to environmental quality through the efficient production and use of natural resources, the minimization of wastes, and the optimization of products and services. The World Business Council on Sustainable Development recognizes the need for business to take a leadership role in promoting sustainable patterns that meet societal needs within ecological limits. Business can best work toward these goals through responsible environmental management, enhanced competitiveness and profitable operations.

**R35. Willums, Jan-Olaf & Ulrich Goluke (1992). From Ideas to Action — Business and Sustainable Development: The ICC Report on the Greening of Enterprise 92. [N.p.]: International Environmental Bureau of the International Chamber of Commerce.**

This report surveys some of the 1,000 corporations and business associations whose chief executives have expressed their support for the 16 Principles of the Charter for Sustainable Development. It contains 250 concrete examples and talks about experiences in small and large corporations from Detroit to Delhi. The book also provides a concise summary of the often complex issues at the UN Conference on Environment and Development, and spells out what impact the policy decisions will have on world industry.

## Books

### Canadian

- B1. Andersen, Teresa, Nabil Elias & Daniel Zeghal (1998). *Environmental Management and Reporting*. Research Study Series #3. Toronto, ON: CGA Canada.**
- This book provides the professional accountant with a concise and readable overview of the main areas where environmental and accounting concerns overlap. There are chapters on environmental management systems, environmental management accounting, the problems of measurement associated with environmental matters, environmental disclosure, environmental auditing and the various strategies that governments use for environmental protection, including taxation. Many real-world Canadian and international examples are provided.
- B2. Boardman, Robert (1992). *Canadian Environmental Policy: Ecosystems, Politics, and Process*. Toronto, ON: Oxford University Press.**
- The first section focuses on government, specifically the current complex constitutional and legislative framework; policy processes in the federal bureaucracy and Cabinet; and the roles played by environmental advisory groups, federal-provincial relations and the courts. The second part explores the impact of pressure groups, the responses of the party system and shifts in public opinion and values.
- B3. *Business Strategy for Sustainable Development Leadership and Accountability for the '90s* (1992). Winnipeg, MB: IISD.**
- This book offers an in-depth look at sustainable development business practices and describes the practical steps companies can take to internalize sustainable development and profit from the opportunities. It highlights best practices at a variety of successful companies and incorporates results of a 17-country survey.
- B4. Canadian Institute of Chartered Accountants, Canadian Standards Association Financial Executives Institute Canada and International Institute of Sustainable Development (1994). *Reporting on Environmental Performance*. Toronto, ON: CICA.**
- This book provides guidance on all aspects of environmental reporting (not just financial statement accounting and disclosures) and on various reporting methods.
- B5. Carson, Patrick & Julia Moulden (1992). *Green Is Gold: Business Talking to Business about the Environmental Revolution*. Toronto, ON: HarperCollins. (216 pp.) ISBN: 0-00-637752-1.**
- This book is a practical guide for companies going green. It is a sourcebook and a how-to guide that gathers together key information about what the green business pioneers are already doing to make the transition to a new and commercially smart way of doing business.
- B6. Christie, Keith H. (1995). *New Directions: Environment, Labour and the International Trade Agenda*. Ottawa, ON: Carleton University Press.**
- This book is a collection of articles and papers, including "Trade and the Environment: Dialogue of the Deaf or Scope for Cooperation" by Michael Hart and Sushma Gera; "Stacking the Deck: Compliance and Dispute Settlement in International Environmental Agreements" by Keith Christie; "Pandora's Box?: Countervailing Duties and the Environment" by Robert T. Stranks; "Dangerous Liaisons: The World Trade Organization and the Environmental Agenda" by Anne McCaskill; "The New Jerusalem: Globalization, Trade Liberalization and Some Implications for Canadian Labour Policy" by Robert T. Stranks.

- B7. Côté, Raymond, York Friesen & Don Patton (1992). *Business Meets the Environmental Challenge: Essays with Profiles of Nova Scotia Companies*. Halifax, NS: Dalhousie University/Lancelot Press.

This book examines some of the environmental issues and pressures facing business in the 1990s and beyond. A number of topic papers analyse the changing roles of consumers and governments in shaping the strategies and tactics of business enterprises in Canada and abroad. Also considered are opportunities for profit and the essential characteristics of environmentally friendly firms. Informative company profiles present the environmental policies and actions that are already at work in 11 Nova Scotia enterprises.

- B8. Fisher, K. & J. Schot (1993). *Environmental Strategies for Industry: International Perspectives on Research Needs and Policy Implications*. Washington, D.C.: Island Press.

This book provides case studies and corporate and business strategies that explore industry's response to environmental concerns. The book is a product of the Greening Industry Network, a U.S.-European partnership dedicated to improving our understanding of corporate environmental management.

- B9. Henley, Doreen C. (1993). *Manufacturing and the Environment: Environmental Coordinator's Handbook on Improving Environmental Performance in Small and Medium-Size Manufacturing*. [N.p]: Alliance of Manufacturers and Exports of Canada.

This handbook lays out a systematic, practical approach for undertaking a preliminary assessment of a company's environmental performance to determine strengths and weaknesses, including compliance with regulatory requirements. It offers a framework of federal, provincial and municipal legislation, contains worksheets and checklists, recommends courses of action for implementation, and includes a comprehensive resource section identifying regulatory contacts, programs, emergency and spill hotlines and other important references.

- B10. Hodge, Tony et al. (1995). *Pathways to Sustainability: Assessing Our Progress*. Ottawa, ON: NRTEE.

This book recommends ways to improve Canada's ability to gather the information decision makers need to assess progress. It is divided into four distinct parts: 1) a reprint of the NRTEE document "Toward Reporting Progress on Sustainable Development: Report to the Prime Minister"; 2) a summary of the proceedings of the 1993 Colloquium on Sustainability Reporting, sponsored by the NRTEE, which brought together 20 leading experts in the field; 3) a case study demonstrating how a framework for sustainability reporting could work when applied to the Great Lakes basin ecosystem; and 4) identification of some of the challenges that have yet to be addressed in the field of sustainability reporting.

- B11. Ibbotson, Brett & John-David Phyper (1996). *Environmental Management in Canada*. Toronto, ON: McGraw-Hill Ryerson.

This book covers topics such as corporate planning, environmental policy and environmental aspects of industrial management in Canada.

- B12. Kirton, John & Sarah Richardson (1992). *Trade, Environment and Competitiveness*. Ottawa, ON: NRTEE.

This book is an edited version of the presentations made at this conference. They are grouped under six themes: trade-environment links, stakeholders' perspectives, role of the federal government, regional experiences (NAFTA, EU, Pacific Rim), multilateral regimes (GATT, OECD) and future challenges.

- B13. Meyronneinc, Jean-Paul (1994). *Le Management de l'environnement dans l'entreprise*. Paris: Éditions AFNOR.**

En mettant l'accent sur les différents outils du management environnemental, y incluant l'organisation des ressources humaines, la gestion des connaissances et l'intégration de compétences extérieures, l'ouvrage propose un premier bilan des pratiques du management environnemental dans l'entreprise.

- B14. *NAFTA Effects: A Survey of Recent Attempts to Model the Environmental Effects of Trade: An Overview and Selected Sources* (1996). Ottawa, ON: Prospectus.**

This book is divided into four main sections: Environmental Effects of Trade; Environmental Effects of Trade Liberalization; Empirical Analysis and Modelling; and Model Critiques and Areas for Future Research. The book also includes references, abbreviations, an annex of activities in North America and internationally selected sources.

- B15. Schrecker, Ted (1993). *Sustainable Development: Getting There from Here. A Handbook for Union Environment Committees and Joint Labour-Management Environment Committees*. Ottawa, ON: NRTEE.**

This book examines environmental issues from the perspective of workers. It seeks to provide workers with the knowledge and information they need to play a prominent role in advancing sustainable development in the workplace through cooperative efforts with employers, governments and environmental groups. The manual addresses a variety of topics, including the meaning of sustainable development and labour's perspective on the concept; an overview of major environmental problems; workplace sustainability strategies such as industrial metabolism and the precautionary principle; case studies of successful workplace initiatives on environmental problems; and the legislative and regulatory framework in Canada.

- B16. Thompson, Dixon & Serena van Bakel (1995). *A Practical Introduction to Environmental Management on Canadian Campuses*. Ottawa, ON: NRTEE.**

This book outlines the tools and systems that can be applied at universities and colleges to tackle environmental challenges in areas such as management and decision-making systems, environmental auditing and assessment, energy, water, solid waste, hazardous materials and transportation. It also provides numerous examples of successful initiatives from universities across Canada.

## **International**

- B17. Beckenstein, Alan R. et al. (1996). *Stakeholder Negotiations: Exercises in Sustainable Development*. Chicago, IL: Irwin.**

This book contains six stakeholder negotiation exercises that illustrate how different institutions place competing demands on the natural environment and how they attempt to incorporate these demands into a sustainable development strategy. The role-playing exercises cover a range of issues from energy production to resource conservation to toxic waste, and are designed to engage students in problem solving of the difficult tradeoffs and uncertainties that business people and environmentalists face while trying to promote economically and environmentally sustainable development. They can be used in strategic management; international business; business, government and society; and organizational behaviour courses.

- B18. Benchmarking: The Primer (1994).** Washington, D.C.: Global Environmental Management Initiative.

This primer expands on the basics of the Total Quality Environmental Management (TQEM) primer and introduces a TQEM tool. It provides a format and structure for conducting a benchmarking study. It is designed to teach the reader how to make environmental improvements based on existing or publicly available information and resources.

- B19. Bernstein, David (1992).** *In the Company of Green: Corporate Communications for the New Environment.* ISBA Publications.

This book contains what a company needs to understand about corporate communication on environmental subjects. The entire environmental field is changing very quickly. Companies cannot afford to neglect the pressures and demands for improved communication. It is essential to come to terms with the new environmental issues and to talk about them internally at a high level of professional skill and understanding.

- B20. Buchholz, Rogene A., Alfred A. Marcus & James E. Post (1992).** *Managing Environmental Issues: A Casebook.* Englewood Cliffs, NJ: Prentice Hall.

This book addresses an area of great concern to companies everywhere. It presents recent case studies that examine a wide variety of environmental issues and corporate responses to them. Cases include: The Amazon Rain Forest, Delta Environmental and the Advance of the Greens, The Big Spill: Oil and Water Still Don't Mix, Save the Turtles, The Auto Emissions Debate: The Role of Scientific Knowledge, The 1990 Clean Air Act and DuPont, Groundwater Contamination: A City with Problems, Ocean Spray Cranberries, Inc., The Forgotten Dumps, The Politics of Recycling in Rhode Island, Oakdale: A Success Story, Marine Shale Processors, Inc., Polaroid's Toxic Use and Waste Reduction Program, Dow Chemical: Environmental Policy and Practice, ARCO Solar Inc., Ashland Oil Tank Collapse, and DuPont Freon Products Division.

- B21. Cairncross, Frances (1992).** *Costing the Earth: The Challenge for Governments, The Opportunities for Business.* Boston, MA: Harvard Business School Press/McGraw-Hill Ryerson Ltd.

The author of this book explains how economic policies can be harnessed to help the environment, and how resourceful companies can turn the public's concern for a cleaner environment into a corporate advantage. This book contains examples of companies that have used innovation and foresight to embrace environmental issues, as well as explaining the role that government can play.

- B22. Cairncross, Frances (1995).** *Green Inc.: A Guide to Business and the Environment.* Washington, D.C.: Island Press.

This guide includes a summary of the major environmental problems and suggestions for methods of analysis and approaches to environmental management useful for national governments, international organizations and businesses. It focuses on how management policies used by various government entities and businesses from both developed and developing countries have worked. Topics include policies related to the greenhouse effect, energy use reduction, nuclear power, and waste management.

- B23. Callenbach, Ernest et al. (1993).** *EcoManagement: The Elmwood Guide to Ecological Auditing and Sustainable Business.* San Francisco, CA: Berrett-Koehler Publishers.

This book provides a comprehensive and practical guide to the new era of ecological responsibility for business. It features a framework for companies planning to design their own audits, and offers 13 checklists to guide managers through the audit process, covering such topics as energy, materials, wastes, finance, marketing, transportation and international business relations.

- B24. Cannon, Tom (1994). *Corporate Responsibility: A Textbook on Business Ethics, Governance, Environment: Roles and Responsibilities*. London, England: Pitman.**

This book explores the responsibilities of industry and considers their evolution in the current economic, political and social climate from an international perspective. Focusing on the need for industry to be more accountable, it examines recent developments and highlights the practical implications and issues surrounding any responsive strategy. The author broadens the business ethics field and covers strategy, environmental management, legislation and the economic environment. Illustrated with a variety of national and international case studies, this text reviews the thinking on these topics and seeks to explore the ways in which they will develop.

