



**BA525/NRE526**  
**Erb Institute Seminar**  
Fall 2008

## Syllabus

Class Meets:  
Tuesday  
4:30 – 7:30 pm  
October 28 – December 9  
Room 1024 Dana  
6 sessions

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*“To be truly radical is to make hope possible, not despair convincing.”*  
*Raymond Williams*

### Course Overview

Why are you here? What prompted you to join the Erb Institute? Why are you in this class? This Seminar explores these questions by asking you to consider your career path and how your time here at the University of Michigan can help you fulfill it. Through readings you will be exposed to:

- (a) the nature of the global environmental problem through the most recent work of the Millenium Ecosystem Assessment, a four year study, completed in 2005, that brought together nearly 1,400 experts from 95 countries to conduct a global inventory of the state of our ecosystems, quantify the effect that human activities are having on them and make suggestions for the future,
- (b) the thinking of many great writers on environmental and social issues,
- (c) the approaches used by various University faculty and outside professionals to address the problems we face, and most importantly,
- (d) the thinking of you and your classmates as you embark on your own paths to addressing these issues.

This course is designed to enable new and prospective Erb MBA/MS students to discover what each understands about sustainable development and enterprise, pinpoint what each wants to know and endeavor to learn while in the program; and facilitate careful reflection about each student's future path through life and work, after they graduate. In addition to its curricular objectives, the Seminar aims to collectively bond the entering Erb Institute class, both intellectually and socially.



## Course Expectations

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Because this class depends on our interactive dialogue, **class participation** is essential, both for your and your classmate's learning. If you have reservations about speaking in class, you may wish to carefully consider your taking this class. When you speak in class, your emphasis should be on quality as opposed to quantity. Your comments should be focused on one point and should be backed up with sound reasoning. Comments should transcend the "I feel" syndrome. This is too easy a topic to drift into easy platitudes and reactionary statements. You should build your comments on models, evidence or analysis of inherent tradeoffs. In other words, the comments should demonstrate some reflective thinking.

Generally a high participation grade is difficult to achieve if you are absent. Therefore, class **attendance** is critically important. If you must miss a class, please inform me in advance. In this course you will be expected to do a lot of **reading**. On such a topical and emergent issue, discussion without solid analysis and evocative case examples would likely digress into a fruitless exchange of unsupported opinions. You will be expected to read the assigned materials. You will also be expected to gather additional readings that are pertinent to the topic of the day. I strongly encourage you to **research** other related articles that can be used to enhance and elevate class discussion.

To aid you in the reflection process inherent in a class such as this, you are encouraged to keep a **journal** of your thoughts as we progress through the semester. This journal will help you sort out issues that the course raises. You will not be asked to actually hand in your journals but the contents would be ideal for our discussion in the final session and for your final paper.

## Course Requirements

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### **Requirement #1 – Contributions to Class Learning and Discussion**

**40%**

Class participation is a very important part of the learning process (as well as an important part of your grade). It is critical not only for your personal learning, but also for the learning of your fellow classmates. Much of the value of the class comes from prepared, thoughtful, and informed dialogue between you and your classmates. You are expected to read all the materials and you should apply the material in those readings to your class discussion. You will be expected to participate in that class discussion in a thoughtful, productive and meaningful way. The following are some of the behaviors we look for as good contributions to class discussions: Raising relevant, insightful questions; Making comments that build on the ideas of others, moving the discussion and analysis forward; Helping other students contribute their ideas; Offering your own ideas to help analyze the case and to develop a sound course of action; Sharing your own personal experiences in a way that adds to our understanding of the topic being discussed; Talking with appropriate frequency (i.e., neither dominating the conversation nor being too quiet). **You will be required to write a one page statement of your thoughts and reactions to the day's readings.**

*Facilitation:* As this class is a very large seminar, we will break into smaller groups to discuss the week's readings. You will each be assigned the role of facilitator of your small group once during the semester. Prior to each class, I will meet with the facilitators to provide guidance on the readings, how they fit together and how you may direct the conversation. At the end of the break out group portion of the class, you will then be asked to present the key points brought up in your discussion.

