



Universidad Central de Nicaragua
Division of International Programs

School of Environmental and Waste Management

“ THE WASTE MANAGEMENT UNIVERSITY ”



MASTER OF SCIENCE (MSc)

MASTER OF BUSINESS ADMINISTRATION (MBA)

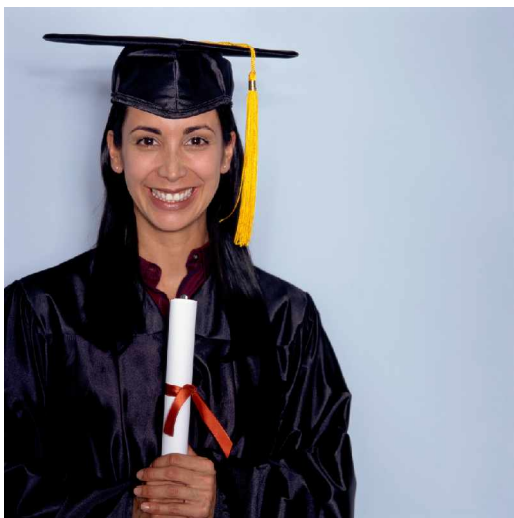
DOCTOR (DBA / PhD)

IN EXECUTIVE WASTE MANAGEMENT

STUDY-GUIDE AND COURSE-CATALOG

2008/2009

Course Catalog



International Programs *School of Environmental and Waste Management*

Master of Science in Executive Waste Management

Master of Business Administration in Executive Waste
Management

Doctoral Studies and Degrees in Executive Waste
Management



2008/2009

Master of Science / Master of Business Administration

MSc / MBA in Executive Waste Management

Introduction

The M.Sc. in Executive Waste Management curriculum consists of 120 ECTS credits of postgraduate study, offered as modular fashion. M.Sc. candidates complete required modules/courses (90 ECTS credits, including 15 ECTS credits for the Master's Thesis) in the executive waste management EWM study area (marked with MSc) and in the Environmental Studies area (marked with EnvStud), plus additional modules (30 ECTS credits) from the EWM study area (marked with MBA) all of these focused on a specific field of environmental studies.

The MBA in Executive Waste Management curriculum consists of 120 ECTS credits of postgraduate study, offered as modular fashion. MBA candidates complete required modules/courses (90 ECTS credits, including 15 ECTS credits for the Master's Thesis) in the executive waste management EWM study area (marked with MBA, minimum: 60 ECTS) and in the Environmental Studies area (marked with EnvStud), plus additional modules (30 ECTS credits) from the EWM study area (marked with MSc) all of these focused on a specific field of environmental studies.

The Modular Masters in the Executive Waste Management and the Environmental Studies programmes design has as a general aim of provision of an academically rigorous education designed to develop skills, expertise, knowledge and vision to enable students, whatever their chosen route, to be critical, analytical and creative. The programme aims to provide opportunity for self-development in relation to career enhancement and as life-long learners.

The programme offers students the opportunity to develop their own capabilities, skills and competencies within a supported environment. The outcome of the programme can be summarised by the following objectives.

- Develop a critical approach to the use of contemporary sources as a means of exploring complex concepts, ideas and issues of relevance and value to the chosen area of study.
- Develop the power of critical enquiry, logical thought, creative imagination and independent judgment.
- Provide a forum of study that allows each student to build on his or her past academic and vocational experience in a relevant and meaningful fashion.
- Expose the student to a range of prospective, which may be applicable to both the interests and work situations as appropriate.
- Recognize the variety of sources of learning and an appropriate diversity of means for assessing achievement.

Objectives of the Programme

This programme intends to allow the individual student to develop the own potential through a carefully selected programme of study, which includes elements of a variety of methods of study orientated on the academic and vocational aspects.

The primary objectives of the programme are to:

- Enable the student to achieve an appropriate level of academic competence
- Achieve personal development and to develop critical awareness of benefit to themselves and to their organisation
- Develop skills of initiation, implementation and analysis in a range of contexts
- Develop capability in the analysis and evaluation of complex issues and situations

The specific objectives of the programme will vary according to the chosen named award but will include the:

- Development of knowledge at an advanced level
- Development of skills of analysis, research and policy formulation and implementation
- Unification of theoretical analysis and practice through a variety of contexts appropriate to environmental management and decision-making
- Issues of environmental management and the management of resources

Basics entry requirements

There is a common entry policy to the programme whichever route or mode of delivery is being followed. All applicants will be assessed for admission with regard to their ability to fulfil the objectives of their proposed route and to achieve the standards required for the award of Masters. Students, whenever possible, will be interviewed – this may be on the phone or in email or person-to-person. The interview is designed to ensure that those students accepted onto the programme have the background both in terms of academic and / or professional experience and motivation to undertake a rigorous programme. Given the multi-disciplinary nature of the programme, applications are welcomed from candidates from wide academic and various employment backgrounds.

Fully complete the application form. The admissions application is divided into two parts. Part I asks for basic information that you can quickly supply. Part II asks about previous education and employment, also requests that you submit a thoughtful essay of at least 200 words about your readiness to undertake (Post)Graduate Programmes [Postgraduate in Europe] via independent study and about your educational goals. Please respond fully to these questions. Be specific about your goals. This essay is an important aspect of the admissions process.

Have completed, in a satisfactory manner, certain minimum course work in designated areas; the specific courses and amount of work depending upon the field of work which the student proposes to enter.

Copy of prior academic records sent directly from all institutions attended, including graduate and undergraduate colleges and universities

Once Admitted as Official Student

Once all requirements for admission has been submitted, reviewed, Prospect is officially admitted as formal student, Universidad Central de Nicaragua International will issue:

- Letter of Acceptance.
- Student ID Number.
- UCN Student Manual.
- Personal Study Plan.
- Assigned Course and Tutor.
- UCN institutional e-mail account.
- Invoice or Financial Statement.
- Additional details for Academic Process.
- User ID and password to get access to virtual campus and courses online.

Learning Process at UCN

Mentor: Immediately after registration, we will appoint a Mentor to take care of you in everything you need for your first module or course. You can communicate with him/her by e-mail, telephone, fax or ordinary mail

Study Plan: Your study plan, with all courses you need to take, and the corresponding credit units assigned will be sent to you without delay.

Books and Educational Technology: Technology has broadened the opportunities for students to be engaged in distance learning. Then, we will send a listing with all bibliography suggested and/or –in some cases- books, manuals and/or study material required.

E-learning Platform: The Login for students is located at the operative website of the School of Environmental and Waste Management:
<http://www.ucnpi-waste-university.net>

Assignments and Examinations: You start studying and contact your mentor whenever you need to. After completing a course, you may ask for the established assignment or examination.

Correction: Your assignments or exams are corrected and results computed on your transcript. Upon completion of all subjects, you will earn your degree.

General Presentation of the Programme

Master of Science in Executive Waste Management

This degree provides the student with curriculum and research opportunities in one of the world's most relevant study areas: environmental and waste management. This degree is designed to meet the needs of people concerned with participating creatively in and improving decision-making processes related to the environment and waste management. Students in the EWM study area will study Environmental Management in Practice, Environmental Leadership Strategy, Environmental Economics and Management, Hazardous Waste Management, Integrated Process Management, Empowered Teams, MBA Marketing, Entrepreneurship Case Studies, Entrepreneurship, Project Management, Real Time Strategy, MBA, Management, Quality Management, and Kotler On Marketing.

Students in the EnvStud study area will study environmental challenges, business and policy issues, strategies and eco-restructuring for sustainability, relations between energy, food and poverty, international environmental law, the impact of trade on environment, colonization and landuse, ecology in development policy, global greenhouse regime, EMAS, conflicts over natural resources, impact of education on conflict and international development, politics and management issues: science for sustainable living, tools to aid environmental decision making, the potential for societal collapse, the earth's climate crisis, and a vital blueprint for ensuring our future.

Students also have the opportunity to focus their courses of study in directions of elective choice. This degree aims to develop students skills in critical environmental analysis, modelling and management of wastes, as well as broaden and deepen students comprehension of environmental and waste-management issues from a multidisciplinary perspective. This degree is applicable for government and industry environmentally related professions. It also serves as a foundation degree for study at the doctorate level in the related study area.

Qualification:

Name of qualification and title conferred:

Master of Science (M.Sc.) in Executive Waste Management

Main Fields of study for the qualification:

Multi-disciplinary – Specialisations in Executive Waste Management

Name and status of awarding institution:

Universidad Central de Nicaragua. Accredited university.

Level of the qualification:

Masters

Official length of the programme:

There is no requirement to complete the credit requirement for this award within a certain time period.

Access requirements:

The minimum entrance requirement is either a first degree awarded by an accredited and recognised college or university or other recognised degree awarding body, or an equivalent qualification of at least 120 ECTS credits plus the advanced BBA programme offered by the School of Environmental and Waste Management via CLE College Level Examinations in order to earn a European-style (180 ECTS credits) Bachelor of Business Administration degree and meet the entry level. In rare cases professional experience may be evaluated as equivalent by the School of Environmental and Waste Management.

Mode of study:

Distance and e-Learning

Grading Scheme:

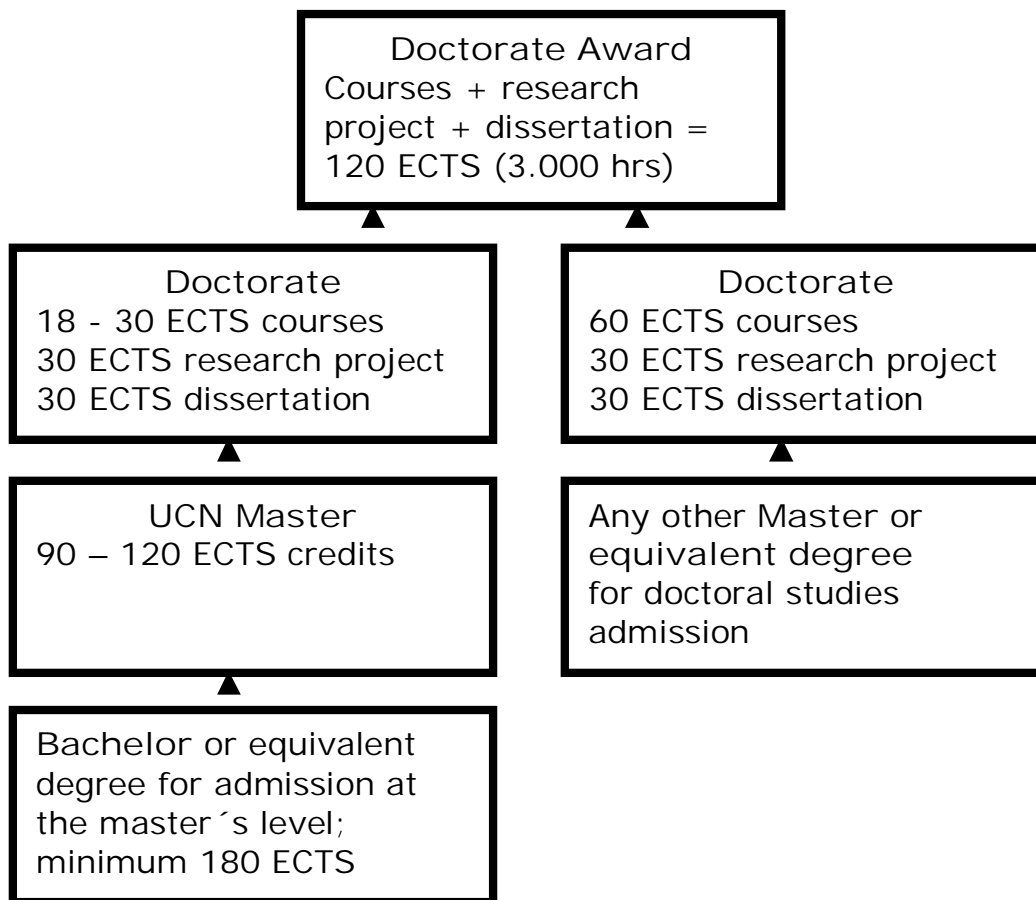
Assessment is divided between continuous assessment of assignments and end of course assessment of examinations. Student performance is measured either tutor-marked or computer-marked. The final course result depends on the overall performance.

Information on the function of the qualification:

Access to further study: Foundation degree for the Doctorate in Environmental Studies

Professional status: Specialist in the study area at the ECTS-postgraduate level.

Structure of the study offer of School of Environmental and Waste Management
in a two tier system



The Master of Science in Executive Waste Management requires 120 ECTS credits in courses (including 15 for Thesis).

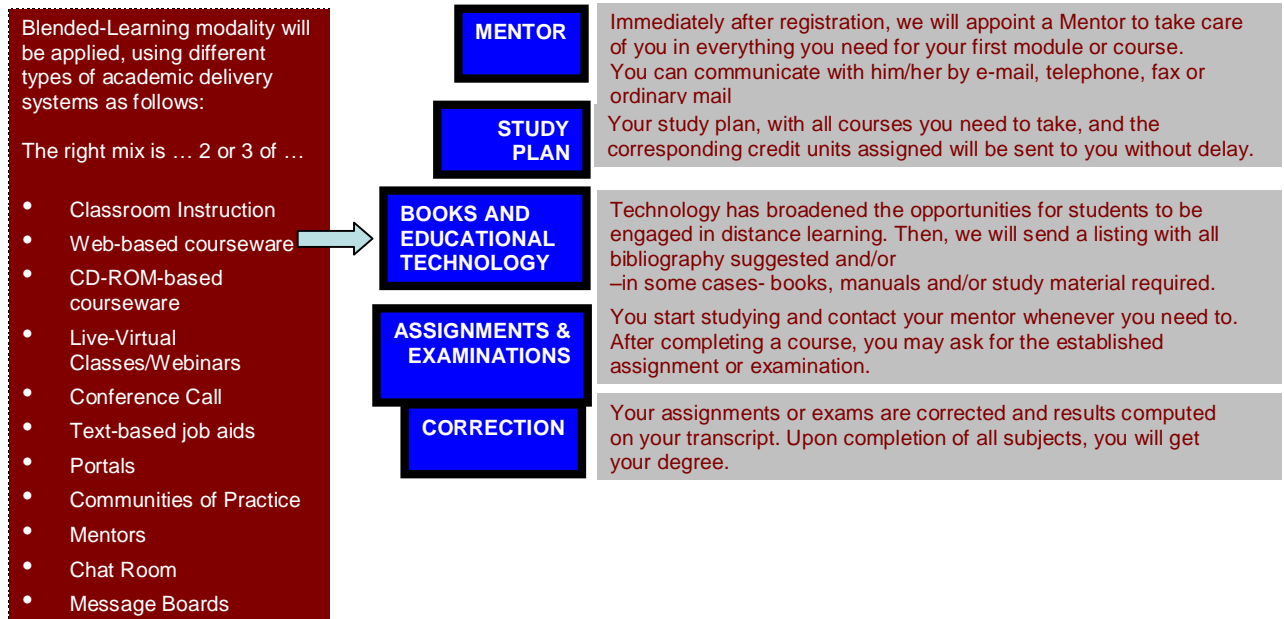
The Master degree requires 75 ECTS credits from all the MSc-EWM courses and all EnvStud courses listed below, plus 30 ECTS credits from courses in the MBA-EWM programme.