- B25. Capra, Fritjof & Gunter Paul (1995). *Steering Business toward Sustainability*. Llanham, MD: United Nations University Press.**

In this book, the authors outline new practical approaches that business and society must take to meet this challenge. Business activities are responsible, directly, for most human impacts on the earth's ecosystems, yet business is conducted with little thought of its sustainability. The ecological and social components of sustainability pose business with an inescapable dilemma: without sustainability there will soon be no more profits. Hence business people have a strong self-interest in minimizing the ecological damage of their operations.

- B26. Chappell, Tom (1993). *The Soul of a Business: Managing for Profit and the Common Good*. New York, NY: Bantam Books.**

This book describes, through personal and business anecdotes, how the author developed a practical program for making ethical business decisions. The author demonstrates how he took the teachings of the world's greatest philosophers and formulated a new way of conducting business that respects the values of employees and customers without sacrificing competition or profitability.

- B27. Coddington, Walter & Peter Florian (1993). *Environmental Marketing: Positive Strategies for Reaching the Green Consumer*. New York, NY: McGraw-Hill Inc.**

This book, designed for practical use, shows companies how to competitively position and promote products and services in environmentally conscious, convincing and backlash-proof ways, with step-by-step guidance on all aspects of environmental marketing.

- B28. DeSimone, Livio & Frank Popoff (1997). *Eco-efficiency: The Business Link to Sustainable Development*. Cambridge, MA: MIT Press.**

This book details various activities of the World Business Council for Sustainable Development, including expert meetings in Europe (Antwerp 1 in November 1993 and Antwerp 2 in March 1995) and the United States (Washington, D.C., in November 1995).

- B29. Donaldson, Thomas & Al Gini (1996). *Case Studies in Business Ethics*, 4th ed. Prentice Hall.**

This book offers new and updated cases that highlight some of the most pertinent ethical issues in today's business environment. Examples include "Exxon's Knee Deep in the Big Muddy" and "The Chainsaws of Greed: The Case of Pacific Lumber".

- B30. *Environmental, Health and Safety Training: A Primer* (1995). Washington, D.C.: Global Environmental Management Initiative.**

This primer assists companies in training their site environmental, health and safety (EH&S) personnel. A guidance document for anyone involved in the development of such training, it includes practical how-to examples and several advanced training techniques.

- B31. Environmental Progress: The Role of Business Schools (1993).** Washington, D.C.: MEB/WRI.  
The World Resources Institute's Management Institute for Environment and Business (MEB) program, in partnership with the deans at the business schools of the University of Michigan, Northwestern University (Kellogg), Stanford University, the University of Texas at Austin, and the University of Virginia (Darden), has created the Pilot Program in Environmental Management Education. The success of the MEB Pilot Program is documented in this report. The report highlights strategies for institutionalizing environmental management, the need to engage critical audiences, and the development of business and environmental resources.
- B32. Environmental Reporting and Third Party Statements (1996).** Washington, D.C.: Global Environmental Management Initiative. (Item no. TPS-112)  
The primary objective of this study was to test whether third-party attestation statements contained in voluntary corporate environmental reports added value in the eyes of external stakeholders. Other goals of the study included assessing which report elements contributed the most to communicating credibility, and the credibility of different types of organizations that perform certifications of corporate environmental reports.
- B33. Environmental Reporting in a Total Quality Management Framework: A Primer (1994).** Washington, D.C.: Global Environmental Management Initiative. (Item no. REP-105)  
This primer relates Total Quality Environmental Management (TQEM) to environmental measurement and reporting, which helps companies identify problems before they occur, target key areas for management attention and possible expenditures, provide support for needed improvements in existing management systems, and provide a realistic basis for setting future performance expectations and holding line managers accountable.
- B34. Environmental Self-Assessment Program (ESAP) (1992).** Washington, D.C.: Global Environmental Management Initiative. (Item no. SAP-102)  
This program uses the ESAP system based on 16 environmental management principles of the International Chamber of Commerce (ICC) as a basis, or benchmark, against which to measure performance. It provides helpful ideas for assessing and developing management programs and improving environmental performance. By using the ESAP, business can pinpoint ways to increase the quality of environmental policy, planning, implementation and monitoring. It also allows organizations to prioritize environmental improvement opportunities.
- B35. Epstein, Marc J. (1996). Measuring Corporate Environmental Performance: Best Practices for Costing and Managing an Effective Environmental Strategy.** Montvale, NJ: IMA Foundation for Applied Research.  
This in-depth study sponsored by the Institute of Management Accountants presents both the state of the art and the best practitioners with regard to corporate environmental measuring and reporting. The book includes examples of current corporate environmental management activities, processes and techniques, as well as a framework for implementing an environmental strategy. The book is based on a review of internal and external documents of more than 100 companies.
- B36. Expanding the Measure of Wealth: Indicators of Environmentally Sustainable Development (1997).** Washington, D.C.: The World Bank.  
This book is divided into two parts: "Indicators Linking the Macroeconomy" and "Environment and Evolving Indicator Themes". The first section covers topics such as "Are we saving enough for the future?," "Measuring the wealth of nations" and "Subsidy policies and the environment". The second part includes "Land quality indicators", "Social capital: the missing link", "Poverty and the environment: pieces of the puzzle" and "International progress in indicator development".

- B37. Finding Cost-Effective Pollution Prevention Initiatives: Incorporating Environmental Costs into Business Decision Making (1994).** Washington, D.C.: Global Environmental Management Initiative. (Item no. COS-107)

This book is designed to help the international business community find cost-effective pollution prevention initiatives by incorporating environmental costs into the business decision-making process. Topics include identification and quantification of environmental costs and evaluating pollution prevention investments.

- B38. Gale, Robert & Stephan Barg (1995). Green Budget Reform: An International Casebook of Leading Practices.** Toronto, ON: Earthscan Canada.

This book, using 25 detailed case studies, highlights some of the most useful fiscal measures taken so far to reduce environmental impacts and promote sustainability. The book covers international cases on the following topics: energy and automotive sectors, agriculture, air and water pollution, waste management, and environment and development policy. It also includes a comprehensive introduction that examines key issues and themes and looks at further fiscal measures to ensure sustainable development for the future.

- B39. Gale, Robert & Stephan Barg (1994). Making Budgets Green: Leading Practices in Taxation and Subsidy Reform.** Winnipeg, MB: IISD.

This report provides a concise review of 23 cases of national and local initiatives of environmentally based fiscal policies. It provides guidance to officials at municipal, state or provincial, and national levels on measures that appear to be working and why. A companion book (included in this bibliography) entitled *Green Budget Reform: An International Casebook of Leading Practices* provides much more information about each case.

- B40. GEMI '93 Conference Proceedings: Corporate Quality/Environmental Management III (1993).** Washington, D.C.: Global Environmental Management Initiative. (Item no. G93-103)

These proceedings include papers from the GEMI conference held March 24-25, 1993. Topics include information on four major components of corporate environmental leadership: vision, design, action and communication, and the role of Total Quality Environmental Management (TQEM) in facilitating environmental leadership.

- B41. GEMI '94 Conference Proceedings: Environmental Management in a Global Economy (1994).** Washington, D.C.: Global Environmental Management Initiative. (Item no. G94-106)

These proceedings include papers from the GEMI conference held March 16-17, 1994. Topics include information on corporate functions, global considerations, tools, and external and internal management practices.

- B42. GEMI '95 Conference Proceedings: Environmental and Sustainable Development: Making It Happen (1995).** Washington, D.C.: Global Environmental Management Initiative. (Item no. G95-110)

These proceedings include papers from the GEMI conference held March 22-23, 1995. Topics include information on health and safety, economic, energy, partnership and product development issues.

- B43. Groenewegen, Peter et al. (1995). The Greening of Industry Resource Guide and Bibliography.** Washington, D.C.: Island Press.

This book includes sections on the following topics: strategic choices and sustainable strategies, human resource management, cooperation and life-cycle analysis, environmental performance measurement, greening corporate accounting, clean technologies, transnational companies and industrial pollution in the South, and greening of small and medium-sized firms.

- B44. Hansen, Jon Lund & Per A. Christensen (1995). *Invisible Patterns: Ecology and Wisdom in Business and Profit*. Westport, Connecticut: Quorum Books.**

This book explains how businesses can prosper while being ecologically correct. It discusses the fact that profits come from lowering energy and raw material consumption, minimizing pollution and waste, and recycling. Managers are advised on how their organizations can change in regard to ecological matters, corporate values, communication, incentive systems, teams and so on. The book is especially suited to teachers and graduate students in business.

- B45. Hawken, Paul (1994). *The Ecology of Commerce: A Declaration of Sustainability*. Toronto, ON: HarperCollins Canada Ltd.**

This book looks at the relationship between business and the environment. Written in business terms and directed at business practitioners, it includes insights aimed at increasing the odds for our planet's survival.

- B46. ISO 14001 Environmental Management System Self-Assessment Checklist (1996). Washington, D.C.: Global Environmental Management Initiative. (Item no. ISO-111)**

This checklist is based on the ISO EMS 14001 standard and allows for a rapid self-assessment of an organization or facility to determine how closely existing management practices and procedures correspond to the elements of the standard. In addition to a brief guide to self-scoring, a fuller description of what is required by the standard's criteria is included in the appendix.

- B47. Kinlaw, Dennis C. (1993). *Competitive and Green: Sustainable Performance in the Environmental Age*. Amsterdam: Pfeiffer.**

This book includes material on international environmental business codes (CERES, ICC); resources for sustainable performance (international, U.S.); environmental laws (U.S., international); journals and magazines; environmental audit checklists; the sustainable performance assessment (SPA); and an organization checklist.

- B48. Korten, David C. (1995). *When Corporations Rule the World*. San Francisco, CA: Berrett-Koehler Publishers.**

The subjects covered in this book include the political aspects of corporations, international business enterprises, international economic relations, sustainable development and environmental aspects of industries and industrialization.

- B49. Ledgerwood, Grant (1997). *Greening the Boardroom: Corporate Governance and Business Sustainability*. Sheffield, England: Greenleaf Publishing.**

This book explores many unexamined issues surrounding the changing ethos of corporate action and environmental investment. The information in this book supports the editor's contention that "Business and environment strategic conversation has reached only a minute proportion of a global audience. Over the next twenty years, this dialogue will transform business into the 21st century." He also predicts that those in corporate boardrooms must confront the environmental challenge as a core issue of credibility with customers.

- B50. Long, E.J. & M.B. Arnold (1994). *The Power of Environmental Partnerships*. Fort Worth, TX: The Dryden Press.**

This book is based on case studies of 12 partnerships concerned with environmental and natural resource issues throughout North America. This work puts forth a new typology of collaborations that analyses the process of private/public partnerships.

- B51. Makower, Joel (1995). *Beyond the Bottom Line: Putting Social Responsibility to Work for Your Business and the World*. New York, NY: Simon & Schuster.**

This book investigates business leaders that have incorporated practices that benefit employees, communities and the environment into their operations. The author explains that in order to create and sustain economic opportunity and reap the rewards of a good reputation, businesses must put their policies where their principles are in such diverse areas as work and family life, community welfare and ecology.

- B52. Makower, Joel (1994). *The E Factor: The Bottom-Line Approach to Environmentally Responsible Business*. Toronto, ON: Penguin Books Canada.**

This book looks at some of the economic benefits that companies and society can achieve from new "green" thinking. It examines specific aspects and applications of the E-Factor, seeing how other companies have tried, with varying degrees of success, to infuse their operations and their culture with environmental consciousness.

- B53. McInerney, Francis & Sean White (1995). *The Total Quality Corporation: How 10 Major Companies Turned Quality and Environmental Challenges to Competitive Advantage in the 1990's*. New York, NY: Dutton.**

This book reviews how a variety of companies have incorporated environmental changes into more successful businesses. It includes articles on Nissan, Exxon, Wal-mart, Lufthansa Airlines, Hitachi, Howe Sound Pulp and Paper, Alcatel Telecom, Black Photo, Inter-continental Hotels, and Buena Vista Winery. The book also looks at environmental challenges and geographical changes.

- B54. *MEB's Annotated Guide to Business and Environment Cases and Videos* (1995). Washington, D.C.: Management Institute for Environment and Business/World Resources Institute.**

This guide includes descriptions of cases and videos from the leading education business/environment case publishers: Harvard Business School, World Resources Institute's Management Institute for Environment and Business (MEB), European Case Clearinghouse, Western Ontario Business School, National Pollution Prevention Center, and Darden School of Business. Organized by discipline, this easy-to-use guide is a must for business school professors and librarians.

- B55. North, Klaus (1992). *Environmental Business Management: An Introduction*. Geneva: International Labour Office.**

This book aims to help business managers turn environmental threats into growth opportunities for their businesses. It also serves to raise the environmental awareness of two categories of managers: those who have not yet been confronted with the environmental discussion, and those who are more concerned with quarterly profits than with the long-term survival of the company.

