Corporate Social Responsibility and Sustainability in the Grand Challenges Era
MGT 88000-2
Spring 2020

Zicklin School of Business
Baruch College, City University of New York

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Office hours by appointment

Prerequisites
Enrollment in the PhD Program

Course Description
The business and management research communities are increasingly paying more attention to the grand challenges faced by humanity including climate change, poverty, global inequality and biodiversity to name a few. In particular, two well-established research streams, Corporate Social Responsibility (CSR) and corporate sustainability (CS), are well equipped to understand how business interacts with such grand challenges, both as part of the problem but also as a potential solution. This seminar explores both established and emerging theoretical and empirical approaches applied to study the business –grand challenges interconnections.

Course Objectives
1. Understand the rationale for and promise of CSR and CS research
2. Get exposed to established and emerging theoretical frameworks in the CSR and CS space
3. Understand the connections between grand challenges and business
4. Connect with leading CSR/CS scholars
5. Develop an empirical research paper for potential submission to a high quality business journal

Grading
Your final grade will be determined as follows:

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<tr>
<th>Component</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Class discussion</td>
<td>20%</td>
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<tr>
<td>Research summaries</td>
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<td>Speaker leader discussion</td>
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<tr>
<td>Research Paper</td>
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<td>Proposal</td>
<td>5%</td>
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<td>First draft</td>
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<tr>
<td>Final Presentation</td>
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<tr>
<td>Final paper</td>
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**Course Material**

The course material consists of journal articles posted on the course Dropbox folder.

**Course Requirements**

**Class Discussion**

You are required to read all the assigned readings and be prepared to participate in discussions.

**Research Summaries**

Every week you will be responsible for one or two research papers to lead class discussion.

A one-page (single-spaced) critical summary of the assigned paper will be required. Please post your research summary in our shared Dropbox folder under the corresponding session folder.

The research summary should include:

1. A summary of the research question or problem the paper addresses
2. The paper strengths and limitations
3. The contribution the paper makes to the field
4. One interesting and researchable question derived from it.

**Speaker Leader Discussion**

Eleven leading CSR/CS scholars have agreed to be either e-speakers or in-person speakers during our seminar.

We will connect with e-speakers all over the globe during 30 minutes to discuss their research and more generally the evolution of the CSR/CS research fields. One of you will act as the leading discussant to collect relevant questions for the 30-min call, and initiate the discussion and introduce the class.

**Research Paper**

Your final paper will be an empirical paper. Below are the guidelines for the different deliverables *(adapted from the Professor Newbert’s PhD Seminar in Entrepreneurship)*.

1. **Proposal. Deadline: February 20**

During the first few weeks of the semester, you should think carefully about what within the domain of CSR/CS that has not been satisfactorily addressed. Based on a combination of these gaps, their interests, and the instructor’s guidance, you will develop a short proposal (2 pages maximum, bulleted/outline form, MS Word) for your research project that specifies the following:

- Title
- Topic – what CSR/CS area you will explore and why is this of interest to you?
- Objectives – what research questions you plan to answer?
- Contribution – what gap in the literature you plan to fill?
• Approach – what literature will the paper draw upon to develop the conceptual model?; what hypotheses will be tested?; where will the data come from?; how will the data be analyzed?
• Plan – what is your timeline for the work?
• References – cite all references used to support your idea

2. First draft. Deadline: March 19

Based on the oral and written feedback provided on the proposal, you will prepare a first draft of your research paper. The working draft should be ~10-15 pages in length (double-spaced, 12-point font, MS Word), with a focus on the “front end.” In other words, you need not have analyzed their data yet, but should have access to and have begun to explore it, as well as have a plan for how you will code and analyze it.

Thus, first drafts should include the following major sections (note, these are tentative and slight deviations are allowed):

• Title – choose something informative yet provocative if possible
• Abstract – provide an overview of the research in 100 words or less
• Introduction – make a case for why the research you are conducting is important
• Hypothesis development – review relevant, current literature, identify a theoretical foundation for your conceptual model, explain the causal mechanisms at work, and present the conceptual model visually
• Method – explain in detail the sample (what database is being used), the measurement model (how will the dependent, independent, and control variables be operationalized), and the empirical approach (how will the data be analyzed).