The Doctorate in Business Administration (for MBA alumni) or Doctorate in Philosophy (for MSc alumni) programmes (120 ECTS credits) offer two different options: Graduates of the UCN SEWM Master programme can enrol directly in the Doctoral research programme, and need only take an additional number of courses (30 ECTS credits), while the residual 30 ECTS credits for courses can be transferred from the Master´s programme.

Graduates of different Master or equivalent degree programmes need to pass 60 ECTS credits in coursework for the doctorate.

All doctoral candidates must take the research project course (30 ECTS), and submit and defend their thesis (30 ECTS, on-campus, or by video-conferencing, conference-calling), totalling 60 ECTS credits.

Learning Process at UCN



Assessment

Throughout the programme assessment by assignments are designed to enable students to develop their own potential and permit a close working relationship between the learning experience and individual assessment. Assessment strategies employed will be consistent with the student centered rather than teacher centered focus of the programme.

Aims of assessment

The aims of assessment process are to:

- Ensure that students are developing the powers of critical enquiry, logical thought, creative imagination and independent judgment associated with postgraduate study;
- Indicate to students progress in the part of students in relation to the achievement of specified learning outcomes;
- Ensure the students ability to critically evaluate policy, management, techniques, philosophies, approaches, and methodologies appropriate to environmental management in general and their chosen route.

Whilst understanding, critical analysis, evaluation and integration will be expected at all levels, increasing emphasis will be placed on the requirement for systematic evaluation and integration in assessment at Masters Level.

Courses in Executive Waste Management Area at the Postgraduate Level:

Master of Science in Executive Waste Management (M.Sc.)

Mandatory Courses – MSc courses – 36 ECTS credits:

MSc-EWM-520 Environmental Management in Practice

ECTS credits: 9

MSc-EWM-525 Environmental Leadership Strategy

ECTS credits: 9

MSc-EWM-550 Environmental Economics and Management

ECTS credits: 9

MSc-EWM-620 Hazardous Waste Management

ECTS credits: 9

Elective Courses – Executive Level – 39 ECTS credits out of the following:

EnvStud 730 – European eco-management and audit scheme (EMAS)

ECTS credits: 6

EnvStud 780 – Assessment of information related to waste and material flows

ECTS credits: 6

EnvStud 781 – Key challenges for corporate environmental performance

ECTS credits: 6

EnvStud 782 – Environmental Risk Assessment

ECTS credits: 6

EnvStud 783 – Environmental Management - Tools for SMEs

ECTS credits: 6

EnvStud 784 – Environmental Management Practices in USA

ECTS credits: 6

EnvStud 785 – Measuring Material Flows and Resource Productivity - Synthesis report

ECTS credits: 6

EnvStud 786 – Environmentally Sound Management (ESM) of Waste

ECTS credits: 6

EnvStud 787 – EPR Policies and Product Design

ECTS credits: 6

EnvStud 788 – Environmental Innovation and Global Markets

ECTS credits: 6

EnvStud 801 – A Science for Sustainable Living

ECTS credits: 6

EnvStud 805 – Tools to Aid Environmental Decision Making

ECTS credits: 6

EnvStud 810 – Collapse or Survival of Societies

ECTS credits: 6

EnvStud 825 – The Earth's Climate Crisis

ECTS credits: 6

EnvStud 835 – The Meaning of the 21st Century. A Vital Blueprint for Ensuring Our Future.

ECTS credits: 6

Management Courses – Advanced Level – 30 ECTS credits out of the following:

MBA-EWM-300 MBA Core 1

ECTS credits: 9

MBA-EWM-301 MBA Core Course 2

ECTS credits: 9

MBA-EWM-310 Quality Management

ECTS credits: 9

MBA-EWM-400 Management

ECTS credits: 9

MBA-EWM-410 Real Time Strategy

ECTS credits: 9

MBA-EWM-420 Project Management
ECTS credits: 9
MBA-EWM-425 Entrepreneurship
ECTS credits: 9
MBA-EWM-426 Entrepreneurship Case Studies
ECTS credits: 9
MBA-EWM-430 MBA Marketing
ECTS credits: 9
MBA-EWM-435 Kotler On Marketing
ECTS credits: 9
MBA-EWM-450 Integrated Process Management
ECTS credits: 9
MBA-EWM-470 Empowered Teams
ECTS credits: 9

Students must take the mandatory core courses and the advanced core courses. Students may choose from the executive level elective courses. Degree requirements are 75 ECTS credits from the MSc courses and 30 ECTS credits from the elective MBA courses. Students earn 15 ECTS credits for the Master's Thesis.

In addition to university and degree level learning outcomes objectives, the Master of Science in Executive Waste Management also seeks specific learning outcomes of its graduates. Graduates in this degree programme will be able to:

Develop management strategies that incorporate environmental sustainability and organizational development.

Respect the interconnections among environmental subsystems to comprehend the affected systems.

Assess costs and environmental regulations.

Apply environmental assessment and management to develop and evaluate environmental strategies and policies.

Plan, organise, implement, monitor and control waste management solutions.

Students may opt for the Master of Business Administration in Executive Waste Management instead.

Master of Business Administration in Executive Waste Management (MBA)

Mandatory MBA Courses – Advanced Level – 75 ECTS credits:

MBA-EWM-300 MBA Core 1
ECTS credits: 9
MBA-EWM-301 MBA Core Course 2
ECTS credits: 9
MBA-EWM-310 Quality Management
ECTS credits: 9
MBA-EWM-400 Management
ECTS credits: 9
MBA-EWM-410 Real Time Strategy
ECTS credits: 9
MBA-EWM-420 Project Management
ECTS credits: 9
MBA-EWM-425 Entrepreneurship
ECTS credits: 9
MBA-EWM-426 Entrepreneurship Case Studies
ECTS credits: 9
MBA-EWM-430 MBA Marketing
ECTS credits: 9
MBA-EWM-435 Kotler On Marketing
ECTS credits: 9
MBA-EWM-450 Integrated Process Management
ECTS credits: 9
MBA-EWM-470 Empowered Teams
ECTS credits: 9

Mandatory MSc Courses – Advanced Level – 18 ECTS credits:

MSc-EWM-520 Environmental Management in Practice
ECTS credits: 9
MSc-EWM-525 Environmental Leadership Strategy
ECTS credits: 9
MSc-EWM-550 Environmental Economics and Management
ECTS credits: 9
MSc-EWM-620 Hazardous Waste Management
ECTS credits: 9

Elective Courses – Executive Level – 12 ECTS credits out of the following:

EnvStud 730 – European eco-management and audit scheme (EMAS)
ECTS credits: 6
EnvStud 780 – Assessment of information related to waste and material flows
ECTS credits: 6
EnvStud 781 – Key challenges for corporate environmental performance
ECTS credits: 6
EnvStud 782 – Environmental Risk Assessment
ECTS credits: 6
EnvStud 783 – Environmental Management - Tools for SMEs
ECTS credits: 6
EnvStud 784 – Environmental Management Practices in USA
ECTS credits: 6
EnvStud 785 – Measuring Material Flows and Resource Productivity - Synthesis report
ECTS credits: 6
EnvStud 786 – Environmentally Sound Management (ESM) of Waste
ECTS credits: 6
EnvStud 787 – EPR Policies and Product Design
ECTS credits: 6

EnvStud 788 – Environmental Innovation and Global Markets

ECTS credits: 6

EnvStud 801 – A Science for Sustainable Living

ECTS credits: 6

EnvStud 805 – Tools to Aid Environmental Decision Making

ECTS credits: 6

EnvStud 810 – Collapse or Survival of Societies

ECTS credits: 6

EnvStud 825 – The Earth's Climate Crisis

ECTS credits: 6

EnvStud 835 – The Meaning of the 21st Century. A Vital Blueprint for Ensuring Our Future.

ECTS credits: 6

Students must take the mandatory core courses and the advanced core courses. Students may choose from the executive level elective courses. Degree requirements are 75 ECTS credits from the MBA-EWM courses, 18 ECTS credits from the MSc-EWM courses, and 12 ECTS credits from the elective MSc-EnvStud courses. Students earn 15 ECTS credits for the Master's Thesis.

In addition to university and degree level learning outcomes objectives, the Master of Business Administration in Executive Waste Management also seeks specific learning outcomes of its graduates. Graduates in this degree programme will be able to:

Develop management strategies that incorporate environmental sustainability and organizational development.

Respect the interconnections among environmental subsystems to comprehend the affected systems.

Assess costs and environmental regulations.

Apply environmental assessment and management to develop and evaluate environmental strategies and policies.

Plan, organise, implement, monitor and control waste management solutions.

Students may opt for the Master of Science in Executive Waste Management instead.

Master Degrees

The master's degree is designed to provide additional education or training in the student's specialized branch of knowledge, well beyond the level of baccalaureate study. Master's degrees are offered in many different fields, and there are two main types of programmes: academic and professional.

Academic Master's: The master of arts (M.A.) and master of science (M.S.) degrees are usually awarded in the traditional arts, sciences, and humanities disciplines.. Original research, research methodology, and field investigation are emphasized. These programmes usually require the completion of between 30 and 60 credit hours (60 and 120 ECTS credits) and could reasonably be completed in one or two years of study depending the field of study. They may lead directly to the doctoral level.

Many master's programmes offer a thesis and a non-thesis option. The degree is the same in both cases, but the academic requirements are slightly different. Students in non-thesis programmes usually take more coursework in place of researching and writing a thesis, and they take a written comprehensive examination after all coursework is completed. Students in degree programmes that include a thesis component generally take a comprehensive examination that is an oral exam covering both coursework and their thesis.

Professional Master's: These degree programmes are designed to lead the student from the first degree to a particular profession. Professional master's degrees are most often "terminal" master's programmes, meaning that they do not lead to doctoral programmes. Such master's degrees are often designated by specific descriptive titles, such as master of business administration (M.B.A.), master of social work (M.S.W.), master of education (M.Ed.), or master of fine arts (M.F.A.). Other subjects of professional master's programmes include journalism, international relations, urban planning and public administration (M.P.A.),

Professional master's degrees are oriented more toward direct application of knowledge than toward original research. They are more structured than academic degree programmes, and often require that every student take a similar or identical programme of study that lasts from one to three years, depending on the institution and the field of study.

Important Difference: One main difference between master's programmes is whether or not they are designed for students who intend to continue toward a doctoral degree. Those that specifically do not lead into doctoral programmes are known as terminal master's programmes. Most professional master's degrees fall under this category. Credits earned in terminal master's programmes may or may not be transferable or applicable in case you decide to continue toward a doctoral degree later on.

Some institutions restrict admission to certain departments solely to potential doctoral candidates, although they may award a terminal master's degree to students who complete a certain level of coursework but do not go on to their doctoral work. Other departments require a master's degree as part of the requirements for admission to their doctoral programme.

Since policies vary from institution to institution and within various departments of each institution, it is best to check directly with individual graduate departments to determine the structure and admissions policies for their master's and doctoral candidates after you complete your studies at UCN International Programmes.

(Post)Graduate degrees offered are the master's degree and the doctoral degree; both involve a combination of research and coursework. (Post)Graduate education differs from undergraduate education in that it offers a greater depth of training, with increased

specialization and intensity of instruction. Study and learning are more self-directed at the graduate level than at the undergraduate level.

(Post)Graduate courses assume that students are well-prepared in the basic elements of their field of study. Depending on the subject, courses may be quite formal, involving virtual participation, research papers, assessments and examinations are all important.

Qualifications that signify completion of the second cycle are awarded to students who:

have demonstrated knowledge and understanding that is founded upon and extends and/or enhances that typically associated with Bachelor's level, and that provides a basis or opportunity for originality in developing and/or applying ideas, often within a research³ context;

can apply their knowledge and understanding, and problem solving abilities in new or unfamiliar environments within broader (or multidisciplinary) contexts related to their field of study;

have the ability to integrate knowledge and handle complexity, and formulate judgements with incomplete or limited information, but that include reflecting on social and ethical responsibilities linked to the application of their knowledge and judgements;

can communicate their conclusions, and the knowledge and rationale underpinning these, to specialist and non-specialist audiences clearly and unambiguously;

have the learning skills to allow them to continue to study in a manner that may be largely self-directed or autonomous.

(Dublin Descriptors)

Application of the ECTS European Credits Transfer System

We apply the ECTS European Credit Transfer System for all our courses and degree programmes.

All degrees are issued along with the Transcript of Records (Diploma Supplement) in accordance with ECTS-regulations.

ECTS KEYWORDS (Source: ECTS website)

What is a credit system?

A credit system is a systematic way of describing an educational programme by attaching credits to its components. The definition of credits in higher education systems may be based on different parameters, such as student workload, learning outcomes and contact hours.

How did ECTS develop?

ECTS was introduced in 1989, within the framework of Erasmus, now part of the Socrates programme. ECTS is the only credit system which has been successfully tested and used across Europe. ECTS was set up initially for credit transfer. The system facilitated the recognition of periods of study abroad and thus enhanced the quality and volume of student mobility in Europe. Recently ECTS is developing into an accumulation system to be implemented at institutional, regional, national and European level. This is one of the key objectives of the Bologna Declaration of June 1999.

Why introduce ECTS?