- B56. Ottman, Jacquelyn A. (1993). *Green Marketing*. Illinois: NTC Business Books.**

This book establishes environmental marketing as the wave of the future. It demonstrates clearly how businesses that take the lead now, while industry standards and consumer expectations are still forming, will gain a competitive edge in the fast-developing market for "green" products. The book includes case studies, examples and illustrations that testify to the successes of companies that have overcome obstacles and seized opportunities to become leaders in the market for safe, environmentally sound, socially responsible products.

- B57. Pennell, Allison et al. (1992). *Business and the Environment: A Resource Guide*. Washington, D.C.: Island Press.**

This guide is a directory of articles and publications that can be used for research or curriculum development in environmental management. Environmental issues in all disciplines are covered, as well as basic science and policy. Biographical profiles of business academics who have published research or are working in the field of environmental management are also included. The guide includes over 100 references to material including scholarly journals, government agencies, case clearinghouses, research organizations, trade magazines and videos.

- B58. Reinhardt, F. & R. Vietor (1995). *Environmental Management: Cases and Text*. Cincinnati, OH: Southwestern Publishing.**

This book contains virtually all of the cases used in MBA courses on environmental management at Harvard Business School. The book's case studies survey the many ways in which concern about the environment affects the strategy and operations of business firms. Students can read about executives formulating and implementing environmental strategy in a rapidly changing context, simultaneously managing scientific, legal, economic and political problems. A teacher's manual, also from Southwestern Publishing, includes background information on the cases, detailed assignment questions and teaching plans, annotated exhibits, and suggestions for further reading.

- B59. Repetto, Robert & Duncan Austin (1997). *The Costs of Climate Protection: A Guide for the Perplexed*. Washington, D.C.: WRI.**

This book includes sections on economic models, assumptions and conclusions, how the models' assumptions determine what economic impacts they predict, more detail on the key assumptions, trade and equity issues, and conclusions and recommendations. The book also includes references and an annex, as well as additional information about the World Resources Institute and its Climate Protection Initiative.

- B60. Schmidheiny, Stephan, Rodney Chase & Livio DeSimone (1997). *Signals of Change*. Geneva: WBCSD.**

This book demonstrates the breadth of activity now under way and is intended as a useful pointer to those who believe that sustainable development may be a passing phase with little relevance to business. After a short introduction, the bulk of the content focuses on those issues and practices that business has identified as the building blocks for the approach to a more sustainable way of doing business. The last chapter briefly sets out the World Business Council on Sustainable Development's view of the agenda that lies ahead.

- B61. Schmidheiny, Stephan and Lloyd Timberlake (1992). *Changing Course: A Global Business Perspective on Development and the Environment*. Cambridge, MA: MIT Press.**

This book offers a global perspective on business and environment. Topics covered include markets, costs and instruments, energy and the marketplace, capital markets, trade and sustainable development, managing corporate change, technology cooperation, renewable resources and leadership in developing countries. The book also contains over 35 case studies.

- B62. Schmidheiny, Stephan & Federico Zorrawquin (1996). *Financing Change: The Financial Community, Eco-Efficiency and Sustainable Development*. Cambridge, MA: MIT Press.**

This book discusses moral and ethical aspects of financial services, liability for environmental damages, and the social responsibility of business.

- B63. Smart, B. (1992). *Beyond Compliance: A New Industry View of the Environment*. Washington, D.C.: WRI.**

This book traces the recent experiences of a selection of companies that have publicly stated a determination to move toward environmental excellence. It reviews how companies set environmental goals, how they allocate responsibility for meeting them and how they measure their success. Contributors share stories of how they took their message to the public, and how they are building on both successes and failures to plan for the future.

- B64. Stead, W. Edward & Jean Garner Stead (1996). *Management for a Small Planet: Strategic Decision-Making and the Environment*. Thousand Oaks, CA: Sage Publications.**

This book examines the idea of economic growth that is consistent with long-term sustainability of the planet's natural resources. The authors synthesize an extensive variety of models into a global philosophical value system that integrates society's need for economic achievement with a commitment to cultural ecological sensitivity.

- B65. *Total Quality Environmental Management: The Primer* (1993). Washington, D.C.: Global Environmental Management Initiative. (Item no. TQE-101)**

This primer is written for corporate environmental managers. It presents basic definitions of TQEM, how to implement a TQEM program and measurements, and how to use them. Contains a glossary for quick reference.

- B66. Wehrmeyer, Walter (1994). *Environmental References in Business*. Sheffield, England: Greenleaf Publishing.**

This book provides an initial point of access to relevant literature for those who wish to focus on specific problems and topics in the broad field of environmental issues. It serves a wide range of readers, including policy makers, employees in environmental management departments of private and public sector organizations and staff and students in the teaching and research sector.

- B67. Welford, Richard & Richard Starkey (1996). *The Earthscan Reader in Business and the Environment*. London, England: Earthscan Publications Ltd.**

This reader brings together articles written on the interaction of business and the environment. The contributions, by some of the world's leading business and environmental consultants, academics and practitioners, were selected as the result of a wide-ranging consultation process involving an advisory team of recognized experts in the field, to ensure that readers have the best and most useful selection possible.

## Articles

### Canadian

- A1. Boone, Corinne & Helen Howes (1996). "Accounting for the Environment". *CMA Magazine*, June, pp. 22-24.

By integrating the costs of environmental impacts into its decision-making systems, Ontario Hydro has improved its competitive position in a fast-changing industry. The article looks at the lessons learned from the company's approach to full cost accounting.

- A2. "Canada Develops Framework for Environmental Certification". (1996). *Internal Auditor* 53:3, June, p. 9.

The Canadian Institute of Chartered Accountants, together with 17 other business, professional and government bodies, has agreed on a national framework for certifying environmental practitioners, including environmental auditors.

- A3. Henriques, I. & P. Sadorsky (1996). "The Determinants of an Environmentally Responsive Firm — An Empirical Approach". *Journal of Environmental Economics and Management* 30:3, May, pp. 381-395.

Empirical results from this study indicate that a firm's formulation of an environmental plan is positively influenced by customer pressure, shareholder pressure, government regulatory pressure, and neighbourhood and community group pressure, but negatively influenced by other lobby group pressure sources and the firm's sales-to-assets ratio. The results provide insight into how firms react to environmental issues. They also offer policy makers a list of determinants that can be used as either an alternative or a complement to environmental regulation.

- A4. Klassen, R.D. & C.P. McLaughlin (1996). "The Impact of Environmental Management on Firm Performance". *Management Science* 24:8, August, pp. 1199-1214.

In this article a theoretical model is proposed that links strong environmental management to improved perceived future financial performance, as measured by stock market performance. The linkage to firm performance is tested empirically using financial event methodology and archival data of firm-level environmental and financial performance. This linkage between environmental management and financial performance can be used by both researchers and practitioners as one measure of the benefits experienced by industry leaders, and as one criterion against which to measure investment alternatives.

- A5. Little, Arthur D. (1996). "'Green Wall' Between Environmental and Business Staffs Blocks Successful Environmental Management". *Professional Safety* 41:8, August, p. 16.

A survey of environmental, health and safety managers at 185 firms in the United States and Canada found that a "green wall" exists between the environmental and business staffs of many companies. This is creating a major roadblock to managing corporate impediments to improving environmental management. Some specific barriers include a lack of integration between environmental and business issues and the managers' own failure to convince upper management that the environment is an important business issue.

- A6. Magness, Vanessa (1997). "Environmental Accounting in Canada: New Challenges to Old Theory". *CMA Magazine*, February, pp. 15-18.

This article discusses how the accounting profession should begin to broaden its concepts and evolve its principles to serve the changing needs of today's decision makers. The article looks specifically at two Canadian companies, Earthly Works Inc. (EWI) and Ontario Hydro.

- A7. Sharma, S. & H. Vredenburg (1998). "Proactive Environmental Strategy and the Development of Competitively Valuable Organizational Capabilities". *Strategic Management Journal* 19.

his article presents the results of a study conducted in two phases within a single-industry context. The first phase involved comparative case studies to ground the applicability of the resource-based view of the firm within the domain of environmental responsiveness. The second phase involved testing the relationships observed during the case studies through a mail survey. It was found that strategies of proactive responsiveness to the uncertainties inherent at the interface between the business and ecological issues were associated with the emergence of unique organizational capabilities. These capabilities, in turn, were seen to have implications for firm competitiveness.

- A8. Sharma, S., A. Pablo & H. Vredenburg (1998). "Corporate Environmental Responsiveness Strategies: The Importance of Issue Interpretation and Organizational Context". *The Journal of Applied Behavioral Science*. (December, in press).

This paper presents the results of within-industry corporate case comparisons of environmental responsiveness strategies of seven organizations in the Canadian oil industry over a 15-year period during which environmental issues gained increasing public and regulatory attention. These comparisons are used as a basis for developing an understanding of corporate environmental responsiveness that centres on the relationships between issue interpretations and strategic responses as well as the role of antecedent organizational context elements.

- A9. Sharma, S., H. Vredenburg & F. Westley (1994). "Strategic Bridging: A Role for the Multinational Corporation in Third World Development". *Journal of Applied Behavioral Science* 30(4), pp. 458-476.

The traditional lending paradigms adopted by international development funding agencies have not been very successful in fostering genuine economic development at the grassroots level in Third World countries. Despite good intentions on the part of these multilateral agencies, they sometimes lack perspective on the unique social, cultural and ecological conditions affecting development in these countries. Multinational corporations with a more permanent presence and long-term commitment of resources in these countries have egoistic interests in long-term relationship building with stakeholders in host Third World countries. They can provide collaborative mechanisms for partnering with international development funding agencies to foster grassroots development efforts. Collaboration theory and the concept of strategic bridging as a unique form of collaboration are used as frameworks to analyse a case study. The case study involves the role of a multinational company as an unofficial strategic bridge between an international development bank and a state government in a West African country to bring about a successful outcome to an infrastructural fund lending exercise.

- A10. Singh, J.B. & E.F. Carasco (1996). "Business Ethics, Economic Development and Protection of the Environment in the New World Order". *Journal of Business Ethics* 15:3, March, pp. 299-307.

The end of the Cold War has elevated environmental issues to the highest level of concern for humanity while creating a world order dominated by the United States and other Western nations. This new power structure may likely lead to increased business activity in many parts of the world, as nations formerly preoccupied with the Cold War turn their attention to economic development. This paper examines the linkages among ethics, economic development, and protection and restoration of the environment in the "new world order".

- A11. "Society Issues Three New Research Publications" (1996). *CMA Magazine* 70:4, May, p. 40.

The Society of Management Accountants of Canada recently issued three new publications: 1) Management Accounting Guideline (MAG 38); 2) Implementing Self-Directed Work Teams (MAG 39); and 3) Tools and Techniques of Environmental Accounting for Business Decisions (MAG 40).

- A12. "Three New Guidebooks from SMAC" (1996). *Management Accounting-London* 74:5, May, pp. 4-5.

The Society of Management Accountants of Canada has made three new guidebooks available: 1) Developing Comprehensive Competitive Intelligence; 2) Tools and Techniques of Environmental Accounting for Business Decisions; and 3) Implementing Corporate Environmental Strategies.

- A13. Walley, N. & B. Whitehead (1994). "It's Not Easy Being Green". *Harvard Business Review*, May-June, pp. 46-52.

The authors argue that all environmental activities and practices should be subjected to a strict cost-benefit analysis. They argue that for all environmental issues, shareholder value, rather than compliance, emissions or costs, is the critical unifying metric. This approach is environmentally sound, but it is also hardheaded, informed by business experience, and likely to be truly sustainable over the long term. They conclude that even though talk about environmental responsibility is cheap, these initiatives require a lot of investment that may not pay back as much as other initiatives the company can undertake.

- A14. Westley, F. & H. Vredenburg (1991). "Strategic Bridging: The Collaboration between Environmentalists and Business in Marketing of Green Products". *Journal of Applied Behavioral Science* 27, pp. 65-91.

A case of interorganizational collaboration in Canada involving a retail grocery chain (Loblaws) and several environmental groups is analysed. In this case, one environmental group attempted to act as a bridge between business and environmentalists by endorsing a line of "green" products. Based on material drawn from news reports and personal interviews, the authors use the case to illuminate the concept of strategic bridging as a distinctive form of collaboration. Like other forms of collaboration, bridging relies on collaborative negotiations and "back home" commitment to the outcome of negotiations. It differs from other forms of collaboration, such as joint ventures, multiparty task forces and mediation, with respect to the degree of organizational interpretation involved in negotiations and the complexity of the problem of gaining back-home commitment. The authors argue that strategic bridging is more likely to occur when the problem domain is underorganized and the willingness of the stakeholders to collaborate is low.

## International

- A15. "Build in Sustainable Development and They Will Come: A Vegetable Field of Dreams" (1994) *Journal of Organizational Change Management* 7:4, pp. 47-63.

