

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:

Class discussion		20%
Research summaries		15%
Speaker leader discussion		15%
Research Paper	Proposal	5%
	First draft	10%
	Final Presentation	10%
	Final paper	25%

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)

Friedman, M. 1970. The social responsibility of business is to increase its profits. *New York Times Magazine*, September 11.

Montiel, I. 2008. Corporate social responsibility and corporate sustainability: Separate pasts, common futures, *Organization & Environment*, 21(3), 245-269.

Ioannou, I., & Hawn, O. 2019. Redefining the strategy field in the age of sustainability. In *McWilliams, A., Rupp, D., Siegel, D.S., Stahl, G.K., & Waldman, D.A (Eds) Oxford Handbook of Corporate Social Responsibility: Psychological and Organizational Perspectives*, 452-489. Oxford: Oxford University Press.

Wang, H., Gibson, C., and Zander, U. 2020. Editors' Comments: Is research on corporate social responsibility undertheorized? *Academy of Management Review* 45 (1), 1-6.

Optional Readings

- Waddock, S., & Graves, S. 1997. The corporate social performance – financial performance link. *Strategic Management Journal* 18(4), 303-319.
- McWilliams, A., & Siegel, D. 2001. Corporate social responsibility: A theory of the firm perspective. *Academy of Management Review* 26(1), 117-127.
- Sustainability: New perspectives and opportunities, Globalization TrendLab 2012: <https://fdocuments.in/document/sustainability-globalization-trendlab-2012-sustainability-new-perspectives.html> (Good report if not familiar with sustainability)
- Montiel, I. & Delgado-Ceballos, J. 2014. Defining and measuring corporate sustainability: Are we there yet? *Organization & Environment*, 27(2), 113-139.
- Bansal, P., & Song, H., 2017. Similar but not the same: Differentiating corporate sustainability from corporate responsibility. *Academy of Management Annals*, 11(1), 105-149.

Session 2. Grand Challenges & Business (February 4)

Ferraro, F., Etzion, D., & Gehman, J. 2015. Tackling grand challenges pragmatically: Robust action revisited. *Organization Studies*, 36(3), 363-390.

George, G., Howard-Grenville, J., Joshi, A., & Tihanyi, L. 2016. Understanding and tackling societal grand challenges through management research. *Academy of Management Journal*, 59(6), 1880-1895.

Berrone, P., Gelabert, L., Massa-Saluzo, F., Rosseau, H. 2016. Understanding community dynamics in the study of grand challenges; How nonprofits, institutional actors, and the community fabric interact to influence income inequality. *Academy of Management Journal*, 59(6), 1940-1964.

Montiel, I., Husted, B.W., Antolin-Lopez, R., & Park, J. 2020. The Resurgence of International Business Research in the Sustainable Development Goals Era. (WP).

Optional Readings

- Whiteman, G., Walker, B., & Perego, P. 2013. Planetary boundaries: Ecological foundations of corporate sustainability. *Journal of Management Studies*, 50(2), 307-336.
- Röckström, J., Steffen, W., Noone, K., Persson, A., Chapin, F., Lambin, E., et al. (2009). A safe operating space for humanity. *Nature*, 461, 472–475.

@ e-guest speaker

Bryan W. Husted is a Professor of Management at the EGADE Business School of the Tecnológico de Monterrey where he coordinates the research group in social innovation. He received a Ph.D. in business and public policy from the University of California at Berkeley. His current research focuses on income inequality and voluntary environmental programs. His work has appeared in such journals as *Organization Science*, *Journal of International Business Studies*, *Strategic Management Journal*, *Journal of Policy Analysis and Management*, *Business Ethics Quarterly*, *Journal of Management Studies*, *Organization Studies*, *Journal of Environment and Development*, *Human Ecology Review*, *Long Range Planning*, *Business & Society*, and *Growth & Change*. His book, *Corporate Social Strategy: Stakeholder Engagement and Competitive Advantage*, was published by Cambridge University Press.

