

**University of Pune**  
**Faculty of Management Sciences**  
**Post Graduate Diploma in Environmental Management**  
**PGDEM**

**1 Name of the Course: Post Graduate Diploma in Environmental Management (PGDEM).**

**2 Objectives of the course :**

It is wellfelt need that management experts need to develop concern about environment. Therefore Management faculty has decided to have this type of interdisciplinary diploma course useful to both working managers and future managers. The objectives of the course are:

1. To understand environmental issues in general and related industrial sector in particular .
2. To develop the skill for environment management in the industrial sector.
3. To improve awareness about environmental issues and remedial measures with a social aspect.
4. To develop environment friendly policy instruments.

**3 Eligibility:** Any graduate from statutory university OR any diploma awarded by the Board of Technical Education of any State Government or Central Government. Post SSC three year Diploma with 2 Years of Post diploma experience or post HSC two year Diploma with one year Post Diploma experience

**4 Assessment of External Papers**

The final total assessment of the candidates shall be made in terms of an internal assessment for 30 marks and an external assessment for 70 marks for each course.

External assessment:

The external assessment for 70 marks shall be based on the external written examination to be held at the end of each semester for each course.

**5 Duration: 1 year, 2 Semesters**

**6 Program Structures:**

Semester I

Course Code	Subject Title	Hours	Marks		
			Internal	External	Total Marks
0101	Principals & Practice of Management	50	30	70	100
0102	Basics of Management Accounting	25	15	35	50
0103	Data Collection, Analysis & Reporting	50	30	70	100

0104	Introduction to Environment Management	50	30	70	100
0105	Introduction to Environment	50	30	70	100
0106	Environmental Legislation	50	30	70	100
0107	Written, Analysis & Communication Skills	25	15	15	50
Total		300	180	420	600

## Semester II

Course Code	Subject Title	Hours	Marks		
			Internal	External	Total Marks
0201	Natural Resource Management	50	30	70	100
0202	Env. Management & EIA	50	30	70	100
0203	Environmental Pollution & Disaster Management	50	30	70	100
0204	Project Report	50	30	70	100
0205	Environmental Economics & Indian Environmental Scenario	50	30	70	100
0206	Colloquium	25	15	35	50
0207	Corporate Social Responsibility	25	15	35	50
Total		300	180	420	600

## Semester I

### 0101. Principles and Practices Of Management

- History of Management Thought: Development, Changes and Evolution of Management
- Principles Classical School, Human Relations School, Systems School etc.
- Functions of Management: Planning, Ordering, Decision Making, Scheduling,
- Coordinating, Controlling, Reviewing Planning: Nature and Purpose, Steps in Planning, The Planning Process.
- Organizing: Nature, Purpose and Process, Type of Organizational Structure, Different Organizational Levels, Span of Management, Levels of Authority.
- Controlling: Basic Control Process, Critical Control, Points traditional Control Devices, Modern Control Devices, Budgetary Control.
- Man Power Planning: Defining Requirements, Selection Recruitment, Appraisal and Rewards, Compensation Planning Total Quality Management

#### 8. Recommended reference books

- Essentials of Management – Koontz and O'Donnel.
- Business Management – C. B. Gupta.
- Management – A System and contingency Analysis – Harold Koontz and Cyril O'Donnel.
- Functions of Executive – Chester Bernard.
- Management of Organisation – Locus A Allen
- Management for Results – Peter Drucker
- Management of Practice – Varanasi Murty

8. Management – Tasks, Responsibilities and Practices- Peter Drucker.
9. Management Theory and Practice – Ernest Dale.
10. Management Style in India – R. G. Sarian.
11. Principles of Management – Tripathi and Reddy.
12. Management (4<sup>th</sup> edition) – Hicks and Gullet.
13. Management Principles and Practice – Chunnawalla and Srinivasan.

