Index

Abbreviations used in the index include:
ENGO – environmental non-governmental organization
POEM – product-oriented environmental management
NZ – New Zealand

ACEA (European Automobile Manufacturers Association) 291
adversarial targeting by ENGOs 75–8
advertising, car industry 284
Agenda 21 143
Agle, B.R. 146, 147, 150, 152, 216
Agriculture and Forestry, Ministry of, NZ 52
Akzo Nobel, magnesium production 172
alliances and ENGOs 80–82
aluminium and automobile industry 287–8, 293–4
Amazon rainforest preservation 107–8
Anniston, Monsanto PCB production 108–10
Antheus Magnesium Ltd 171–2
anticipating stakeholder demands 167–9
Anton, W.Q. 235
Aragón-Correa, J.A. 188, 191, 218, 226
Auto Oil Program 281
automobile industry and ecological modernization 272–98

Bakker, F. de 217
Bansal, P. 7, 18, 226
Barney, J.B. 126
Beck, U. 27, 46, 49
Benner, M.J. 200
Berman, S. 64
Berry, G.R. 150
Berry, M.A. 214, 270
Bonifant, B.C. 270
Bromley, D. 51, 52
Brown, D. 197

business as usual, water resource management 47–50
business managers
relationship with ENGOs 85–7
see also management
businesses, see companies; corporations
Buysse, K. 7, 128

Calton, J.M. 154
Canada, ISO 14001 and stakeholder engagement 194–8
Canterbury, New Zealand, dairying 25, 36–7, 38–50, 52–5
Canterbury Regional Council (CRC) 53
capability building process model 217
capability cycle 217, 224–5
car industry and ecological modernization 272–98
categorical imperative principle 148
CEP (corporate environmental performance) 82–3
chance of liability 174–6
Chapas, R.B. 144
Chapple, W. 192
chemical industry and ISO 14001 193
Cheng, F.Y. 6
ChevronTexaco, waste dumping 110
Child, J. 199, 203
Christmann, P. 190, 200, 235
circuits of political ecology 292–5
civil foundation 186
civil society organizations and corporate responsibility 188–9
Clark, K.B. 217
corporate sustainability 117–35
and POEM implementation 223–5
stakeholders 15–18
corporations
and environmental stakeholders 4–6
increasing power 2–3
see also companies
costs
externalizing 3–4
of non-compliance with stakeholder
demands 169–71
of POEM implementation 221
coup, D. 283
CPR, see common pool resources
CRC (Canterbury Regional Council) 53
CSOs (civil society organizations) and
corporate responsibility 188–9
CSP, see corporate social performance
customer pressure, see consumer
demand
Daboub, A.J. 154
dairy farming, New Zealand 36–8
environmental impact 38–42
stakeholders 52–5
and water resource management 42–50
Dairying and Clean Streams Accord 54
D’Aunno, T. 233
Davison, D. 230, 236
de Bakker, F. 217
Delmas, M.A. 232, 234
den Hond, F. 293
descriptive theory of stakeholders 7
design for the environment (DfE),
automobile industry 279
DiMaggio, P.J. 140, 232, 273
Donaldson, T. 154, 216
Dunfee, T.W. 154
Dylick, T. 224
dynamics in corporate responsibility
for sustainability 120–21
eco-centric management and
sustainability 118
eco-efficiency focused EMS 255–7
eco-factors 275–92
ecological modernization 272–98
New Zealand 46–7
Ecuador, litigation against ChevronTexaco 110
Eisenhardt, K.M. 274
Elkington, J. 197
emissions
  liability costs 169
  reduction, Kyoto Protocol 105–7
  regulations, automobile industry 280–81
EMS, see environmental management systems
ENGOs, see environmental non-governmental organizations
environment as stakeholder 141–61
Environment Canterbury 53
environment-contingent factors 275–92
environmental costs, externalizing 3–4
Environmental Defense 66–8, 69–70
environmental impact, dairying 38–42
environmental management practices 241–2
  and institutional pressure 230–41
environmental management systems
  Market Focused 42, 54
  standards 98, 191–4, 201–4
  and sustainability 246–65
environmental non-governmental organizations 62–89
  impact on environmental management practices 235–7
  and magnesium production 172
environmental performance and ISO 14001 191–4
environmental policies, automobile industry 280–82
environmental products, consumer demand 124, 282–4
environmental responsibilities, corporate 185–9
  ethic of care 152–4
  stakeholder model 155–61
Etzioni, A. 153
European Automobile Manufacturers Association (ACEA) 291
European Council for Automotive Research and Development (EUCAR) 286
evaluation of stakeholders 129–32
externalizing social and environmental costs 3–4
facility culture and stakeholder influence 260–61
farmers, attitude to water resources 44–5
Federated Farmers 54
financial performance and social performance 187–8, 189–91
financial value distribution 131
firms, see companies
Fischer, K. 253
Florida, R. 230, 236
focal-organization frameworks 26–7
Fonterra Cooperative Group 37, 42, 48, 54
Ford, W. 278
Ford Motor Co., environmental commitment 278–9
Freeman, R.E. 6, 19, 141, 144–5, 146, 153, 187, 216
Frooman, J. 63
Galt, V. 192
Giddens, A. 271, 293
Gilbert, D.R. 144–5
Gladwin, T.N. 143
Golding, R. 292
government
  and environmental management practices 234–5
  environmental responsibility 186–7
Green, K. 124
greenhouse gas reduction, Kyoto Protocol 105–7
Greenpeace 66–8, 69
Greenpeace Netherlands and magnesium production 172–3
grounded theory 65
Habermas, J. 158
Hall, S. 253
Hamilton, J.T. 236
Harris, K.E. 124
Harrison, T. 6
Hart, S.L. 18, 144, 199, 200, 212, 215, 217, 225
Hartman, E.M. 148, 153
Hawken, P. 6, 26
Healy, S.A. 124
Henriques, I. 7, 126, 277
Hillman, A.J. 131
Index