Google Scholar: <https://scholar.google.com/citations?user=EVR6pOQAAAAJ&hl=en>

Session 3. Systems Thinking (February 11)

Sterman, J.D. 2001. System dynamics modeling. *California Management Review*, 43(4), 8-25.

Williams, A., Kennedy, S., Philipp, F, Whiteman, G. 2017. Systems thinking: A review of sustainability management research. *Journal of Cleaner Production*, 148, 866-881.

Waddock, S., Meszoely, G. M., Waddell, S., & Dentoni, D. 2015. The complexity of wicked problems in large scale change. *Journal of Organizational Change Management*, 28(6), 993-1012.

Waddock, 2020. Achieving Sustainability Requires Systemic Business Transformation (WP).

@ 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=mLIqGIAAAAJ&hl=en>

Session 4. Stakeholder Theory (February 18)

Mitchell, R., Agle, B., Wood, D. 1997. Toward a theory of stakeholder identification and salience: Defining the principles of who and what really counts. *Academy of Management Review*, 22, 853-886.

Tantalo, C., & Priem, R. 2016. Value creation through stakeholder synergy. *Strategic Management Journal* 37(2), 897-910.

Delmas, M., & Toffel, M. 2008. Organizational responses to environmental demands: Opening the black box. *Strategic Management Journal*, 29(10), 1027-1055.

Freeman, E, Harrison, J., Wicks, A, Parmar, B. & de Colle, S. 2010. Stakeholder Theory: The State of the Art. *Academy of Management Annals*, 4 (1), 403-445.

Optional Readings

- Freeman, E. 2010. *Strategic Management: A Stakeholder Approach*. Cambridge University Press.
- Clarkson, M. 1995. A stakeholder framework for analyzing and evaluating corporate social performance. *Academy of Management Review* 20, 92-117.
- Thomas, J. & Wicks, A. 1999. Convergent stakeholder theory. *Academy of Management Review* 24, 206-221.
- Henriques, I. & Sadorsky, P. 1999. The relationship between environmental commitment and managerial perceptions of stakeholder importance. *Academy of Management Journal* 42, 87-99.

@ 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 Dmytriyev, 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>

Session 5. Natural Resource-Based View (February 25)

Hart, S. 1995. A natural-resource-based view of the firm. *Academy of Management Review*, 24 (4), 986.

Aragon-Correa, J. A., & Sharma, S. 2003. A contingent resource based view of proactive corporate environmental strategy. *Academy of Management Review*, 28(1), 71–88.

Chan, R. 2005. Does the natural-resource-based view of the firm apply in an emerging economy? A survey of foreign invested enterprises in China. *Journal of Management Studies*, 42 (3), 625-672.

Flammer, C. 2013. Corporate social responsibility and shareholder reaction: The environmental awareness of investors. *Academy of Management Journal*, 56(3), 758–781.

Session 6. Regeneration (March 3)**

Slawinski, N., Winsor, B., Mazutis, D., Schouten, J. W., & Smith, W. K. 2020. Managing the Paradoxes of Place to Foster Regeneration. *Organization & Environment*, (forthcoming)

Doh, J. P., Tashman, P., & Benischke, M. H. 2019. Adapting to grand environmental challenges through collective entrepreneurship. *Academy of Management Perspectives*, 33(4), 450-468.

Shrivastava, P., & Kennelly, J. J. 2013. Sustainability and place-based enterprise. *Organization & Environment*, 26(1), 83-101.

Antolin-Lopez, R., McMullen, J. & Montiel, I. 2020. Power of the People: Building and Capitalizing on Momentum to Tackle Grand Challenges (WP).

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=SGw398AAAAJ&hl=es>

Session 7. Emotions in Sustainability (March 10)

Hafenbradl, S., & Waeger, D. 2017. Ideology and the Micro-foundations of CSR: Why Executives Believe in the Business Case for CSR and how this Affects their CSR Engagements. *Academy of Management Journal*, 60(4), 1582-1606.