### **0102. Basics of Management Accounting**

1. Financial Accounting – An Overview: Basic Finance concepts, Different facets of Accounting and Finance, Financial Accounting Process, Books of Accounts.
2. Introduction to Costing and Cost Management – An Overview: Basic cost concepts, Cost determination process, job costing and process costing, marginal costing, budgetary control. Cost control and cost reduction.
3. Managerial Accounting - An Overview: Nature, purpose and scope of managerial accounting, some tools and techniques of managerial accounting (elementary).
4. Audit- An Overview: Principles and practice of audit, statutory audit, internal audit, management audit, cost audit, social responsibility accounting, social audit, ethics audit.
5. Introduction to Environmental Accounting and Auditing:

### **Reference Books**

1. Double Entry Book Keeping – by J. S. Grewal
2. Management Accountancy – by Jawaharwal
3. Practical Accountancy – by B. N. Tandon.
4. Cost Accountancy – by Horogrech, Foster, Datar.
5. Business Ethics – by Richard De George
6. Direct Taxes Law & practice – by Taxman.
7. Principles of Management Accounting - by Manmohan Goyal.
8. Management Accounting – by Srinivasan.
9. Management Accounting – Khan & Jain.
10. Principles and Practice of Cost Accounting – by N. K. Prasad.
11. Management Accounting – Saxena and Vashita.
12. Advanced Accounting – R. L. Gupta, M. Radhaswami.

### **0103. Data collection, analysis and reporting**

1. Basic Statistics:
  - a) Data, classification of data, tabulation presentation of data, Graphs.
  - b) Measure of Central Tendency concept, mean, median, mode, definition, properties, relative and absolute measures problem.
  - c) Measure of dispersion- concept, Range, Q.D. mean deviation, Standard Deviation, definition properties, relative and absolute measures problems.
  - d) Skewness- concept, type, measure- Bowley's and Persons coefficient
2. Regression and Correlation: Scatter diagram, Kar Pearson, Correlation coefficient, properties, Linear regression coefficient properties, Rank Correlation, problems.
3. Probability: Concept of probability, various probability distributions, Binomial, Poisson, Normal.
4. Sampling and testing:
  - a) Sampling - definition of population and sample, types of sampling, SRS, Stratified, systematic, definition and method.
  - b) Definition of Hypothesis, null and alternative, one sided and two sided, level of significance, types of error
  - c) Large sample test for mean and proportion, Chi square test of goodness of fit, Independence of attribute
5. Time Series: Basic concept, Components explanation, Estimation of trend by linear fitting and moving average.
6. Practical Statistical Tools: Ischikawa or Fish Bone Diagram, Seven Tools of presenting data, DOE- Design of Experiments, ANOVA- Analysis of variance

### **Reference Books**

1. Statistical Methods for Engineers, Prentice Hall, 1985 – by McCuen, R. H.
2. Statistical Methods – S. P. Gupta.

3. Mathematics for Business and Economics – Nicholson.
4. Statistics for Business and Economics – Sandy.

#### **0104. Introduction to Environmental Management**

1. Environment Impact on Business: Social, Economic, Political, Cultural, Legal and constitutional sub-systems of environment and their impact on Business.
2. Constitution of India: Fundamental rights and duties, Directive Principles of State Policy, 74th Amendment of the Constitution pertaining to local Governments.
3. Introduction to Environmental Legislation: How the Parliament functions- Bill to Act to Rules. How a Bill is issued in parliament and how it becomes an Act, How a rule is notified/Gazetted. Difference between Regulation, Law and Notification Bills. Introduction to Environmental Acts, Factory Act, Safety Related rules. Environmental Policy of the Government of India for Industrial Location with respect to Ecology. The Command & Control Regime and The Economics Instruments Regime.
4. Public Policy for Industry and Business: Environmental Policy of the Government of India and the working of the Ministry of Environment and Forests, Central Pollution Control Board, State Pollution Control Boards. Annual Report of the Ministry of Environment and Forests (current year)
5. Internet and Environmental Management: Use of internet as a tool, Specific websites related to environmental management, Extracting latest updated information from related sites.
6. Introduction to software packages for GIS and MIS

#### **Reference Books**

1. Government & Business – by Amarchand, Tata McGraw Hill.
2. Government & Business Management – by Kumar & Ghosh
3. Business Law – Bulechandani. K. R.
4. Mercantile Law – Barra and Kelra.
5. The Economics of Development and Planning – by M. L. Jhingan.
6. Microeconomic Theory & Welfare Economics – by P. N. Chopra
7. Economic Development – Problems, Principles & Policies – by Benjamin Higgins.
8. Economic Development – Past & Present – by Gill
9. Economic Development of Business – by Dr. M. Adhikari