ECTS makes study programmes easy to read and compare for all students, local and foreign. ECTS facilitates mobility and academic recognition. ECTS helps universities to organise and revise their study programmes. ECTS can be used across a variety of programmes and modes of delivery. ECTS makes European higher education more attractive for students from abroad.

What are the key features of ECTS?

ECTS is based on the principle that 60 credits measure the workload of a full-time student during one academic year. The student workload of a full-time study programme in Europe amounts in most cases to around 1,500-1,800 hours per year and in those cases one credit stands for around 25 to 30 working hours.

Credits in ECTS can only be obtained after successful completion of the work required and appropriate assessment of the learning outcomes achieved. Learning outcomes are sets of competences, expressing what the student will know, understand or be able to do after completion of a process of learning, long or short.

Student workload in ECTS consists of the time required to complete all planned learning activities such as attending lectures, seminars, independent and private study, preparation of projects and examinations.

Credits are allocated to all educational components of a study programme (such as modules, courses, placements, dissertation work, etc.) and reflect the quantity of work each component requires to achieve its specific objectives or learning outcomes in relation to the total quantity of work necessary to complete a full year of study successfully.

The performance of the student is documented by a local/national grade. It is good practice to add an ECTS grade, in particular in case of credit transfer. The ECTS grading scale ranks the students on a statistical basis. Therefore, statistical data on student performance is a prerequisite for applying the ECTS grading system.

Doctorate of Waste Management (DBA, PhD)

This degree provides the student with curriculum and research opportunities in one of the world's most relevant study areas: environmental and waste management. This degree is designed to meet the needs of people concerned with participating creatively in and improving decision-making processes related to the environment and waste management. Students in the EWM study area will study Environmental Management in Practice, Environmental Leadership Strategy, Environmental Economics and Management, Hazardous Waste Management, Integrated Process Management, Empowered Teams, MBA Marketing, Entrepreneurship Case Studies, Entrepreneurship, Project Management, Real Time Strategy, MBA, Management, Quality Management, and Kotler On Marketing.

Students in the EnvStud study area will study environmental challenges, business and policy issues, strategies and eco-restructuring for sustainability, relations between energy, food and poverty, international environmental law, the impact of trade on environment, colonization and landuse, ecology in development policy, global greenhouse regime, EMAS, conflicts over natural resources, impact of education on conflict and international development, politics and management issues: science for sustainable living, tools to aid environmental decision making, the potential for societal collapse, the earth's climate crisis, and a vital blueprint for ensuring our future.

Students also have the opportunity to focus their courses of study in directions of elective choice. This degree aims to develop students skills in critical environmental analysis, modelling and management, as well as broaden and deepen students comprehension of environmental issues from a multidisciplinary perspective. This degree is applicable for government and industry environmentally related professions.

Qualification:

Name of qualification and title conferred:

Doctor of Environmental Studies – option DBA with professional dissertation focus, or option PhD with research dissertation option

Main Fields of study for the qualification:

Multi-disciplinary – waste and executive management

Name and status of awarding institution:

Universidad Central de Nicaragua. Accredited university.

Level of the qualification:

Doctorate

Official length of the programme:

There is no requirement to complete the credit requirement for this award within a certain time period. Regular study time is 1 year for courses and up to one year for dissertation.

Access requirements:

The minimum entrance requirement is either a first Master degree awarded by an accredited and recognised college or university or other recognised degree awarding body, or an equivalent qualification of at least 240 ECTS credits.

Mode of study:

Distance and e-Learning

Grading Scheme:

Assessment is divided between continuous assessment of assignments and end of course assessment of examinations. Student performance is measured either tutor-marked or computer-marked. The final course result depends on the overall performance. Thesis must be defended before a commission (tribunal).

Information on the function of the qualification:

Access to further study: -

Professional status: Specialist-researcher in the study area at the postgraduate level.

Doctorate of Environmental Studies

Mandatory MBA Courses – Advanced Level – 18 ECTS credits:

MBA-EWM-300 MBA Core 1

ECTS credits: 9

MBA-EWM-301 MBA Core Course 2

ECTS credits: 9

MBA-EWM-310 Quality Management

ECTS credits: 9

MBA-EWM-400 Management

ECTS credits: 9

MBA-EWM-410 Real Time Strategy

ECTS credits: 9

MBA-EWM-420 Project Management

ECTS credits: 9

MBA-EWM-425 Entrepreneurship

ECTS credits: 9

MBA-EWM-426 Entrepreneurship Case Studies

ECTS credits: 9

MBA-EWM-430 MBA Marketing

ECTS credits: 9

MBA-EWM-435 Kotler On Marketing

ECTS credits: 9

MBA-EWM-450 Integrated Process Management

ECTS credits: 9

MBA-EWM-470 Empowered Teams

ECTS credits: 9

Mandatory MSc Courses – Advanced Level – 18 ECTS credits:

MSc-EWM-520 Environmental Management in Practice

ECTS credits: 9

MSc-EWM-525 Environmental Leadership Strategy

ECTS credits: 9

MSc-EWM-550 Environmental Economics and Management

ECTS credits: 9

MSc-EWM-620 Hazardous Waste Management

ECTS credits: 9

Elective Courses – Executive Level – 24 ECTS credits out of the following:

EnvStud 730 – European eco-management and audit scheme (EMAS)

ECTS credits: 6

EnvStud 780 – Assessment of information related to waste and material flows

ECTS credits: 6

EnvStud 781 – Key challenges for corporate environmental performance

ECTS credits: 6

EnvStud 782 – Environmental Risk Assessment

ECTS credits: 6

EnvStud 783 – Environmental Management - Tools for SMEs

ECTS credits: 6

EnvStud 784 – Environmental Management Practices in USA

ECTS credits: 6

EnvStud 785 – Measuring Material Flows and Resource Productivity - Synthesis report

ECTS credits: 6

EnvStud 786 – Environmentally Sound Management (ESM) of Waste

ECTS credits: 6

EnvStud 787 – EPR Policies and Product Design

ECTS credits: 6

EnvStud 788 – Environmental Innovation and Global Markets

ECTS credits: 6

EnvStud 801 – A Science for Sustainable Living

ECTS credits: 6

EnvStud 805 – Tools to Aid Environmental Decision Making

ECTS credits: 6

EnvStud 810 – Collapse or Survival of Societies

ECTS credits: 6

EnvStud 825 – The Earth's Climate Crisis

ECTS credits: 6

EnvStud 835 – The Meaning of the 21st Century. A Vital Blueprint for Ensuring Our Future.

ECTS credits: 6

Students must take the mandatory core courses and the advanced core courses. Students may choose from the executive level elective courses. Degree requirements are 18 ECTS credits from the MBA-EWM courses, 18 ECTS credits from the MSc-EWM courses, and 24 ECTS credits from the elective MSc-EnvStud courses.

Doctoral Research Courses – Supervised – 30 ECTS credits: Research and methodology, tools and techniques, scientific writing, approaches to editing a thesis.

Thesis – Presentation and Defense – 30 ECTS credits: Doctoral Thesis

Curriculum of the Doctoral Study Programme

Level 1:

Option 1: Candidates with the MSc / MBA in Executive Waste Management:

All core courses have already been taken during the taught Master of Science in Executive Waste Management programme. Candidates can transfer all 30 ECTS credits from the core courses.

Therefore, candidates need 30 ECTS credits in elective courses at the doctoral courses-level.

Level 1 – doctoral course-work requirements are 30 ECTS credits from the core courses via transfer and 30 ECTS credits from the elective courses.

Option 2: Candidates without the MSc / MBA in Executive Waste Management:

Candidates must take the basic core courses (18 ECTS credits), and the advanced core courses (18 ECTS credits). Candidates may choose 24 ECTS credits from the executive level elective courses.

Level 1 – doctoral course-work requirements are 30 ECTS credits from the core courses and 30 ECTS credits from the elective courses.

Level 2 – doctoral research

All candidates need to take the doctoral research methodology course with their designated doctoral supervisor – 30 ECTS credits.

Level 3 – doctoral dissertation

All candidates must write and submit a Doctoral Thesis of approx. 25.000 words – 60 ECTS credits.

Doctoral Degrees

The doctoral degree is designed to train research scholars and, in many cases, future college and university faculty members. Receipt of a doctoral degree certifies that the student has demonstrated capacity as a trained research scholar in a specific discipline.

At the doctoral level, the Ph.D. (doctor of philosophy) is the most common degree awarded in academic disciplines at UCN International Programmes. Other doctoral degrees are awarded primarily in professional fields, such as education (Ed.D. or doctor of education) and business administration (D.B.A. or doctor of business administration). Doctoral programmes involve advanced coursework, research, and the writing of a dissertation that describes the student's own original research, completed under the supervision of a faculty adviser and Committee.

A comprehensive examination is given, usually after two to three years of study and completion of all coursework, and when the student and adviser agree that the student is ready. These exams are designed to test the student's ability to use knowledge gained through courses and independent study in a creative and original way. Students must demonstrate a comprehensive understanding of their chosen field of study. Successful completion of this examination marks the end of the student's coursework and the beginning of concentration on research.

The Ph.D. degree is awarded to those students who complete an original piece of significant research, write a dissertation describing that research, and successfully defend their work before a panel of faculty members who specialize in the discipline.

UCNPI offers a variety of nontraditional doctoral programmes; these programmes might have very different types:

Dr.PH

UCN offers an advanced programme leading to the Doctor of Public Health (Dr.PH) degree. The Dr.PH degree provides the student with the opportunity to obtain greater depth and breadth of knowledge in Public health. This degree is designed primarily for students whose purpose is to prepare for leadership roles in the professional practice of public health in governmental, private, or voluntary agencies. It is oriented toward the organization, direction, and evaluation of public health programmes, and operational research in those areas, rather than toward academic research and teaching like the traditional PhD

Study languages available: Spanish, English, German

Research Degrees

Research involves the in-depth study of a specific field, normally over a period of two or three years. You will then report on your research by writing it up in the form of a thesis or dissertation. Following submission, you then have an oral examination usually conducted by three specialists in their field of research. Most research degrees involve working closely with one or more experienced researchers who supervise the study. The most well-known research qualification is the PhD, also known as the DPhil. Also possible are shorter Masters Programmes such as the MPhil, which is sometimes taken as a precursor to a PhD. Some research Masters Courses now include a taught element, eg in research methods. It may be possible to transfer onto a PhD programme at a later date.

Doctoral degrees (PhD, DPhil)

Can be started immediately following a first degree, or after a Masters course (usually mandatory as a precursor for arts/humanities doctorates).

Recognized period of research is three years full time, plus up to one year to write up.

Some PhDs now include a taught element, eg in research methods.

Formal registration for the degree of PhD takes place after the initial year of research (when you are officially at MPhil level) and following the successful completion of a transfer report.

It may be possible to transfer from a PhD back to an MPhil degree that can be obtained in one or two years. An MPhil, however, does not confer 'Dr' status and would not enable you to teach at university level or do postdoctoral research.

Doctorates with a substantial taught core are now available in some vocational areas including engineering (EngD) and business (DBA).

Research opportunities other than in universities

The majority of research degrees are taken at UCN International. However, there are some opportunities for studying in partnership with government laboratories, hospital laboratories, research institutions, pharmaceutical laboratories and in industry.

Qualifications that signify completion of the third cycle are awarded to students who:

have demonstrated a systematic understanding of a field of study and mastery of the skills and methods of research associated with that field;

have demonstrated the ability to conceive, design, implement and adapt a substantial process of research with scholarly integrity;

have made a contribution through original research that extends the frontier of knowledge by developing a substantial body of work, some of which merits national or international refereed publication;

are capable of critical analysis, evaluation and synthesis of new and complex ideas;

can communicate with their peers, the larger scholarly community and with society in general about their areas of expertise;

can be expected to be able to promote, within academic and professional contexts, technological, social or cultural advancement in a knowledge based society;

(Dublin Descriptors)

Courses in Executive Waste Management at the Postgraduate Level - Overview:

MBA-EWM-300 MBA Core Course 1

9 ECTS credits

Coursebook:

The Portable MBA, 3rd Edition (Hardcover)

by Robert F. Bruner (Author), Mark R. Eaker (Author), R. Edward Freeman (Author)

Hardcover: 368 pages

Publisher: John Wiley & Sons Canada, Ltd.; 3 edition (Oct 10 1997)

Language: English

ISBN-10: 0471180939

ISBN-13: 978-0471180937

Product Dimensions: 25.6 x 19.4 x 3 cm

Shipping Weight: 880 g

Contents:

Part I: What Is Business About?

Chapter 1. What Is Business?

The New Competition

The Intelligent Enterprise

Understanding Business Ecosystem

Implications

For Further Reading

Chapter 2. The Future

The Millennium Problem

Elements of Developing Scenario

Macrotrends

For Further Reading

Chapter 3. Managing People

Introduction

A Brief Tour through Business History

The Role of Individuals and Relationships

Groups and Teams

The Organizational Level

Some Practical Principles

For Further Reading

Chapter 4. Business Ethics

Introduction

What Constitutes an Ethical issues?

The Tools of Moral Reasoning

A Method for Understanding Capitalism in Ethical Terms

Ethical Challenges to Business

For Further Reading

Chapter 5. Making Decisions Rigorously: The Use of Quantitative Methods

Influence Diagrams

Decision Trees

Probability and Statistics

Time Value of Money

The pros and Cons of Decision Analysis

Case Study: Takeover Strategy toward Conrail Corporation

For Further Reading

Chapter 6. Understanding Economics

Microeconomics

Supply and Demand

Macroeconomics

National Income Accounting

Fiscal Policy

Monetary Policy

Interest Rates

Balance of Payments

For Further Reading

Part II: The Functions of Business

Chapter 7. Marketing Management: Leveraging Customer Value

The Marketing Concept

Marketing Strategy's Role in Corporate Strategy

The Importance of Customer Selection

Marketing Activity Must Pervade the Organization

Customer Value Creation and the Role of the Employee

Value Creation through Alliances and Partnerships

For Further Reading

Chapter 8. Operations Management: Implementation and Enabling Strategy

Operations Management Is the Implementation of Business Strategy

Operational Excellence Is Necessary for Sustained Profitability

Measures of Process Performance: What Is Improvement?

