

CORPORATE ENVIRONMENTAL MANAGEMENT – WHY CARE?

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ABSTRACT

We know from earlier studies that corporate environmental management is a young discipline, not yet integrated in general management and organization studies, but that researchers take an increasing part in the ongoing scientific conversation. However, the underlying knowledge interests characterizing the field of corporate environmental management is yet empirically unsubstantiated. One way to find out what elements make up the field is to analyze the contents of the most influential writings in the field. Our previous research published in *Business Strategy and the Environment* (number 1, 2000) has identified the most cited texts. The present paper explores the content of these texts. In the paper we conceptualize a typology for analyzing corporate environmental management theory and formulate a characterization of the dominating knowledge interests. Our findings show that the theoretical fundament of corporate environmental management lacks a hermeneutic knowledge interest.

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1. BACKGROUND

Three decades ago, Jürgen Habermas forwarded critique against the common notion of scientific knowledge being free from values and interests. He proposed a differentiation between three types of interest on which the production of knowledge rests. The three interest types are *technical*, *hermeneutic* and *emancipatory* (Habermas, 1968). The technical interest is the foundation for empirical, analytical science and has the objective of mapping and controlling humanity and nature. The interest is driven by an urge for mapping social and natural processes, to find laws of nature and understand natural as well as cultural processes. The hermeneutic interest is characterized by an urge for understanding, often in everyday life, human interaction. It is the dominant knowledge interests of humanities, where language use, communication and cultural worlds are taken into consideration. Understanding per se is the goal. The emancipatory interest is critical and seeks to show underlying power structures and ideologies. Through interpretation of social processes, control elements and limitations to human freedom are revealed, and this type of critical, reflective research is by its advocates considered necessary in the interest of democracy, freedom and a good society.

Since almost two decades, scholars have extensively been working on issues concerning the relationship between organizations' activities and the natural environment. Within the realm of academic associations such as the Academy of Management and the European Group of Organization Studies, interest groups devoted to the study of organizations and the natural environment have been formed. Academic networks seeking cooperation with practice, such as the Greening of Industry Network and the Nordic Business Network for Environmental Management engage in knowledge development in the area. Apparently, a 'field' or 'discipline' has emerged comprising scholars interested in environment related research in management.

The knowledge produced in these constellations could be argued to be dispersed and multi-faceted, taking into account that the subject 'management' in itself has been characterized

as fragmented with a non-unified theoretical base (Whitley, 1984). In a study of the organization of the sciences, management studies are argued to contain a low “mutual dependence” between researchers in the field, and that there is a high “task uncertainty” (Whitley, 1984). This is to say that there is no consensus on what kind of research that is considered relevant research, and thereby the field becomes heterogeneous. Monolithic (i.e. natural) sciences, are more specialized, with a low task uncertainty and a greater mutual dependence which implies that results to a greater extent build on earlier results. The field environmental management could be argued to be even more heterogeneous, since it, by necessity, is a multi-disciplinary field including management, which in itself is fragmented.

Environment-related management research have been published in general management and organization journals (Kivisaari and Lovio, 1996), but not although the number of environment-related articles were unsatisfactory in order to “question the denatured agenda of traditional management and technology studies” (Kivisaari *et al*, 1996:24). Gladwin (1993) criticized the research concerning the organization and the natural environment for lacking conceptual definitions, empirical findings, hypothesis, comparisons, and alignment to broader streams of organizational research. In a recent special research forum on the ‘Management of Organizations in the Natural Environment’ in the *Academy of Management Journal*, Starik and Marcus (2000) however argue that they have seen an increasing comprehensiveness and sophistication in the field since the mid-nineties (Starik *et al*, 2000). Yet, there have been no explicit attempts to classify and categorize the research within the field, its theoretical base and the knowledge interests underpinning the field.