**Requirement #2 – Book Review (Individual)****30%**

There are a wide range of books out today on sustainability, corporate social responsibility and the like. In fact, I imagine that many of you have such a list already developed and are wondering how you are going to tackle it while also keeping up with your course load. Well, this is your opportunity to both read one of those books and have your classmates teach you about the others. You are to select one of the perspectives on environmental/social sustainability as represented by the books listed at the end of this syllabus (or you may choose another). You will critically examine the book's ideas in terms of its logical coherence, practicality, depth of vision, strengths and weaknesses. You should not use an existing book review as a way to choose your selection, nor should you read an existing review as background for developing your own. Your review should be completely independent and original. You must submit your book choice before **class #2**, your written review by **session #4** (not to exceed five pages, double spaced.) **Bring 4 copies, one with your name on it, three without.** Reviews will be handed out randomly to the class. Each student will receive three book reviews to evaluate. Evaluation forms will be handed out in class and must be returned by **session #6**.

**Requirement #3 – Career Mapping Exercise (Individual)****30%**

You are at the beginning of your experience with the Erb Institute and we want to make sure that it is the best experience it can be. To begin, you must develop a vision of what you want to accomplish in your life and how the Erb Institute, Ross, SNRE and the whole of the University can help you accomplish it. Any good vision statement has three components.

- First, it has a clear statement of the present reality – what is the problem that you see as most pressing?
- Second, it has a clear statement of a desired future – what kind of world would you like to create?
- Third, it has a roadmap to get from the first to the second – how are you going to map your career to affect this change?

Try to use this structure for your paper. But narrow the topic to the issue (or issues) that are most important to you. Do not simply describe what is wrong with the environment/economy/business. Write about the issue on which you might like to direct your career. It could be integrating sustainability into K-12 education, changing the hotel industry to make it more sustainable, changing religious institutions to make them more proactive on solving issues of sustainability or whatever your personal plan is. The final paper should be no more than 7 pages, double spaced and is submitted in **session #6**. On the first page, list between **5 and 10 keywords** from the list at the back of this syllabus that represent your career plans. We will discuss the papers in the final class.

**Required Course Materials**

There is a course packet of cases and a required text for this course. This reading should be supplemented by steady reading of contemporary environmental issues as published in *The New York Times*, *Wall Street Journal*, etc.

- Required:**
- Millennium Ecosystem Assessment (2005) *Ecosystems and Human Well-Being: Synthesis Report*, (Washington DC: Island Press).
  - Reading Packet

**Academic Honor Code:** Personal integrity and professionalism are fundamental values of the Ross Business School community. This course will be conducted in strict conformity with the Academic Honor Code. The Code and related procedures can be found at [www.bus.umich.edu/Academics/Resources/communityvalues.htm](http://www.bus.umich.edu/Academics/Resources/communityvalues.htm). The site also contains comprehensive information on how to be sure that you have not plagiarized the work of others. Claimed ignorance of the Code and related information appearing on the site will be viewed as irrelevant should a violation take place. Non-Ross Business School students taking the course should also familiarize themselves with the Code as they will be subject to the Code as well while in this course.

**Note to Students with Disabilities:** If you need an accommodation for a disability, please let me know at your earliest convenience. Some aspects of the course, the assignments, and the in-class activities may be modified to facilitate your participation and progress. As soon as you make me aware of your needs, we can work with the Office of Services for Students with Disabilities to help us determine appropriate accommodations. I will treat information you provide as private and confidential.



