Chapter 11: Environmental Management

1. The approach known as the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ assesses organizational performance according to three factors: economic, social and environmental performance.

a) green scale

b) transparency index

c) triple bottom line

d) organizational index

e) none of the above

2. Which of the following are among the competitive advantages of environmental management?

a) cost savings

b) reputational enhancement

c) attracting and retaining quality employees

d) all of the above

e) none of the above

3. Rapidly industrializing \_\_\_\_\_\_\_\_\_\_\_\_ has now surpassed the United States as the world’s largest emitter of greenhouse gases.

a) India

b) China

c) Russia

d) all of the above

e) none of the above

4. The type of energy a nation uses to fuel its economy is primarily a \_\_\_\_\_\_\_\_\_\_\_\_ decision.

a) cost-benefit analysis

b) political

c) thoughtful

d) impossible

e) uncontroversial

5. The United States, with just 5 percent of the world’s population, accounts for \_\_\_\_\_\_\_\_\_\_ of worldwide carbon dioxide emissions, the greatest contributor to greenhouse gas.

a) five

b) ten

c) fifteen

d) twenty

e) none of the above

5. Greenhouse gas emission is clearly associated with the level of \_\_\_\_\_\_\_\_\_\_\_\_\_\_ in a given country.

a) industrialization

b) population

c) solar energy

d) all of the above

e) none of the above

6. Population growth can be considered in terms of \_\_\_\_\_\_\_\_\_\_\_\_\_ units of analysis, or groups of 350 million people living an American lifestyle.

a) Americum

b) climate change

c) globalized

d) Americanized

e) none of the above

7. The movement, identified with essayist Ralph Waldo Emerson and Henry David Thoreau, called \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, emphasized the importance of individualism, and that an ideal spiritual state transcended physical existence.

a) anthropologism

b) transcendentalism

c) environmentalism

d) pacifism

e) none of the above

8. Rachel Carson’s book \_\_\_\_\_\_\_\_\_\_\_\_\_\_ is often given credit for being an early, accessible look at how insecticides and pesticides, particularly DDT, could cause long-term harm to fish, wildlife and humans.

a) Walden

b) A Sand County Almanac

c) Silent Spring

d) Americums

e) none of the above

9. On April 22, 1970, the first \_\_\_\_\_\_\_\_\_\_\_ was held, designed to educate students and others about the need to preserve natural resources and unite environmental organizations around a common cause.

a) Transcendentalist Day

b) Earth Day

c) Walden Movement

d) all of the above

e) none of the above

10. Which of the following regulations, passed during the Nixon era, did not address environmental concerns?

a) Clean Air Act

b) Environmental Protection Agency

c) Clean Water Act

d) Endangered Species Act

e) none of the above

11. The federal agency charged with protecting human health and safeguarding the natural environment, which also offers compliance assistance websites for business, is known as the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

a) Environmental Protection Agency (EPA)

b) Clean Air Act (CAA)

c) Triple Bottom Line (TBL)

d) all of the above

e) none of the above

12. The 1980s, under the Reagan administration, was characterized by which of the following approaches to environmental management?

a) “proactive” regulation emphasizing innovation

b) “cooperative” regulation emphasizing free market solutions

c) “adversarial” regulation emphasizing consequences for noncompliance

d) all of the above

e) none of the above

13. In 1987, President Reagan signed the \_\_\_\_\_\_\_\_\_\_\_\_\_, an international agreement to phase out chlorofluorocarbons (CFCs) that erode the ozone.

a) Clean Air Act

b) Endangered Species Act

c) Montreal Protocol

d) Kyoto Protocol

e) none of the above

14. A landmark climate change conference, held in 1997, produced the \_\_\_\_\_\_\_\_\_\_\_\_\_, which established a goal of reducing worldwide greenhouse gas emissions.

a) Clean Air Act

b) Endangered Species Act

c) Montreal Protocol

d) Kyoto Protocol

e) none of the above

15. Emissions trading systems known as \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ involve federal controls that limit the amount of pollution permitted combined with a market in which businesses can trade licenses to pollute.

a) Cap and Trade

b) Chicago Climate Exchange

c) Kyoto Protocol

d) all of the above

e) none of the above

16. In 1990, Congress passed Clean Air Act amendments to address the problem of \_\_\_\_\_\_\_\_\_\_, associated with destruction caused by fossil fuels originating from coal-fired power plants.

a) acid rain

b) Cap and Trade

c) CFCs

d) carbon dioxide

e) none of the above

17. The program called the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, created in 2003 as a national market to manage a voluntary, yet legally binding program for greenhouse gas emissions, closed in 2010 when participants withdrew their support because Congress failed to pass anticipated regulation.