3. Final paper. Deadline: May 21

Based on the oral and written feedback provided on the working draft, you will prepare an initial draft of your research paper for submission. This submission should be ~30 pages all inclusive (double-spaced, 12-point font, MS Word) and include all of the major sections included in the working draft as well as the following:

• Results – explain what you found and which hypotheses they do/do not support
• Discussion – explain what the findings mean with respect to your theorizing as well as how they contribute to theory and practice more generally
• Limitations and directions for future research – identify limitations with your study and how they might be improved upon by future scholars
• Conclusion – what is the main takeaway from the study
• References – cite all sources

4. Final Presentation. Last week of the semester (TBD)
READING LIST & SPEAKERS SCHEDULE (subject to change based on your interests)

Session 1. Introduction and Theoretical Background (January 28)


Optional Readings


Session 2. Grand Challenges & Business (February 4)


Optional Readings


**e-guest speaker**


Session 3. Systems Thinking (February 11)


**e-guest speaker**

**Sandra Waddock** is Galligan Chair of Strategy, Carroll School Scholar of Corporate Responsibility, and Professor of Management at Boston College's Carroll School of Management. Winner of numerous awards Waddock has published 13 books and more than 150 papers on topics related to large system change, memes, intellectual shamanism, corporate responsibility, multi-sector collaboration, and management education, among others. Her latest books are Healing the World (Greenleaf, 2017) and (Teaching) Managing Mindfully (with Lawrence Lad and Judith Clair) (Global Jesuit Case Series, 2018). Other recent books include Intellectual Shamans (Cambridge, 2015), which was preceded by Building the Responsible Enterprise (with Andreas Rasche) in 2012. Current research interests include transformational change towards wellbeing, dignity, and flourishing for all, corporate responsibility, intellectual shamanism, stewardship of the future, and management education.

Google Scholar: [https://scholar.google.com/citations?user=mLInqGIAAAAJ&hl=en](https://scholar.google.com/citations?user=mLInqGIAAAAJ&hl=en)
Session 4. Stakeholder Theory (February 18)


Optional Readings

@ e-guest speaker
R. Edward Freeman is University Professor, Elis and Signe Olsson Professor, Academic Director of the Institute for Business in Society, and Senior Fellow of the Olsson Center for Applied Ethics at the University of Virginia Darden School of Business. He is best known for his award winning book, *Strategic Management: A Stakeholder Approach* (Pitman, 1984; and reprinted by Cambridge University Press in 2010). His latest books are *The Power of And: Responsible Business Without Trade-offs*, with Bidhan Parmar and Kirsten Martin, forthcoming from Columbia University Press in 2020; *The Cambridge Handbook of Stakeholder Theory* with Jeffrey Harrison, Jay Barney and Robert Phillips, Cambridge University Press in 2019; *Research Approaches to Business Ethics and Corporate Responsibility* with Patricia Werhane and Sergiy Dmytryiev, Cambridge University Press in 2017, and *Bridging the Values Gap* with Ellen Auster; Barrett Koehler in 2015. He has received six honorary doctorates (Doctor Honoris Causa) from: Radboud University in the Netherlands; Universidad Pontificia Comillas in Spain; the Hanken School of Economics, and Tampere University in Finland; Sherbrooke University in Canada; and, Leuphana University in Germany, for his work on stakeholder theory and business ethics. Freeman is Co-Editor-in-chief of the *Journal of Business Ethics*, one of the leading journals in business ethics. He is a lifelong student of philosophy, martial arts and the blues. Freeman is a founding member of Red Goat Records (redgoatrecords.com) bringing the joy of original soul and rhythm and blues music into the 21st Century.

Google Scholar: [https://scholar.google.com/citations?user=ZcvIxwsAAAAJ&hl=en](https://scholar.google.com/citations?user=ZcvIxwsAAAAJ&hl=en)
Session 5. Natural Resource-Based View (February 25)


Session 6. Regeneration (March 3)**


guest speaker

**Raquel Antolin-Lopez** is an Associate Professor of Management at the University of Almeria, Spain. She has also been visiting Scholar at Indiana University, University of Colorado at Boulder, Loyola Marymount Los Angeles University and CUNY University. Her main research interests include sustainable entrepreneurship, corporate sustainability, international business and sustainability, and sustainability education. Her research has been published in *Technovation, Academy of Management Learning & Education, Journal of Business Ethics, Organization & Environment*, and *Business & Society*, among others. The quality of her research has been recognized with several awards (e.g., AOM best paper award, GRONEN best paper award, etc.). She is an active member of ONE (involved in ONE program team 2016-2019) and GRONEN (in the membership/communications team since 2018). Finally, she is an Associate Editor for *Business Ethics: A European Review*.