## BA525/NRE526: Class Schedule

Session #1	October 28
<b>MEA:</b>	<b><u>The Ecosystem and Human Well-Being</u></b> <ul style="list-style-type: none"><li>• <i>Ecosystems and Human Well-Being</i>, pp. v-x.</li></ul>
<b>READINGS:</b>	<b><u>Change Agency and Tempered Radicalism</u></b> <ul style="list-style-type: none"><li>• Shepard, Herbert (1991) "On the realization of human potential: A path with a heart," in David Kolb et al (eds). <i>The Organizational Behavior Reader</i>, (Englewood Cliffs, NJ: Prentice Hall).</li><li>• Meyerson, D. and M. Scully (1995) "Tempered radicalism and the politics of ambivalence and change," <i>Organization Science</i>, 6(5): 585-601.</li><li>• Ray, Paul &amp; Sherry Ruth Anderson (2000) Introduction and Chapter One from <i>The Cultural Creatives</i> (New York: Harmony Books), pages 3-42.</li><li>• Ghoshal, S. (2005) "Bad management theories are destroying good management practices," <i>Academy of Management Learning and Education</i>, 4(1), 75-91</li><li>• Ellin, A. (2006) "MBA's with three bottom lines: People, planet and profit," <i>New York Times</i>, January 8.</li><li>• Erb Institute (2005) <i>Research Agenda</i> (University of Michigan)</li></ul>
<b>RESEARCH:</b>	• <b>Professor Andrew Hoffman</b> , Holcim (US) Professor of Sustainable Enterprise; <a href="http://www.andrewhoffman.net">http://www.andrewhoffman.net</a>
<b>READING:</b>	• Hoffman, A. and R. Henn "Overcoming the social and psychological barriers to green construction," under review at <i>Organization &amp; Environment</i> , go to: <a href="http://papers.ssrn.com/sol3/papers.cfm?abstract_id=1135236">http://papers.ssrn.com/sol3/papers.cfm?abstract_id=1135236</a>
<b>DUE:</b>	<ul style="list-style-type: none"><li>• Complete your footprint assessment and bring the results to class. Try to manipulate your results to see how you can best reduce the environmental impact of your lifestyle: <a href="http://www.earthday.net/footprint/index.asp">http://www.earthday.net/footprint/index.asp</a></li><li>• Book review choice will be due in session #2.</li></ul>

Session #2	November 4
<b>MEA:</b>	<b><u>Ecosystem Change in the Last 50 Years</u></b> <ul style="list-style-type: none"><li>• <i>Ecosystems and Human Well-Being</i>, Finding #1 pp. 1-5 and Key Questions #1 and #2, pp. 25-48.</li></ul>
<b>READINGS:</b>	<b><u>Identity and Literacy</u></b> <ul style="list-style-type: none"><li>• Orr, D. (1992) "Ecological literacy," in <i>Ecological Literacy: Education and the Transition to a Postmodern World</i> (Albany: State University of NY Press): 85-95.</li><li>• Easterbrook, G. (1995) "Why the good news shouldn't scare you," in <i>A Moment on Earth: The Coming Age of Environmental Optimism</i> (NY: Viking): xiii-xxi.</li><li>• Shellenberger, M. and T. Nordhaus (2005) <i>The Death of Environmentalism: Global warming politics in a post-environmental world</i>, <a href="http://www.thebreakthrough.org/images/Death_of_Environmentalism.pdf">http://www.thebreakthrough.org/images/Death_of_Environmentalism.pdf</a>.</li><li>• Millennium Ecosystem Assessment (2005) <i>Ecosystems and Human Well-Being: Opportunities and Challenges for Business and Industry</i>. Go to cTools.</li></ul>
<b>RESEARCH:</b>	• <b>Professor Tom Lyon</b> , Dow Chemical Professor of Sustainable Science, Technology and Commerce; Erb Institute for Global Sustainable Enterprise; <a href="http://webuser.bus.umich.edu/tplyon/">http://webuser.bus.umich.edu/tplyon/</a> (4:30-5:30)
<b>READING:</b>	• Lyon, T. and J. Maxwell (2008) "Corporate social responsibility and the environment: A theoretical perspective," <i>Review of Environmental Economics &amp; Policy</i> , 1(0): 1-22 (on cTools)
<b>DUE:</b>	• Book review choice



**Session #3**

**November 11**

- MEA:**                    **Gains and Losses from Ecosystem Change**
- *Ecosystems and Human Well-Being*, Finding #2 pp. 5-14 and Key Questions #3 and #4, pp. 49-70.
- READINGS:**        **Technology**
- Carson, R. (1962) “Elixirs of death” in *Silent Spring* (Boston: Houghton Mifflin): 15-37.
  - Jonas, H. (1973) “Technology and responsibility: Reflections on the new tasks of ethics,” *Social Research*, 40: 31-54.
  - Dubos, R. (1976) “Symbiosis between the earth and humankind,” *Science*, 193 (August): 459-462.
  - Evernden, N. (1992) “The social use of nature,” in *The Social Creation of Nature* (Baltimore: Johns Hopkins University Press): 3-17.
  - McKibben, B. (2006) “A deeper shade of green,” *National Geographic*, August: 33-37.
- GUEST:**               • TBA