#### **0105. Introduction to Environment**

1. Environment as the Basis of Life (Biosphere)  
Meaning of Environment, Components of environment, Structure of environment, Functioning of environment, Levels of organization in nature- Food chain and Tropic structure, Biogeochemical Cycles, Natural selection. Interdependence of man & environment, Role of technology in Environmental disorders- Impact on land, climate, natural vegetation and impact on utilization of natural resources, relevance of environmental studies with respect to technological development, trade and scientific progress.
2. Environment as Science  
Introduction, Types of environment- Physical & Cultural, Environmental Science- meaning and definition, nature and scope, methods and importance of study.
3. General Account of the Environment  
Atmosphere: Composition and structure, light and temperature factors, Isolation, terrestrial radiation, heat balance, Hydrological cycle, Weather and climate.  
Hydrosphere: Realms of water- in ocean, in atmosphere, on the land, underground water, water in biosphere, Aquatic ecosystems.  
Lithosphere: landforms and types, Soil as basic natural resource- Definition and Composition, Formation of Soil, Properties of soil, Soil erosion- Causes, Effects and Control measures
4. Human Impact on Natural Environment  
Human impact on climate and atmosphere, vegetation, animals, soil and water. Impact of Human agencies in geomorphology.

#### **Reference Books**

1. Principles of Ecology – Eugene P. Odum.
2. Ecology of Urban India – by Pramod Singh
3. Survey of the Environment – Annual Reports published – by The Hindu.

4. U.S. Environmental Protection Agency, The Potential Effects of Global climate Change on United States, 1988.
5. Waste Water Engineering – Treatment, Disposal & Reuse 3<sup>rd</sup> Ed. Metcalfe & Eddy. Inc. Tata McGraw Hill Pub. Co. 1995.
6. T. H. Tietenberg: Environmental & Natural Resource Economics, 2<sup>nd</sup>, Ed. Scott. Foreman Pub. Company.

### **0106. Environmental Legislation**

1. Constitutional Provisions for Environmental Protection: Specific Provisions for Environmental Protection in the Constitution of India, Provisions in the Directive Principles of State Policy.
2. Environmental Acts, Rules and Notifications:  
The following environmental Acts/Rules will be discussed in details; the rest of the acts, rules and notifications will be referred to:
  - a) Water (Prevention & Control of Pollution) Act and the corresponding Rule
  - b) Water (Prevention & Control of Pollution) Cess Act and the corresponding Rule
  - c) Air (Prevention & Control of Pollution) Act and the corresponding Rule
  - d) Environment (Protection) Act and Rule
  - e) Hazardous Waste (Management & Handling) Rules
  - f) Manufacture, Storage and Import of Hazardous Chemicals Rules
  - g) Public Liability Insurance Act and Rule
 Refer to MoEF Website (<http://envfor.nic.in>) for the latest revisions, amendments etc.
3. Important Judgments and Cases: Discussion on landmark cases: Sriram Chemicals Oleum Leak Case, Bhopal Gas Leak case, Ganga Action Plan case etc. Green Benches.  
Reference books
  1. R. K. Trivedy – Handbook of Environmental Laws, Guidelines, Compliance & Standards, Vol. 1 & 2 Environ – Media karad, India
  2. Mhaskar A. K. Environmental Laws

### **0107. Written Analysis and Communication**

- (1) Introduction, Nature, scope, functions, Barriers, limitations of business communication
- (2) The communication process, Principles and Patterns
- (3) Types of communication face-to-face, verbal, Non-verbal, oral, written, body language (Kinesics), meetings, presentations, telephonic communication, Para Linguistics etc.
- (4) Written communication (Memo, Letters, Report, Proposal, Note, Job Applications, Resume, Brochures, Advertisements)
- (5) Interviews
- (6) Group Discussion