Montiel, I., Antolin-Lopez, R., Gallo, P. 2018. Emotions & Sustainability: A Literary Genre-Based Framework for Environmental Sustainability Management Education. *Academy of Management Learning & Education*, 17(2), 155-183.

Walls, J. & Bulmer, K. 2020. Basic Emotions in Corporate Environmental Sustainability (WP).

Walls, J., Haigh, N., Gopal, A. 2020. The Pride and Joy—and Guilt—of Trophy Hunting: Emotional Narratives in a Contested Industry (WP).

@ 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>

Session 8. Paradox Theory (March 17)

Slawinski, N., & Bansal, P. 2015. Short on Time: Intertemporal Tensions in Business Sustainability. *Organization Science*, 26(2), 531-549.

Hengst, I.-A., Jarzabkowski, P., Hoegl, M., & Muethel, M. 2019. Toward a process theory of making sustainability strategies legitimate in action. *Academy of Management Journal*, In Press.

Carollo, L., & Guerci, M. (2018). ‘Activists-in-a-suit’: Paradoxes and metaphors in sustainability managers’ identity work. *Journal of Business Ethics*, 148(2), 249-268.

Hahn, T., Preuss, L., Pinkse, J., & Figge, F. 2014. Cognitive frames in corporate sustainability: managerial sensemaking with paradoxical and business ethics frames, *Academy of Management Review*, 39(4), 463-487.

Optional Readings

- Smith, W. K., & Besharov, M. L. (forthcoming). Bowing before Dual Gods: How Structured Flexibility Sustains Organizational Hybridity. *Administrative Science Quarterly*.
- 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.

- Smith, W. K. (2014). Dynamic Decision Making: A Model of Senior Leaders Managing Strategic Paradoxes. *Academy of Management Journal*, 57(6), 1592-1623. doi:10.5465/amj.2011.0932
- Sharma, G., & Bansal, P. (2017). Partners for Good: How Business and NGOs Engage the Commercial–Social Paradox. *Organization Studies*, 38(3-4), 341-364.

@ 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=JcYm74AAAAJ&hl=en>

Session 9. Institutional Theory & Sustainability (March 24)

DiMaggio, P. & Powell, W. 1983. The iron cage revisited: Institutional isomorphism and collective rationality in organizational fields. *American Sociological Review* 48(2), 147-160.

Matten, D, & Moon, J. 2008. Implicit and explicit CSR: A conceptual framework for a comparative understanding of corporate social responsibility. *Academy of Management Review*, 33(2), 404-424.

Helms, W., Oliver, C., Webb., K. 2013. Antecedents of settlement on a new institutional practice: Negotiation of the ISO 26000 standard on social responsibility. *Academy of Management Journal* 55(5), 1120-1145.

Schussler, E., Ruling, C-C, Wittneben, B. 2014. On meting summits: The limitations of field-configuring events as catalysts of change in transnational climate policy. *Academy of Management Journal* 57(1), 140-171.

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

- Oliver, C. 1991. Strategic responses to institutional process. *Academy of Management Review* 16(1), 145.
- Scott. W.R. 1995. *Institutions and Organizations. Ideas, Interests and Identities.* Sage Publications.
- Greenwood, R., Magan-Diaz, A., Xiao Li, S., & Cespedes-Lorente, J. 2010. The multiplicity of institutional logics and the heterogeneity of organizational responses. *Organization Science*, 21(2), 521-539.
- Powell, W., Rerup, C. 2017. Opening the black box: The micro foundations of institutions. *The SAGE Handbook of Organizational Institutionalism.*

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

Barney, J. & Felin, T. (2013). What are microfoundations? *Academy of Management Perspectives*, 27(2), 138–155.