**Session #4**

**November 18**

- MEA:**                    **Ecosystem Prospects for the Next 50 Years**
- *Ecosystems and Human Well-Being*, Finding #3 pp. 14-18 and Key Questions #5, #6 and #7, pp. 71-91.
- READINGS:**        **Balance**
- Malthus, T. (1798/1982) “Malthus’ law, from *An Essay on the Principles of Population*,” in A. Clayre (ed.) *Nature and Industrialization*, (NY: Oxford University Press): 198-202.
  - Thoreau, H.D. (1854/1991) “What I lived for,” in *Walden* (NY: Vintage Books): 72-81.
  - Hardin, G. (1968) “The tragedy of the commons,” *Science*, 164 (December): 1243-1248.
  - Capra, F. (1982) “The turning of the tide,” in *The Turning Point* (NY: Bantam Books): 21-49.
  - Livingston, J. (1994) “The problem animal” in *Rogue Primate: An Exploration of Human Domestication* (W. Boulder, CO: Roberts Rinehart): 1-12.
  - Ehrlich, P. (1967) “Paying the piper,” *New Scientist*, 36: 652-655
- GUEST:**               • TBA
- DUE:**                   • Book reviews due (bring 4 copies)



\* Tuesday, November 25, No class, Thursday schedule.

Session #5	December 2
<b>MEA:</b>	<b><u>Reversing Ecosystem Degradation</u></b> <ul style="list-style-type: none"><li>• <i>Ecosystems and Human Well-Being</i>, Finding #4 pp. 18-24 and Key Questions #8 and #9, pp. 92-102.</li></ul>
<b>READINGS:</b>	<b><u>Institutions</u></b> <ul style="list-style-type: none"><li>• Leopold, A. (1949) "The land ethic," in <i>A Sand County Almanac</i> (NY: Oxford University Press): 201-226.</li><li>• White, L. (1967) "The historical roots of ecological crisis," <i>Science</i>, 155 (March): 1203-1207.</li><li>• Tucker, M. and J. Grim (2001) "The emerging alliance of world religions and ecology," <i>Daedalus</i>, Vol. 130, No. 4.</li><li>• World Commission on Environment and Development (1987) "From one earth to one world," in <i>Our Common Future</i> (NY: Oxford University Press): 1-23.</li><li>• Hawken, P. (1993) "Preface" and "A teasing irony" in <i>The Ecology of Commerce</i> (NY: HarperCollins): xi-xvi and 1-17.</li><li>• Daly, H. (2005) "Economics in a full world," <i>Scientific American</i>, September: 100-107.</li></ul>
<b>GUEST:</b>	<ul style="list-style-type: none"><li>• TBA</li></ul>

Session #6	December 9
<b>MEA:</b>	<b><u>Opportunities and Challenges for Business and Industry</u></b> <ul style="list-style-type: none"><li>• <i>Business Industry Sector Perspectives on the Findings of the Millennium Ecosystem Assessment</i>. Go to cTools or: <a href="http://www.millenniumassessment.org/en/index.aspx">http://www.millenniumassessment.org/en/index.aspx</a></li></ul>
<b>READINGS:</b>	<b><u>Answers</u></b> <ul style="list-style-type: none"><li>• Foreman, D. (1991) "In time of crisis," in <i>Confessions of an Eco-Warrior</i> (NY: Crown Trade Paperbacks): 1-23.</li><li>• Holliday, C., S. Schmidheiny and P. Watts (2002) "The business case for sustainability," in <i>Walking the Talk</i> (San Francisco: Berrett-Koehler): 12-31.</li><li>• Friedman, T. (2007) "The power of green; What does America need to regain its global stature?" <i>New York Times Magazine</i>, April 15: 41-67, 71-72.</li><li>• Munk, N. (2007) "Jeffrey Sach's \$200 billion dream," <i>Vanity Fair</i>, July.</li><li>• Regis, E. (1997) "The doomslayer: The environment is going to hell, and human life is doomed to only get worse, right? Wrong. Conventional wisdom, meet Julian Simon, the Doomslayer," <i>Wired</i>, February,</li></ul>
<b>DUE:</b>	<ul style="list-style-type: none"><li>• Individual assessments</li><li>• Completed book review forms</li></ul>