This article shows how sustainable development lies at the centre of the Community Shared Agriculture movement, highlighting a farm in Winnipeg and the spread of the movement in western Canada. The paper uses Child's (1972) strategic choice framework to compare the relationship between values and organizational designs (domain, structures and systems, and performance standards) for 1) conventional agriculture; 2) the Seikatsu Club (Japan); and 3) Community Shared Agriculture. Implications are discussed, including the possible negative implications of "non-revolutionary" sustainable development. The study provides an illustrative example of strategic choice theory in its own right, and introduces students to the imagination and "idealism" required for sustainable development. The organization described is something students can easily envision.

- A16. "From Airy-Fairy Ideas to Concrete Realities: The Case of Shared Farming" (1994). *Leadership Quarterly* 5:3, pp. 227-246.

This article provides a case study of environmental and social change leadership. Dan Wiens has been a key leader for the sustainable development Shared Farming movement. Dan's leadership is characterized by a deep-rooted sense of mission, an ability to listen to and articulate philosophy

shared by others, a need to empower others, and a sense of integrity that comes from putting values into action. His leadership is compared with that of “change champions” as described in the general leadership literature. The study describes a relatively simple organization that students can relate to, and provides a personable and in-depth look at its leader. Comparing the differences between sustainable development leaders and other leaders provides a good basis for provoking thought and discussion.

- A17. Gladwin, T.N., J.J. Kennelly & T.S. Krause (1995). “Shifting Paradigms for Sustainable Development: Implications for Management Theory and Research”. *The Academy of Management Review* 20(4), pp. 874-907.

This article argues that modern management theory is constricted by a fractured epistemology, which separates humanity from nature and truth from morality. Reintegration is necessary if organizational science is to support ecologically and socially sustainable development. This article posits requisites of such development and rejects the paradigms of conventional technocentrism and antithetical ecocentrism on grounds of incongruence. A more fruitful integrative paradigm of “sustaincentrism” is then articulated, and implications for organizational science are generated as if sustainability, extended community and management research mattered.

- A18. Hart, Stuart L. (1997). “Beyond Greening: Strategies for a Sustainable Future”. *Harvard Business Review*, Jan.-Feb., pp. 66-76.

This paper includes three strategies for sustainability: pollution prevention, product stewardship and clean technology. It addresses issues such as emerging economies that cannot afford to repeat the mistakes of Western development, and discusses how to build sustainable business strategies.

- A19. Hart, S.L. & G. Ahuja (1996). “Does It Pay to Be Green? An Empirical Examination of the Relationship between Emission Reduction and Firm Performance”. *Business Strategy and the Environment* 5, pp. 30-37.

After empirically examining firms’ savings from emission reduction, the authors conclude that there are initial cost savings for most firms due to the low cost of remedying existing inefficiencies and wastes; however, once the “low hanging fruit has been harvested”, it becomes increasingly difficult to improve financial performance as the investments in emission reduction may exceed the savings generated. Thus, the higher-polluting companies with greater emissions reduction have a greater net financial benefit than lower-polluting firms. This indicates that by controlling pollution, which is a wasteful discharge of inputs, firms can gain financial benefits in proportion to the pollution reduction.

- A20. Jennings, P.D. & P.A. Zandbergen (1995). *Ecologically Sustainable Organizations: An Institutional Approach*. *Academy of Management Review* 20, pp. 1015-1052.

This article attempts to demonstrate the usefulness of institutional theory for studying ecologically sustainable organizations. Institutional theory helps to understand how consensus is built around the meaning of sustainability and how concepts or practices associated with sustainability are developed and diffused among organizations. The article extends institutional theory by offering hypotheses in four different areas: 1) the incorporation of values into organizational sustainability; 2) the study of institutions as distinct elements within systems; 3) the study of institutions as distinct spheres; and 4) the construction of paradigms that support organizational sustainability. The article then offers the consideration of natural constraints on sense-making and paradigm construction, the study of regional networks, and the recognition of the role of individual actors.

A21. Porter, M.E. & C. van der Linde (1995). "Green and Competitive". *Harvard Business Review*, Sept.-Oct., pp. 120-134.

- The authors argue that companies located in countries with more stringent environmental regulations will be able to build a competitive advantage over companies from countries with less stringent regulations. As environmental regulations converge toward tougher standards, firms in countries with more lenient regulations will be disadvantaged compared with companies that were forced to innovate new technologies of reducing pollution in tough regulatory environments. Thus, an underlying logic links the environment, resource productivity, innovation and competitiveness.

A22. Russo, M.V. & P.A. Fouts (1997). "A Resource-Based Perspective on Corporate Environmental Performance and Profitability". *Academy of Management Review* 40, pp. 534-559.

Drawing on the resource-based view of the firm, the article posits that environmental performance and economic performance are positively linked and that industry growth moderates the relationship, with the returns to environmental performance higher in high-growth industries. The authors tested these hypotheses with an analysis of 243 firms over two years, using independently developed environmental ratings. Results indicate that "it pays to be green" and that this relationship strengthens with industry growth. The article concludes by highlighting the study's academic and managerial implications, making special reference to the social issues in management literature.

## Selected Newsletters, Journals and Magazines

### Newsletters

**Business and the Environment: Monthly Global News and Analysis** from Cutter Information Corp., Arlington, Massachusetts.

**CEM Report** — Tufts University, Center for Environmental Management, Medford, Massachusetts.

**Communique CEIA** — The Official Newsletter of the Canadian Environment Industry Association.

**EnviroLink: A Newsletter for Educators in the Field of Environmental Management** — Management Institute of Environment and Business.

**Environment Today: The Newsmagazine of Environmental Management and Pollution Control** — The Gauntlett Group, Inc., California.

**Environmental Management** — Nova Scotia Business Council on the Environment.

**Environmental Update: Canadian Standards Association: A Look at Current Issues and Initiatives.**

**The Green Business Letter: The Hands-On Journal for Environmentally Conscious Companies** — Washington, D.C.

**SRB Newsletter** — Students for Responsible Business, California.

### Journals and Magazines

**Academy of Management Review** — University of Maryland, College Park, Maryland.

**Alternatives Journal** — University of Waterloo, Waterloo, Ontario.

**Columbia Journal of World Business** — Columbia Business School, New York.

**Corporate Environmental Strategy: The Journal of Environmental Leadership** — PRI Publishing, Metuchen, New Jersey.

**Environments: A Journal of Interdisciplinary Studies** — Heritage Resource Centre, Waterloo, Ontario.

**Harvard Business Review** — Harvard University, Cambridge, Massachusetts.

**Journal of Organisational Change Management** — MCB University Press.

**In Business: The Magazine for Environmental Entrepreneurship** — J.G. Press Inc., Emmaus, Pennsylvania.

**Total Quality Environmental Management** — Executive Enterprises, Inc., New York.

**Tomorrow: Global Environment Business** — Tomorrow Publishing, Stockholm, Sweden.

## Electronic Resources

Before listing general sites with valuable information, sites that provide access to additional bibliographic resources are highlighted below.

### Bibliographic Sites

- E1. **International Institute for Sustainable Development — Business**  
<http://iisd1.iisd.ca>

This very colourful site contains information on numerous topics concerning sustainable development. It contains pages that deal specifically with business, Canada, trade and government policy. Available from this site is the Earth Negotiations Bulletin, a search feature, IISD products catalogue and publication information. This site provides detailed information on international conferences and has links to other resources and electronic mailing lists. See, in particular, the sections on the IISD business and environment program (<http://iisd.ca/business/default.html>) and the IISD MBA Initiative (<http://iisd.ca/business/cases/default.html>).

- E2. **National Round Table on the Environment and the Economy**  
<http://www.nrtee-trnee.ca>

This bilingual site provides information about the NRTEE's programs and publications, and lists other Web sites that may be of interest. It has a "what's new" section and gives e-mail addresses of staff and some NRTEE members. See the section on the NRTEE's education programs.

- E3. **Second Nature: Education for Sustainability**  
<http://www.starfish.org>  
<http://www.2nature.org>

Starfish is an innovative collection of extensive free databases providing educators with interdisciplinary environmental and sustainability curriculum materials and educator profiles. Starfish resources help educators equip their students with the knowledge and skills necessary to create a sustainable society.

- E4. **WRI Annotated Guide: Business and Environment Case Studies**  
<http://www.wri.org/wri/meb>

WRI's Business Environment Learning and Leadership (BELL) Project has compiled a 1998 Annotated Guide as a business and environment teaching resource. Case listings are organized by publisher and by business discipline. This site includes cases from Darden Graduate School of Business of the University of Virginia, Harvard Business School, International Institute for Management Development, INSEAD, MEB, National Pollution Prevention Center of the University of Michigan, and the Richard Ivey School of Business of the University of Western Ontario. A fast and easy way to gain information on up-to-date case studies.

### Canadian Sites

- E5. **Axe environnement: entreprise et environnement**  
 École des mines de Saint-Étienne  
<http://helios.emsc.fr/~brodhag/projelev>

Vous trouverez dans ce site des textes sur les sujets suivants : eau, air, déchets, sols, bruit et énergie. Il contient aussi des informations sur la réglementation, les méthodes d'analyse et de contrôle et les techniques de dépollution.

- E6. Bureau d'audience publiques sur l'environnement**  
<http://www.bape.gouv.qc.ca>  
Organisme public et consultatif qui dépend du Ministère de l'environnement et de la faune québécois, le BAPE présente ses missions, les lois et règlements qui régissent la protection de l'environnement au Québec.
- E7. Canadian Business Environment Performance Office (BEPO)**  
<http://virtualoffice.ic.gc.ca/BEPO/main>  
This site has been developed by BEPO to be a one-stop centre for information and services for all Canadian industries to improve environmental performance. Some of the topics include waste management, emergency health and safety management, resource conservation and pollution prevention, and industry-specific information.
- E8. Canadian Environmental Assessment Agency**  
<http://www.ceaa.gc.ca>  
This bilingual site includes information about the CEAA, as well as legislation, Cabinet directives, guidelines order, and federal-provincial agreements. It also contains public consultation documents, comprehensive study information and environmental assessment panel information. Users can also search on this site, and contact information is provided.
- E9. Canadian Environmental Auditing Association**  
<http://www.mgmt14k.com/ceaa>  
This site gives detailed information about this organization, including its code of ethics, mission statement and membership. Sections included are CEA certification, CEA qualifications, body of skills and knowledge, and an application form.
- E10. Canadian Environment Industry Association**  
<http://www.ceia-acie.ca>  
This site describes the Canadian Environment Industry Association, its mission and core functions. The site is accessible in both official languages and gives contact information for the CEIA's nine member organizations.
- E11. Canadian Institute of Chartered Accountants**  
<http://www.cica.ca>  
This site includes information on products and services, Emerging Issues Committee (EIC) abstracts, conferences and courses, studies and standards. The site is bilingual. It includes the CA Magazine contents page and selected articles for the current month as well as back issues. There is a search engine for this site and much more.
- E12. Canadian Standards Association**  
<http://www.csa.ca>  
The page consists of four sections: 1) About CSA — provides general information about the organization; 2) Standards Development and Information Products — includes an introduction to standards, news, product catalogues, seminar information and electronic products; 3) Certification and Testing — includes an introduction, certification news and services and information letters; and 4) Management System Registration and Training — includes an introduction to the Quality Management Institute.

**E13. Department of Justice of Canada**

[http://canada.justice.gc.ca/index\\_en.html](http://canada.justice.gc.ca/index_en.html)

The purpose of this site is to furnish citizens of Canada and individuals throughout the world with information originating from the federal Department of Justice. It includes an overview of the department, news releases, laws and regulations, government initiatives, and publications.

**E14. EnviroAccess**

<http://www.enviroaccess.ca>

EnviroAccess is a non-profit corporation dedicated to helping small and medium-sized environmental sector organizations in the development of new technologies and in the advancement of their businesses. Partners include Jacques Whitford, Doane Raymond, Université de Moncton, the law firm Hudon, Gendron, Harris, Thomas, plus many more. This site includes links to a searchable database of materials for Quebec businesses, technological fact sheets, annual reports, news and enviro-links to other Internet sites. Also included is an Internet Environmental Business Directory. This site is very useful for companies in Quebec and in the Atlantic provinces.

**E15. Environnement et Faune Québec**

<http://www.mef.gouv.qc.ca>

Ce site présente des actions du Ministère de l'environnement et de la faune.

**E16. The Green Lane on the Information Highway — Environment Canada**

<http://www.doe.ca/envhome.html>

This bilingual site includes information on Environment Canada, the Minister of the Environment, issues and topics, products and services, links to regional Green Lane sites and the "State of Canada's Environment". This is a good place to look for discussion on environmental legislation such as the Canadian Environmental Protection Act.

**E17. Industry Canada**

<http://info.ic.gc.ca>

This bilingual site has a search engine, general information about the department, publication lists, news releases, ministerial speeches and a newsletter. This page also links to "Strategis", a new online business information source from Industry Canada. Strategis contains 60,000 reports, 500,000 pages of searchable text, statistical information and links to Canadian and International business information databases. Strategis' direct URL is: <http://strategis.ic.gc.ca>

**E18. Le Plan d'action Saint-Laurent Vision 2000**

<http://www.slv2000.qc.ec.gc.ca>

Ce site présente les efforts réalisés pour conserver et protéger l'écosystème du fleuve St-Laurent afin d'en redonner l'usage aux citoyens dans une perspective de développement durable.

