

# Part III

## The Normative and Strategic Dimensions of Corporate Environmental Management

*This part is subdivided into three parts, in line with the three levels of the St Gallen management concept:*

- *Normative management, which is concerned with the general goals of the corporation*
- *Strategic management, which involves the design of long-term programmes and is concerned with the acquisition and utilization of competitive advantage*
- *Operative management, which steers the corporation within its immediate environment using short-term performance information and standard operating procedures*

*The normative dimension, which involves the conceptual and practical integration of environmental protection into the objectives of the corporation, will be examined first in Part III . Then follows a discussion of the strategic aspects of environmental management. The fourth and final part of this book is then devoted to the operative challenge of bringing environmental protection into the individual functional areas of the corporation.*