### **Book Suggestions (or you may add to the list)**

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- Abbey, E. (1985) *Desert Solitaire* (Ballantine Books).
- Abbey, E. and D. Brinkley (2000) *The Monkey Wrench Gang* (Harper Perennial Modern Classics)
- Abrams, J. (2005) *The Company We Keep: Reinventing Small Business for People, Community, and Place* (Chelsea Green Publishing)
- Anderson, R. (1998) *Mid-Course Correction: Toward a Sustainable Enterprise, the Interface Model* (Chelsea Green Publishing).
- Ayres, R. & U. de Simonis (1994) *Industrial Metabolism: Restructuring for Sustainable Development* (Tokyo: United Nations University Press).
- Bach, D. (2008) *Go Green, Live Rich: 50 Simple Ways to Save the Earth* (Broadway Books).
- Beck, U. (1992) *Risk Society: Toward a New Modernity* (London: Sage).
- Benyus, J. (1997), *Biomimicry*, (NY, Harper Collins).
- Boulding, K. (1964) *The Meaning of the Twentieth Century: The Great Transition*, (NY: Harper and Row)
- Brown, L. (2003) *Plan B - Rescuing a Planet under Stress and a Civilization in Trouble* (NY: Norton)
- Cairncross, F. (1991) *Costing the Earth: The Challenge of Governments, the Opportunities for Business* (Boston: Harvard Business School Press).
- Cairncross, F. (1995) *Green Inc: A Guide to Business and the Environment* (Washington DC: Island Press).
- Capra, F. & G. Pauli, eds. (1995) *Steering Business Toward Sustainability* (NY: United Nations Press).
- Carson, R. (1962) *Silent Spring*, (Boston, MA: Houghton-Mifflin Co.)
- Coglianese, C. & J. Nash (2001) *Regulating from the Inside: Can Environmental Management Systems Achieve Policy Goals?* (Washington DC: Resources for the Future).
- Cronon, W. (1983) *Changes in the Land: Indians, Colonists and the Ecology of New England* (NY: Hill and Wang).
- Daggett, D. (2005) *Gardeners of Eden: Rediscovering Our Importance to Nature* (The Good Stewards Project)
- Daily, G. & K. Ellison (2003) *The New Economy of Nature: The Quest to Make Conservation Profitable* (Shearwater Books).
- Daly, H. & J. Cobb (1994) *For the Common Good: Redirecting the Economy toward Community, the Environment and a Sustainable Future* (Boston: Beacon Press).
- Daly, H. (1977), *Steady-State Economics* (Washington DC: Island Press)
- De Soto, H. (2000), *The Mystery of Capital*, (NY: Basic Books)
- DeSimone, L. & F. Popoff (1998) *Eco-Efficiency: The Business Link to Sustainable Development* (Cambridge, MA: MIT Press).
- Dessler, A. & E. Parson (2005) *The Science and Politics of Climate Change: A Guide to the Debate* (Cambridge: Cambridge University Press) *forthcoming*.
- Devall, B. and G. Sessions (2001) *Deep Ecology: Living as if Nature Mattered* (Gibbs Smith)
- Dillard, A. (1998) *Pilgrim at Tinker Creek* (Harper Perennial Modern Classics)
- Dorfman, J. (2007) *The Lazy Environmentalist: Your Guide to Easy, Stylish, Green Living* (Stewart, Tabori & Chang)
- Donald W. (1994) *Nature's Economy: A History of Ecological Ideas*. (Cambridge University Press).
- Dowie, M. (1995) *Losing Ground: American Environmentalism at the Close of the Twentieth Century* (Cambridge, MA: MIT Press).
- Dunphy, D., A. Griffiths, S. Benn & S. Ben (2003) *Organizational Change for Corporate Sustainability* (Routledge Press).
- Easterbrook, G. (1995) *A Moment on the Earth: The Coming Age of Environmental Optimism* (Harmondsworth, UK: Viking Press).
- Edwards, A. and D. Orr (2005) *The Sustainability Revolution: Portrait Of A Paradigm Shift* (New Society Publishers)
- Elkington, J. (1998) *Cannibals with Forks: The Triple Bottom Line for 21st Century Business* (Oxford: Capstone).