**E19. Standards Council of Canada**

<http://www.scc.ca>

The bilingual site gives details about the Council, as well as the National Standards System (NSS). The site also has a library that includes booklets, papers, brochures, press releases, speeches, and links to international activities. It offers articles and details on both ISO 9000 and ISO 14000. The "Consensus", Canada's newsmagazine of standardization, is also located here.

**E20. West Coast Environmental Law**

<http://vcn.bc.ca/wcel>

This site deals mainly with environmental law issues, with particular emphasis on British Columbia. From this site you can find out about the organization, view newsletters and publication information, search selected statutes and connect to other sites on the topic.

**International****E21. Amazing Environmental Organization Web Directory — Business**

<http://www.webdirectory.com/Business>

The business section of this site includes links to DMP Corporation, EnviroBiz, GEMI, Progressive Business Network and World Stewardship Institute, to name just a few. The site is full of resources on topics such as consulting, assessment, business products, environmental economics, standards, investments and marketing.

**E22. Business Ethics, Environment and Sustainability**

<http://www.nijenrode.nl/nbr/eth>

This site includes approximately 20 links to sites concerning ethics, conduct and policies. This site also includes a variety of well-known environmental sites on the Net, philosophy links, and a few links to sustainability pages. There is some Canadian content.

**E23. CEESE: Centre d'études économiques et Sociales de l'Environnement**

Université de Bruxelles

<http://www.ulb.ac.be/ceese/french/thceeseifr.htm>

Le Centre et ses activités, les études sur l'environnement, ses publications et ses programmes de formation dans le domaine de l'environnement.

**E24. EnviroBiz**

<http://www.envirobiz.com>

Includes press releases, professional services, equipment and technology, an extensive catalogue of publications, software, conferences and events, business opportunities, a forum, research, database service, and government agencies information. Mainly U.S. information.

**E25. Global Futures Foundation**

<http://www.globalff.org>

GFF is an innovative non-profit environmental foundation. It focuses on systemically integrating programs that lead to source reduction, pollution prevention, low-cost market development and incentive market-driven regulatory structures that tend to reduce both economic and environmental costs. Includes links to a "Profit Center" for leading-edge businesses, articles, publications and ordering information. Based in California.

**E26. International Association for Impact Assessment**

<http://ndsuxt.nodak.edu/IAIA>

This site contains background information on the organization, as well as annual meeting information, board of directors news, IAIA code of ethics, committee and chapter news, the Impact Assessment Journal, listserv instructions, a membership application, a newsletter and other resources.

**E27. International Environmental Liability Management Association**

<http://www.actuarius.magic.ca>

This site has a definition of environmental liability management, examples, a directory of IELMA members, information on how to join, a section on environmental leadership provided by this organization and links to related sites.

**E28. International Network for Environmental Management**

<http://www.inem.org>

The site provides information on a world federation of non-profit business organizations for environmental management and sustainable development. INEM places a special emphasis on small and medium-sized enterprises. The Canadian member is the Chamber of Commerce.

**E29. International Organization for Standardization**

<http://www.iso.ch/welcome.html>

This site provides extensive information on the ISO standards. It includes an ISO catalogue and an introduction, lists ISO members around the world, and provides information on ISO structure, both 9000 and 14000, a "what's new" section, an ISO meeting calendar and information about the technical committees. It also includes a guide to ISO online. The information on this site is also available in French.

**E30. International Society for Ecological Economics**

<http://kabir.umd.edu/ISEE/ISEEhome.html>

The site includes details on membership, the board of directors, officers, staff, etc. The topic section includes ecological tax reform, sustainability, natural resource valuation, economic modelling, institutions for sustainable governance and policy, sustainable business practices and education.

**E31. Ministère de l'environnement français**

<http://www.environnement.gouv.fr>

Présentation des missions du ministère; qualité de l'environnement, protection de la nature, prévention, réduction et suppression des pollutions, des nuisances et des risques.

**E32. Sources of Sustainability**

<http://csf.colorado.edu/elsewhere/index.html>

Includes links to sites regarding land, water, the natural environment, women, health, employment, sustainable development indicators, consumer choices and directories, as well as a good section on business and economics. This site links to a vast number of excellent resources on the Net. Mostly U.S. material.

**E33. SRB Forum — Socially Responsible Business and Investing Forum**

<http://www.srb.org>

Includes mainly U.S. resources, particularly in the government resource information section. Also includes sections on organizations, human resources and efficiency, links to energy efficiency and waste management, business and investing sites, and mailing lists and publications.

**E34. Sustainable Business Network**  
<http://www.envirolink.org/sbn>

This page is a centralized resource for both businesses and individuals who wish to conduct business, invest or purchase products in an economically sound and sustainable manner. Resources include an online journal that contains features, events, new resources and reviews; a library containing some of the best resources in the field of sustainable business, such as references to books, periodicals, mailing lists and reports; and a forum to air thoughts and ideas. Excellent site!

**E35. World Business Council on Sustainable Development (WBCSD)**  
<http://challenge.bi.no/sbc/sec2/chap8.htm>

This site describes the World Business Council on Sustainable Development's The Sustainable Business Challenge — A Board Briefing For Tomorrow's Business Leaders. This Internet book is not a textbook, but a guide to the minimum levels of knowledge the WBCSD anticipates from students graduating from business schools and universities around the world - and who want to succeed in the highly competitive worlds of industry, commerce and finance.

## Alternative Resources: Simulations, Kits and Audiovisual Materials

- A1. **Chlorine and the Paper Industry (Simulation) (1994).** Washington, D.C.: WRI. (Order code: 1330, 31 pp.)

This exercise involves a provocative policy debate in the pulp and paper industry prompted by the U.S. Environmental Protection Agency's development of a new cross-media emissions restriction rule in 1994. Without knowing the final form of the rule, some companies decided to map out the future course of the industry's environmental policies and practices. Representatives from these companies, the EPA and Greenpeace come together in this exercise to define a viable path for the paper industry.

- A2. **EarthEnterprise Tool Kit (1994).** Winnipeg, MB: IISD. (172 pp.)

Designed to help entrepreneurs and innovators build new kinds of business through research, networking and sharing ideas. Based on original research by a team of experts who work throughout Canada and the United States. The tool kit provides insights and contacts needed by small and medium-sized enterprises that are successful because they meet today's demand for environmentally and socially responsible products and services.

- A3. **EleSys-Teledec Negotiation (1995).** Washington, D.C.: WRI. (Order code: 142X, 2 pp.)

EleSys-Teledec is a negotiation exercise in which two companies negotiate over the purchase and sale of a manufacturing plant. Conducted in a one-on-one setting, the negotiation is complicated by environmental issues.

- A4. **European Union Carbon Tax (Simulation) (1994).** Washington, D.C.: WRI. (Order code: 1446, 22 pp.)

This negotiation concerns the European Union (EU) proposal to adopt a carbon and energy tax to stabilize carbon dioxide emissions by the year 2000. The exercise divides the EU member nations into three coalitions with similar interests. Representatives from these coalitions must negotiate whether to implement the carbon tax proposal and how to distribute the tax revenues.

- A5. **Hydropower and Salmon in the Columbia River Basin (Simulation) (1994).** Washington, D.C.: WRI. (Order code: 1462, 36 pp.)

Diverse stakeholders work together to define a mutually satisfactory set of principles for "solving" the ecosystem balancing problems of the Pacific Northwest's Columbia River Basin. Of particular concern is the impact of hydro power development projects on salmon populations. The exercise illustrates the complex nature of "sustainable development" and the difficulty of meeting competing demands simultaneously.

- A6. **MEB Module Series.** Washington, D.C.: WRI.

These modules are course packs that contain trade press and journal articles, texts, case studies on business and environmental topics pertinent to a specific business discipline, and a syllabus organizing the material by topic. The module series provides an overview of key teaching points that outline classroom discussion in business and environmental cases. Designed for instructors or managers preparing course work or a training program addressing environmental issues, the modules illustrate the impact of environmental issues on business and decision making. The following modules are available:

- Accounting and the Environment — 25 readings, 265 pp.
- Business, Public Policy and the Environment — 56 readings, 440 pp.
- The Environmental Movement: Science, Policy and Activism — 50 readings, 360 pp.
- Finance and the Environment — 37 readings, 270 pp.
- The Greening of Strategy — 70 readings, 320 pp.
- Marketing and Ecology — 60 readings, 400 pp.
- Production/Operations Management and the Environment — 60 readings, 470 pp.

- A7. **Rainforest Negotiation Exercise (Simulation) (1994).** Washington, D.C.: WRI. (Order code: 1691, 32 pp.)

This negotiation focuses on oil production in the environmentally sensitive Oriente region of the Ecuadorian Amazon. Conoco, Inc., has developed an environmental management plan for its operations in the region, but the company still faces significant opposition from both U.S. and Ecuadorian environmental groups. The exercise addresses the environmental issues of rainforest preservation and energy production, as well as the impact of development on Ecuador's indigenous peoples. Financial information is included to allow students to evaluate the profitability of the project site and perform sensitivity analyses.

- A8. **The Road to Sustainable Development: Facilitator's Guide and Video Series (1995).** Emeryville, CA: Gauntlett Group Inc.

This innovative six-part series is designed to assist companies in reducing pollution and waste throughout operations, while increasing both environmental and financial performance. The Gauntlett Group's Environmental Quality System outlines a step-by-step methodology for identifying and decreasing the environmental impact of products and processes at every stage of production and distribution.

- A9. **Training Course on Ecologically Sustainable Industrial Development (1994).** Geneva: United Nations.

This kit contains 10 separately bound learning units, a video cassette containing seven short films (Our Common Future, Greenbucks, Pollution Prevention — Swedish Experiences, Competitive Edge, Money Down the Drain, Development and the Environment: A New Partnership, Paper Forest) and two floppy disks with sample projects and case studies, three booklets, and a learning recall tape.

## Case Studies

### Case Locator (arranged by subject)

The following case locator is included to provide some idea as to the range of courses in which some of these materials can be incorporated. This locator is by no means intended to present a limited view of how such cases should be used, but rather is intended to encourage a widening of possibilities.

Subject	Reference number
Accounting	C3, C7, C34, C40
Business and Public Policy	C9, C14, C23, C24, C25, C26, C39, C41, C46, C48, C51, C53, C54, C55, C57, C58, C62
Compliance	C19, C39, C41, C49
Economics	C53, C57
Entrepreneurship	C14, C35
Environmental Management Systems	C1, C2, C5, C17, C22, C50, C65
Finance	C33, C38, C53, C61
Marketing	C11, C20, C27, C28, C29, C30, C36, C44, C45, C50, C54, C63, C64, C66, C67
Organizational Behaviour	C15, C43, C51, C59
Production and Operations Management	C6, C31, C49
Strategy and Management	C3, C13, C18, C19, C21, C26, C30, C33, C35, C42, C44, C45, C47, C48, C56, C58, C59, C60, C66, C67, C68

### Canadian

- C1. **Abitibi-Price Environmental Progress Report (Plus 1120.2).** Waterloo, ON: Laurier Institute for Business and Economic Studies, Wilfrid Laurier University.

This case study was prepared at the request of the Canadian Standards Association to assist in teaching about ISO 14000. The case follows the planning and production of an environmental report.

- C2. **Archibald, T.R. & B. Dixon (1991).** *Noranda Minerals (A) and (B)*. London, ON: Case and Publications Services, Western Business School. (A: 991B008 18 pp., B: 991B009, 23 pp.)

(A) Issues surrounding the Environmental Management System in a resource-based company are examined. Highlights include an environmental audit and identification and prioritization of various stakeholder needs to determine corporate policy. Should an environmental annual report be made public? This case also underlines the increasing importance that qualitative considerations have in the financial decision-making process. This case is a useful tool to discuss possible revisions to financial accounting and auditing standards in addressing environmental questions.

(B) This is a follow-up to the (A) case and should be taught with the (A) case. It contains a copy of the environmental report.

- C3. Archibald, T.R., B. Dixon, & R. Talbot (1991). **Note on the Environment and Financial Statements: Environmental Disclosure and Environmental Auditing**. London, ON: Case and Publications Services, Western Business School. (992B006, 11 pp.)

This note describes the many political, social, legislative and financial pressures that have changed how companies treat the environment. Companies are increasingly addressing the issues surrounding implementation of environmental auditing and disclosure of environmental information in the financial statements. Extensive references are made to the recent changes in the requirements of the Canadian Institute of Chartered Accountants (CICA) that affect environmental disclosure. Specifically, the objectives of this note are: 1) to describe the legal and political pressures that companies are facing; 2) to outline the current and potential changes to financial statements resulting from environmental issues; and 3) to explore environmental auditing, its uses and limitations.