a) Cap and Trade

b) Chicago Climate Exchange

c) European Climate Exchange

d) Kyoto Protocol

e) none of the above

18. The \_\_\_\_\_\_\_\_\_\_\_\_\_\_, which has more than 100 members, is now the leading emissions trading market in the world.

a) Chicago Climate Exchange

b) European Climate Exchange

c) Cap and Trade

d) Kyoto Protocol

e) none of the above

19. Wisconsin’s innovative \_\_\_\_\_\_\_\_\_\_, created in 2006, provides numerous benefits including regulatory flexibility, permit streamlining, and other incentives for businesses that implement an Environmental Management System.

a) Cap and Trade

b) Mayors Agreement

c) Green Tier program

d) Climate Exchange

e) none of the above

20. The \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ was created in 1999 as a way to track the financial performance of leading sustainability-driven companies.

a) Cap and Trade

b) S&P Index

c) Dow Jones Sustainability Index

d) New York Sustainable Stock Exchange

e) none of the above

21. The U.S. company long disparaged by community activists for poor environmental and social policies, now among the leading corporations to capitalize on the link between eco-friendliness and profits, is:

a) Green Mountain Coffee

b) Seventh Generation

c) Whole Foods

d) Walmart

e) none of the above

22. Which company is now the nation’s largest seller of organic products?

a) Green Mountain Coffee

b) Seventh Generation

c) Whole Foods

d) Walmart

e) none of the above

23. A central theme of eco-friendliness, emphasizing the cyclical goals of environmentalism, is \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

a) waste equals food

b) haste makes waste

c) waste equals recycling

d) all of the above

e) none of the above

24. The University of Wisconsin-Madison’s “Green Masters Program Checklist”, which focuses on actions organizations can take to be more environmentally friendly, includes all but which of the following categories?

a) energy

b) climate change

c) water

d) waste

e) none of the above

25. Which of the following is not included in the list of “simple steps for greening your lifestyle”?

a) stopping receipt of unwanted catalogues

b) using warm water for washing clothes

c) repairing old or poorly fitting toilet flapper valves

d) using reusable bags made of cotton or nylon

e) none of the above

26. Which of the following is not included among the aspects of the environmental change process within organizations?

a) assign a manager to be accountable for environmental initiatives

b) obtain vocal and visible support from CEO, COO and other executives

c) involve employees, suppliers, customers, competitors, shareholders and community members

d) integrate sustainability into normal business functions

e) none of the above

27. Some organizations create a(n) \_\_\_\_\_\_\_\_\_\_\_\_\_\_ that clearly articulates its relationship with the natural environment.

a) Code of Conduct

b) Code of Ethics

c) Environmental mission statement

d) LEED certification

e) none of the above

28. Products can be certified as \_\_\_\_\_\_\_\_\_\_\_ products, which ensures that they are energy efficient.

a) LEED-certified

b) Energy Star

c) Green

d) all of the above

e) none of the above

29. Hitchcock and Willard have developed a(n) \_\_\_\_\_\_\_\_\_\_\_\_ that organizations can use for comparative evaluation purposes when deciding which product to purchase.

a) LEED checklist

b) Energy Start checklist

c) sustainable products checklist

d) Cap and Trade checklist

e) none of the above

30. The International Organization for Standardization (ISO), an NGO, has worked with industries, technical experts and other stakeholders to develop a(n) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ plan for achieving superior environmental performance.

a) Environmental Management System (EMS)

b) LEED certification (LEED)

c) Energy Star System (ESS)

d) all of the above

e) none of the above

31. A key aspect of environmental management is managing \_\_\_\_\_\_\_\_\_\_\_\_; failure to do so can significantly disrupt organizational operations, an example of which can be seen in the case of Sony’s failure to examine its PlayStation cables for illegal cadmium.

a) science

b) risk

c) regulations

d) innovations

d) none of the above

32. Identifying environmental risks in an organization involves exploring which of the following phases of the value chain?

a) suppliers

b) company operations

c) customers

d) all of the above

e) none of the above

33. A useful framework, used by communities and business around the world, emphasizing environmental analysis and action plan development is known as:

a) LEED certification

b) The Natural Step

c) Greening

d) Cap and Trade

e) none of the above

34. The European Union’s Packaging and Packaging Waste Directive of 1994 mandates that all businesses operating within the EU are now responsible for:

a) directly recovering and recycling product packaging

b) creating no waste

c) eliminating product packaging

d) using recyclable materials

e) none of the above

35. A concept employed by Walmart, among other organizations, involving recovering or recycling packaging materials at a rate equivalent to the amount of packaging used by products on the shelves is referred to as \_\_\_\_\_\_\_\_\_\_\_\_\_, often measured by a “scorecard”.