2. METHOD. WHERE WERE WE...AND WHAT NEXT?

In an earlier call for reflection on the subject area of strategic environmental management (Dobers, Strannegård and Wolff, 2000), we attempted to describe the research carried out in the field. Our purpose was to describe the characteristics of the environment related research in management, and we did so by studying articles and references in a journal devoted to the area of strategic environmental management: *Business Strategy and the Environment (BSE)*. The journal is peer reviewed and specifically focuses research on strategic environmental management, which its aims and scope statement shows:

"Business Strategy and the Environment is the leading academic journal in its field with double blind refereed contributions of a high quality. It seeks to provide original contributions which add to the understanding of business responses to improving environmental performance. Full

length academic papers, as well as shorter, practical “briefings” are invited. These should be of interest to a broad interdisciplinary audience.”

We thereby consider the journal to serve as an example of environment related research in management. *BSE* is a communication medium for academics conducting environment related research in management, and thereby serves as an illustration to the research carried out in environmental management. By studying it we get a picture of the “inside” of strategic environmental management. Even though the journal by no means is a neutral vehicle for transmitting research results, it is one of the influential academic journals in environment related research in management. We took all articles in *BSE* between 1992 and 1998 and formed a data-base of the titles and authors of 150 articles and their 4297 references. This made it possible to present descriptive data on key terminology, country origins of the articles, number of references used per article over time, age changes of the stock of references, most cited authors and most cited works. The list of the most cited works contained 42 writings that were quoted 4 times or more in the published *BSE* articles between 1992 – 1998, of which we choose to bring along the top 13 writings quoted 7 times or more (Dobers *et al*, 2000:57f):

Table 1 about here.

These 13 writings can be considered to be central texts of the discipline of corporate environmental management. In their role as dominating texts they could be argued to form a central knowledge core that other authors call upon to make a point. Thereby, they serve as representatives for the core knowledge base of corporate environmental management. By classifying these texts, and characterize them as regards knowledge interests in Habermas (1968) sense, we take one step further toward understanding the theoretical pillars of corporate environmental management.

3. ANALYSIS OF CORPORATE ENVIRONMENTAL MANAGEMENT THEORY

In their seminal work linking together sociological paradigms with organisational analysis, Burrell and Morgan (1979) blueprint two dimensions based on assumptions regarding the nature of social science and the nature of society. Starting with their general assumption that "all theories of organisation are based upon a philosophy of science and a theory of society" they formulate one dimension that show an objective and a subjective perspective of the social sciences, and another dimension that show a regulative and radical change

perspective of society. Together, they form four paradigms for the analysis of social theory.

To characterize the 13 most cited works in BSE 1992 - 1998 we would like to relate them to similar dimensions. We welcome the dimension regarding the nature of society, since it describes well the notion of how farreached changes are necessary to handle the sustainability challenge. The opposing perspectives can be illustrated with the two statements: "Society can reach sustainability within the present conditions of market economy!" or "Society must undergo major and drastic changes to reach sustainability!" However, we do not render the dimension regarding the nature of social science as relevant in this case. That dimension describes writings with a sound anchorage in the social science and academia. In our case, several of the 13 most cited works are written by non-academic authors. Thus, a comparison based on the nature of social sciences would be misleading. To include non-academic texts we suggest a dimension that is based on how knowledge is used in relation to action; whether the knowledge authors have acquired with their text is used to suggest action or is presented as a basis for others to take action. The former would include normative suggestions whereas the latter would refrain from normative suggestions and present descriptions, allowing the reader to formulate norms for action. The opposing statements here could be illustrated with: "We know enough and need to take immediate action!" or "We need to acquire more knowledge before we can take action!"