Margolis, J.D. 187
market demand, automobile industry 282–4
Market Focused EMS 42, 54
Marshall, R.S. 167, 197
Martin, R. 186
Maxwell, J.W. 236, 285
McEvily, B. 127
McGrath, R.G. 199, 200, 203
McLaughlin, G.L. 126
Meadows, D.H. 2
Meckling, W. 130
micro-factory retailing (MFR) 290
Miles, R.A. 65
Ministry of Agriculture and Forestry, NZ 52
Mitchell, R.K. 146, 147, 150, 152, 216
Mohr, L.A. 124
Monsanto
PCB litigation 108–10
and stakeholder swarms 4
Moors, E. 168
Morell, D. 230, 236
motivation
for using POEM 220–21
stakeholder 125–32
motor industry and ecological modernization 272–98
multinational corporations and institutional pressures 237–8
National Resources Defense Council (NRDC) 66–9
natural capitalism 26
natural environment 140–41
as stakeholder 141–61
natural gas use in automobile industry 289
natural-resource-based view (N-RBV) 215–16
natural resource management, New Zealand 23–52
Natural Step 202–3
Netherlands, magnesium production 171–7
networks, stakeholder 101–4
New Zealand
common pool resources 30–34
dairy farming, environmental impact 36–52
Resource Management Act 34–6
New Zealand Fish and Game Council 52–3
Ngai Tahu (Maori tribe) 54–5
Nguan, O. 277
Nieuwenhuis, P. 279, 281, 290
Nijhof, A. 217
Nike, and stakeholder swarms 5
non-financial value distribution 131
normative stakeholder theory 7, 145
and the natural environment 147–8
N-RBV (natural-resource-based view) 215–16
Okuda, H. 277
Oliver, C. 232
Ontario, ISO 14001 registrations 194–8
Operation Cat Drop 6
organizational capabilities
and POEM 217–18
and sustainability performance 198–201
organizational culture and EMS design 262–3
organizational studies, social-ecological interface 26–7
Orsato, R.J. 293
Orsatto, R.J. 280, 292, 293
Ostrom, E. 28–9
Our Common Future 50
Park, G. 32, 33
Partnership for a New Generation of Vehicles (PNGV) 281–2
partnerships and ENGOs 78–80
Paton, D. 192
performance, and environmental management systems 191–4
Pharmacia Corp. 109
Phillips, R.A. 146, 152
planning failures and natural resource management 43
PNGV (Partnership for a New Generation of Vehicles) 281–2
POEM (product-oriented environmental management) 212–27
policy makers and sustainability 133–4
political ecology circuits 292–5
political pressures and environmental management practices 234–5
politics as usual, water resource management 48
pollution prevention strategy 215–16
domestic ecologies 216–17
polychlorinated biphenyls (PCB), Monsanto 108–10
Porter, M.E. 27, 288
Powell, W.W. 140, 232, 273
Prahalad, C.K. 144
Prakash, A. 191, 237
PRAVDA 291
Preston, L.E. 216
primary stakeholders, motivation 126
prioritising investor demands, magnesium production 174–7
Prius hybrid car 277–8, 283, 285
private property rights, New Zealand 31–4
natural resources 43–5
product-oriented environmental management (POEM) 212–27
product stewardship strategy 215–16
property rights, natural resources 28–9
New Zealand 30–34, 43–5
radical reformism, automobile industry 296–7
Rands, G.P. 7, 120, 123
ranking investor demands, magnesium production 174–7
Rawls, J. 146, 152
regulations, impact on productivity 191; see also legislation; standards
Reichart, J. 152
Reinhardt, F. 271, 295
representation of natural environment 150–51
research, collaborative, automobile industry 281–2, 286–7
residents, and magnesium production investment 172
resource-based view of the firm (RBV) 215–16