## **Semester II**

### **0201. Natural Resource Management**

1. Forest:  
Forest types, role of forest, Forest products- demand and supply, Tribal and forest, Forest management. Classification of forest land, Administrative classification of forests, Classification of forests for management, social forestry, community forestry. Indian forest policy and Forest conservation. National Forestry Action Plan- 1999: An Overview.
2. Wildlife:  
Importance of wildlife, abuse and depletion of wildlife, Wildlife conservation- classification of scarce wildlife, Methods of wildlife conservation, Endangered species of India, Wildlife conservation in India, Legislation: WLPA – 1972 and 2002 Amendment, development and Impact of wildlife, National Parks and Sanctuaries, GO's and NGO's in wildlife conservation, Eco-tourism.
3. Energy:  
Energy requirement. Impact of energy utilization on the environment. Conventional sources of energy: Coal, Oil and Natural gas, Thermal power, Firewood, Hydropower, Nuclear power.  
Non Conventional Sources of Energy: Solar energy, Wind energy, Ocean/ Tidal energy, Geothermal energy, Biomass based energy, Dendrothermal energy, Energy from urban waste, Bagasse based energy.
4. Land/ Soil  
Landforms- types and significance, Degradation of land- causes and effects, Desertification. Soil:

Basic Natural Resource, Formation and Composition, Soil erosion, Soil conservation.

5. Water:

Surface and groundwater, Water management, Rain water harvesting, Water shed management. Aquaculture- Inland water resources and their economic potential with respect to fisheries. Fresh water fish culture, Establishment and management of fish farm. Fishery – as self employment avenue (small scale industry), Govt. schemes, Training and incentives.

### Reference Books

1. Environmental System “Organisation”
2. Rodgers & Panwar 1988, Planning Protected Area Network in India, Vol. I & II.
3. T. N. Khoshoo (1988) Environment Concerns and Strategies. Ashish Pub. House, Delhi.
4. Pachauri R. K. & Sridharan (1997), Looking back to Think Ahead, The Energy Research Institute, New Delhi
5. R. F. Dasmann (1968) Environment Conservation: John Willey and Sons, New York.
6. Hydrological Measurements for Watershed Research by Wasi Ullah, S. K. Gupta & S. S. Dalal.
7. Watershed Management in India by C. V. S. Murty
8. Groundwater Hydrology by Todd
9. Groundwater Hydrology by Hereemath.

## 0202. Environmental Management & EIA

### (A) Environmental Management

1. Concept of Sustainable Development: From Stockholm to Rio to Johannesburg. The Rio Declaration on Environment and Development. Agenda 21: An Overview, World Summit on Sustainable Development.
2. Principles of ISO 14001: Commitment and Policy, Planning, Implementation, Measurement and Evaluation, Review and Improve. Salient points of ISO 14001.sections 4.2, 4.3, 4.4, 4.5 & 4.6.
3. Case Studies in 14001: See IndSearch Monograph on ISO-14001 for cases; select at least two for discussion and understanding

### (B) EIA

1. EIA: Steps in EIA: description of proposed activity (+ analysis of need), analysis of site selection procedure and alternate sites, baseline conditions / major concerns, description of potential positive and negative environmental, social, economic and cultural impacts including cumulative, regional, temporal and spatial considerations, significance of impacts, mitigation plans, identify issues related to human health, consideration of alternatives, including not proceeding, monitoring plans (impacts and mitigation efforts), contingency plans for unpredicted impacts , waste minimization and recycling plans, public consultation program, plans to minimize release of adverse substances, terms of reference, any other information deemed necessary. (use UNEP document on EIA as the basis for discussion of various sub-topics)
2. Environmental Audit: ISO-19011, Qualities of Environmental Auditor, Contents of EA reports, Environmental Audit Terminology, Environmental management System audit.