Taken together, we arrive at two dimensions regarding the nature of society and the nature of knowledge use that help us to characterize the 13 most cited works in BSE. Those dimensions give us a diagram with four quadrants, which makes it possible to speak of four distinct fields. The first field (bottom right) is that of regulation of society and a normative use of knowledge. Texts that fall into this category are those that consider knowledge to be used in a normative and standardsetting way, and that "society is maintained as an entity (and with) its underlying unity and cohesiveness" (Burrell *et al*, 1979:17). Texts that remain normative in their character, but are more change-oriented, belong to the second field (top right). This field is a space for texts that are in favor of radical change of society identifying a deep-seated structural conflict and very much "concerned with man's emancipation from the structures which limit and stunt his potential for development (...) and with alternatives rather than with acceptance of the *status quo*" (Burrell *et al*, 1979:17). Such texts are prescriptive and readers should take active steps for change of society. The third field (top left) would hold texts that use their knowledge for conceptual descriptions of certain situations and empirical mappings of existing conditions but still want radical change to take place in society. Eventually, texts in the fourth field

(bottom left) are also descriptive in their knowledge use but are interested in holding together the society, rather than making it fall apart as is the case with text in favor of radical change. We arrive at four quadrants that can be characterized as in figure 1.

Insert figure 1 about here.

4. EXPLORING THE 13 MOST CITED WRITINGS IN CORPORATE ENVIRONMENTAL MANAGEMENT

Richard Welford's (1995) book *Environmental Strategy and Sustainable Development* is radical in its aims, and prescribes that the knowledge the book stands for is to be used to change the direction of the future development. Already the first sentences hint at this: "This radical new book represents an attempt to forward the debate over environmental strategy in business. It is argued that traditional approaches to environmental management cannot deliver sustainability and this book therefore outlines where we must go next in order to avoid the path of self-destruction" (Welford, 1995:1). Although not as explicit in terms of prescription and change orientation, the World Commission on Environment and Development's *Our Common Future* calls for change (WCED, 1987). This book is more descriptive in its character. It contains a fairly lengthy empirical part on food security, population growth, eco-systems, energy use, etc. Meanwhile, the authors lift a warning finger: "The failures that we need to correct arise both from poverty and from the short-sighted way in which we have often pursued prosperity (...) We have also found grounds for hope: that people can cooperate to build a future that is more prosperous, more just, and more secure; that a new era of economic growth can be attained (...) But for this to happen we must understand better the symptoms of stress that confront us, we must identify the causes, and we must design new approaches to managing environmental resources and to sustaining human development" (p. 27-28). Thus, the report presents empirical material, but uses it to build an argumentation of normative change, i.e. a list of 'musts' which are prescriptions of change.

Davis (1991) and Cairncross (1991) are somewhat calmer in their reasoning. John Davis, a former engineer at Rolls-Royce and manager at Shell, and Frances Cairncross, environment editor of *The Economist* share a reflective perspective. Both authors focus on the business-environment interaction and how these two spheres interact. The calls for change are not as immediate, and the texts instead present ideas that can improve environmental quality and greener policies at a lower cost. Davis (1991), in his introductory chapter of *Greening Business* starts with a reflection of change in general: "We are living

in very exciting times. They are times of radical change and uncertainty all over the world” (Davis, 1991:19). Hence, the radical change is not terrifying, but exciting and interesting. Thereby, the call for action is not as prescriptive as in the case of Welford (1995), but change in itself opens up for reflection. Davis (1991) is similar to a traditional management book in its tips and suggestions: “Even though the arrangement of work is undergoing radical change, the success of an enterprise will depend on the satisfaction of the increasing expectations and changed attitudes of all who are engaged in it” (p. 108). Cairncross (1991) is in *Costing the Earth* somewhat more normative than Davis, but her investigation is just as connected to the economic/business dimension, although her suggestions go beyond the company level. She suggests that governments need to make natural conservation pay off and let polluters pay. She states that "The more governments intervene in markets, the more important it is that they do so in benign ways" (Cairncross, 1991:238) and "Companies in continental Europe have for some time seen greenery as a way to move upmarket." (p. 157)