Achieving Process Improvement: Principles of Operations Management

Operations Strategy Is the Selection and Building of Capabilities

For Further Reading

Chapter 9. Innovation and Technology Management

Developing a Technology Strategy

Managing the Innovation process

Organizing for Innovation

How the Winners Hit Home Runs

For Further Reading

Chapter 10. Accounting

Double-Entry Bookkeeping Captures the Systemic Nature of the Firm

The Truth about Accounting: It Precisely Gives and "Approximate" View

How to Read an Annual Report

Assessing the Financial Health of a Firm

Assessing Performance against a Plan: Managerial Accounting

Conclusion

For Further Reading

Chapter 11. Finance

Principle 1: Think Like an Investor

Principle 2: Invest When the Intrinsic Value of an Asset Equals or Exceeds the Outlay

Principle 3: Sell Securities (Raise Funds) When the Cash Received Equals or Exceeds the Value of the Securities Sold

Principle 4: Ignore Options at Your Peril: They Are Pervasive, Tricky to Value, and Can Strongly Influence a Decision

Principle 5: If You get Confused, Return to Principle 1

For Further Reading

Chapter 12. Human Resource Management

Introduction

HRM: From Administration to Strategy

The Basic Tasks of Human Resource Management

HRM in the New Competitive Reality

Evaluating HRM Effectiveness

For Further Reading

Chapter 13. Strategy: defining and Developing Competitive Advantage

The Strategy Development Process

Step 1: Industry Analysis - Industry Profitability Today and Tomorrow
Step 2: Positioning - Sources of Competitive Advantage
Step 3: Competitor Analysis - Past and Predicted
Step 4: Audit of Position - Assessment of Relative Position and Sustainability
Step 5: Option Generation - A Creative Look at New Customers and Positions
Step 6: Assessment of Capabilities - Positioning for the Future Opportunities
Step 7: Choose a Strategy - Position, Trade-Offs, Fit Strategy: Commitment or Flexibility?
For Further Reading
Part III: New Horizons
Chapter 14. Leading from the Middle: A New Leadership Paradigm
Introduction
Fundamental Shifts
Partial Solutions
Reinventing the Practice of Management
Leading from the Middle: Some Conclusions
For Further Reading
Chapter 15. Strategic Alliances
What Is a Strategic Alliance?
The Rationale for Alliances
Core Dimensions of Alliances
A Life-Cycle Approach to Strategic Alliances
The Alliance Manager
Intrinsic Alliances
Summary
For Further Reading
Chapter 16. International Business
Motives for International Investment
Sources of Divergence
Political and Operating Risk
Foreign Exchange Rates
Organizing the Multinational Firm
For Further Reading

MBA-EWM-301 MBA Core Course 2

9 ECTS credits

The New Portable MBA (Hardcover)

by Eliza G. C. Collins (Author), Mary Anne Devanna (Author), Eliza G.C. Collins (Author)

Editorial Reviews

From AudioFile

This is a straightforward presentation of what the authors believe that people with a master's in business degree (MBA) know. The listener feels as if he is in the classroom as each point is enumerated, then expanded upon. Mario Machado delivers the curriculum like a practiced professor. Each chapter is written by a different expert, but Machado offers a consistency of voice that makes the viewpoints sound compatible. Topics range from managing people and methods of analysis to micro and macro economics and efficient inventory control. Complex subjects are clearly defined. This is a good overview, or review, of basic business principles narrated in a clear and concise production. D.L.M. © AudioFile 2002, Portland, Maine-- Copyright © AudioFile, Portland, Maine --This text refers to an out of print or unavailable edition of this title.

Synopsis

It all started with one book that had a simple goal: bring the wisdom of today's top MBA programs into the home libraries of business professionals everywhere. In a nutshell—offer the skills, ideas, and power of the MBA without the time and cost. The idea took hold. And now, over 300,000 copies later, The Portable MBA has become a staple on the business shelf.

Since then, the '90s have brought revolutionary changes to the business world. We've seen management fads come and go, technological revolutions, organizational restructuring on a grand scale, the global expansion of most markets—in short, a total shattering of conventional business wisdom. The business world of the '90s and beyond is vastly different from what we saw in the last decade... And here to meet that new world is The New Portable MBA.

Designed to carry tomorrow's leaders into the 21st century, The New Portable MBA capitalizes on the strengths that made its predecessor a classic. It offers contributions from an international all-star team of experts from today's top business schools, and it provides readers with overviews of all the major business school topics, including managing people; finance, economics, and accounting; marketing management; information technology; leadership; strategy, and much more!

So what is different about The New Portable MBA? Plenty. It's been thoroughly revised and revamped to help you sort out and understand the new concepts, techniques, and strategies driving business. You'll find completely new or enhanced coverage of such crucial topics as:

Process management

Change management

The new role of the manager as leader

The customer-driven organization

Business process reengineering

New forms of organization design

Quality and productivity and many other topics that are redefining business today.

The New Portable MBA is for businesspeople who want to improve their understanding of the workings of the business world. It's for managers who want to sharpen their decision-making skills, professionals who want to make the leap into management, young men and women just entering the business world, business students, MBAs who feel they can use a refresher course.

Above all, it's for anyone who wants to further their business education and stay on top in today's constantly changing world of business.

"The Skills, Ideas, and Power of the MBA, without the Time and Cost . . ."

"...Seeks to give the reader 'instant MBA literacy,' an understanding of today's business environment and language. The book's chapters are written by scholars from premier graduate schools of business: they are designed to provide readers with knowledge equivalent to that which would result from attending the first year of a typical MBA program...A literate, concise coverage of key issues." —Choice magazine

"...Provides a framework for making reasoned business decisions and judgements." — Reference Reviews

"Useful as a starting point for learning the language and concepts [of business], refreshing a rusty subject or creating a framework for decision making." — Library Journal

"If you need the knowledge behind an MBA, but can't afford the tuition or time, this book can serve as a temporary substitute while you concentrate on other aspects of your career." — Women in Business

"...A particularly helpful resource for anyone who is an achiever in an organization..." — Memphis Business Journal

"...Should not only be read cover-to-cover but should command a place at the desk of every business professional." — Entrepreneur

"...Must reading for all business leaders. The book provides the basic building blocks for global competitiveness." — Noel M. Tichy, PhD Professor, University of Michigan Graduate School of Business Administration Coauthor of Control Your Destiny or Someone Else Will

Hardcover: 441 pages

Publisher: Wiley; 2 edition (October 21, 1994)

Language: English

ISBN-10: 0471080047

ISBN-13: 978-0471080046

Product Dimensions: 10.3 x 7.4 x 1.5 inches

Shipping Weight: 2.3 pounds

MBA-EWM-310 Quality Management: Tools and Methods for Improvement (2nd edition)

Never-ending quality improvement is now recognized as essential for any organization's survival. Leading corporations have demonstrated that improved quality raises profits, reduces costs, and improves competitive position.

This book is one of a very select few quality control texts that adopt Shewart's and Deming's view of control charts.

This coursebook can be used for three different levels of education:

Basic 3 ECTS credits

Intermediate 3 ECTS credits

Advanced level 3 ECTS credits

Total credits: 9 ECTS credits

Coursebook:

Quality Management: Tools and Methods for Improvement 2nd edition (R. Oppenheim with A. Oppenheim and H. Gitlow), Richard D. Irwin, Inc. (Homewood 1995).

Solutions Manual to Accompany Quality Management: Tools and Methods for Improvement 2nd edition (with A. Oppenheim and H. Gitlow), Richard D. Irwin, Inc. (Homewood 1994).

Authors: Howard S. Gitlow, Alan V. Oppenheim, Rosa Oppenheim

Format: Hardcover (Illustrated), 508 pages

Publication Date: January 1995

Publisher: Richard D Irwin

Dimensions: 9.75"H x 7.75"W x 1.25"D; 2.35 lbs.

ISBN-10: 0256106657

ISBN-13: 9780256106657

Rosa Oppenheim

Executive Vice Dean

Professor

Management Science & Information Systems

At Rutgers Business School

Dean Oppenheim is the author of Quality Management: Tools And Methods For Improvement and has published articles on total quality management, statistical process control, time series analysis and forecasting, the mathematical analysis of literary styles and integer programming. She has also won numerous teaching awards.

Expertise: Statistical Process Control, Total Quality Management, Operations Research

Dr. Howard S. Gitlow is Executive Director of the Institute for the Study of Quality, Director of the Master of Science degree in Management Science, and a Professor of Management Science, School of Business Administration, University of Miami, Coral Gables, Florida. He was a Visiting Professor at the Stern School of Business at New York University in 2007, and a Visiting Professor at the Science University of Tokyo in 1990 where he studied with Dr. Noriaki Kano. He received his Ph.D. in Statistics (1974), M.B.A. (1972), and B.S. in Statistics (1969) from New York University. His areas of specialization are Six Sigma Management, Dr. Deming's theory of management, Japanese Total Quality Control, and statistical quality control. Dr. Gitlow has consulted

and co-taught courses with Dr. W. Edwards Deming and Dr. Noriaki Kano (Science University of Tokyo).

Dr. Gitlow is a Six Sigma Master Black Belt, a Fellow of the American Society for Quality, and a member of the American Statistical Association. He has served on the editorial boards of four journals. His list of consulting clients includes universities, consulting firms, city governments, healthcare organizations, insurance companies, utilities, manufacturing organizations, and service organizations. Dr. Gitlow has testified in 24 legal cases involving the following issues: critiquing and developing sampling plans, discrimination (age, race, gender, country of origin, and ethnicity), anti-trust, game fixing, jury selection, and cost/benefit analysis.

Dr. Gitlow has authored or co-authored a dozen books. These include: Design for Six Sigma for Green Belts and Champions, Prentice-Hall, (2006); Six Sigma for Green Belts and Champions, Prentice-Hall, (2004); Quality Management: Tools and Methods for Improvement, 3rd edition, Richard D. Irwin (2004); Quality Management Systems, CRC Press (2000), Total Quality Management in Action, Prentice-Hall, (1994); The Deming Guide to Quality and Competitive Position, Prentice-Hall (1987); Planning for Quality, Productivity, and Competitive Position, Dow Jones-Irwin (1990); and Stat City: Understanding Statistics Through Realistic Applications, 2nd edition, Richard D. Irwin (1987). He has published 54 academic articles in the areas of quality, statistics, management, and marketing. Dr. Gitlow has received grants from the American Society for Quality, the American Association of Collegiate Schools of Business (AACSB), the National Science Foundation (NSF), and Florida Power & Light to establish the Institute for the Study of Quality.

While at the University of Miami, Dr. Gitlow has received awards for Outstanding Teaching, Outstanding Writing, and Outstanding Published Research Articles.

Additionally, he received a citation from the City of Coral Gables for the development of a Six Sigma dashboard within the City.

Alan Oppenheim
Dean, School of Business at Montclair State University
Greater New York City Area

MBA-EWM-400 Management

9 ECTS credits

Coursebook

Cohen, Allan R.,

The Portable MBA in Management:

Insights from the experts at the best business schools

Skills and strategies for leading any organization to success

Book Description

The Portable MBA in Management Get the Expertise without the Expense "Business is undergoing a revolution. The Portable MBA in Management provides the best thinking available on management and leadership issues to help you keep ahead of that revolution." —Noel M. Tichy University of Michigan Professor and Director of the Global Leadership Program Author of The Transformational Leader and Control Your Destiny or Someone Else Will "A rare combination of approaches to leadership, teamwork, and change management. This book presents the best in-class contemporary thinking on how to optimize individual and collective abilities in organizations by providing a powerful set of management practices, tools, and methodologies to positively impact business results." —Libby S. Finn Group Human Resource Manager Digital Equipment Corporation "The conventional wisdom is that good management consists of coming to correct solutions and making good decisions. This book illuminates why the conventional wisdom is wrong. The Portable MBA in Management describes how the kinetic energy of a good decision is produced by getting others to do the right thing. Even better, it gives the reader a perspective on how to release that energy." —Robert E. Weisman Chief Executive Officer The Dun & Bradstreet Corporation From the master teachers and scholars of management, including:
David L. Bradford, Stanford University
Anne Donnellon, Harvard Business School
Stephen L. Fink, University of New Hampshire
Charles J. Fombrun and Drew Harris, New York University
Douglas T. Hall, Boston University
Todd D. Jick, Harvard Business School and INSEAD
Rosabeth Moss Kanter, Harvard Business School
Harvey F. Kolodny, University of Toronto
Roy J. Lewicki, Ohio State University
Leonard A. Schlesinger, Harvard Business School
Phyllis F. Schlesinger, Babson College
Torbjorn Stjernberg, Stockholm School of Economics
R. Roosevelt Thomas, Jr., American Institute for Managing Diversity and Morehouse College

Peter B. Vaill, George Washington University

A Main Selection of The Fortune Book Club

Book Details

English Books

Paperback 392 Pages

ISBN-10: 0471573795

ISBN-13: 9780471573791

Publisher: John Wiley & Sons

Pub date: Apr 01, 1993

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MBA-EWM-410 Real Time Strategy

9 ECTS credits

Real-time strategy : improvising team-based planning for a fast-changing world

Synopses & Reviews

Publisher Comments:

In today's highly dynamic and unpredictable global economy, traditional strategic planning - characterized by a centralized, plan-and-control management approach - has lost its edge. Managers must respond more quickly than ever to dynamic conditions and utilize the full potential of all people in an organization. Strategic planning is too slow and inflexible to enable managers to respond to rapid change and too hierarchical to bring a wider range of employees into the decision-making process. Real-Time Strategy provides a compelling new alternative to strategic planning for the '90s and beyond - strategic improvising. This innovative concept puts strategic responsibility and strategic tools in the hands of small, self-directed teams that move together in a common strategic direction. Strategic improvising is faster and less risky and provides a more flexible response in an uncertain environment while empowering individuals throughout the organization. Written by three leading authorities on strategic management, whose consulting experiences with major corporations are included as case studies, Real-Time Strategy demonstrates how the team-based approach builds a greater sense of accountability throughout the organization; promotes creativity by allowing individuals to build on each others' ideas; keeps team members open to the flow of crucial real-time information; fosters effective lateral communication throughout the organization; and facilitates the rapid shifting of roles to meet changing strategic objectives. Real-Time Strategy specifies the tools that help an organization develop a team-based strategic capability. The authors have site-tested these tools in over 50 businesses. They show how to incorporate new, real-time information technologies into a company's strategic thinking and outline the steps managers must take to make the necessary move from strategic planning to strategic improvising.