- C4. Baetz, Mark C. (1998). **Protected Areas and the Mining Industry in Canada (in progress)**. Waterloo, ON: Wilfrid Laurier University.

In 1994, participants in a multi-stakeholder consultative process involving the mining industry were attempting to reach consensus on a particularly controversial issue, the protection of representative samples of natural regions and critical wildlife habitats in Canada. The Land Access Issue Group (LAIG), one of the four issue groups created as part of this process, was asked to determine its various positions in dealing with the issue.

- C5. Baetz, Mark C. **Various Case Studies: B.C. Forest Alliance (19 pp.), Gas Guzzler Tax (26 pp.), Texaco and Georges Bank (A)(B) (23 pp., 3 pp.), Uniroyal Chemical Ltd. (A)(B) (23 pp., 20 pp.)**. Waterloo, ON: Wilfrid Laurier University.

These case studies deal with environmental issues facing various organizations in Canada (both public and private sector).

- C6. Britney, R.R., J. Belanger & S. Glover (1990). **Methanol-Powered Lumina**. London, ON: Case and Publications Services, Western Business School. (992D004, 10 pp.)

General Motors Canada gets an order from California to produce the first 2,000 methanol-fuelled Lumina's. What have they learned regarding other redesigns?

- C7. Burgoyne, D.G. (1993). **Try Recycling Inc.** London, ON: Case and Publications Services, Western Business School. (993A024, 13 pp.)

A recycler has been successful in attracting construction and demolition material services and in developing some processing skills and some outlets for processing materials. The continuing challenge is to develop markets for processed materials that are profitable, politically acceptable and competitively sustainable. Determining costs is complicated by the fact that the raw material inventory is both a contingent liability (you have contracted not to landfill) and a revenue source (you are paid to take it).

- C8. **Case Writing Workshop & L. Herbert (1987). Waste Disposal at the LTC**. London, ON: Case and Publications Services, Western Business School. (988A019, 2 pp.)

The London Transit Commission (LTC) deals with recent legislation on the use and disposal of hazardous materials and reviews major purchase categories to determine what options should be considered to conform to these new laws.

- C9. Case Writing Workshop & K. Slaughter (1984). *Wilson Fuels Limited*. London, ON: Case and Publications Services, Western Business School. (984L003, 6 pp.)
- Ward Carter, general manager of operations at Wilson Fuels, St. Catharines, a division of the Toronto-based Mather Corporation, had just returned to his office after investigating the spillage of 400,000 gallons of liquid fertilizer on Friday, February 17, 1984, at the Port Dalhousie storage terminal located 18 miles from St. Catharines. Ward knew there would be an investigation of the incident and he was now ready to write to Gerald Hudson, president of Mather Corporation.
- C10. Cragg, Wesley & Mark Schwartz (1997). *Ontario Hydro and the Mattagami Complex*. North York, ON: York University.
- The manager of Aboriginal and northern affairs at Ontario Hydro must prepare and present a final report to the board of the corporation concerning a four dam redevelopment project along the Mattagami River in Northern Ontario. Examines the application of Ontario Hydro's new environmental and ethical policies.
- C11. Crookell, H. et al. (1994 rev.). *CIL and the Poison Gas Dilemma*. London, ON: Case and Publications Services, Western Business School. (993M004, 8 pp.)
- Transport Canada has proposed to reclassify one of CIL's major products, anhydrous ammonia, as a poisonous gas under the Transportation of Dangerous Goods Code. The reclassification would have a major effect on CIL's costs and export prospects. CIL executives must decide whether to escalate their dispute with the government from the bureaucratic to the political level.
- C12. Desfor, Gene & Chris Robinson (1998, in progress). *Oil in the Soil: Cleaning Up a Waterfront Site in Toronto's Port Industrial District*. North York, ON: York University.
- The case describes a number of business and environmental problems associated with cleaning up a large industrial site in Toronto's port industrial district. It examines procedures for reusing a site contaminated by industrial production activities. Students are asked to reflect on the suitability of the decisions made, and to discuss the broader implications of this experience for environmental management.
- C13. Deutscher, T.H. & N. Siverson (1993). *Can-Ross Environmental Inc.* London, ON: Case and Publications Services, Western Business School. (993A021, 18 pp.)
- Although Can-Ross Environmental Inc., an Ontario-based environmental firm, had experienced strong growth since the late 1980s, 1992 represented the first time that sales had not increased over the previous year. In order to sustain continued growth and profitability, CEI would require a change in business strategy.
- C14. DeWilde, J. (1988). *Environmental Industries Case*. London, ON: Case and Publications Services, Western Business School. (988H018, 8 pp.)
- This case looks at environmental policy as it creates new regulations and incentives for North American business in light of increasing public concern about environmental protection. The case is set out to focus discussion on entrepreneurial and investment opportunities that result from the shifting pattern of environmental regulation. The case looks at the industry structure of environmental detoxification and waste treatment of biodegradable plastics, advanced ceramics, and pesticide and preservative substitutes.

- C15. Erskine J.A. et al. (1990). *Sarah Connor Fast Food Franchises*. London, ON: Case and Publications Services, Western Business School. (991D002, 11 pp.)

Customer Care Inc. (CCI), one of Canada's largest Sarah Connor franchisees, deals with the refusal of fellow Maritime province franchisees to follow the stringent packaging guidelines for hot sandwiches set out by the parent company. These disgruntled franchisees are planning to switch from the expensive clamshell boxes to the less expensive paper wrapping without Sarah Connor Inc.'s knowledge or approval.

- C16. Everett, Jeffery (1998, in progress). *Mountain Equipment Co-op: Ecological Sustainability, Cooperative Structure, and Organizational Change*. North York, ON: York University.

The case is intended to stimulate thinking and discussion on the role of the business organization in promoting social and environmental change; the differences among the terms ecological sustainability, sustainable development and environmental management; alternative organizational structures (such as cooperatives); and organizational change and factors contributing to it.

- C17. *Formulating an Environmental Management System (EMS) at Husky Injection Molding Systems Ltd. (PLUS 1120.4)* [n.d.]. Waterloo, ON: Laurier Institute for Business and Economic Studies, Wilfrid Laurier University.

This case study was produced at the request of the Canadian Standards Association to assist in teaching ISO 14000. The case covers the multiple considerations that went into formulating an EMS within a unique corporate culture.

- C18. Frenette, K.L. & J.F. Graham (1992). *Eco-Shred Ltd.* London, ON: Case and Publications Services, Western Business School. (992K001, 14 pp.)

In Eco-Shred, Kevin Cinq-Mars and Sheldon Greenspan are trying to determine the feasibility of starting a mobile shredding service in London, Ontario. The students must analyse the market, operations and finances to determine the price, promotion strategy, sales volume, capacity and additional financing requirements. They must make a decision whether to proceed with a new venture or not.

- C19. Gilmour, S.C. & R.E. White (1974). *Western Mines Limited*. London, ON: Case and Publications Services, Western Business School. (974M001, teaching note: 874M001, 30 pp.)

The case is prefaced by an industry note that describes the Canadian mining industry in general and the B.C. situation in particular. Western is a small base- and precious-metal producer located in a provincial park on Vancouver Island. Two problems confront the company: pollution regulations that are constraining the mine's output, and the new taxation laws proposed by the NDP government in B.C.

- C20. Goldberg, R.A. & J. Shaner (1989). *Loblaw Companies Ltd. President's Choice G.R.E.E.N.: Something Can Be Done*. Boston, MA: Harvard Business School Publishing. (Product no. 590051, 33 pp.)

A supermarket expands its store label to include environmentally friendly products.

- C21. Goldberg, R.A., V.N. Willis & E. O'Keefe (1992). *Loblaw Companies Ltd.: Food Distribution in the 1990s*. Boston, MA: Harvard Business School Publishing. (Product no. 593033, 42 pp.)

Richard Currie has led Loblaw for the past 15 years, turning a money-losing company into the most profitable retailer in Canada. But 1992 finds Canada and the United States in a recession. How does Currie handle short-term pressures as he develops a new long-term strategy for his firm?

- C22. **Greening the Presses: Environmental Responsibility in a Commercial Printing Company (PLUS 1120.1)** [n.d.]. Waterloo, ON: Laurier Institute for Business and Economic Studies, Wilfrid Laurier University.

This case study was prepared at the request of the Canadian Standards Association to assist in teaching about ISO 14000. It covers the environmental issues confronting an actual commercial printing company.

- C23. **Hockin, T. (1981). Ontario Hydro's Sale to GPU of New Jersey (1).** London, ON: Case and Publications Services, Western Business School. (983H014, 20 pp.)

This case places a decision before the Ontario Cabinet as to whether or not to have a formal environmental assessment of a proposed huge sale of power to GPU of New Jersey. Case (2) examines the problem from the Minister of the Environment's point of view. Case (3) examines the problem from the Minister of Energy's point of view. This case explores the different "bottom lines" for Crown corporations.

- C24. **Hockin, T. (1981). Ontario Hydro and the GPU Deal (2): The Ontario Minister of the Environment.** London, ON: Case and Publications Services, Western Business School. (983H015, 3 pp.)

This case gives the Minister of the Environment's background for the decision to be made in Case (1).

- C25. **Hockin, T. (1981). Ontario Hydro and the GPU Deal (3): The Ontario Minister of Energy.** London, ON: Case and Publications Services, Western Business School. (983H016, 6 pp.)

This gives background notes for the Minister of Energy's position in the Ontario Hydro and the GPU Deal Case (1). It is meant to help students ascertain the goals of Crown corporations.

- C26. **Hodgson, R.C. & H.A. Graham (1985, rev. 1993). Dow Chemical Canada Inc.: Meeting the Challenge of Sustainable Development.** London, ON: Case and Publications Services, Western Business School. (990C014, 14 pp.)

Responding to significant public anxiety and political pressure concerning environmental degradation, Dow Chemical Canada began in the mid-1980s to accelerate its remedial and preventive efforts to protect the environment. By the end of the decade, the company had successfully developed and implemented managerial, organizational and operational changes that had significantly improved ecological results, and had also contributed meaningfully to development of industry-wide standards of responsible environmental care. In 1990, Dow Canada was in the process of transforming its environmental protection initiatives into a more systemic approach to managing, from policy and strategy to the identification and development of new, future-oriented business opportunities.

- C27. **Hulland, J.S., J. McNaughton & C. Chan (1990). Tetra Pak Inc.** London, ON: Case and Publications Services, Western Business School. (991A017, 16 pp.)

In November 1990, Tetra Pak Inc.'s Environmental Steering Committee met to review the company's communications campaign, which had been established during the previous fall. Members of the Committee were particularly interested in determining whether the campaign had been successful over the past year and what the company needed to do in the future.

- C28. Hulland, J.S., A. Sherriff & S. Agnew (1991). *Earthkeeper Magazine (A) and (B)*. London, ON: Case and Publications Services, Western Business School. (992A006, 992A007, 7 pp., 2 pp.)

(A) Scott Black, editor of an environmental magazine, must decide whether or not to include in the next issue an advertisement just received from Shell Canada. Black is concerned about the possible negative readership response.

(B) Scott Black, after deciding to use a Shell Canada ad in the most recent issue of *Earthkeeper*, has received a very negative letter. He must now consider his next course of action.

- C29. Hulland, J.S. & T. Sullivan [n.d.]. *Down-to-Earth Approach to Environmental Marketing: Be Real, Be Ready, Be Responsible*. London, ON: Case and Publications Services, Western Business School. (992A003, 5 pp.)

This is a brief describing three key considerations for the development of environmentally conscious marketing plans.

- C30. Hulland, J.S. & T. Sullivan (1989, rev. 1993). *Sunlight Laundry Detergent*. London, ON: Case and Publications Services, Western Business School. (991A018, teaching note: 891A018, 15 pp.)

Steven Kelly, brand manager for Sunlight Powder Laundry Detergent, must decide how to respond to the introduction by Loblaw's of a new "green" laundry detergent product. Kelly is considering several alternatives and must carefully consider the pros and cons associated with each approach.

- C31. Johnson, P. Fraser & Robert D. Klassen. (1994). *Navistar: Environmental Management (A) and (B)*. London, ON: Case and Publications Services, Western Business School. (996D001, 996D002, 14 pp., 2 pp.)

Dan Uszynski, environmental coordinator at the Chatham Assembly Plant of Navistar International Corporation, must develop a total waste management program that addresses both corporate waste reduction objectives and regulatory requirements. At the time of the case, a plant-wide waste audit had just been completed by an outside contractor in response to the introduction of new provincial legislation, referred to as 3R Regulations. Dan must assess the competitive implications of different alternatives, design the program, decide which materials will be recycled, identify who will be involved in implementation, and take into account the reaction of different stakeholder groups.

- C32. Kennedy, J.R. (1992). *Zehrs — The Greenbox System*. London, ON: Case and Publications Services, Western Business School. (992A004, teaching note: 892A004, 20 pp.)