In his article *Developing Environmental Management Strategies*, Nigel Roome (1992) establishes that “the challenge presented by the environment to society and business arises because of the managerial complexity of the issues it raises” (Roome, 1992:12). To Roome, environmental management is a human construct; the term environment is evaluated differently between different settings and cultures. The environment is according to Roome interpreted through other human constructs, such as politics or science, and no perspective provides a complete view. Environmental resources are components of large overlapping social and natural systems. All these increase the complexity of environmental issues and make them hard to manage. Roome describes this complexity and presents it as a fact to accept. The complexity is necessary to understand, and environmental strategies will fail if this complexity is neglected. Thereby, Roome is more descriptive than normative, and non-radical and non-regulative concerning the change dimension. Welford and Gouldson (1993) give recognition to the progress and potential of environmental management in their book *Environmental Management and Business Strategy*: “Huge steps forward have been made in the field of environmental management and much bigger steps are yet to be made” (Welford *et al*, 1993:ix). They do not call out for a radical shift of human activity, but many of the inherent contradictions of industrial activity and the natural environment can be solved through environmental management systems. Technical solutions such as environmental reviews, environmental auditing and life-cycle assessments are capable of solving the acute environmental problems. Marketing and cost minimization, according to Welford and Gouldson (1993), make it possible to increase the competitive power of companies, which is a way to stop the development that the future otherwise seems to take.

Michael E. Porter's *Competitive Strategy* is one of the most influential textbooks for strategy scholars (Porter, 1980). The text is the only book of the most cited works that does not deal with environmental issues. His book is a synthesis of substantive empirical work on corporate strategy, and although the descriptive work may be seen as normative when it comes to corporate strategy, it is not so in the environmental domain. Porter sets out to describe and analyze the structure of industries, present generic competitive strategies, and discuss strategic issues such as industry evolution, integration, expansion and development. Porter's view of change is non-radical, and close to what Burrell and Morgan (1979) called a sociology of regulation. Ulrich Steger (1993) is also descriptive and more traditional in his academic approach to the issue of greening in his book chapter *The Greening of the Boardroom: How German Companies Are Dealing With Environmental Issues*. The article is based on a survey of 592 German manufacturing and service companies. Steger argues that environmental issues are becoming market issues, and that this opens up possibilities for corporations to reduce costs and increase revenues: "The basic finding of our empirical research is, however, that corporations do not fully recognize this" (Steger, 1993:164). The conclusion is that the descriptive research has shown that there is potential to, as a business organization, do better in the competitive framework at hand. If Steger is empirical in his approach, then Stuart L. Hart is conceptual in his article *A Natural-Resource Based View of the Firm* from 1995. The article is published in the journal *Academy of Management Review*, which in its has as its objective to publish theoretical and conceptual works. Hart proposes a new way of analyzing firms for students of management: an expansion of the definitions of a firm's 'environment'. Stuart is thereby not normative, as regards action-orientation, and has no radical-change orientation. Instead, he calls for a new perspective and states that "...the natural-resource-based view of the firm opens a whole new area of inquiry and suggests many productive avenues for research over the next decade" (Hart, 1995:1004).

The remaining five texts are not very concerned with change on a radical basis. Instead, such texts argue for keeping the society as is, facing the facts of the situation. Walley and Whitehead (1994) for instance, in their article *It's Not Easy Being Green*, realize the existence of the so called win-win situations, but do also state that many other situations exist with more costs than profit: "We must question the current euphoric environmental rhetoric by asking if win-win solutions should be the foundation of a company's environmental strategy. At the risk of arguing against motherhood (and mother earth) we must answer no. Ambitious environmental goals have real economic costs. As a society, we may rightly choose those goals despite their costs, but we must do so knowingly. And we must not kid ourselves. Talk is cheap; environmental efforts are not" (Walley *et al*,