ISBN:

9780471585640

Subtitle:

Improvising Team-Based Planning for a Fast- Changing World

Author:

Perry, Lee Tom

Author:

Smallwood, W. Norman

Author:

Scott, Randall G.

Publisher:

John Wiley & Sons

Location:

New York :

Subject:

Management

Subject:

Decision Making & Problem Solving

Subject:

Management - Teams

Subject:

Teams in the workplace

Subject:

Strategic planning

Edition Description:

Wiley

Series:

The Portable MBA series
Series Volume:
#4
Publication Date:
March 1993
Binding:
Hardcover
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English
Illustrations:
Yes
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250
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10.25x7.38x1.00 in. 1.54 lbs.

MBA-EWM-420 Project Management

9 ECTS credits

The Portable MBA in Project Management (Portable MBA)

Synopses & Reviews

Publisher Comments:

The Portable MBA in Project Management covers the most pressing topics in project management and features all the leading thinkers in the field. It presents expert techniques for managing individual projects and for managing project-based organizations. It helps managers combine the power of individual project successes to drive the organization to new levels of productivity and customer responsiveness. These contributions from the leading lights of project management cover all the trends, all the issues, and all the aspects of project management today.

Book News Annotation:

In addition to editing, Verzuh (a trainer and consultant) has contributed five of the fourteen essays of this volume, in which he describes the strategic importance of project management, how to build a plan of action, how to maintain stakeholder satisfaction, risk management, and integrating project management into one's organization. The remaining essays describe similar subjects, including teamwork, discipline, and project selection, with examples included from each authors' experience as trainer, consultant, business owner, or academic research. Annotation (c)2003 Book News, Inc., Portland, OR (booknews.com)

Synopsis:

A comprehensive education in project management from A to Z, this handbook covers the latest topics in project management and features material from all the leading thinkers in the field.

Synopsis:

This title presents expert techniques for managing individual projects and for managing project-based organizations. It helps managers combine the power of individual project successes to drive the organization to new levels of productivity and customer responsiveness.

Synopsis:

" Unlike most project management books, which focus solely on the nuts and bolts of managing single projects, The Portable MBA in Project Management focuses on the strategy, organization, and processes at work in the three tiers of a successful project-driven organization– the project, the program, and the enterprise. By integrating many critical success factors in this comprehensive guide, Eric Verzuh brings a new vision to the art and science of project management."

– Chris Capossela, General Manager, Microsoft Project

" Verzuh delivers with impact once again. Like his first book, this one is a ' must have' for all professionals in project management. Everyone– from project managers to CEOs of project-based organizations– can' t help but be successful after reading and applying the principles established here. This is truly a significant contribution from a first-rate author."

– Ralph Kliem, author of The Project Manager' s Emergency Kit

" Eric Verzuh has produced another solid, readable book. In the tradition of good project management, he has gone ' cross functional' and added outside expertise to his own impressive knowledge. Project management is about much more than technical tools, and so this book also explains the proper business approaches to running a project-driven organization."

– Dr. Denis F. Cioffi, Director of the Project Management Program at The George Washington University

author of Managing Project Integration

A state-of-the-art education in project management from the leading thinkers in the field:

Elaine Biech, President and ManagingPrincipal, Ebb Associates

Robert G. Cooper, President and cofounder, The Product Development Institute

Denis Couture, President and cofounder, PCI Group
Deborah L. Duarte, George Washington University
Randall Englund, Associate, Strategic Management Group
Robert J. Graham, Senior Associate, Strategic Management Group
Ned Hamson, strategic innovation consultant
Samuel J. Mantel Jr., Professor Emeritus, University of Cincinnati
Jack R. Meredith, Editor in Chief, Journal of Operations Management
Nancy Tennant Snyder, Vice President for Leadership and Strategic Competency
Creation, Whirlpool Corporation
Eric Verzuh, President, The Versatile Company
Neal Whitten, President, Neal Whitten Group

Table of Contents

Project management is a strategic strength / Eric Verzuh — Leading the change to a project-based organization / Robert J. Graham and Randall L. Englund — Project selection / Jack R. Meredith and Samuel J. Mantel Jr. — Building the action plan : scheduling, estimating, and resource allocation / Eric Verzuh — Achieving stakeholder satisfaction through project control / Eric Verzuh — Project risk management / Eric Verzuh — Quality, quality management, and project management / Ned Hamson — A model for building teamwork / Elaine Biech — Discipline : the glue that holds it all together / Neal Whitten — Virtual team critical success factors / Deborah L. Duarte and Nancy Tennant Snyder — Stage-Gate new product development processes: a game plan from idea to launch — Enterprise project management : the path to maturity / Denis Couture — Creating an environment for successful projects in your organization / Robert J. Graham and Randall L. Englund — Integrating project management into the enterprise / Eric Verzuh.

ISBN:

9780471268994

Editor:

Verzuh, Eric

Publisher:

John Wiley & Sons

Editor:

Verzuh, Eric

Location:

Hoboken, N.J.

Subject:

General

Subject:

Management Science

Subject:

Entrepreneurship

Subject:

Project management

Subject:

Management - General

Subject:

Project Management (PM)

Copyright:

2003

Edition Description:

Wiley

Series:

Portable MBA

Series Volume:

563

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April 2003

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456
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MBA-EWM-425 Entrepreneurship

9 ECTS credits

Coursebook:

The Portable MBA in Entrepreneurship

Gebundene Ausgabe: 500 Seiten

Verlag: John Wiley & Sons; Auflage: 0003 (25. November 2003)

Sprache: Englisch

ISBN-10: 0471271543

ISBN-13: 978-0471271543

Größe und/oder Gewicht: 25,7 x 18,3 x 4,3 cm

From Booklist

Now with more than a half-dozen titles, Wiley's well-received Portable MBA series continues to expand. Excellently edited and handy to use, these guides offer helpful overviews of current trends and thinking on a wide range of business topics. Bygrave, with both academic (Babson College) and business (a Boston high-tech corridor entrepreneur) backgrounds, has put together a roster of leaders in the field of entrepreneurial studies. More rigorous than the ubiquitous how-to-start-a-small-business books, this manual combines scholarly analyses of the entrepreneurial process and of the traits and characteristics of successful entrepreneurs with practical guidance on business plans, raising capital, legal and tax matters, intellectual property, etc. Recommended for all libraries.

From Library Journal

Bygrave (*Venture Capital at the Crossroads* , Harvard Business School Pr., 1992), has succeeded admirably in his goal of teaching the art and science of entrepreneurship. He covers all aspects of the entrepreneurial process, including planning a new enterprise, raising capital, marketing strategies, franchising, and dealing with legal and tax issues. This work is rich in detail, providing small business owners and would-be entrepreneurs the information they need to make sound business decisions. Individual chapters are written by academicians and business people. Though some of the charts and analysis may be a bit technical for the neophyte, this is a treasure trove of information for the motivated reader. Recommended for business collections.

- M. Uri Toch, P.L. of Cincinnati & Hamilton Cty., Ohio

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MBA-EWM-426 Entrepreneurship Case Studies

9 ECTS credits

Portable MBA in Entrepreneurship Case Studies

Synopses & Reviews

Publisher Comments:

The crucial link between theory and practice

In The Portable MBA in Entrepreneurship Case Studies you'll meet people who have used the business theories and practices presented in The Portable MBA in Entrepreneurship to start and run their own entrepreneurial ventures. You'll get a real sense of what it takes to conceive, develop, finance, and operate a business, and how particular elements, such as business plans and financial forecasts, function in the real world. These case studies cover a broad variety of service and product industries: retail, wholesale, mail order, and Internet. You'll discover the trials and rewards of starting a travel agency, launching a new glass-cleaning product, setting up a fashion Web site, and selling women's hosiery through direct mail. Other studies cover ventures in the computer industry, the restaurant business, automobile service franchising, and business consulting.

Each case study is illustrated with exhibits --financial statements, business plans, sample contracts, and more --and many are supplemented with end-of-chapter questions that help you analyze the viability of each entrepreneurial venture and test your ability to respond to the challenges you'll face in pursuit of your own entrepreneurial dreams.

ISBN:

9780471182290

Other:

D'Heilly, Dan

Other:

D'Heilly, Dan

Author:

Bygrave, Bill

Author:

Bygrave

Author:

Bygrave, William D.

Publisher:

John Wiley & Sons

Location:

New York :

Subject:

Business

Subject:

Small Business

Subject:

Management

Subject:

Entrepreneurship

Subject:

New Business Enterprises

Subject:

Master of business administration degree

Subject:

Small Business - General

Edition Description:

Wiley

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Portable MBA Wiley

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June 1997

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Paperback
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English
Illustrations:
Yes
Pages:
336
Dimensions:
9.88x7.01x.91 in. 1.24 lbs.

MBA-EWM-430 MBA Marketing

9 ECTS credits

Coursebook:

The Portable MBA in Marketing (The Portable MBA Series) (Hardcover)
by Charles D. Schewe (Author), Alexander Hiam (Author)

Hardcover: 497 pages

Publisher: John Wiley & Sons; 2nd Edition edition (27 April 1998)

Language English

ISBN-10: 0471193674

ISBN-13: 978-0471193678

Product Dimensions: 25.1 x 18.8 x 4.1 cm

Companies flying high on economic good times may be in danger of forgetting the business fundamentals that underlie their success. Increased focus on the bottom line, competitive strategies, and financial goals divert attention from the primary source of every company's good fortune—the customer. The Portable MBA in Marketing, Second Edition is dedicated to the principle that the only guarantee for continued success is a consistent focus on and attention to customer needs, preferences, and expectations.

This powerful tool for business success in the twenty-first century furnishes bright, ambitious managers with a solid grounding in MBA-level marketing theory and practice. Fully updated and expanded, this new edition emphasizes fresh marketing strategies and cutting-edge marketing concepts and techniques that help keep you in touch with your customers. It focuses on the key issues facing companies today, including how to outperform competitors, anticipate future trends, improve advertising and sales, build customer loyalty, and market on the Internet.

Witty, well-written, and packed with plenty of new real-world examples, The Portable MBA in Marketing, Second Edition brings you up to date with the latest marketing ideas and techniques, including:

- * New negotiation skills for salespeople
- * Current marketing strategies
- * Innovative approaches to qualitative research that deepen your understanding of your customers
- * Hot topics such as cohort marketing, person-to-person marketing, and marketing on the Internet.

Written by two leading educators/marketing consultants and drawing material from the world's finest MBA programs, The Portable MBA in Marketing, Second Edition covers all the marketing innovations of the past decade in an engaging, accessible format that gets you to the information you need quickly and easily. It's the fastest way to give yourself the intellectual currency you need to market your products, services, and ideas at a whole new level.

The Portable MBA Series

Synopsis

Companies flying high on economic good times may be in danger of forgetting the business fundamentals that underlie their success. Increased focus on the bottom line, competitive strategies, and financial goals divert attention from the primary source of every company's good fortune—the customer. The Portable MBA in Marketing, Second Edition is dedicated to the principle that the only guarantee for continued success is a consistent focus on and attention to customer needs, preferences, and expectations. This powerful tool for business success in the twenty-first century furnishes bright, ambitious

managers with a solid grounding in MBA-level marketing theory and practice. Fully updated and expanded, this new edition emphasizes fresh marketing strategies and cutting-edge marketing concepts and techniques that help keep you in touch with your customers. It focuses on the key issues facing companies today, including how to outperform competitors, anticipate future trends, improve advertising and sales, build customer loyalty, and market on the Internet.

Witty, well-written, and packed with plenty of new real-world examples, *The Portable MBA in Marketing, Second Edition* brings you up to date with the latest marketing ideas and techniques, including: New negotiation skills for salespeople Current marketing strategies Innovative approaches to qualitative research that deepen your understanding of your customers Hot topics such as cohort marketing, person-to-person marketing, and marketing on the Internet. Written by two leading educators/marketing consultants and drawing material from the world's finest MBA programs, *The Portable MBA in Marketing, Second Edition* covers all the marketing innovations of the past decade in an engaging, accessible format that gets you to the information you need quickly and easily. It's the fastest way to give yourself the intellectual currency you need to market your products, services, and ideas at a whole new level. The Portable MBA Series *The Portable MBA*, with over 350,000 copies sold, continues to provide instant "MBA literacy" to managers, professionals, and business owners. Wiley's Portable MBA Series now takes this idea one step further by providing readers with a continuing business education.

Titles provide comprehensive coverage of the primary business functions taught in MBA programs, as well as focused coverage of today's vital business topics. SERIES TITLES: Core Curriculum *The Portable MBA, Third Edition* *The Portable MBA in Economics* *The Portable MBA in Entrepreneurship, Second Edition* *The Portable MBA in Finance and Accounting, Second Edition* *The Portable MBA in Investment* *The Portable MBA in Management* *The Portable MBA in Marketing, Second Edition* *The Portable MBA in Strategy*. Vital Business Topics Real-Time Strategy New Product Development Total Quality Management, Second Edition Psychology for Leaders Market-Driven Management. Also Available *The Portable MBA Desk Reference* *The Portable MBA in Entrepreneurship Case Studies* Praise for *The PORTABLE MBA in Marketing, second edition* "I'm really 'gung-ho' about this book. If you follow its advice, your customers will become your 'raving fans.' Everyone needs to understand and apply these essential principles to attract and retain delighted customers." -Ken Blanchard author of the bestseller *The One Minute Manager*. "Helps you keep your eye on the all-important marketing ball. Infused with turbocharged examples and the latest cutting-edge concepts...[You'll learn] winning strategies and actions that will propel you successfully well beyond the millennium. This fully revised book will do wonders to improve your marketing game!" - Scott H. Creelman, Executive Vice President Spalding Sports Worldwide.