Zehrs is planning a test of a new checkout system that will eliminate the use of plastic grocery bags. The student, a decision maker, must plan the test so that it will generate results that are meaningful for a decision to either expand the use of the system or drop it.

- C33. Killing, J.P. (1980). *Cabot Fisheries Limited (Condensed)*. London, ON: Case and Publications Services, Western Business School. (987M005, 18 pp.)

Condensed version of Cabot Fisheries case 982M001. The case features a medium-sized U.S. fishing company in Newfoundland whose general manager has asked for \$6 million to expand the company. Pressure for expansion is coming from the provincial government, fishers' committees and good catches resulting from the extension of the 200-mile limit. In addition to looking at the economics of the expansion alternatives, the student must decide if it makes sense for a foreign-owned firm to expand in a province in which it has already been discriminated against because it is foreign-owned. The case is an excellent vehicle for examining a firm's capabilities for strategic change (especially in the context of present knowledge).

- C34. Killing, J.P. & P.W. Beamish (1988). *Granton Mines Limited*. London, ON: Case and Publications Services, Western Business School. (988M001, teaching note: 888M001, 6 pp.)
- A Canadian company is considering the acquisition (via a licensing agreement) of a new technology developed by a German company. The Canadian company must decide whether it should acquire the technology and, if it does, the price and terms of agreement.
- C35. Knight, R.M. (1989). *Ribbon Xchange (Canada) Ltd*. London, ON: Case and Publications Services, Western Business School. (991F037, 891F037, 3 pp.)
- The case describes the efforts of two entrepreneurs in New Zealand to expand their franchise concept for recycling used typewriter and printer ribbons to Australia and North America. Students are asked to help them develop a business plan.
- C36. Knight, R.M., M. Thorfinnson & K. Smith (1990). *The P.E.T. Brick: A Profile of an Environmental Entrepreneur*. London, ON: Case and Publications Services, Western Business School. (991F002, teaching note: 891F002, 12 pp.)
- The case profiles an entrepreneur who is developing a plan for launching an environmentally beneficial novelty product. The environmental movement, novelty product marketing, and a unique limited partnership agreement are all discussed.
- C37. Koziol, Natasha M. (1997) *En Route to Meaningful Aboriginal Participation: A Closer Look at Tembec Inc*. North York, ON: York University.
- The Corporate Relations Consultant for Tembec Incorporated, a Canadian forestry products company located in Témiscamingue, Quebec, needs to build relationships with stakeholders, especially the Aboriginal people of Ontario and Quebec; he considers how to develop his unique position.
- C38. Kudar, R.P. & N. Buhr (1992). *Falconbridge Limited — The Capital Expenditure Policy and Environmental Impact*. London, ON: Case and Publications Services, Western Business School. (993D004, teaching note: 893D004, 15 pp.)
- Bob Michelutti, superintendent of environmental services for the Sudbury operations of Falconbridge Limited, was reviewing the company's capital expenditure policy. Five years earlier, in 1986, Falconbridge had made significant changes to the capital expenditure policy in order to address the company's environmental impact. Since then, there had been many changes in environmental legislation and public expectations. Bob considered a number of the environmental issues that concerned Falconbridge, and he wondered if the capital expenditure policy still appropriately addressed environmental concerns or if there was a need for some changes.
- C39. Kudar, R.P. & N. Buhr (1992). *Falconbridge Limited — Reducing SO2 Emissions*. London, ON: Case and Publications Services, Western Business School. (993D005, teaching note: 893D005, 12 pp.)
- The Director of Public Affairs for the Sudbury operations of Falconbridge Limited reviews the management processes over the years that had ensured that Falconbridge met the 1994 government-mandated levels for sulphur dioxide (SO<sub>2</sub>) levels ahead of schedule. Students are expected to analyse the decision-making process.
- C40. Lanfranconi, C.P. & K. Browne (1991). *Noranda Minerals*. London, ON: Case and Publications Services, Western Business School. (991B021, 13 pp.)
- The comptroller of Noranda Minerals is reviewing a reclamation provision of Hemlo Gold Mines and is concerned that the \$15 million provision has no breakdown or detail but was simply a verbal estimate. In the last 12 months, the Ontario Mining Act and the CICA issued changes in regulations, and because of these changes he reviews all the issues and factors having an impact on the

determination of mine reclamation provision. He must decide how to assure himself that this particular provision and the entire reclamation provision for Noranda Minerals is adequate. The case reviews the new Capital Asset Standard issued by the CICA, the new Mining Act Regulations, and the advice of the Environmental Group within Noranda as information sources for the decision.

- C41. Lecraw, D.J. & J. Showers (1982). International Resources (Canada) Limited. London, ON: Case and Publications Services, Western Business School. (983H021, 11 pp.)**

The Ministry of the Environment has issued a control order requiring the company to complete installation of a major waste treatment facility by 1985. The company has to decide how it should respond. Its pulp and paper mill has been discharging pollutants into the environment for decades while the government has been attempting to enforce compliance with its anti-pollution regulations since 1970. The case deals with environmental economics, regulation and industry-government relations and negotiation.

- C42. Leenders, M.R. & T. Tuharsky (1987, rev. 1994). A Utility's Search for an Appropriate SO<sub>2</sub> Reduction Technology (A). London, ON: Case and Publications Services, Western Business School. (992D018, 16 pp.)**

On October 30, 1987, Mr. David Gass, chief engineer with SaskPower (SPC) in Regina, Saskatchewan, was considering a new alternative for controlling SO<sub>2</sub> emissions from coal-fired power stations. David knew that a Finnish company (Tampella Corp.) had developed a new technology called LIFAC with potential advantages over current options available to SPC.

- C43. Mikalachki, A. (1980, rev. 1994). Pegasus Chemical Company Limited. London: Case and Publications Services, Western Business School. (984H003, 6 pp.)**

John Hoffee, an environmentally minded activist, is endeavouring to have his company introduce a pollution control program. He is encountering resistance from the firm's executive committee, which is responsible for approving all such programs. The firm's president would be very supportive of the program, if he were aware of it. Hoffee is contemplating how he can involve the president without bypassing the committee.

- C44. Morrison, A. & J.L. Bowey (1991). Canbec Shoe Ltd. London, ON: Case and Publications Services, Western Business School. (992M009, 15 pp.)**

In early 1991, under pressure from its bank, an unprofitable Quebec-based shoe manufacturer must devise an acceptable survival plan. Options being considered include introducing new products, licensing foreign brands and increasing imports.

- C45. Morrison, A. & K. McLellan (1989). Diaper War: Kimberly-Clark versus Procter & Gamble. London, ON: Case and Publications Services, Western Business School. (991M004, 21 pp.)**

This case highlights Kimberly-Clark's perspective on the fierce competitive battle with Procter & Gamble (P&G) in the diaper industry. The competitive struggle involves a broad range of issues including rapid product development, international threats and opportunities, diversification options and public pressure over environmental concerns. In particular, Kimberly-Clark must decide on a response to P&G's most recent product introduction.

- C46. Morrison, A. & D. Nitsch (1992). Hydro-Québec and the Great Whale Project. London, ON: Case and Publications Services, Western Business School. (993G001, teaching note: 893G001, 16 pp.)**

In 1992, senior management of Hydro-Québec were faced with the problem of how to avoid the possible cancellation of their multibillion-dollar hydroelectric development project. Highly publicized opposition had arisen from Aboriginal rights groups and environmental activists both in Quebec and in the United States on socio-political, economic and ecological grounds. This was jeopardizing a major export contract by the New York Power Authority. Cancellation would delay

the project indefinitely and drastically slow expansion plans. Hydro-Québec's financial performance, in particular its ability to continue servicing its large U.S.-denominated debt, was an important factor in the economic health and potential sovereignty of the Province of Quebec. Tensions and conflicts existed between the different cultures: native and non-native, U.S. and Canadian, provincial government and federal government.

- C47. Northey, M. & L. Cousineau (1985). *Consumers Gas: The LNG Plant (A)*. London: Case and Publications Services, Western Business School. (989L002, teaching note: 889L002, 10 pp.)

Consumers Gas wants to increase its chances of getting regulatory approval for a new liquefied natural gas storage facility. With increasing opposition to the proposed facility from local residents, does it make sense to continue an expensive public participation program?

- C48. Northey, M., H. Barclay & A. de Koning (1989). *Noranda Environmental Communication (A) and (B)*. London, ON: Case and Publications Services, Western Business School. (991L007, teaching note: 891L007; 991L008, teaching note: 891L008, 13 pp., 8 pp.)

(A) Senior executives of Noranda reflect on a failed joint venture with an Australian company that attempted to build a state-of-the-art pulp mill in Tasmania. Environmental groups' criticism and the repercussions had caused Noranda to pull out.

(B) Four senior executives of Noranda reflect on changes the company made since the collapse of the Tasmania project and on the continuing challenges of environmental communications.

- C49. Nourse, R.E.M. & J. Saunders (1972). *Austen Dairies Limited*. London, ON: Case and Publications Services, Western Business School. (973A001, 19 pp.)

A major dairy plans to introduce a new disposable three-quart milk bottle possessing several advantages over existing containers. The company felt it had approval from the Ontario government to proceed with its introduction. Subsequent test marketing indicates highly favourable market acceptance. As full introduction is planned, however, the new bottle is unexpectedly banned by the government because of a new regulation under the Environmental Protection Act. Several alternative courses of action to deal with the new regulation are under consideration by the company.

- C50. *Ontario Hydro Site Remediation (PLUS 1120.3)* [n.d.]. Waterloo, ON: Laurier Institute for Business and Economic Studies, Wilfrid Laurier University.

This case study was prepared at the request of the Canadian Standards Association to support teaching of ISO 14000. The case tracks the scope and complexity of environmental clean-up decisions through an actual example.

- C51. Peach, D.A. & P. Bergman (1983). *McDonald Containers Limited (A)*. London, ON: Case and Publications Services, Western Business School. (983C045, 12 pp.)

This case series is a diary of activities surrounding negotiations of a new labour agreement between a Niagara Peninsula carton-making company and the union representing their production and maintenance workers. The cases start with planning stages and proceed through various bargaining sessions, conciliation, then to final settlement. Students look at the cases through the eyes of the company's industrial relations supervisor and have the opportunity to discuss and appraise each episode. The episodes can be used singly or in various combinations.

- C52. Pearce, M.R. & M. Verdun (1981). *Windshark Wind Energy Conversion System Corp*. London, ON: Case and Publications Services, Western Business School. (982A016, 10 pp.)

A group of entrepreneurs have developed a superior windmill for electricity generation. They are wondering whom to target in their introductory marketing efforts and are uncertain about all aspects of their marketing program.

- C53. Poorvu, W.J. & J.H. Vogel, Jr. (1995). *Morcorp/Toronto: The Percival Land*. Boston, MA: Harvard Business School Publishing. (Product no. 396062, 21 pp.)

In January 1995, with the real estate market in Toronto beginning to recover, Richard Young and Arthur Thompson need to decide what Morcorp should do with its 8.52-acre site. In 1989 Morcorp closed its 108-year-old manufacturing plant on its site two miles west of downtown. Since then Morcorp has been paying \$1.2 million in property taxes and other carrying costs each year. Is now the right time to sell? How much is the property worth? What should Morcorp do about the environmental problems on the site? This case provides an opportunity to look at real estate from the corporate perspective.

- C54. Quelch, J.A. & E.M. Palter (1992). *Ontario Hydro (A) (B) (C)*. Boston, MA: Harvard Business School Publishing. (Product nos. 593019, 593020, 593069, teaching note: 5-594-016, 20 pp., 2 pp., 1 p.)

(A) An Ontario Hydro task force is meeting to discuss the communications program to “market”, both internally and externally, a 25-year electricity demand-supply plan entitled “Producing the Balance of Power”.

(B) In 1991, the Ontario Hydro task force reviews the results of the initial communications program for the demand-supply plan. In addition, a new communications challenge faces the task force, since the plan has not been approved as quickly as anticipated.

(C) Summarizes events in 1992 bearing on the plan’s implementation.

- C55. Reinhardt, F. (1994). *Alberta-Pacific Forest Industries, Inc.* Boston, MA: Harvard Business School Publishing. (Product no. 794099, teaching note: 5-795-067, 32 pp.)

Describes the world’s largest single-line market pulp mill, located in north central Alberta, built by a joint venture of Canadian and Japanese firms, which began operation in September 1993. Alberta-Pacific’s managers need to balance the demands of numerous groups with an interest in the way the mill and the surrounding timberlands are managed. They have invested heavily in pollution control equipment and forest management expertise, and also in community relations. Students are asked to explain the decision making that has occurred so far and to evaluate the firm’s strategy in the market and non-market arenas. This case analyses a large investment in the context of considerable scientific, political and economic uncertainty. It examines various managerial motives for environmental protection, and raises questions about private responsibility for the provision of public goods, such as clean water and the amenities provided by forests.