1994:46f). Another text, little more normative but still within the descriptive field, is that of Hunt and Auster (1990) and their article *Proactive Environmental Management. Avoiding the Toxic Trap*. An early text with little references to other texts, it describes the situation of companies that have not developed necessary management steps and programs for environmental pollution control. But they stretch the description of five stages with a slight normative statement by offering practical guidelines for program development. As formulated in the abstract: "The difficulty of managing environmental issues tempts many corporations to undermanage and neglect necessary pollution control and environmental protection programs. This oversight puts those firms – not to mention the environment – at serious risk. The authors describe five stages of environmental management program development. They highlight each stage's characteristics, including its potential shortcomings, and offer practical guidelines for program development" (Hunt *et al*, 1990:7). A third text describes how 24 companies are changing their approach to the environment, suggesting what to do, and also identifying obstacles that managers within these organizations have mentioned (Smart, 1992). The book *Beyond Compliance. A New Industry view of the Environment* describes several well-known firms and their products and processes that have been environmental hazardous, and how these firms have been active in their change work toward environmental imperatives. The aim of the book is to encourage this trend toward greater environmental environmentalism (Smart, 1992:1). These three texts are similar in their ambition to describe situations and incremental steps towards environmental improvement, however remaining within the prevailing social model. Another text that share this interest in regulation, but is rather normative than descriptive, is the book by Stephan Schmidheiny (1992). The book *Changing Course* describes companies successful in implementing pollution prevention schemes and in developing "eco-efficient" technology that also could be a business opportunity with regard to developing countries. Maybe more importantly is the four page long list of business leaders that have signed a declaration in "changing course toward our common future" (Schmidheiny, 1992:xiii). It is a small group of business leaders, yet defining their normative stand on actually wanting to take action and change business structures. But change remains not radical: "We call for a long-term view, for far-reaching changes, and for action. But we do not base our hopes for success on radical changes in human nature or on the creation of a utopia. We take humans the way we find them, the way we all are made, with all our strengths and weaknesses. We base the conclusions in our report on the facts and our own experiences of the real world. We believe that given the will and understanding, our proposals can eventually become part of practical reality" (Schmidheiny, 1992:xxii).

Taking these 13 texts and placing them in the proposed quadrant reveals a number of interesting clusters (see figure 2). Even though these clusters are mutually exclusive, the grouping makes a pattern discernible.

Figure 2 about here.

The first cluster, which Welford (1995) and WCED (1987) belong in, we have named “tormented change agents.” These two texts display worries of the future development to a much greater extent than the other texts. The texts are more normative and descriptive, and the knowledge interests behind these are in Habermas (1968) terminology clearly emancipatory. Davis (1991) and Cairncross (1991) are not as radical in their urge for change. They are more business oriented and propose solutions to how business, governments and consumers can take action in order to act in a way that is more in harmony with the natural environment. Basic assumptions on profit and growth are touched upon but considered to be un-escapable features of the market economy. The texts fall into a cluster that we have named “reflective non-academics.” Roome (1992) and Welford & Gouldson (1993) are texts that are not as radical. They represent academic writings by authors that are worried about the future development, but systematically present logical conceptualizations and action plans. Welford & Gouldson (1993) are more normative in their tool-orientation. This cluster is an illustration of what Habermas (1968) found to be texts representing a technical knowledge interest. The same goes for the cluster “calm non-academics”. These texts are somewhat varied regarding the descriptive-normative dimension, but they represent a view that is closer to the regulatory than the radical one. To question the nature of society is thus not an issue, but a calm reflection on the natural environment-business relationship provides an opportunity to make environmental management more professional. The final cluster, including Porter (1980), Steger (1993), and Hart (1995) is also one driven by a technical knowledge interest. The approach is more distant, descriptive and regulation oriented; hence the cluster is named “observing academics”.

5. CONCLUSION

The three knowledge interests represent three different stances of the production and use of knowledge. As we see them, they are by no means incommensurable paradigms, but different stances that researchers may subscribe in different situations. This is to say that a fragmented discipline such as corporate environmental management does not necessarily become more fragmented even though the knowledge interests are diverse. Rather, a

knowledge production characterized by multiple knowledge interests may make the knowledge more versatile and useable. Habermas (1968) himself found the technical knowledge interest to gain ground, leaving less space for the hermeneutic and emancipatory interests.