### Reference Books

1. W. Kurge: ISO 14001 Certification – Environmental Management System, Prentice Hall, 1995.
2. J. Lampercht: ISO 9000 – Preparing for Registration, Dekker Pub. Co. 1992.
3. Badrinath S. D. & raman N. S. – Certification Scheme for Environmental Audit Chemical Business Vol. 7 (4) 1993.
4. Badrinath S. D. & Rama N. S. – “Environmental Audit: A Step Towards an Ecological Economy” Chemical Business Vol. 12, 1994.
5. Kulkarni, V. S. Khanna P. – “Environmental Aspects of Power Generation” productivity, Vol. 32 (4) 1992.
6. Chalapati Rao, C. V. – et. al. “Environmental Impact Assessment of Petrochemical Industry: A Case study” Indo-British Workshop on EIRA of petrochemical Industry & EA, Nagpur Jan8 –10, 1994.
7. Proceedings of the Workshop on Methodogies and Procedures in EIA, Nagpur, Nov. 22 – 27.

1993.

8. Proceedings of the World Bank Funded Workshop on EIA, Nagpur Oct. 14 – Nov. 2, 1993.

9. Environmental Impact Assessment by R. K. Jain.

10. Environmental Impact Assessment by Canter.

11. Rau & Wooten 1987, Environmental Impact Assessment Handbook

12. Handbook of Environmental Assessment in Developing Countries by Asian Development Bank

13. International Standard ISO-14001 (2004)

14. Environmental Management Systems: Requirements with guidance for use"; - IndSearch Monograph on ISO-14001

## **0203. Environmental Pollution & Disaster Management**

### **(A) Environmental Pollution**

1. Air Pollution: Definition, Sources of air pollution. Air pollutants (CO, CO<sub>2</sub>, SO<sub>2</sub>, NO<sub>x</sub>, hydrocarbons & aerosols). Specific phenomena related with air pollution- Green House Effect, acid rain, Ozone layer depletion and Smog.

Effect of air pollution on – Human health, Animals, Plants, Atmosphere and other effects.

Management measures for preventing and controlling air pollution.

2. Water Pollution: Sources of water and its quality, Definition and sources of water pollution.

Specific phenomena related with water pollution- Algal bloom, Eutrophication, Biomagnification/ Bioaccumulation, BOD, Sewage treatment. Ground water pollution.

Effect of water pollution – on man, Animals, Marine life, Vegetation and other effects.

Management measures for preventing and controlling water pollution.

3. Land/ Soil Pollution: Definition, Sources of land/ soil pollution, Specific phenomena related with land/ soil pollution: Energy from refuse, Recycling of waste materials, NIMBY, NIABY Radioactive pollution. Harmful effects of land/ soil pollution.

Remediation of land-fill sites Management measures for preventing and controlling land/ soil pollution. Methods of solid waste disposal.

4. Noise Pollution: Definition, Measurement of noise and its intensity, Sources of noise pollution, Effects of noise pollution. Prevention and Control measures of noise pollution.

5. Types and classification of waste: Air, Liquid and Solid, Characteristics of Waste. Basic units of an Effluent treatment plant. Biomedical Waste, Hazardous Waste, Municipal Solid Waste (MSW)

### **Reference Books**

1. Air Quality Management by Stern, A. C. (Ed) (1974).

2. Air Pollution by Perkin, H. G. (1974)

3. Air Monitoring Survey Design by Noll, K. E. and Miller, T. L.

4. Fundamentals of Air Pollution by Stern, A. C., Henry Wohlers, G. R. Richard, Boudal, W. and William Lowry, P. (1973).

5. Air Pollution by Wack, K and Waner C. F. (1976)

6. Air Pollution by Sainfeld J. H. (1975)

7. Air Pollution by H. C. Pertin

8. Air Pollution by Dystsusd.

9. Air Pollution (Vol VI – VII) by Stern.

10. Air Pollution Control Theory by Graw ord.

11. The atmosphere by Tarbuck and Lutgen.

12. Environmental Pollution of Cadmium by Rohatgi.

13. Land Pollution, Cases and Control by Harrosson & Laxon.

14. Environmental Pollution and Bhopal Killing.

15. Chemical & Biological Methods for Water Pollution Studies by Trivedi & Goal.

16. Environmental Analysis of Water, Soil, Air by Saxena.

17. Water Pollution and Management by C. F. Vershney.

18. Responses of Oil and Chemical Marine Pollution by Cormark D. (1983), Applied Science Publishers, New York.

19. Soil and water Conservation Engineering by Schwab, S. D., Frevert, R. K., Edminster, T. W. and Earns K. K. John Wiley and Sons.