Google Scholar: [https://scholar.google.es/citations?user=_SGw398AAAAAJ&hl=es](https://scholar.google.es/citations?user=_SGw398AAAAAJ&hl=es)
Session 7. Emotions in Sustainability (March 10)


@ e-guest speaker

Judith Walls joined the University of St Gallen (HSG) in 2019 as Chair for Sustainability Management and Director of the Institute for Economy and the Environment (IWÖ). She also serves as the Delegate for Responsibility and Sustainability for the HSG. Prior to joining the HSG, Prof. Walls worked at Nanyang Business School (NTU Singapore) and the John Molson School of Business (Concordia University). Prof. Walls completed her PhD at the Lally School of Management (Rensselaer) and was an Alcoa Foundation Post-Doctoral Research Fellow at the Erb Institute for Sustainable Enterprise (University of Michigan). She also has an MBA in International Business with the NUS Business School (National University of Singapore) and an MSc in Wildlife, Biodiversity and Ecosystem Health at the Edinburgh Medical School (University of Edinburgh). Judith researches the intersection of business and environmental sustainability focusing on behavioural governance, the study of boards and managerial characteristics in the context of stakeholder and shareholder pressure on companies. Her work extends into environmental governance of industries that affect land use such as agri-commodities, mining, and trophy hunting. She has published in top journals and won several prestigious research awards and grants, and serves on several Board of Reviewers.

Google Scholar: [https://scholar.google.com/citations?user=w3TJQ5wAAAAJ&hl=en](https://scholar.google.com/citations?user=w3TJQ5wAAAAJ&hl=en)

Session 8. Paradox Theory (March 17)


Optional Readings

- Jarzabkowski, P., & Lê, J. K. (2017). We have to do this and that? You must be joking: Constructing and responding to paradox through humor. *Organization Studies*, 38(3-4), 433-462.

**@ e-guest speaker**

**Tobias Hahn** is a Professor at ESADE Business School. Tobias holds a PhD in Economic and Social Sciences from and a Master Degree in Environmental Science from the University of Lüneburg, Germany. He also holds a position as a Honorary Professor at the University of Sydney Business School. Prior to joining ESADE he was professor in a business school in France and a project manager in a non-profit research institute in Germany. His main areas of expertise are in corporate sustainability and corporate social responsibility. His main research areas are tensions and paradoxes in corporate sustainability and CSR, sustainability performance assessment, corporate sustainability strategies, and stakeholder behavior. His work has been published in journals such as Academy of Management Review, Organization Studies, Ecological Economics, International Journal of Production Economics, Journal of Business Ethics, Business & Society, Organization & Environment, and Business Strategy and the Environment. Tobias is a Senior Editor of the journal Organization & Environment. He also serves as an editorial board member for the journals Academy of Management Review, Journal of Business Ethics, Business & Society, and Business Strategy and the Environment. Currently, Tobias is also the president of the Group for Research on Organizations and the Natural Environment (GRONEN).

*Google Scholar: [https://scholar.google.com/citations?user=JJcYm74AAAAJ&hl=en](https://scholar.google.com/citations?user=JJcYm74AAAAJ&hl=en)*

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**Session 9. Institutional Theory & Sustainability (March 24)**


**Optional Readings** (a few examples, there is a large body of business literature on IT)

Session 10. Micro foundations of CSR/Sustainability (March 31)


@ e-guest speaker

**Olga Hawn** is an Assistant Professor of Strategy and Entrepreneurship, Faculty Director of the Center for Sustainable Enterprise and Sustainability Distinguished Fellow at the Kenan-Flagler Business School, University of North Carolina in Chapel Hill. She earned her PhD in Strategy from the Fuqua School of Business at Duke University, a Master’s degree in management research from Said Business School at University of Oxford, and a Master’s degree in international business and a BA in economics from the Plekhanov Russian University of Economics. Her research lies at the intersection of strategy and organization theory, business and society. In particular, she is engaged in multidisciplinary research on non-market strategy, including environmental, social and corporate governance activities of the firm with a focus on the strategic impact of such activities, their antecedents and consequences in developed and emerging markets. Her work has been published in top journals, such as *Strategic Management Journal, Research Policy, Academy of Management Journal* and *Academy of Management Review*.

Session 11. Responsible Innovation (April 21)**


Leopoldo Gutiérrez-Gutiérrez is Full Professor at the University of Granada, where he teaches operations and strategic management. He is visiting professor at University of New England (Australia) and Aarhus University (Denmark). He has done international research stays in the University of Texas Pan-American (USA), Vrije University (Amsterdam, The Netherlands), University of New England (Australia) and, recently in Baruch College (CUNY, USA). He finished his PhD in 2008, which analyses quality management initiatives and their influence on companies’ competitiveness through dynamic capabilities. His current research interests include continuous improvement initiatives, supply chain, sustainability or dynamic capabilities. His research has been published in journals such as International Journal of Operations and Production Management, British Journal of Management, Journal of Supply Chain Management, International Journal of Production Economics, Journal of Business Research and European Journal of Operational Research. He is elected member of the board of the European Operations Management Association. Google Scholar: [https://scholar.google.com/citations?user=wuinr0QAAAAJ&hl=en](https://scholar.google.com/citations?user=wuinr0QAAAAJ&hl=en)