MBA-EWM-435 Kotler On Marketing
by Philip Kotler (Author)

9 ECTS credits

Coursebook: Kotler On Marketing

Print Length: 257 pages
Publisher: The Free Press; 1999 © by Philip Kotler
Language: English
ISBN 0-684-85033-8

Editorial Reviews

Amazon.com

For more than three decades, Philip Kotler has been the authority on marketing for business grad students around the world. (His seven textbooks on various aspects of the topic are available in 18 languages in 58 countries, for example, while his seminal Marketing Management is considered the most widely used volume among all MBAs.) Even with all these publications, and a consultation/seminar practice aligned with firms such as AT&T, IBM, Michelin, Shell, and Merck, Kotler never committed to paper his popular theories concerning the ways in which executives and their managers should approach their real-life marketing programs. Until, that is, Kotler on Marketing. Comprehensive yet clear, this new compendium finally synthesizes Kotler's vast experiences and proven ideas into a single accessible resource. Three meaty initial sections address a series of strategic, tactical, and administrative concerns, ranging from identifying opportunities and building brand equity to utilizing outside intelligence and evaluating performance. A brief fourth part titled "Transformational Marketing" offers Kotler's perspective on "the revolutionary impact on the marketplace and marketing practice of the new technologies ... and new media" including the Internet, fax machines, sales-automation software, cable TV, videoconferencing, and "personal newspapers." -- Howard Rothman

From Publishers Weekly

If you want to learn marketing, you have to come to Kotler. He is both a pioneer of modern marketing and the leading popularizer of the field. His Principles of Marketing is ubiquitous in business schools throughout the world and he has two other textbooks for advanced classes. Now he gives readers a new way to tap his vast knowledge. The book covers the full range of marketing management and, of course, addresses Internet marketing. Readers won't find the mathematical depth or theoretical rigor that make Kotler's textbook an unpleasant surprise to students expecting an easy course. In fact, this book assumes readers will have a good deal of business experience. It's a terrific capsule of Kotler's marketing savvy. The most significant drawback is that Kotler shows only positive models of successful marketing. This is fine for illustrating general principles and techniques, but it doesn't teach the judgment required to tell good applications from foolish ones. The upshot is that uncritical readers may discover that a little learning is a dangerous thing. Despite these qualifications, this is a fine book on marketing for a general audience.

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From Library Journal

Kotler, the S.C. Johnson Distinguished Professor of Marketing at the Kellogg Graduate School of Management at Northwestern University, has been writing tremendously popular marketing texts since 1969. Here he has synthesized the materials from his textbooks and marketing seminars to produce a compact and readable review of marketing theory and practice that will allow the reader a quick and thorough overview of the field. Kotler (The Marketing of Nations, LJ 8/96) also has a useful appendix on characteristics and strategies for marketing in various types of business. Notes listing references for further study are included, and a subject index is promised. The text is practical and thorough yet remarkably readable and digestible. As a result, this title belongs on the shelf of every business executive as well as entrepreneurs and small business people. ALittleton M. Maxwell, Business Information Ctr., Univ. of Richmond, VA

Copyright 1999 Reed Business Information, Inc.
Review

David Aaker author of *Building Strong Brands* Provocative insights and thoughtful prescriptions that will guide executives who face the challenges of powerful customers, global forces, and new technologies.

Philip Kotler's name is synonymous with marketing. His textbooks have sold more than 3 million copies in 20 languages and are read as the marketing gospel in 58 countries. Now *Kotler on Marketing* offers his long-awaited, essential guide to marketing for managers, freshly written based on his phenomenally successful worldwide lectures on marketing for the new millennium. Through Kotler's profound insights you will quickly update your skills and knowledge of the new challenges and opportunities posed by hypercompetition, globalization, and the Internet. Here you will discover the latest thinking, concisely captured in eminently readable prose, on such hot new fields as database marketing, relationship marketing, high-tech marketing, global marketing, and marketing on the Internet. Here, too, you will find Kotler's savvy advice, which has so well served such corporate clients as AT & T, General Electric, Ford, IBM, Michelin, Merck, DuPont, and Bank of America. Perhaps most important, *Kotler on Marketing* can be read as a penetrating book-length discourse on the 14 questions asked most frequently by managers during the 20-year history of Kotler's worldwide lectures. You will gain a new understanding of such age-old conundrums as how to select the right market segments or how to compete against lower-price competitors. You will find a wealth of cutting-edge strategies and tactics that can be applied immediately to such 21st-century challenges as reducing the enormous cost of customer acquisition and keeping current customers loyal. If your marketing strategy isn't working, Kotler's treasury of revelations offers hundreds of ideas for revitalizing it. Spend a few hours today with the world's best-known marketer and improve your marketing performance tomorrow.

Book Info

Offers an essential guide to marketing for managers. Based on the author's successful lectures on marketing for the new millennium. DLC: Marketing--Management.

Card catalog description

Kotler on Marketing offers his essential guide to marketing for managers, freshly written based on his phenomenally successful worldwide lectures on marketing for the new millennium. Through Kotler's profound insights you will quickly update your skills and knowledge of the new challenges and opportunities posed by hypercompetition, globalization, and the Internet. Perhaps most important, *Kotler on Marketing* can be read as a penetrating book-length discourse on the 14 questions asked most frequently by managers during the 20-year history of Kotler's worldwide lectures. You will gain a new understanding of such age-old conundrums as how to select the right market segments or how to compete against lower-price competitors.

About the Author

Philip Kotler is the S.C. Johnson & Son Distinguished Professor of International Marketing at the Kellogg Graduate School of Management at Northwestern University. Professor Kotler is the author or coauthor of 15 books, including *Marketing Management*, Ninth Edition, named by the Financial Times as one of the 50 best business books ever written, and *Social Marketing*, *Marketing Races*, and *The Marketing of Nations*, all published by The Free Press. He was voted the first Leader in Marketing Thought by the members of the American Marketing Association and is the recipient of the Paul D. Converse Award, the Stuart Henderson Britt Award, the Distinguished Marketing Educator Award, the Prize for Marketing Excellence, the Charles Coolidge Parlin Marketing Award, and the Marketing Educator of the Year Award. He holds honorary doctoral degrees from the University of Stockholm, University of Zurich, Athens School of Economics, and the Cracow School of Economics.

MBA-EWM-450 Integrated Process Management

9 ECTS credits

Integrated Process Management: A Quality Model
by Roger Slater (Author)

Book Description

This book describes Integrated Process Management, a six-step model which clearly shows how to institutionalize process standards, their measurements, and their management. Also shown is how to computerize them. The book details this unique ``people" and ``customer" oriented philosophy with straight-forward, step-by-step techniques for how to follow this model. Also discussed are the natural constraints that impede any good process management system.

From the Back Cover

If you want to create and sustain a commitment to quality in your company--a commitment that pays off in increased customer satisfaction and profits, then Roger Slater is the man who can show you how to achieve it. Integrated Process Management: A Quality Model, offers you a compelling, workable process management model, derived from the hard-earned successes of actual corporations. Slater draws on these real-world case studies to illustrate a six-step plan that will show you: how to institutionalize process standards; how to measure performance against those standards; how to manage performance to meet those standards; how to run the plan on a computer. Slater's model is driven by an "obsession" with the customer, and supported by a dedication to the spirit of innovation, motivated people, leadership with values and integrity, and common sense systems that really work. The dynamic process management model described in this book will give you the skills you need right now to improve quality at every stage of operations--from initial product development to final product delivery.

Hardcover: 278 pages

Publisher: McGraw-Hill Professional; 1 edition (April 1, 1991)

Language: English

ISBN-10: 0070581029

ISBN-13: 978-0070581029

Product Dimensions: 9.3 x 6.3 x 0.8 inches

MBA-EWM-470 Empowered Teams

9 ECTS credits

Coursebook:

Empowered Teams: Creating Self-Directed Work Groups That Improve Quality, Productivity, and Participation: Creating Self-directed Work Groups That Improve ... Participation (The Jossey-Bass Management)

By Richard S. Wellins, Jeanne M. Wilson, William C. Byham

Taschenbuch: 304 Seiten

Verlag: Jossey Bass; Auflage: Reprint (6. August 1993)

Sprache: Englisch

ISBN-10: 1555425542

ISBN-13: 978-1555425548

Provides the frank answers to questions about how teams work, what makes them effective, when they are useful, how to get them going, and how to maintain their vigor and productivity over the long haul. Draws on a survey of over five hundred organizations and an in-depth study of twenty-eight companies (conducted jointly by Industry Week and the Association for Quality and Participation).

MSc-EWM-520 Environmental Management in Practice

Practical Guide to Environmental Management
By Frank B. Friedman

9 ECTS credits

Taschenbuch: 472 Seiten

Verlag: Environmental Law Inst; Auflage: 7th (August 1997)

ISBN-10: 0911937722

ISBN-13: 978-0911937725

Frank Friedman's Practical Guide to Environmental Management, 10th Edition (PGEM) has earned its place among the classic texts on environmental management. PGEM provides readers with the firm grounding in history necessary to put environmental issues in context and a practical map to avoid the pitfalls and capitalize on the potential rewards inherent in the field. It is rare to find a book that combines insight with pragmatism so that it serves as both a desk reference and a definitive treatise. PGEM now enters its 10th edition with new material on social responsibility, the Sarbanes-Oxley Act, criminal sentencing guidelines, and several other areas. This edition of PGEM retains its focus on the practical, while also surveying the developing trends in environmental management. As Friedman notes, environmental management systems and corporate behavior, particularly in developing countries, increasingly serve as the de facto system of environmental governance and are key to ensuring environmental protection goals are met. In this new edition, Friedman does a superb job of orienting the environmental manager in this new era.

MSc-EWM-525 Environmental Leadership

9 ECTS

Coursebook

Environmental Management and Business Strategy: Leadership Skills for the 21st Century

By Bruce Piasecki, Kevin A. Fletcher

Taschenbuch: 368 Seiten

Verlag: Wiley & Sons; Auflage: 1 (26. Oktober 1998)

Sprache: Englisch

ISBN-10: 0471169722

ISBN-13: 978-0471169727

Book Description

This book can be considered "the Portable MBA for the field of environmental management." It addresses the management tools and functions used to facilitate environmental strategies in business, and strategic responses to environmental issues. This text is organized around the three classic global needs shared by both business strategists and environmental leaders: Achieving Compliance, Recognizing Business Opportunity, and Answering Public Expectations.

Synopsis

What Makes Business Initiatives Regarding the Environment Succeed or Fail? With this book you'll gain the necessary skills to develop an effective corporate environmental strategy. It is organized around three classic global needs shared by both business strategists and environmental leaders: achieving compliance, recognizing business opportunity, and answering public expectations. The cases in this text are designed to reach both experienced managers and newcomers, through a compelling conceptual narrative that connects basic business needs with mounting environmental and energy choices. "Environmental compliance is no longer the target but the floor from which economic value can be created. Recognizing economic opportunities and getting the affected public to understand the greater benefits are why we hired the AHC Group and its Rensselaer team of researchers in the first place. This book brings these critical components in focus with practical examples, insightful discussions and helpful resources to assist any company's management in developing successful environmental business strategy. Its appeal to newcomers resides in its readability and effective prose." - Steven P.

Rowe, Assistant General Counsel and lead environmental manager at Holnam, Inc.

MSc-EWM-550 Environmental Economics and Management

9 ECTS credits

Coursebook:

Environmental Economics and Management: Theory, Policy, and Applications (The Irwin Series in Economics)

By Scott J. Callan, Janet M. Thomas

Gebundene Ausgabe: 672 Seiten

Verlag: Irwin Professional (USA) (Januar 1996)

Sprache: Englisch

ISBN-10: 0256132542

ISBN-13: 978-0256132540

Book Description

By retaining a strong focus on policy, this new edition provides an applied, practical approach to environmental economic theory accessible to students with small or vast economic knowledge. The text presents a broad study of environmental issues and explores economic theories to reinforce the lessons, thereby offering a long-lasting understanding of real-world environmental problems and policy solutions. -- Dieser Text bezieht sich auf eine vergriffene oder nicht verfügbare Ausgabe dieses Titels.

Synopsis

This applied text looks at how environmental policy affects the business world. It is divided into three modules discussing air, water and solid waste pollution. These modules are further divided into chapters examining the problem, policies and economic theory involved with each form of pollution.

MSc-EWM-620 Hazardous Waste Management

9 ECTS credits

Coursebook:

Hazardous Waste Management

By Charles A. Wentz

Paperback: 480 pages

Publisher: McGraw-Hill Education (ISE Editions); New Ed edition (December 1989)

ISBN-10: 0071003797

ISBN-13: 978-0071003797

Shipping Weight: 1.1 pounds

Book Description

This book is designed for the senior/grad level course in Hazardous Waste Management or Pollution Control and Disposal offered in departments of environmental engineering, chemical engineering, and civil engineering. In dealing with all phases of this field, it integrates scientific and engineering principles with legislation, regulation, technology and business related matters.

Courses in Environmental Studies Area at the Postgraduate Level - Electives:

EnvStud 730 – European eco-management and audit scheme (EMAS)

Content:

Application of the EMAS management system in accordance with applicable regulations and decisions on implementation. The programme 'Towards Sustainability' calls for broadening the range of instruments in the field of environmental protection and for using market-mechanisms to commit organisations to adopt a pro-active approach in this field beyond compliance with all relevant regulatory requirements regarding the environment. EMAS should be made available to all organisations having environmental impacts, providing a means for them to manage these impacts and to improve their overall environmental performance. Organisations should be encouraged to participate in EMAS on a voluntary basis and may gain added value in terms of regulatory control, cost savings and public image.

Course Lecturer: Gerhard Berchtold, PhD

ECTS credits: 6

EnvStud 780 – Assessment of information related to waste and material flows

Content:

Integrated environmental assessment (IEA) is increasingly recognised as an important technique for managing the environmental impacts of human actions. It may be defined as the interdisciplinary process of identification, analysis and appraisal of all the relevant natural and human processes, which affect the quality of the environment and environmental resources. The objective of IEA is to facilitate the framing and implementation of optimal policies and strategies, accounting for both environmental effects and other priorities (e.g. cost constraints).

Course Lecturer: Gerhard Berchtold, PhD

ECTS credits: 6

EnvStud 781 – Key challenges for corporate environmental performance

Content:

This course, aimed at both individual companies and organisations representing company stakeholders and policy-makers, summarises current trends, problems and developments in the areas of Environmental Performance Indicators (EPIs); Environmental Reporting; Environmental Performance Ranking; and their interconnections as a contribution to enhancing the eco-efficiency of companies.

There are interrelationships between the various environmental management tools that need to be acknowledged in strategic environmental management, even though they have all not yet been clearly identified. In many cases companies have launched projects involving environmental management systems, environmental auditing, environmental accounting, lifecycle assessment, environmental reporting, development of environmental performance indicators (EPIs) and environmental benchmarking etc., without reflecting on the interrelationships between them and the potential synergetic or counteractive effects they could have on each other.

