

Minna Halme / Researcher Lis.Sc / University of Tampere / School of Business Administration

## **Environmental Management Paradigm Shifts in UPM-Kymmene in the 1990s**

The study examines environmental management paradigm shifts in two units of UPM-Kymmene, a Finland-based corporation. The units are a corrugated board firm and a printing paper unit. The article studies the change in beliefs, assumptions, and values of the organization's managers regarding the relationship of their business to the natural environment. The environmental issues with respect to the environmental management paradigm shift investigated concern recycling and forest management. The case companies have experienced external demands in a focal environmental issue, either from legislation or customers and environmental organizations. Both companies were able to respond to these demands, but the change processes differed substantially, for instance, in terms of the role of change agents, the mode of change (top-down vs. bottom-up), and the extent of the paradigm shift. In the packaging firm the results indicate a shift from a traditional management paradigm to environment-related management. In the paper company, a shift from large-scale Scandinavian forestry to a small-scale forest management is ongoing. The results indicate that managerial beliefs and assumptions change during the course of action as new knowledge and experience are gained, that emotions have an important role in the change process, and that firms whose managerial paradigm comprises environmental considerations are quicker in finding responses to new environmental questions than firms whose managerial paradigm does not include such considerations.