The clusters we have identified are characterized by the technical and emancipatory knowledge interests. What is striking is the complete absence of the hermeneutic knowledge interest. This knowledge interest is also referred to as a practical knowledge interest; it is grounded in the interest for practice, and *Verstehen* is the main focus and goal. The hermeneutic knowledge interest is one of daily interaction, of an urge to understand human interaction in everyday life. To Molander (1993), the hermeneutic interest is one of participation, completely different from the technical interest which is driven by prediction and control, and the emancipatory which is driven by questioning and critique of a social order that is taken for granted (Molander, 1996).

A theoretical base element that rests on a technical knowledge interest is concerned with the creation of change tools and better practice. An element that rests on an emancipatory knowledge interest is concerned with liberation from the social order at hand. Eventually, a discipline that lacks a hermeneutic knowledge interest in its main theoretical underpinning becomes, if we are to believe Habermas (1968), unbalanced and single-tracked. And if corporate environmental management is believed to be an unbalanced and single-tracked discipline one may rightly so ask: Why care?

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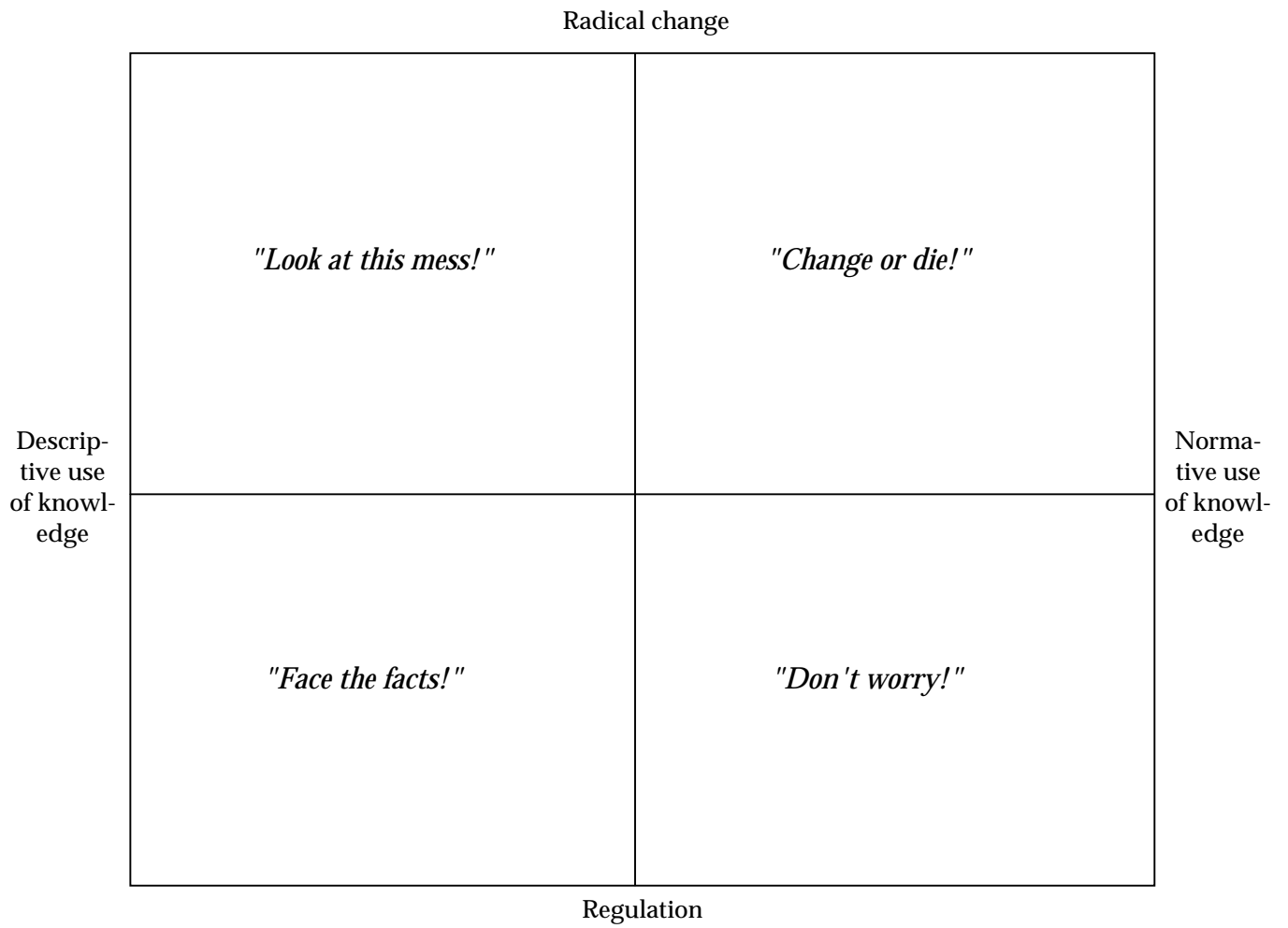