a) Cap and Trade

b) carbon neutral

c) packaging neutral

d) LEED certified

e) none of the above

36. The United States Green Building Council’s \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ rating system provides eco-friendly measurement standards for certifying building construction and remodeling.

a) Cap and Trade (CAT)

b) Leadership in Energy and Environmental Design (LEED)

c) Global Reporting Initiative (GRI)

d) The Natural Step (TNS)

e) none of the above

37. LEED certification involves four levels of assessment related to categories including sustainable sites, water efficiency, energy and atmosphere, \_\_\_\_\_\_\_\_\_\_\_\_\_, indoor environmental quality, innovation in design, and regional priority.

a) neutral packaging

b) recycling

c) materials and resources

d) all of the above

e) none of the above

38. An international multi-stakeholder coalition providing general guidelines for sustainability reporting that allow for some environmental performance comparisons between organizations is known as the \_\_\_\_\_\_\_\_\_\_\_\_\_\_.

a) Cap and Trade (CAT)

b) Leadership in Energy and Environmental Design (LEED)

c) Global Reporting Initiative (GRI)

d) The Natural Step (TNS)

e) none of the above

39. Some organizations reduce the carbon waste on Earth by purchasing \_\_\_\_\_\_\_\_\_\_\_\_\_\_ equivalent to their carbon footprint.

a) green philanthropy

b) Cap and Trades

c) carbon calculators

d) carbon offsets

e) none of the above

40. Companies can also contribute and enhance their commitment to environmental management by participating in \_\_\_\_\_\_\_\_\_\_\_\_ efforts such as “One Percent for the Planet,” which involves companies donating 1 percent of annual sales revenue to environmental groups.

a) green philanthropy

b) Cap and Trades

c) carbon calculators

d) carbon offsets

e) none of the above

41. The United States consumes more oil than all other industrialized nations in the world.

42. The U.S. consumes a greater percentage of bio-fuels including hydro, geothermal and solar energy, than all other industrialized nations in the world.

43. Strong scientific consensus supports that climate change is occurring, characterized by gradual warming of the Earth’s temperature, among other changes.

44. All organizations are in compliance with environmental laws in the United States

45. Strong national consensus can be found in the United States supporting Cap and Trade programs.

46. More than 850 mayors representing 80 million citizens have signed the U.S. Conference of Mayors Climate Protection Agreement, committing them to strive to meet or beat the Kyoto Protocol targets in their own communities.

47. The Obama administration’s Economic Stimulus Act of 2009 included provisions supporting companies that are generating renewable energy sources, developing clean energy technologies, and creating jobs retrofitting homes to conserve energy.

48. Changes in organizational operations that truly improve environmental performance never entail expensive start-up costs.

49. Green business parks can be an effective tactic of reducing waste by encouraging occupants toward a cycle of waste from one organization serving as input for another.

50. Managers must “practice what they preach” and adopt eco-friendly behaviors in their own lifestyles if they would like to inspire subordinates to engage in eco-friendly activities at work.

51. Buying bottled water, if you plan to recycle, is as environmentally friendly as using reusable water bottles made from materials such as stainless steel or aluminum.

52. Becoming an eco-friendly organization requires leadership from the CEO or president and a values-based organizational culture that emphasizes focusing only on compliance with regulations.

53. Environmental management is best implemented within one dedicated department or business unit that can devote time to becoming eco-friendly.

54. Because they operate outside of an organization’s direct supervision, the actions of suppliers are not a focus of environmental management.

55. Walmart has attempted to ensure that its supplier operations meet high environmental standards by implementing a Supplier Sustainability Index – a universal rating system for assessing sustainability records.

56. ISO 14001 certification, a competitive advantage in a marketplace in which more organizations are using a green “screen” to choose suppliers, is a self-regulatory system and includes an Energy Management System (EMS) as its basic component.

57. A useful early strategy in environmental action within an organization is to identify “low-hanging fruit” to encourage success in achieving goals, which will help employees gain confidence for implementing more complicated solutions.

58. Organizations can purchase Cap and Trades, which are equivalent to their carbon footprint as a way of reducing carbon waste on earth.

59. LEED certification ensures that a building exceeds all recommendations for seven levels of new construction and major renovations.

60. Green buildings can signal organizational values, improve employee health, reduce energy costs and limit detrimental environmental impacts.

61. Discuss the competitive advantages to an organization for becoming eco-friendly.

62. Outline the key features of an Environmental Management System.

63. Highlight at least ten of the “15 Simple Steps for Greening Your Lifestyle,” a tool for individuals to implement in their own lifestyles.

64. Outline the ten aspects of the organizational environmental change process, beginning with the importance of one environmental manager held accountable for initiatives.