- Elkington, J. (2001) *The Chrysalis Economy: How Citizen CEOs and Corporations Can Fuse Values and Value Creation* (NY: John Wiley & Sons).
- Elkington, J. and P. Hartigan (2008) *The Power of Unreasonable People* (Harvard Business School Press).
- Erlich, P. & A. Erlich (1996) *Betrayal of Science and Reason: How Anti-Environmental Rhetoric Threatens our Future* (Washington DC: Island Press).
- Esty, D. and A. Winston (2006) *Green to Gold: How Smart Companies Use Environmental Strategy to Innovate, Create Value and Build Competitive Advantage* (New Haven: Yale University Press).
- Evernden, N. (1985) *The Natural Alien: Humankind and Environment*, (Toronto: Toronto Press Inc.)
- Fiksel, J. (1996). *Design for Environment*. (New York: McGraw-Hill).
- Flannery, T. (2006) *The Weather Makers: How Man Is Changing the Climate and What It Means for Life on Earth* (Atlantic Monthly Press)
- Foreman, D. (1991) *Confessions of an Eco-Warrior*, (NY: Crown Trade Paperback).
- Frankel, C. (1998) *In Earth's Company: Business, Environment and the Challenge of Sustainability* (Gabriola Island: New Society Publishers).
- Fussler, C. (1996). *Driving Eco-Innovation*. (London: Pitman Publishing).
- Gardner, G. (2006) *Inspiring Progress: Religions' Contributions to Sustainable Development* (Norton)
- Gelbspan, R. (1997) *The Heat is On: The High Stakes battle over Earth's Threatened Climate* (NY: Addison-Wesley).
- Gore, A. (1992) *Earth in the Balance: Ecology and the Human Spirit* (Boston: Houghton Mifflin Co.)
- Gottlieb, R. (1993) *Forcing the Spring: The Transformation of the American Environmental Movement* (Washington DC: Island Press).
- Gottlieb, R. (2006) *A Greener Faith: Religious Environmentalism and Our Planet's Future* (Oxford University Press).
- Graedel, T. & B. Allenby (1995) *Industrial Ecology* (Englewood Cliffs, NJ: Prentice Hall).
- Grinde, D. (1998) *Ecocide of Native America: Environmental Destruction of Indian Lands and Peoples* (Clear Light Books)
- Harris, D. (1995) *The Last Stand: The War Between Wall Street and Main Street over California's Ancient Redwoods* (NY: Random House).
- Hart, S. (2005), *Capitalism at the Crossroads : The Unlimited Business Opportunities in Solving the World's Most Difficult Problems*, (Upper Saddle River: Wharton School Publishing)
- Hawken, P. (1993), *The Ecology of Commerce*, (NY: Harper Business)
- Hawken, P. (2007) *Blessed Unrest: How the Largest Movement in the World Came into Being and Why No One Saw It Coming* (Viking).
- Hawken, P., A. Lovins, & H. Lovins (1999) *Natural Capitalism: Creating the Next Industrial Revolution*, (NY: Little, Brown and Co.)
- Hirschhorn, J. & K. Oldenburg (1991) *Prosperity without Pollution*, (NY: Van Nostrand Reinhold).
- Hoffman, A. (2000) *Competitive Environmental Strategy*, (Washington DC: Island Press).
- Hoffman, A. (2001) *From Heresy to Dogma: An Institutional History of Corporate Environmentalism* (Stanford, CA: Stanford Business Books).
- Hoffman, A., (2007) *Carbon Strategies: How Leading Companies are Reducing Their Climate Change Footprint* (Ann Arbor, MI: University of Michigan Press).
- Hoffman, A. and J. Woody (2008) *Memo to the CEO. Climate Change, What's Your Business Strategy?* (Harvard Business School Press).
- Holliday, C., S. Schmidheiny and P. Watts (2002) *Walking the Talk: The Business Case for Sustainable Development* (San Francisco: Berrett-Koehler).
- Korten, D. (1995). *When Corporations Rule the World*. (San Francisco: Berrett-Koehler).
- Kotler, P. and N. Lee (2004) *Corporate Social Responsibility: Doing the Most Good for Your Company and Your Cause* (John Wiley & Sons).
- Krech, S. (1999) *The Ecological Indian: Myth and History* (NY: W.W. Norton and Co.)
- Krupp, F. (2008) *Earth: The Sequel. The Race to Reinvent Energy and Stop Global Warming* (Norton Publishing)