20. Analytical Chemistry of Industrial Poisons, Hazards and Solvent by Jacob, M. B. 11969),

Interscience, New York.

21. Standard Methods for the Examination of Water and Waste Water (1984): American Public Health Association (APHA, AWWA, WPCF), New York.

### **(B) Disaster Management**

1. Hazards in the work place: Pressure, Biological, Chemical, Electricity, Fire, Heat & Cold, Indoor Air Quality, Lighting, Noise, ergonomics, Radiation (ionizing & nonionizing), Vibrations, hours of work, violence in work place
2. Factories Act: Provisions for Industrial Safety and Health as provided in the Factories Act; understanding of Material Safety Data Sheets (at least one example)
3. Accidents and Safety Management: Accident Prevention methods, Safety Management and audit, Personal Protection Approaches
4. Occupational Health & Industrial Hygiene: Scientific and engineering basis for occupational health, biological monitoring (e.g. BEI), Occupational Hygiene, Concept of First Aid, Preventive Measures
5. Occupational Health & Safety Management System: OHSAS - 18000
6. Epidemics: Causes, effects and management of epidemics like Plague, Dengue, malaria.
7. Mitigation Strategy, Disaster planning and Safety regulation
8. Government agencies and other social organizations relevant to natural calamities. Their aims and functions, available assistance and guidance.

### **Reference Books**

1. Environmental Geology by Valdia, Tata Mc-Graw Hill Pub. Co. N.D.
2. Perspectives on Environment by I. R. Manners, M.W.M. Micksell
3. Our Planet Our Health – WHO, Oxford Publications, 1992.
4. Environment and Health – A. J. Rowland and Paul Cooper, Edward Arnold Publishers Ltd., 1983.
5. Basic Concepts of Environmental Health – NIH Publication No. 80-1254, 1980.
6. General Guidebook on Industrial Health – Edited by Labour Standards Bureau, Ministry of Labour, issued by Japan Industrial Safety & Health Association, 5-35-1 Shiba, Minato-Ku, Tokyo 108, 1994.
7. Encyclopedia of Occupational Health & Safety – Vol. 1 & 2, 3<sup>rd</sup> Revised Ed. International Labour Organisation.
8. National Academy of Sciences – Risk assessment in Federal Government: Managing the Process, National Academy Press, 1983

### **0204. Project Report**

Students may select any environmental topic of their choice (in consultation with the faculty) and make a presentation for about one hour; they should be able to answer questions from audience on the topic.

### **0205. Environmental Economics & Indian Environmental Scenario**

1. Environmental Economics: Introduction to WTO and International Trade, Environmental Trade Barriers, Green GDP, Natural Resource Accounting, Green Accounting, Environmental Communication, GRI reports
2. State of Environment in India: State of India's Environment Report by CSE and MOEF. Survey of the Environment by Hindu, State Government Environmental Status Reports. Environmental Compliance Status of Industries, State of the Environment in major cities of India, Air and Water Quality Standards of CPCB, State Governments and WHO.
3. Major Environmental Organizations and events: Green Peace Movement, WWF, UNEP, UNCED – 1992 (Stockholm Conference, Earth Summit, Rio Declaration, Action Plan and Agenda 21), WBCSD, WRI, GRI, World Bank.
4. Environmental Movements in India: Case Studies- Silent Valley, Tehri Dam, Chipko Movement, Sardar Sarovar Dam Controversy, Enron Power Project controversy, Thapar Dupont Nylon Project, ENVIS
5. Green Marketing: Emergence of new Environmental market, Green marketing, Environmental strategy and Competitive advantage, Green supply Chain Management, Eco Designing, Eco- Labeling.



## **Reference Books**

1. The Economics of Development and Planning – by M. L. Jhingan.
2. Microeconomic Theory & Welfare Economics – by P. N. Chopra
3. Economic Development – Problems, Principles & Policies – by Benjamin Higgins.
4. Economic Development – Past & Present – by Gill
5. Economic Development of Business – by Dr. M. Adhikari
6. Survey of the Environment – Annual Reports published – by The Hindu.
7. State of India's Environment Reports published by Center for Science and Environment.
8. Factor Four by L Hunter Lovins, Ernst von Weizsäcker and Amory B Lovins
9. Changing Course by Stephan Schmidheiny

## **0206. Colloquium**

Students may select any environmental topic of their choice (in consultation with the faculty) and make a presentation for about one hour; they should be able to answer questions from audience on the topic.