Course Lecturer: Gerhard Berchtold, PhD

ECTS credits: 6

EnvStud 782 – Environmental Risk Assessment

Content:

Approaches and Experiences. Concepts, Principles and Uses. Introduction to risk assessment concepts. The use of risk assessment in environmental management. A typology of risk assessment and management methods. Overview of risk assessment methods.

Course Lecturer: Gerhard Berchtold, PhD

ECTS credits: 6

EnvStud 783 – Environmental Management - Tools for SMEs

Content:

ENVIRONMENTAL MANAGEMENT. ENVIRONMENTAL POLICY. ENVIRONMENTAL MANAGEMENT SYSTEMS. ENVIRONMENTAL AUDITING. ENVIRONMENTAL INDICATORS. ECOBALANCES. LIFE-CYCLE ASSESSMENT. ENVIRONMENTAL LABELLING SCHEMES. ENVIRONMENTAL REPORTING. ENVIRONMENTAL CHARTERS

Course Lecturer: Gerhard Berchtold, PhD

ECTS credits: 6

EnvStud 784 – Environmental Management Practices in USA

Content:

This course provides practical policy advice concerning the effectiveness and efficiency of alternative environmental policy innovations that encourage greater environmental improvements, and especially those related to EMS adoption.

The purpose of this course is three-fold. First, it offers preliminary advice regarding different U.S. environmental policies and programs that encourage environmental innovation. Second, this is intended to help the U.S. manufacturing facilities that participated in our study to benchmark their environmental management against similar companies. Finally, to contribute to the dialogue about the different types of environmental innovations and how they might vary across OECD countries. The course addresses three broad research questions:

1. Why do facilities introduce environmental management systems and tools?
2. Why do facilities undertake specific types of environmental investments and innovations?
3. What are the links between facilities' financial performance and their environmental management practices?

Course Lecturer: Gerhard Berchtold, PhD

ECTS credits: 6

EnvStud 785 – MEASURING MATERIAL FLOWS AND RESOURCE PRODUCTIVITY - Synthesis report

Content:

The purpose of the course on material flows (MF) and resource productivity (RP) is to improve the quantitative and analytical knowledge base about natural resource and material flows within and among countries, so as to better understand the importance of material resources in member countries' economies and to inform related policy debates. This is done by providing guidance on how to measure material flows and resource productivity, paying attention to the "supply side", i.e. how material flow accounts and related indicators can be constructed in a coherent framework that countries can easily implement and further adapt to their own needs, and the "demand side", i.e. how material flow indicators can be selected to suit policy needs and how they can be interpreted and used.

The guidance documents reflect the state of the art concerning experience with material flow analysis and related indicators in OECD member countries.

Course Lecturer: Gerhard Berchtold, PhD

ECTS credits: 6

EnvStud 786 – Environmentally Sound Management (ESM) of Waste

Content:

This course aims at facilitating the implementation of an environmentally sound waste management policy by governments on one hand, and by waste treatment facilities on the other hand.

Every element of the Recommendation C(2004)100 is explained in detail, as well as the different core performance criteria which characterise environmentally sound management of waste, through various types of information (such as technical, financial, regulatory). Waste management practices applied in certain member countries are presented as examples.

Course Lecturer: Gerhard Berchtold, PhD

ECTS credits: 6

EnvStud 787 – EPR Policies and Product Design

Content:

It discusses the Design for Environment impacts of Extended Producer Responsibility policies, and investigates further the extent to which EPR policies can be expected to contribute to .Design for the Environment. improvements.

Course Lecturer: Gerhard Berchtold, PhD

ECTS credits: 6

EnvStud 788 – ENVIRONMENTAL INNOVATION AND GLOBAL MARKETS

Content:

This course examines the links between environmental innovation and globalisation from two perspectives. It explores, on the one hand, how firms are adapting their environmental innovation strategies to the challenges and opportunities of global markets, and on the other, ways in which governments are promoting environmentally-related innovation in the context of a globalising economy. The course draws on interviews with representatives from governments and companies. The case studies resulting from the interviews with company representatives provide insights into how firms. strategies are evolving in response to new opportunities and challenges in environmentally-related sectors, and global markets. The focus of the course and the case studies is on innovation in the fields of energy efficiency and renewable energy.

Course Lecturer: Gerhard Berchtold, PhD

ECTS credits: 6

EnvStud 801 – A Science for Sustainable Living

Content:

As the new century unfolds, there are two developments which will have a defining impact on the future of humanity. Both have to do with networks and both involve radically new technologies. Global capitalism is concerned with electronic networks of financial and informational flows. Creation of sustainable communities based on ecological literacy and the practice of ecodesign, concerned with ecological networks of energy and material flows. The goal of the global economy is to maximize the wealth and power of its elites; whilst the goal of ecodesign is to maximize the sustainability of the web of life.

Course Lecturer: Gerhard Berchtold, PhD

ECTS credits: 6

EnvStud 805 – Tools to Aid Environmental Decision Making

Content:

Environmental decisions are made every day in manufacturing plants, city council meetings, and corporate boardrooms. The tools described range from software to policy approaches, and from environmental databases to focus groups.

Course Lecturer: Gerhard Berchtold, PhD

ECTS credits: 6

EnvStud 810 – Collapse or Survival of Societies

Content:

From the ghostly stone heads of Easter Island to crumbling Mayan cities hidden deep in the jungle, the mysterious ruins of lost worlds and vanished civilizations continue to haunt us. How could such mighty societies fall? And could our skyscrapers one day stand derelict and overgrown like ancient temples?

Course Lecturer: Gerhard Berchtold, PhD

ECTS credits: 6

EnvStud 825 – The Earth´s Climate Crisis

Content:

The state of the earth. What is Gaia? The Life History of Gaia. Forecasts for the Twenty-first Century. Sources of energy. Chemicals, food and raw materials. Technology for a sustainable retreat. A personal view of environmentalism. Beyond the terminus.

Course Lecturer: Gerhard Berchtold, PhD

ECTS credits: 6

EnvStud 835 – The Meaning of the 21st Century. A Vital Blueprint for Ensuring Our Future.

Content:

We live at a turning point in human history. Ahead is a century of massive change. Either we learn to manage this change, or we allow it to control us and face devastating consequences. A pragmatic blueprint for action.

Course Lecturer: Gerhard Berchtold, PhD

ECTS credits: 6

Coursebooks for the Environmental Studies - Electives

EnvStud 730 – European eco-management and audit scheme (EMAS)

Coursebook:

REGULATION (EC) No 761/2001 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL
of 19 March 2001

allowing voluntary participation by organisations in a Community eco-management and
audit scheme (EMAS)

COMMISSION RECOMMENDATION

of 7 September 2001

on guidance for the implementation of Regulation (EC) No 761/2001 of the European
Parliament and of the Council allowing voluntary participation by organisations in a
Community ecomanagement and audit scheme (EMAS)

(notified under document number C(2001) 2503) (Text with EEA relevance)
(2001/680/EC)

COMMISSION DECISION

of 7 September 2001

on guidance for the implementation of Regulation (EC) No 761/2001 of the European
Parliament and of the Council allowing voluntary participation by organisations in a
Community ecomanagement and audit scheme (EMAS)

(notified under document number C(2001) 2504) (Text with EEA relevance)
(2001/681/EC)

EnvStud 780 – Assessment of information related to waste and material flows

Coursebook:

Assessment of information related to waste and material flows
A catalogue of methods and tools

Prepared by:

Despo Fatta and Stephan Moll

European Topic Centre on Waste and Material Flows

Project manager:

Dimitrios Tsotsos

European Environment Agency

A great deal of additional information on the European Union is available on the Internet.
It can be accessed through the Europa server (<http://europa.eu.int>)

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ISBN: 92-9167-577-6

European Environment

Integrated environmental assessment (IEA) is increasingly recognised as an important
technique for managing the environmental impacts of human actions. It may be defined
as the interdisciplinary process of identification, analysis and appraisal of all the relevant
natural and human processes, which affect the quality of the environment and
environmental resources. The objective of IEA is to facilitate the framing and
implementation of optimal policies and strategies, accounting for both environmental
effects and other priorities (e.g. cost constraints). Two points worth emphasising about
IEA are that it is:

- practical — the purpose is to facilitate making decisions;

- comprehensive — all relevant aspects, which might affect the decision, should be incorporated.

IEA can help managers and decision makers to:

- solve environmental planning and management problems;
- improve their understanding of environmental conditions;
- design protective or remedial strategies (EEA, 1998).

Integrated assessment tools are needed to assess policy-making.

EnvStud 781 – Key challenges for corporate environmental performance

Coursebook:

Continuity, Credibility and Comparability

Key challenges for corporate environmental performance

measurement and communication

by

Åsa Skillius and Ulrika Wennberg

The International Institute for Industrial Environmental Economics at

Lund University

a report commissioned by the European Environment Agency

February 1998

This report, aimed at both individual companies and organisations representing company stakeholders and policy-makers, summarises current trends, problems and developments in the areas of Environmental Performance Indicators (EPIs); Environmental Reporting; Environmental Performance Ranking; and their interconnections as a contribution to enhancing the eco-efficiency of companies. There is also a supplementary report focusing on environmental reporting and small-and medium-sized-enterprises (SMEs).

Relationships between environmental management tools

There are interrelationships between the various environmental management tools that need to be acknowledged in strategic environmental management, even though they have all not yet been clearly identified. In many cases companies have launched projects involving environmental management systems, environmental auditing, environmental accounting, lifecycle assessment, environmental reporting, development of environmental performance indicators (EPIs) and environmental benchmarking etc., without reflecting on the interrelationships between them and the potential synergetic or counteractive effects they could have on each other.

EnvStud 782 – Environmental Risk Assessment

Coursebook:

<http://reports.eea.europa.eu/GH-07-97-595-EN-C2/en/riskindex.html>

Environmental Risk Assessment: Approaches, Experiences and Information Sources

EEA publication on "Environmental Risk Assessment - approaches, experiences and information sources" by Robyn Fairman, Carl D. Mead and W. Peter Williams at Monitoring and Assessment Research Centre, King's College, London

Projectleader at the EEA: Ingvar Andersson

Part I Approaches and Experiences

Section I Concepts, Principles and Uses

Introduction to risk assessment concepts

The use of risk assessment in environmental management

A typology of risk assessment and management methods

Overview of risk assessment methods

EnvStud 783 – Environmental Management - Tools for SMEs

Coursebook:

Environmental Issues Series
Environmental Management

Tools for SMEs: A Handbook

Edited for the EEA by
Richard Starkey
The Centre for Corporate
Environmental Management (CCEM)
Ingvar Andersson, Project Manager
European Environment Agency
March 1998

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ENVIRONMENTAL MANAGEMENT. ENVIRONMENTAL POLICY. ENVIRONMENTAL
MANAGEMENT SYSTEMS. ENVIRONMENTAL AUDITING. ENVIRONMENTAL INDICATORS.
ECOBALANCES. LIFE-CYCLE ASSESSMENT. ENVIRONMENTAL LABELLING SCHEMES.
ENVIRONMENTAL REPORTING. ENVIRONMENTAL CHARTERS

EnvStud 784 – Environmental Management Practices in USA

Coursebook:

ENVIRONMENTAL POLICY TOOLS &
FIRM-LEVEL MANAGEMENT PRACTICES IN THE
UNITED STATES

Nicole Darnall, National Project Leader, North Carolina State University
Alexei Pavlichev, Research Associate, North Carolina State University
in cooperation with
OECD Environment Directorate

This report provides practical policy advice concerning the effectiveness and efficiency of alternative environmental policy innovations that encourage greater environmental improvements, and especially those related to EMS adoption. The study is part of a larger OECD project involving the participation of researchers from seven different OECD countries (Canada, France, Germany, Hungary, Japan, Norway, and United States—see Annex 1). The goal of the broader research project is to understand how firms' environmental actions change in different regulatory and social settings. In total, approximately 4,200 facilities with more than 50 employees in all manufacturing sectors participated in the larger study, of which 489 operated in the U.S. (OECD, 2003).

During the first step of the OECD study, research teams from the seven participating countries collaborated to design a uniform survey. Mailed to manufacturing facilities in each country, the survey considered the internal factors, financial incentives, and external pressures that shape organizations' environmental behavior (see Annex 2). Once the data were collected, the research teams completed a preliminary analysis of

their data. For consistency, each country used the same report structure to convey their results. This report summarizes the key findings from the U.S. data.

The purpose of this report is three-fold. First, it offers preliminary advice regarding different U.S. environmental policies and programs that encourage environmental innovation. Second, this report is intended to help the U.S. manufacturing facilities that participated in our study to benchmark their environmental management against similar companies. Finally, the U.S. study was created to contribute to the dialogue about the different types of environmental innovations and how they might vary across OECD countries. To fulfil its purpose, the report addresses three broad research questions:

1. Why do facilities introduce environmental management systems and tools?
2. Why do facilities undertake specific types of environmental investments and innovations?
3. What are the links between facilities' financial performance and their environmental management practices?

EnvStud 785 – MEASURING MATERIAL FLOWS AND RESOURCE PRODUCTIVITY -
Synthesis report

Coursebook:

MEASURING
MATERIAL FLOWS AND
RESOURCE PRODUCTIVITY
Synthesis report

OECD 2008

This report is part of the OECD work programme on material flows (MF) and resource productivity (RP) that supports the implementation of the OECD Council recommendation on MF and RP adopted in April 2004. It presents a synthesis of the work carried out by the OECD with its member countries and international partners since 2005, takes stock of progress made, and adds selected examples from applications of material flow analysis.

The purpose of the OECD work programme on material flows (MF) and resource productivity (RP) is to improve the quantitative and analytical knowledge base about natural resource and material flows within and among countries, so as to better understand the importance of material resources in member countries' economies and to inform related policy debates. This is done by providing guidance on how to measure material flows and resource productivity, paying attention to the "supply side", i.e. how material flow accounts and related indicators can be constructed in a coherent framework that countries can easily implement and further adapt to their own needs, and the "demand side", i.e. how material flow indicators can be selected to suit policy needs and how they can be interpreted and used.