resource dependence theory 63–4, 100–101
Resource Management Act (RMA), New Zealand 25, 33–6
and ecological modernization 47
and freshwater resources 50–52
and policy implementation 45–6
and property rights to natural resources 44
response strategy 100–101
responsibility for sustainability 122–3
responsiveness dynamics 121
Risch, C. 288
RMA, see Resource Management Act, New Zealand
Rodgers, C. 175
Rondinelli, D.A. 214, 270
Roome, N.J. 225, 226, 253
Roth, K. 7, 18
Rothenberg, S. 233
Rowley, T.J. 64, 120
Royal Dutch/Shell, and stakeholder swarms 4–5
Ruddick, S. 141
Sadorsky, P. 7, 277
Sage, L. 294
saliency, stakeholder 146–9
Schafer, A. 282
Schlager, E. 28–9
Schot, J. 253
scientific disagreement on environmental issues 98–9
secondary stakeholders’ motivation 126–7
Settle, S. 278
Sharma, S. 13, 126, 188, 191, 199, 200, 212, 218, 226, 227, 239–40, 277
Shrivastava, P. 27, 118–19
smarter growth 94–9
social costs, externalizing 3–4
social-ecological linkages 23–30
social effects, dairy farming, NZ 40
social integration, automobile industry 293–4
social strategy and financial performance 189–91
Solomon, A. 193
Solutia Inc. 109–10
Spar, D.L. 10
Stacey, R. 203
stakeholders coalitions 101–2
demands and investment risks 166–79
dynamics 120–21
identification 129–30, 146
influence
on EMS design 263
on organizational change 246–65
and smarter growth 93–112
and ISO 14001 registered firms 194–8
legitimacy 145–9
mobilization 99–104
motivation 125–32
networks 101–2
and POEM 216–17
representation 149–51
salience 146–9
and sustainability 6–8, 123–5
swarms 4–5
standards, environmental management systems 98, 191–4, 201–4
pressure to adopt 234–5
Starik, M. 7, 120, 123
steel industry, environmental impact 293–4
Stiglitz, J.E. 125
Stone, C. 141
Strategic Management: A Stakeholder Approach 6
structuration processes 271
Sundaramurthy, C. 185
suppliers, influence of automobile industry 287–8
sustainability focused EMS 257–8
sustainable development 94, 142–5, 215–16
corporate responsibility 119–23, 185–9
definition 119, 140
Swanson, D. 158
system integration, automobile industry 294–5
systemic perspectives on sustainability 120
tactic selection, ENGOs 74–5, 83–4
targeting, ENGOs 70, 72–3, 75–82
Taylor, G. 235
Throop, G. 27
Tilley, F. 253
Toyota, environmental commitment 277–8
Prius hybrid car 277–8, 283, 285
Tronto, J.C. 141
Tushman, M.L. 200
Ulrich, D. 126
Union of Concerned Scientists (UCS) 66–8, 70
United Kingdom, ISO 14001 192
United Nations Conference on Environment and Development (UNCED) 143
United States chemical industry and ISO 14001 193
EPA, voluntary strategies 240
and Kyoto Protocol 105–6
utilitarianism and decision-making 153–4
value creation model and stakeholder influence 102–3
value distribution 131
Van der Linde, C. 27
Verbeke, A. 7, 128
Victor, D. 282
voluntary environmental strategies 240
Volvo Car Corporation environmental program 276, 290
Vredenburg, H. 13, 212, 218
Wada, A. 277
Waddensea, magnesium production 171–3
Walley, N. 190
Walsh, J.P. 187
water resource management, NZ 36–7, 38–50
Webb, D.J. 124
Weber, M. 277
Welford, R. 253
Wells, P. 279, 281, 290
Wenger, E. 153
Wheeler, D. 197, 198–9
Whitehead, B. 190
Whiteman, G. 153
Wicks, A.C. 144–5, 148
Winn, M.I. 7, 18
Womack, J. 285
Wood, D.J. 146, 147, 150, 152, 216
World Resources Institute (WRI) 66–8, 70
Zaheer, A. 127
Zandbergen, P.A. 7, 154, 232