

Ph.D. Seminar in Business Sustainability

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Tuesdays, 9 AM–Noon

(Hybrid: In-Person - NVC 9-215; Virtual - <https://baruch.zoom.us/j/4259375828>)

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 health and education inequalities, and biodiversity loss to name a few. To address these challenges, the United Nations launched the 17 Sustainable Development Goals (SDGs) in 2015 to call for immediate action toward global sustainability from social actors including business. In academia, business and management sustainability scholars study how business activities impact grand challenges and how grand challenges affect the reconfiguration of business activities. This PhD seminar explores both established and emerging theoretical and empirical approaches applied to study business sustainability.

Course Objectives

1. Understand the rationale for and promise of business sustainability research
2. Get exposed to established and emerging theoretical frameworks in the sustainability space
3. Understand the connections between business and grand challenges, as well as the potential impact of business on advancing the SDGs
4. Connect with leading sustainability scholars
5. Develop a literature review paper for submission to a high-quality business journal

Grading

Your final grade will be determined as follows:

1. Class discussion		20%
2. Research summaries		15%
3. Leading guests' discussions		15%
4. Literature Review Paper	4.1. Proposal	5%
	4.2. First draft	10%
	4.3. Final presentation	10%
	4.4. Final paper	25%

Course Requirements

1. Class Discussion

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

2. 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:

- i. A summary of the research question or problem the paper addresses
- ii. The paper strengths and limitations
- iii. The contribution the paper makes to the field
- iv. One interesting and researchable question derived from it.

3. Leading Guests' Discussions

Eleven leading sustainability scholars have agreed to visit our seminar. We will connect with our guests for 1-hour to discuss their research and the evolution of the sustainability research field.

Each of you will act as the leading discussant for 2-3 guests to introduce our group and moderate the conversation.

4. Literature Review Paper

4.1. Proposal

During the first few weeks of the semester, you should think carefully about a topic and/or construct to conduct a systematic literature review. The topic/constructs that you analyze can be connected to Professor Stephan Dilchert's OB seminar.

4.2. First Draft

Based on the oral and written feedback provided on the proposal, you will prepare a first draft of your review paper. The working draft should be ~10-15 pages in length.

4.3. Final Paper and Presentation

You will present your review paper on the last day of class. Based on the oral and written feedback provided during the semester, you will finalize the draft of your review paper for potential submission to a journal or special issue call for papers. The final paper should be ~30 pages.

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.

SEMINAR SCHEDULE

Session 1. Introduction & Designing Your Literature Review Article: Tips and Methods

Guest 1: [Junghoon Park](#), Baruch College, USA

Date: Tuesday, August 30

Mode: In-Person

- Park, J., Montiel, I., Husted, B. W., & Balarezo, R. 2022. Business and the human health grand challenge: A review and an urgent call for business-health research. *Business & Society*, 61(5), 1353-1415.
- Webster, J., & Watson, R. T. 2002. Analyzing the past to prepare for the future: Writing a literature review. *MIS quarterly*, xiii-xxiii.
- Tranfield, D., Denyer, D., & Smart, P. 2003. Towards a methodology for developing evidence-informed management knowledge by means of systematic review. *British Journal of Management*, 14(3), 207-222.
- Torraco, R. J. 2016. Writing integrative literature reviews: Using the past and present to explore the future. *Human Resource Development Review*, 15(4), 404-428.
- Siddaway, A. P., Wood, A. M., & Hedges, L. V. 2019. How to do a systematic review: A best practice guide for conducting and reporting narrative reviews, meta-analyses, and meta-syntheses. *Annual Review of Psychology*, 70, 747-770.
- Bacq, S., Drover, W., & Kim, P. H. 2021. Writing bold, broad, and rigorous review articles in entrepreneurship. *Journal of Business Venturing*, 36(6), 106147.

Session 2. Grand Challenges & Sustainable Development Goals

Date: Tuesday, September 6

Mode: In-Person

- 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.
- Montiel, I., Cuervo-Cazurra, A., Park, J., Antolín-López, R., & Husted, B. W. 2021. Implementing the united nations' sustainable development goals in international business. *Journal of International Business Studies*, 52(2), 999-1030.
- [SDG Compass – The guide for business action on the SDGs.](#)

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.
- Sachs, J. D., Schmidt-Traub, G., Mazzucato, M., Messner, D., Nakicenovic, N., & Rockström, J. 2019. Six transformations to achieve the sustainable development goals. *Nature Sustainability*, 2(9), 805-814.
- 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)

Session 3. Corporate Social Responsibility and Business Ethics

Guest 2: [Matthew Caulfield](#), West Chester University, USA

Date: Tuesday, September 13

Mode: In-Person

- Caulfield, M. & Lynn, A., 2022. Federated corporate social responsibility: Constraining the responsible corporation. *Academy of Management Review* (forthcoming).
- Caulfield, M., 2022. Contesting conscience in transactions (working paper).
- Friedman, M. 1970. The social responsibility of business is to increase its profits. *New York Times Magazine*.
- 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.
- Montiel, I. 2008. Corporate social responsibility and corporate sustainability: Separate pasts, common futures, *Organization & Environment*, 21(3), 245-269.