- Laszlo, C. (2003) *The Sustainable Company: How to Create Lasting Value Through Social and Environmental Performance* (Washington DC: Island Press).
- Leopold, A. (1949) *A Sand County Almanac, And Sketches Here and There*, (NY: Oxford University Press).
- Lerner, S. (1997) *Eco-Pioneers: Practical Visionaries Solving Today's Environmental Problems* (Cambridge MA: MIT Press).
- Livingston, J. (1994) *Rogue Primate: An Exploration of Human Domestication* (Boulder, CO: Roberts Rinehart Publishers).
- Lomborg, B. (2001) *The Skeptical Environmentalist: Measuring the Real State of the World* (Cambridge: Cambridge University Press).
- Lovins, A. (1979) *Soft Energy Paths: Towards a Durable Peace* (HarperCollins)
- Lovins, A., H. Lovins & E. von Weizsacker (1998) *Factor Four* (London: Earthscan).
- Lyon, T. & P. Maxwell (2004) *Corporate Environmentalism and Public Policy* (Cambridge: Cambridge University Press).
- McDonough, W. & Braungart, M. (2002), *Cradle to Cradle*, (NY: North Point Press)
- McKibben, B. (2004) *Enough: Staying Human in an Engineering Age* (Henry Holt and Co.)
- McKibben, B. (2006) *The End of Nature* (Random House)
- McKibben, B. (2007) *Deep Economy: The Wealth of Communities and the Durable Future* (Times Books)
- McLaughlin, A. (1993) *Regarding Nature: Industrialism and Deep Ecology* (State University of NY Press).
- McPhee, J. (1971) *Encounters with the Archdruid* (NY: The Noonday Press).
- Meadows, D., J. Randers and D. Meadows (2004), *Limits to Growth: The 30-Year Update*, (Post Mills, VT: Chelsea Green Publishing).
- Meadows, D., Meadows, D., and Randers, J. (1992). *Beyond the Limits*. (Post Mills: Chelsea Green Publishing).
- Merchant, C. (1980) *The Death of Nature: Women, Ecology and the Scientific Revolution* (San Francisco: Harper Collins).
- Muir, J. (2004) *My First Summer in the Sierra* (Dover Publications)
- Naess, A. and D. Rothenberg (1990) *Ecology, Community and Lifestyle: Outline of an Ecosophy* (Cambridge University Press).
- Nash, R. (2001) *Wilderness and the American Mind* (Yale University Press).
- Orr, D. (1994) *Earth in Mind: On Education, Environment, and the Human Prospect* (Washington DC: Island Press).
- Orr, D. (2005) *The Last Refuge : Patriotism, Politics, and the Environment in an Age of Terror*(Washington DC: Island Press).
- Ottman, J. (1998) *Green Marketing: Opportunity for Innovation* (New York: McGraw-Hill)
- Post, J., L. Preston and S. Sauter-Sachs (2002) *Redefining the Corporation: Stakeholder Management and Organizational Wealth* (Stanford, CA: Stanford University Press).
- Prahalad, C.K. (2004), *The Fortune at the Bottom of the Pyramid: Eradicating Poverty Through Profits*, (Upper Saddle River: Wharton School Publishing)
- Princen, T. (2005) *The Logic of Sufficiency* (Cambridge, MA.: MIT Press) *forthcoming*.
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