The work has benefited from a sequence of workshops hosted by member countries (Helsinki, June 2004; Berlin, May 2005; Rome, May 2006; Tokyo, September 2007), that brought together environmental administrations, statistical services, material flow experts and researchers.

Main outputs include a series of guidance documents on Measuring material flows and resource productivity that have been drafted in a joint effort by a group of experts from OECD countries led by the OECD Secretariat. They have benefited from contributions by members of the OECD Working Group on Environmental Information and Outlooks and the Working Group on Waste Prevention and Recycling, the Eurostat Task Force on Material Flows, and the London Group on Environmental Accounting. In developing them, the co-operation of environmental administrations, statistical services and material flow experts in countries has been invaluable. Our sincere thanks are therefore extended to all concerned.

The guidance documents reflect the state of the art concerning experience with material flow analysis and related indicators in member countries. They are expected to help

achieve greater convergence of already existing initiatives and to facilitate wider dissemination and uptake of existing experience and guidance. The documents may evolve in future as ongoing efforts on methodologies and measurement systems will show results and as more feedback from policy uses will become available.

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EnvStud 786 – Environmentally Sound Management (ESM) of Waste

Coursebook:

Guidance Manual for
the Implementation of the
OECD Recommendation C(2004)100
on
Environmentally Sound Management
(ESM) of Waste

Following the adoption of Council Recommendation C(2004)100 in 2004 on Environmentally Sound Management of Waste, member countries wished to reinforce the implementation of this legal Act by issuing a practical Guidance Manual.

This publication aims at facilitating the implementation of an environmentally sound waste management policy by governments on one hand, and by waste treatment facilities on the other hand.

Every element of the Recommendation C(2004)100 is explained in detail, as well as the different core performance criteria which characterise environmentally sound management of waste, through various types of information (such as technical, financial, regulatory). Waste management practices applied in certain member countries are presented as examples.

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EnvStud 787 – EPR Policies and Product Design

Coursebook:

ENV/EPOC/WGWPR(2005)9/FINAL
Organisation de Coopération et de Développement Economiques
Organisation for Economic Co-operation and Development 28-Feb-2006
English - Or. English
ENVIRONMENT DIRECTORATE

ENVIRONMENT POLICY COMMITTEE
Working Group on Waste Prevention and Recycling

EPR Policies and Product Design: Economic Theory and Selected Case Studies

This document, prepared by Margaret Walls of Resources for the Future, Washington DC, discusses possible 'Design for Environment' impacts of Extended Producer Responsibility schemes.

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JT03204660

Document complet disponible sur OLIS dans son format d'origine
Complete document available on OLIS in its original format
ENV/EPOC/

This document has been prepared by Margaret Walls of Resources for the Future, Washington DC. It discusses the Design for Environment impacts of Extended Producer Responsibility policies. It is underlined that the mandate of the present study was not to undertake a fully-fledged analysis of the social costs and benefits of such policies. For an analytical framework for cost-benefit analyses, the reader is referred to the Analytical Framework for Evaluating the Costs and Benefits of Extended Producer Responsibility Programmes, prepared by Prof. Stephen Smith of University College London. That framework is available at www.oecd.org/env/waste. The present document investigates further one of the issues raised in that paper, namely the extent to which EPR policies can be expected to contribute to .Design for the Environment. improvements. It has been financed through voluntary contributions from Japan, Switzerland and United States.

EnvStud 788 – ENVIRONMENTAL INNOVATION AND GLOBAL MARKETS

Coursebook:

ENV/EPOC/GSP(2007)2/FINAL

Organisation de Coopération et de Développement Economiques
Organisation for Economic Co-operation and Development 22-Feb-2008

English - Or. English
ENVIRONMENT DIRECTORATE
ENVIRONMENT POLICY COMMITTEE
Working Party on Global and Structural Policies

ENVIRONMENTAL INNOVATION AND GLOBAL MARKETS

JT03241008

Document complet disponible sur OLIS dans son format d'origine
Complete document available on OLIS in its original format
ENV/EPOC

EnvStud 801 – A Science for Sustainable Living

Coursebook:

The Hidden Connections – A Science for Sustainable Living

Fritjof Capra

Harper Collings Publishers, London, 2002

ISBN 0 00 257047 5

Demonstrating conclusively how closely humans are connected with the fabric of life, Capra makes it clear that it is imperative to organize the world according to a set of values and beliefs not solely driven by the economic imperative, not merely for the wellbeing of human organizations, but to ensure the survival and sustainability of humanity itself.

EnvStud 805 – Tools to Aid Environmental Decision Making

Coursebook:

Tools to Aid Environmental Decision Making

Virginia H. Dale, Mary R. English (eds)

Springer Verlag, New York Inc., NY, NY, 1999

ISBN 0-387-98556-5 (softcover), ISBN 0-387-98556-7 (hardcover)

Tools to Aid Environmental Decision Making will be of value to decision makers and their staffs, environmental managers, and students in environmental risk, policy, economics, and law.

EnvStud 810 – Collapse or Survival of Societies

Coursebook:

Collapse. How Societies Choose to Fail or Survive.

Jared Diamond

Penguin Books, London, 2005

ISBN 13 978-0-140-27951-1

ISBN 10 0-140-27951-2

Jared Diamond takes us on an epic journey around the globe, through the history of humanity and on to the future, to discover how – when tomorrow comes – we can be survivors.

EnvStud 825 – The Earth's Climate Crisis

Coursebook:

The Revenge of Gaia. Earth's Climate Crisis & the Fate of Humanity.

James Lovelock

Basic Books, 2006, Member of Perseus Group, Member of Penguin Group

Paperback published 2007 by Basic Books

ISBN-13: 978-0-465-04169-5

ISBN-10: 978-0-465-04169-8

One of the hardest tasks we face in life is to be the bearer of seriously bad news. Without our realising it we have poisoned the earth by our emissions of greenhouse gases and weakened it by taking farmland and housing the land that once was the home of ecosystems that sustained the environment. We have driven the earth to a crisis state from which it may never, on a human time scale, return to the lush and comfortable

world we love and in which we grew up. The great party of the twentieth century is coming to an end, and unless we now start preparing our survival kit we will soon be just another species eking out an existence in the few remaining habitable regions. We should be the heart and mind of the Earth, not its malady. We should remember that we are part of Gaia, and she is indeed our home.

EnvStud 835 – The Meaning of the 21st Century. A Vital Blueprint for Ensuring Our Future.

Coursebook:

The Meaning of the 21st Century. A Vital Blueprint for Ensuring Our Future.

James Martin

Eden Project Books

Transworld Publishers, London, 2006

ISBN 9781903919866

James Martin explains with clarity and precision the nature of the challenges we face, from global warming to famine, religious extremism and technological advance, and then defines the thinking that will provide us with solutions for the future.

Issues to consider

Are you sufficiently motivated?

Studying for a research degree is very different to studying for an undergraduate degree. Consider carefully whether or not you would enjoy the basic research techniques you are going to use. Can you imagine counting black dots down a microscope for weeks on end? Or spending a year, or two, building equipment before generating a single result? Will you be happy working alone in a library for days on end? Talk to postgraduate students about the reality of research - go into it with your eyes open!

Have you identified a supportive research supervisor?

The quality of the working relationship between a supervisor and student can make or break a research degree. A good working relationship is essential as postgraduate study is basically about working alone (especially in the arts/humanities). Make sure that you have met and feel comfortable with your supervisor before accepting a place. Do you understand each other? If possible, talk to their current research students. Find out about the research group you would be joining. Are there active programmes of seminars you can attend? How isolated are you likely to be?

Have you got the right academic background?

You will normally require an upper second or first class degree in a relevant subject. Some funding bodies may set higher criteria (eg relevant work experience or mandatory undertaking of a master's degree prior to a doctoral degree). Discuss your plans with your tutors - do they think you would enjoy a research degree?

Future prospects

Opportunities vary according to the field of study. You can expect opportunities to exist in academia, in industry and in the public sector but competition can be fierce. A common aim following a PhD, DBA or Dr.PH is to remain in academia but this is by no means assured..

There are many careers for which a research degree is desirable or essential, eg work as a scientific researcher for a pharmaceutical company, or commissioning editor for a specialist academic journal. For other areas you will be able to emphasize the transferable skills you have gained whilst undertaking your research. Think about activities (eg with university societies or through work experience) you might undertake whilst pursuing your research that could counter these concerns if you are considering a career outside your specialist field.

UCN International Programs

The Division of International Programs is directed by professionals with ample international experience, in projects such as the United Nations, UNESCO, in addition, some of them manage Transnational Companies, and other members and advisers of NGOs, all this translates into an endorsement of a global vision to their activities and curricula, as well as one that activates interaction between cultures and nations. UCN PI members have worked with numerous programmes and departments of the United Nations.

Universidad Central de Nicaragua

The idea of the University is born of a group of academics with ample practice and experience in the educative field that took the step to found the UCN, retaking the trajectory of the old Nicaraguan Central University that in the years 40's opened its classrooms to receive students who later were important personalities in the political, academic and social fabric of the country. The updated history of the university is, it has made a campaign of international development making agreements with universities of different parts of the world, simultaneously to have official representatives in countries and regions, for instance in the United States of America, Mexico, Bolivia, Central America, Asia, and Europe.

Universidad Central de Nicaragua is among the leading Central American universities, and is the outstanding private Nicaraguan university.

Bona fide internationally recognised higher education standards and the profile of the studies have supported the national and international status and reputation of UCN as the outstanding higher education provider in Nicaragua and among the best in Latin America in the study languages Spanish and English.

The Central University of Nicaragua (UCN), and its Division of International Programs, is a multidisciplinary academic institution, humanist, ethical, efficient and competitive; promoting the intercultural exchange between nations and cultures, the defense of the environment, science, technology, democracy, freedom and social justice. The quality and competitiveness of UCN graduate professionals, contribute to the economic, social and cultural development. The Central University of Nicaragua – UCN is a nonprofit Institution and it is accredited by the Federal Ministry of Education of the Republic.

UCN definitive accreditation was decided in session 10-98 and approved by the National Legislative Congress of the Republic Decree N° 2822 according to law, confirmed via the Office of the President of the Republic by Presidential decree. On the international level, UCN is listed with the United Nations Educational, Scientific and Cultural Organization (UNESCO), International Association of Universities under the list of universities of Nicaragua and the International Handbook of official directory Universities of accredited universities published by the United Nations.

The UCN PI School of Environmental and Waste Management is the universities body for delivering the environmental management and waste management programmes of long-distance and blended education provided by UCN International Programs worldwide.

The School of Environmental and Waste Management of the Universidad Central de Nicaragua International Programs is bound to offer a variety of specific programmes in the study areas of Environmental Auditing and Management, Eco-Management, Waste Management and Waste Water Management, Clean Technologies, Remediation Technologies, and Energy Management.

The Board of Directors of UCN International Programs - in an extraordinary session held on June 3, 2008 – appointed Gerhard Berchtold as head of the School of Environmental and Waste Management and empowered him to make effective programmes decisions - including with course providers - in line with all good practices of the bona-fide higher education standards.

Vision

To promote and disseminate the practice and science of sustainable waste management globally.

Mission

The vision will be accomplished by providing the practical, technical and scientific skills and higher degree qualifications in the areas of waste management and sustainable development for the protection of the environment.

The objective of the UCN PI School of Environmental and Waste Management is to offer flexible, country- and company-specific individualised degree-opportunities to busy professionals by means of e-learning and long-distance education.

The UCN PI School of Environmental and Waste Management is the professional and scientific education provider for environmental and waste management professionals globally. The UCN PI School of Environmental and Waste Management provides the professional educational degree programmes for individuals working in the environmental and waste management sectors.



Exactly the Same Degree Online as On-Campus

At Universidad Central de Nicaragua International online degree programmes, you'll learn from award winning faculty professors who teach on campus and at international universities.

You'll follow the same curriculum, use the same textbooks as traditional campus-based students and earn the same degree as on campus.

You'll just do it all online. It's easy! We'll help you through your online experience every step of the way.

And you can even walk through your Commencement ceremony alongside your on-campus graduating class!

1. History & Government Accreditation: The university is accredited and recognized by the Ministry of Education of the Republic of Nicaragua via the Consejo Nacional de Universidades (The National Council of Universities (CNU) of the Republic of Nicaragua (see position 25 of this web page)) in official government session No. 10-1998 operating under the law No. 89 of the Republic of Nicaragua with full autonomy in designing, delivering and granting degree programmes at undergraduate, graduate and postgraduate level.

2. International Accreditation: As fully recognized by the government of the Republic of Nicaragua, the university is listed in United Nations Educational, Scientific and Cultural Organization (UNESCO) International Association of Universities under the country of Nicaragua and International Handbook of Universities, an official guide/directory of international accredited universities published by United Nations.

3. Academics: The university is offering degree programmes both undergraduate and postgraduate level at its campus under faculties/schools of Medicine, Business Administration, Accounting, Computer Science and Engineering, Tourism, Sciences & Humanities, Legal Studies and Political & Economic Studies.

The university is offering professional degree programmes with world wide recognition. Doctor of Medicine & Surgery Programme (M.D.), a six year programme, delivering on campus is recognized by the Government of the Republic of Nicaragua and is accredited for full Medical Licensure once all objectives have been completed; medical licensure is granted by the Ministry of Health of Nicaragua. Also the Medical School is listed with the (ECFMG) Educational Commission of Foreign Medical Graduates / FAIMER. Being listed with the ECFMG allows medical graduates the opportunity to sit for the USMLE STEPS 1, 2, & 3 and eventually may obtain Medical Licensure in their countries of origin (make sure you check with the Licensure laws of your home Country to make sure a degree awarded by Universidad Central de Nicaragua is eligible for state Licensure). Doctor of Veterinary Medicine Programme (DMV) is recognized by the Government of the Republic of Nicaragua and is accredited for full licensure once all objectives have been completed. DMV licensure is granted by the Ministry of Health of Nicaragua. All of the Nursing programmes, i.e. Associate Degree in Nursing (ADN), Bachelor Degree in Nursing (BScN), Master Degree in Nursing (MScN) and Doctor of Nursing (PhDN), are recognized by the Government of the Republic of Nicaragua and are accredited for full Licensure once all objectives have been completed.



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“ THE WASTE MANAGEMENT UNIVERSITY “



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