- C56. Ryans, A.B., J. Lahey & C. Lane (1989). *Procter & Gamble Inc.: Downy Enviro-Pak*. London, ON: Case and Publications Services, Western Business School. (990A006, teaching note: 890A006, 11 pp.)

In early 1989, with growing concern among Canadians about the impending solid waste problem, Grad Schnurr, the brand manager for Downy fabric softener, was considering the launch of a more environmentally friendly form of packaging. These “Enviro-Paks” would reduce the amount of plastic used in a standard three-litre package by 8.5 percent, resulting in a 15-percent saving in total manufacturing costs. Although a similar type of packaging had already been introduced in Europe, the Enviro-Paks would be the first of their kind in North America. Because of this, Grad Schnurr faced many strategic issues and had to make decisions relating to the pricing, promotion and national launch of the Paks.

- C57. Shapiro, H. & P. Dininio (1992). *North American Free Trade Agreement: Free for Whom?* Boston, MA: Harvard Business School Publishing. (Product no. 792049, teaching note: 5-792-059, 30 pp.)

Mexico, the United States and Canada have negotiated a North American Free Trade Agreement (NAFTA) that would create the largest free trade zone in the world. The union would build on the three-year-old Free Trade Agreement between the United States and Canada. Proponents claim that NAFTA is a “win-win-win” situation, but its detractors argue that it would reduce wages, create unemployment and generate environmental problems. NAFTA’s easy ratification was called into

question by the election of President Bill Clinton in the United States and the resignation of Prime Minister Brian Mulroney in Canada.

- C58. Viator, R.H.K. & P. Duxbury (1993). *Hydro-Québec: Developing Grande Baleine*. Boston, MA: Harvard Business School Publishing. (Product no.794077, 33 pp.)**

Hydro-Québec, a huge government-owned hydroelectric utility in Canada, is contemplating another major hydroelectric development in northern Quebec — La Grande Baleine River. These plans have precipitated a major environmental controversy. Environmentalists in the United States (where some of the power will be sold) and some indigenous peoples from northern Quebec oppose the project. They worry about mercury, wildlife effects, ecosystem impacts and cultural disruption. Opponents claim that Hydro-Québec does not need the power, and can do more with conservation.

- C59. Viator R.H.K. & E. Prewitt (1993). *Laidlaw Environmental Services*. Boston, MA: Harvard Business School Publishing. (Product no. 794016, teaching note: 5-795-080, 22 pp.)**

A subsidiary of fast-growing Laidlaw, Inc. of Ontario, Laidlaw Environmental Services, was the second-largest hazardous waste management company in North America. Its business was once thought to be recession-proof, but in the early 1990s this assumption was revealed to be far from the truth. The case details the strategic and organizational choices facing Laidlaw's new CEO as he attempts to turn the division around in late 1992, as well as his decisions. In doing so, the case illustrates the operation of a large, integrated hazardous waste company.

- C60. White, R.E., A. Twarog & J. McCreedy (1990). *TransAlta Utilities Corp*. London, ON: Case and Publications Services, Western Business School. (991M005, teaching note: 891M005, 16 pp.)**

As they approached their 1990 strategic session, TransAlta's senior executives confronted a changing business environment. The company's goal had always been to provide reliable electric service to customers at the lowest possible cost. Now a new variable was entering the picture: the environment and the question of sustainable development. The 1987 release of the Brundtland Report gave credibility to the concept of sustainable development and elevated environmental issues on the international agenda.

## International

- C61. *A Burning Issue* (1992). Washington, D.C.: WRI. (Order code: 1217, 21 pp.)**

The economic and environmental tradeoffs between incineration and recycling are not always straightforward. This scenario involves students in some of the difficulties a community faces in trying to decide whether to construct a recycling or incinerator plant, or both. The case sets out the financial analysis and public relations implications for each alternative.

- C62. *Danish Bottles Case: Commission of the European Communities Versus Kingdom of Denmark* (1992). Washington, D.C: WRI. (Order code: 1365, 20 pp.)**

To facilitate recycling and reduce environmental harm, the Government of Denmark has prohibited use of certain materials and types of containers in the domestic production and sale of liquor and soft drinks. While Danish industry is prepared to live with the regulation, foreign exporters to Denmark are claiming that the legislation creates non-tariff trade barriers, and is aimed primarily at reducing imports of beer and soft drinks. Does the legislation conflict with the EC's Single Europe Act or with long-established GATT principles? The case provides information used by the Commission of European Communities to make its ruling.

- C63. **Esprit (1995).** Washington, D.C.: WRI. (Order code: 1438, 25 pp.)

Esprit's new environmentally sensitive women's clothing line, Ecollection, presents complications for both the company's manufacturing and marketing aims. Students must devise a plan for the fall season to bring Ecollection in line with Esprit's overall marketing strategy.

- C64. **Honeywell Inc.: A Green Lights/Energy Star Case Study (1996).** Washington, D.C.: WRI. (Order code: 1454, 9 pp.)

In 1995, Honeywell was named EPA's Green Lights Manufacturer Ally of the Year. Now Jim Wolf, Honeywell's Vice-President of Energy and Environmental Markets, needs to decide how important a promotional opportunity this is for Honeywell and to draw up a plan for communicating Honeywell's Ally of the Year status to building control customers, prospects and the general public. This case introduces some key issues in "green marketing" and communications.

- C65. **Industrial Products, Inc.: Measuring Environmental Performance (A) and (B).** Washington, D.C.: WRI. (Order code: 1470, 1489, 12 pp., 8 pp.)

In 1993, Industrial Products, Inc. was a highly diversified privately held manufacturing company with two business objectives: increase return on equity and decrease environmental impact. These cases examine management's efforts to design a management system for measuring the environmental impacts. The Industrial Products management system illuminates the ISO 14000 series standards.

- C66. **McDonald's Environment Strategy (A), The Clamshell Controversy (B1), McDonald's Decision (B2), and Sustaining McDonald's Environmental Success (C) (1992).** Washington, D.C.: WRI (Order code: 1543).

In this corporate strategy collection, cases A and B focus on the work of a joint task force developed by the McDonald's Corporation and the Environmental Defense Fund to address McDonald's solid waste management strategy and whether to replace polystyrene packaging with paper wrap. Case C examines the company's reaction to public concern about the sustainability of beef. Each case has extensive exhibits and appendices. The collection includes notes on life-cycle analysis and solid waste issues, as well as a teaching note.

- C67. **Procter & Gamble Company: Life-Cycle Analysis and Disposable and Reusable Diapers.** Washington, D.C.: WRI. (Order code: 1675).

Procter & Gamble hires Arthur D. Little, Inc., an international management and technology firm specializing in environmental issues, to analyse the full range of environmental impacts or do a "life-cycle analysis" of both disposable and reusable diapers. Students are presented with the information the consulting firm gathers and must decide which option to recommend.

- C68. **Reichert, Joel (1996). Ikea and the Natural Step.** Charlottesville, VA: Graduate School of Business Administration, University of Virginia.

In September 1995, Jan Kjellman, new President of the U.S. and Canadian subsidiary of IKEA, had a number of decisions to make. One important item on the agenda was the company's environmental stance in North America. The parent company had incorporated environmental principles provided by the Natural Step organization in Stockholm. IKEA had developed its own environment statement and policies for product design, supplier relations and operations, as well as educational materials for consumers in the retail stores. Should he encourage the retail stores in North America to do more? Or should the emphasis be on the production side and accelerating the consideration of these issues with North American suppliers?

## Legal Research and Resources

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*Ecology Law Quarterly* (1971-). Berkeley, CA: School of Law at the University of California.

*Environmental Policy and Law* (1975-). Lausanne: Elsevier Sequoia S.A./International Council of Environmental Law.

*Georgetown International Environmental Law Review* (1988-). Washington, D.C.

*The Harvard Environmental Law Review* (1976-). Cambridge, MA: Harvard Law Review.

## Canadian Environmental Impact Assessment Documents

### Panel Reports

- Point Lepreau, New Brunswick Nuclear Generation Station, May 1975, 15 pp. (PR#1)
- Wreck Cove Hydroelectric Project, July 1977, 13 pp. (PR#2)
- Alaska Highway Pipeline, July 1977, 55 pp. (PR#3)
- Eldorado Uranium Hexafluoride Refinery, Port Granby, Ontario, May 1978, 63 pp. (PR#4)
- Shakwak Highway Project, June 1978, 60 pp. (PR#5)
- Eastern Arctic Offshore Drilling — South Davis Strait Project, November 1978, 115 pp. (PR#6)
- Lancaster Sound Drilling, February 1979, 127 pp. (PR#7)
- Eldorado Uranium Hexafluoride Refinery, Ontario, February 1979, 105 pp. (PR#8)
- Roberts Bank Port Expansion, March 1979, 70 pp. (PR#9)
- Alaska Highway Gas Pipeline — Yukon Hearings (March-April 1979), August 1979, 61 pp. (PR#10)
- Banff Highway Project (East Gate to KM 13), October 1979, 85 pp. (PR#11)
- Boundary Bay Airport Reactivation, November 1979, 60 pp. (PR#12)
- Eldorado Uranium Refinery, R.M. Corman Park, Saskatchewan, July 1980, 78 pp. (PR#13)
- Arctic Pilot Project, Northern Component, October 1980, 84 pp. (PR#14)
- Lower Churchill Hydroelectric Project, December 1980, 68 pp. (PR#15)
- Norman Wells Oilfield Development and Pipeline Project, January 1981, 98 pp. (PR#16)
- Alaska Highway Gas Pipeline — Routing Alternatives Whitehorse-Ibex Region, July 1981, 40 pp. (PR#17)
- Banff Highway Project (KM 13 to KM 27), April 1982, 60 pp. (PR#18)
- Beaufort Sea Hydrocarbon Production Proposal, April 1982, 12 pp. (IR#19)
- CP Rail Rogers Pass Development — Glacier National Park, April 1982, 22 pp. (IR#20)
- Alaska Highway Gas Pipeline — Technical Hearings (June 7-12, 1982), October 1982, 28 pp. (PR#21)
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- Port of Quebec Expansion, September 1984, 33 pp. (PR#26)
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- Vancouver International Airport — Parallel Runway Project, August 1991, 127 pp. (PR#40)
- Rafferty-Alameda Project, September 1991, 67 pp. (PR#41)
- Oldman River Dam, May 1992, 51 pp. (PR#42)
- Air Traffic Management in Southern Ontario, November 1992, 147 pp. (PR#43)
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- McArthur River — Underground Exploration Program, January 1993, 22 pp.
- Halifax Harbour Cleanup Project, July 1993, 85 pp. (PR#45)
- Dominique-Janine Extension, McClean Lake Project, and Midwest Joint Venture, October 1993, 62 pp.
- North Central Transmission Line Project, October 1993, 75 pp. (PR#47)
- Rabbit Lake Uranium Mining, A-Zone, D-Zone, Eagle Point, November 1993, 46 pp.
- Military Flying Activities in Labrador and Quebec, February 1995, 85 pp.
- Pine Coulee Water Management Project — Willow Creek Basin, Southwest of Atavely, Alberta, February 1995, 249 pp.
- Express Pipeline Project, May 1996, 21 pp.
- Decommissioning of Uranium Mine Tailings Management Areas in the Elliot Lake Area, June 1996, 70 pp.
- NWT Diamonds Project, June 1996, 95 pp.
- Lachine Canal Decontamination Project, September 1996, 125 pp.
- McArthur River Uranium Mine Project, February 1997, 68 pp.
- Cheviot Coal Project, Mountain Park Area, Alberta, June 1997, 196 pp.
- Terra Nova Development: An Offshore Petroleum Project, August 1997, 99 pp.
- Sable Gas Project, October 1997, 139 pp.
- The Proposed Alberta-Pacific Pulp Mill: Report of the EIA Review Board, March 1990, 114 pp. (Available from Alberta Environmental only).

**Reports Prepared Jointly with BAPE  
(the Quebec environmental assessment hearing bureau)**

Projet de terminal méthanier à Gros Cacouna, April 1981, 83 pp. (French only; available from BAPE).

Projet Soligaz: approvisionnement et entreposage souterrain de liquides de gaz naturel à Varennes. May 1991, 366 pp. With Appendix. (French only; available from BAPE).

Ste-Marguerite-3 Hydroelectric Project, June 1993, 471 pp.

Dry Storage of Irradiated Nuclear Fuel from the Gentilly II Power Station, December 1994, 191 pp.

Specific assessments and more information about EIA may be found on the Internet at the Canadian Environmental Assessment Agency Web page (<http://www.ceaa.gc.ca>)

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The following organizations, universities and publishers are sources for some of the materials referenced in this bibliography. For specific ordering details, including prices, please contact them directly.

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International Network for Environmental Management Secretariat  
Bohnhofstrasse 36  
D-22880 Wedel (Holostein) Germany  
Tel: 49 4103 84019  
Fax: 49 4103 13699  
E-mail: [inem.head@applelink.apple.com](mailto:inem.head@applelink.apple.com)

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