Session 12. Time & Resilience in Sustainability (April 28)


Optional Readings


Natalia Ortiz-de-Mandojana is Associate Professor of Management and Strategy at the University of Granada (Spain). She is a member of the research group Innovation, Sustainability and Development (ISDE). Her research interests include the connections between corporate governance and environmental management, the role of time in shaping the financial aspects of business sustainability and Organizational Resilience. She has published papers in JCR-indexed international journals, such as Strategic Management Journal, British Journal of Management, Journal of Business Ethics, Business Strategy and the Environment, Business & Society, Corporate Governance: An International Review and Organization & Environment, among others. Natalia has collaborated as Guest editor for specialized journals such as Journal of Business Ethics, Business Research Quarterly and Cuadernos Económicos del ICE. She has also been involved in School management serving as Vice-Dean of the Tourism Faculty (2014-2016) at the University of Balearic Islands (Spain). Natalia enjoyed a Post-Doctoral Fellowship at Ivey Business School (London, Canada) in 2012.
Session 13. New Governance for Sustainability (May 5)


@ e-guest speaker
Ruth V. Aguilera (Harvard University, Ph.D.) is the Distinguished Darla and Frederick Brodsky Trustee Professor in Global Business at the D’Amore-McKim School of Business at Northeastern University and a Visiting Professor at ESADE Business School in her native Barcelona. Ruth’s research interests lie at the intersection of strategic organization, economic sociology and global strategy, specializing in international corporate governance and corporate social responsibility. She is a Senior Editor at Organization Science, an Associate Editor at Corporate Governance: An International Review, and a Consulting Editor at the Journal of International Business Studies. She serves on the Board of Directors of the Strategic Management Society and the International Corporate Governance Society, and is a Fellow of the Academy of International Business and the Strategic Management Society. Professor Aguilera is married, has three and a half children and no pets. She enjoys hanging out with her family and friends, cooking Catalan food, doing outdoor sports and travelling. Google Scholar: https://scholar.google.com/citations?user=PLuj3xYAAAAJ&hl=en

Session 14. Business and the Sustainable Development Goals (May 12)
SDG Compass – The guide for business action on the SDGs.

Alderman, J., Harjoto, M., Lee, R., Li, Q. 2020. Mending the gap between CSR precedence and the UN SDG Targets: Natural resources use, emissions, and firm performance. WP.


@ e-guest speaker
Silvia Dorado is an Associate Professor at the University of Massachusetts, Boston. She is also a board member of DePaul Industries, a social enterprise devoted to generate employment for individuals with disabilities. She has substantial and diverse international professional experience. She has worked, conducted research, and studied in Bolivia, Brazil, Canada, Spain and the United States. She began her professional career as an employee in the management audit department of a state-owned airline and her most recent professional job was as a consultant for the World Bank. She has worked as a management consultant at Andersen Consulting, coordinator for a network of community based organizations, and co-owned and managed a small business. Her research has been published at the Academy of Management Journal, Journal of Business Venturing, and Organization Studies among others. Google Scholar: https://scholar.google.com/citations?user=XdpF-SIAAAAJ&hl=en&oi=ao
**Academic Integrity**

All students are expected to abide by Baruch College’s [Policy on Academic Honesty](#), which addresses cheating, plagiarism, obtaining an unfair advantage, collusion and other forms of academic dishonesty. All students are encouraged to complete Baruch College’s [Plagiarism Tutorial](#) as they will be held to the standards outlined there in. For a first offense, a violation of this policy will result in a grade of zero for the assignment and may result in an F for the course. A second offense will automatically result in an F for the course. Additionally, all violations of this policy will be reported to the office of the Dean of Students and recorded in the student’s permanent file.

**Accommodations for Students with Disabilities**

It is college policy to provide accommodations and academic adjustments for students with disabilities. Any student with a disability who may need accommodations in this class is requested to speak directly to Student Disability Services located in Newman Vertical Campus, Room 2-272 as early in the semester as possible. All discussions will remain confidential.

**Faculty Bio**

Ivan Montiel is an Associate Professor of Management and the Area Coordinator for Business, Society and Sustainability at Zicklin School of Business at Baruch College, City University of New York. He is interested in understanding how businesses can tackle global grand challenges such as climate change with a special interest in emerging economies. His research has been published in leading business journals including *Strategic Management Journal, Journal of International Business Studies, Academy of Management Learning & Education, Journal of Business Ethics, Business Ethics Quarterly, Business & Society, and Organization & Environment* among others. He acts as Associate Editor for *Business & Society* and serves at the Editorial Review Boards of *Journal of Business Ethics, Organization & Environment*, and *Journal of World Business*. 