Environmental Management Classics – Students are encouraged to study and discuss the following Harvard Business Review Articles in formal seminars;

- (a) A Road Map for Natural Capitalism, A.B. Lovins, H. Lovins & Paul Hawken
  - (b) Bringing the environment down to earth, F. L. Reinhardt
  - (c) It's not easy being green, N. Walley and B. Whitehead
  - (d) Beyond Greening: Strategies for a Sustainable World, S.L. Hart
  - (e) Green & Competitive: Ending the Stalemate, M.E. Porter and C. van der Linde
  - (f) Recycling for Profit: The new green business frontier, D. Biddle
  - (g) The Case of the Environmental Impasse, A.J. Stern
- (all from "Harvard Business Review on Business and the Environment, Harvard Business School Press, 2000)

## **0207 Corporate Social Responsibility (CSR)**

### **I. Building Blocks of CSR / Sustainability**

1. Overview of CSR/Sustainability
2. The Triple Bottom-line Approach
3. Philanthropy – Conventional and Strategic
4. Environmental issues
5. Social issues
6. Labour and related issues
7. Ethical and Governance issues
8. Human Rights – UN Charter

### **II. Standards and Codes**

1. ISO – 14001
2. OHSAS – 18001
3. SA – 8000
4. OECD Guidelines for Multinational Companies
5. Global Compact
6. AA – 1000
7. BS / ISO Guideline on CSR Management (ISO-26000)

### **III. Engaging the stakeholder**

1. Global Reporting Initiative Guideline G-3
2. NGO and CSR
3. Programmes for the neighborhood
4. Markets at the BOP
5. Communication
6. Dilemmas
7. Dow Jones Sustainability Index / FTSE4GOOD Index

#### **IV. Cases and Papers**

1. What is a Business for? Charles Handy, Harvard Business Review, December 2002
2. The Competitive Advantage of Corporate Philanthropy, Michael E Porter and Mark R Kramer, Harvard Business Review, pp 6-16, December 2002
3. Green and Competitive: Ending the Stalemate, Michael E Porter and Class van der Linde, Harvard Business Review, pp 120-133, September-October 1995
4. What Matters Most: Corporate Values and Social Responsibility, Jeffrey Hollender, California management Review, pp 111-119, Volume 46(4), 2004
5. Corruption in International Business, Harvard Business Case 9-701-128, December 2001
6. Corporate Social Responsibility: Whether or How? N. Craig Smith, California Management Review, pp 52-76, Volume 45(4), Summer 2003
7. The Discipline of building character, Joseph L. Badaracco Jr., Harvard Business Review, pp 115-124, March – April 1998
8. Accounting Fraud at Worldcom, Robert S Kaplan and David Kiron, Harvard Business School Case study 9-104-071, May 2005, Management Lessons from Enron, B. Bowonder, TMTC, 2006
9. The Parable of the Sadhu, Bowen H. McCoy, Harvard Business Review, May-June 1997
10. Corporate Social Responsibility: the WBCSD, Geneva, 2004

#### **General Reading:**

1. Changing Course, Stephan Schmidheiny & BCSD, MIT Press, 1992
2. Harvard Business Review on Business & the Environment, Harvard Business School Press, 2000
3. The fortune at the Bottom of the Pyramid, C.K. Prahalad, Wharton School Publishing, 2005
4. The Skeptical Environmentalist: Measuring the real estate of the World, Bjorn Lomborg, Cambridge University Press, 2001
5. Cradle to Cradle: Remarking the Way We Make things, William KcDonough and Michael Braungart, North Point Press, 2002
6. Natural Capitalism: Creating the next Industrial Revolution, Paul Hawken, Amory Lovins & L. Hunter Lovins, 1999
7. The Sustainability Wave: Building Boardroom Buy-in (Conscientious Commerce), Bob Willard, 2007.