Figure 1. Four fields for the analysis of corporate environmental management theory

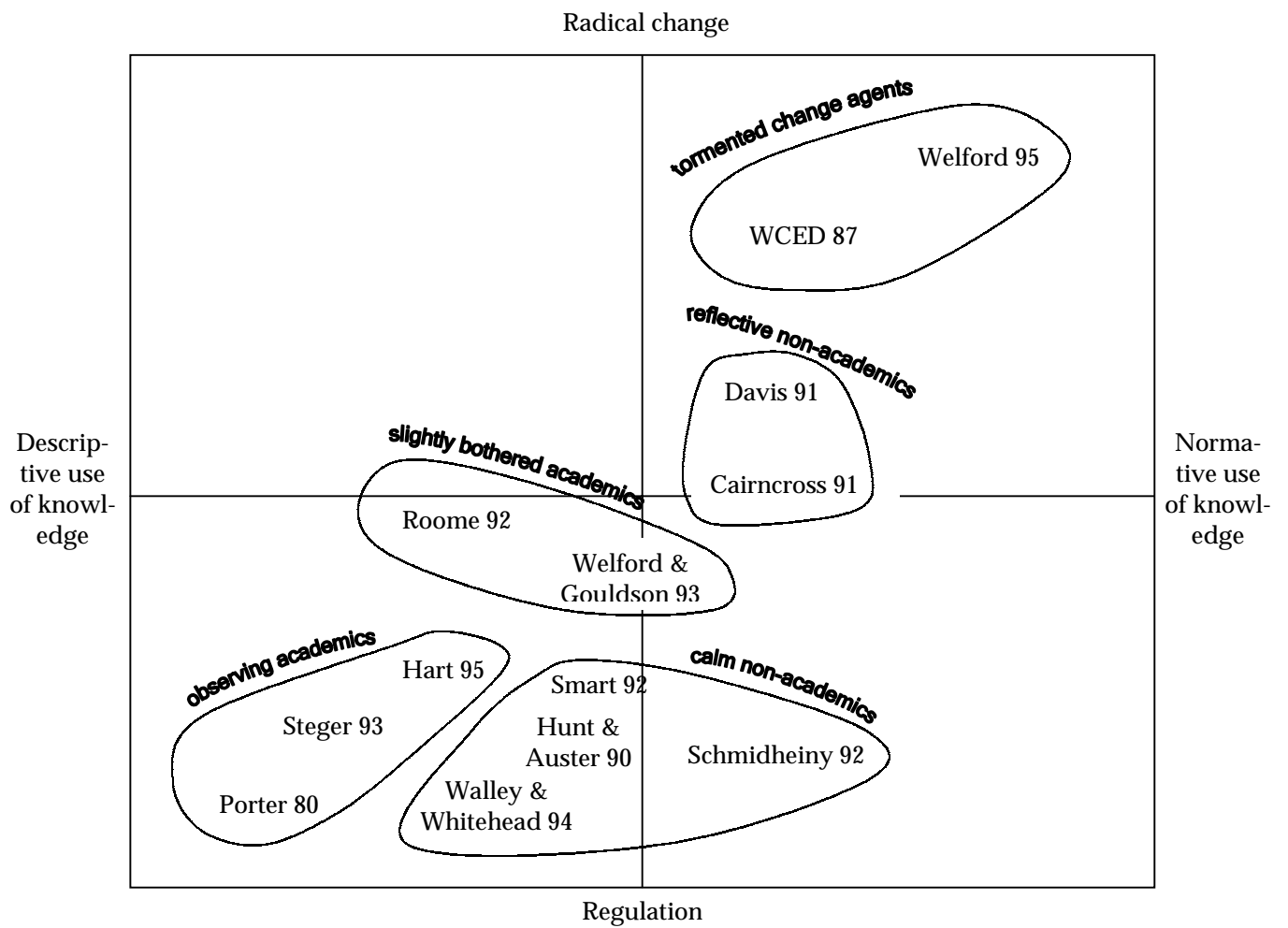


Figure 2. Five clusters of the 13 most cited works in BSE 1992 - 1998

**Table 1. References cited 7 times or more in
Business Strategy and the Environment, 1992-1998 (Dobers, Strannegård and Wolff 2000:57f)**

No.	Number of times cited	References
1.	21	WCED, World Commission on Environment and Development (1987). <i>Our Common Future</i> (Oxford University Press, Oxford).
2.	18	Schmidheiny, Stephan (1992). <i>Changing Course</i> (MIT Press, Cambridge, MA).
3.	14	Hunt, C.B. and Auster, E.R. (1990). Proactive Environmental Management: Avoiding the Toxic Trap. <i>Sloan Management Review</i> , Winter, Vol. 18, No. 7.
4.	12	Welford, R. (1995). <i>Environmental Strategy and Sustainable Development: The Corporate Challenge for the Twenty-First Century</i> (Routledge, London).
5.	11	Roome, N. (1992). Developing Environmental Management Systems, <i>Business Strategy and the Environment</i> , Vol. 1, No. 1, pp. 11-24.
6.	11	Welford, R. and Gouldson, A. (1993). <i>Environmental Management and Business Strategy</i> (Pitman Publishing, London).
7.	11	Cairncross, F. (1991). <i>Costing the Earth: The Challenges for Governments, the Opportunities for Business</i> (Harvard Business School Press, Boston MA).
8.	8	Smart, B. (Ed.) (1992). Beyond Compliance: A New Industry View of the Environment (<i>World Resources Institute</i>).
9.	8	Walley, N. and Whitehead, B., (1994). It's Not Easy Being Green, <i>Harvard Business Review</i> , Vol. 72, No. 3, pp. 46-52.
10.	7	Davis, J. (1991). <i>Greening Business: Managing for Sustainable Development</i> (Basil Blackwell, Oxford).
11.	7	Hart, S. (1995). A Natural-Resource-Based View of the Firm, <i>Academy of Management Review</i> , Vol. 20, No. 4, pp. 986-1014.
12.	7	Porter, M. E. (1980). <i>Competitive Strategy. Techniques for Analyzing Industries and Competitors</i> (The Free Press, New York).
13.	7	Steger, U. (1993) The Greening of the Board Room: How German Companies are Dealing With Environmental Issues. In: K. Fischer and J. Schot (Eds.) <i>Environmental Strategies for Industry: International Perspectives on Research Needs and Policy Implications</i> (Island Press, Washington, DC) pp. 147-166.