Lewis, B. W., Walls, J. L., & Dowell, G. W. S. 2014. Difference in degrees: CEO characteristics and firm environmental disclosure: Research notes and commentaries. *Strategic Management Journal*, 35(5), 712–722.

Akhtar, P., Khan, Z., Frynas, J. G., Tse, Y. K., & Rao-Nicholson, R. 2018. Essential micro-foundations for contemporary business operations: Top management tangible competencies, relationship-based business networks and environmental sustainability. *British Journal of Management*, 29(1), 43–62

Shea, CT, Hawn, OW. 2019. Micro foundations of corporate social responsibility and irresponsibility. *Academy of Management Journal* 62(5), 1609-1642.

@ 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 Saïd 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)**

Owen, R., Macnaghten, P. and Stilgoe, J. 2012. Responsible research and innovation: From science in society to science for society, with society'. *Science and Public Policy*, 39, 751-60.

Stilgoe, J., Owen, R. and Macnaghten, P. 2013. Developing a Framework for Responsible Innovation. *Research Policy*, 42, 1568-80.

Voegtlin, C., Scherer, A., 2017. Responsible Innovation and the Innovation of Responsibility: Governing Sustainable Development in a Globalized World. *Journal of Business Ethics*, 143(2), 227-243.

Waldron, T., Navis, C., Karam, E., & Markman, G. 2020. Toward a theory of activist-driven responsible innovation: How activists pressure firms to adopt more responsible practices. *Journal of Management Studies* (forthcoming)

Gutierrez-Gutierrez, L., Montiel, I., Tribo, J., & Aguilera, R. 2020. Breaking with Tradition: Open Innovation as an enabler for responsible innovation (WP).

guest speaker

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>

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

Linnenluecke, M. 2017. Resilience in Business and Management Research: A Review of Influential Publications and a Research Agenda. *International Journal of Management Reviews*, 19, 4-30.

Kahn, W. A., Barton, M. A., Fisher, C. M., Heaphy, E. D., Reid, E. M., & Rouse, E. D. 2018. The geography of strain: Organizational resilience as a function of intergroup relations. *Academy of Management Review*, 43(3), 509.

Bansal, P., & DesJardine, M. R. 2014. Business sustainability: It is about time. *Strategic Organization*, 12(1), 70-78.

Ortiz-de-Mandojana, N. & Bansal, P. 2016. The long-term benefits of organizational resilience through sustainable business practices. *Strategic Management Journal*, 37, 1615-1631.

Optional Readings

- Van der Vegt, G., Essens, P., Wahlstrom, M., George, G. 2015. Managing risk and resilience. *Academy of Management Journal* 58(4), 971-980.
- Williams, T. A., Gruber, D. A., Sutcliffe, K. M., Shepherd, D. A., & Zhao, E. Y. 2017. Organizational response to adversity: Fusing crisis management and resilience research streams. *Academy of Management Annals*, 11(2): 733-769.

@ e-guest speaker

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)

Aguilera, R., Desender, K., Bednar, M., Lee, J. 2015. Connecting the dots: Bringing external corporate governance into the corporate governance puzzle, *Academy of Management Annals*.

Walls, J., Berrone, P., Phan, P. 2012. Corporate governance and environmental performance: Is there really a link? *Strategic Management Journal*, 33, 885-913.

Surroca, J., Aguilera, R., Desender, K., & Tribo, J.A. 2020. Is managerial entrenchment always bad and corporate social responsibility always good? *Strategic Management Journal* (Forthcoming).

Bacq, S. & Aguilera, R. 2020. Responsible Governance for Business (WP).

@ 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.

Dorado, S. & Fernandez, P. 2019. An institutional framework to the scaling up of inclusive social innovations: The case of La Salada. *Handbook of Inclusive Innovation*.

Dorado, S. 2020. Upstream, downstream, and crosscurrent hybridity. Shelter Workshops. (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*.