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.
- Montiel, I. & Delgado-Ceballos, J. 2014. Defining and measuring corporate sustainability: Are we there yet? *Organization & Environment*, 27(2), 113-139.

Session 4. Resource-Based View & Sustainability

Guest 3: [Petra Christmann](#), Rutgers University, USA

Date: Tuesday, September 20

Mode: Virtual

- Christmann, P. 2000 Effects of “best practices” of environmental management on cost advantage: The role of complementary assets. *Academy of Management Journal*, 43(4), 663-680.
- Christmann, P., & Taylor, G. 2001. Globalization and the environment: Determinants of firm self-regulation in China. *Journal of International Business Studies*, 32(3), 439-458.
- 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.

Optional Readings

- 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.
- Barney, J. B., Ketchen Jr, D. J., & Wright, M. 2021. Resource-based theory and the value creation framework. *Journal of Management*, 47(7), 1936-1955.

Session 5. Institutional Theory & Sustainability

Guest 4: [Bryan W. Husted](#), Tecnológico de Monterrey, Mexico

Topic: Tuesday, October 11

Mode: Virtual

- Husted, B., Montiel, I., & Christmann, P. 2016. Effects of local legitimacy on certification decisions to global and national CSR standards by multinational subsidiaries and domestic firms. *Journal of International Business Studies*, 47(3), 382-397.
- DiMaggio, P. & Powell, W. 1983. The iron cage revisited: Institutional isomorphism and collective rationality in organizational fields. *American Sociological Review*, 48(2), 147-160.
- Campbell, J. L. 2007. Why would corporations behave in socially responsible ways? An institutional theory of corporate social responsibility. *Academy of Management Review*, 32(3), 946-967.
- 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.
- Dorobantu, S., Kaul, A., & Zelner, B. 2017. Nonmarket strategy research through the lens of new institutional economics: An integrative review and future directions. *Strategic Management Journal*, 38(1), 114-140.

Optional Readings

- Oliver, C. 1991. Strategic responses to institutional processes. *Academy of Management Review*, 16(1), 145-179.
- 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 6. Sustainable (Social + Environmental) Entrepreneurship

Guest 5: [Sophie Bacq](#), Indiana University, USA

Topic: Tuesday, October 18

Mode: Virtual

- Lumpkin, G.T., Bacq, S. 2019. Civic wealth creation: A new view of stakeholder engagement and societal impact. *Academy of Management Perspectives*, 33(4), 383-404.
- Vedula, S., Dobliger, C., Pacheco, D., York, J., Bacq, S., Russo, M.V., Dean, T.J. 2022. *Academy of Management Annals*, 16(1), 391-425.
- Bacq, S., Hertel, C., Lumpkin, G.T. 2022. Communities at the nexus of entrepreneurship and societal impact: A cross-disciplinary literature review. *Journal of Business Venturing*, 37(5), 106231.

Optional Readings

- York, J. G., O'Neil, I., & Sarasvathy, S. D. 2016. Exploring environmental entrepreneurship: Identity coupling, venture goals, and stakeholder incentives. *Journal of Management Studies*, 53(5), 695-737.
- Muñoz, P., & Cohen, B. 2018. Sustainable entrepreneurship research: Taking stock and looking ahead. *Business Strategy and the Environment*, 27(3), 300-322.

Session 7. Financial Management & Sustainability

Guest 6: [Caroline Flammer](#), Columbia University, USA

Topic: Tuesday, October 25

Mode: In-Person

- Flammer, C., Hong, B., & Minor, D. (2019). Corporate governance and the rise of integrating corporate social responsibility criteria in executive compensation: Effectiveness and implications for firm outcomes. *Strategic Management Journal*, 40(7), 1097-1122.
- Flammer, C., & Bansal, P. (2017). Does a long-term orientation create value? Evidence from a regression discontinuity. *Strategic Management Journal*, 38(9), 1827-1847.
- Flammer, C. (2015). Does corporate social responsibility lead to superior financial performance? A regression discontinuity approach. *Management Science*, 61(11), 2549-2568.

Optional Readings

- Flammer, C., Toffel, M. W., & Viswanathan, K. (2021). Shareholder activism and firms' voluntary disclosure of climate change risks. *Strategic Management Journal*, 42(10), 1850-1879.
- Flammer, C. (2013). Corporate social responsibility and shareholder reaction: The environmental awareness of investors. *Academy of Management Journal*, 56(3), 758-781.
- Ortiz-de-Mandojana, N., & Bansal, P. (2016). The long-term benefits of organizational resilience through sustainable business practices. *Strategic Management Journal*, 37(8), 1615-1631.

Session 8. Systems Thinking & Sustainability

Guest 7: [Sandra Waddock](#), Boston College, USA

Topic: Tuesday, November 1

Mode: Virtual

- Wasieleski, D., Waddock, S., Fort, T., & Guimarães-Costa, N. 2021. Natural sciences, management theory, and system transformation for sustainability. *Business & Society*, 60(1), 7-25.
- Lee, J. & Waddock, S. 2021. How transformation catalysts take catalytic action. *Sustainability*, 13(9), 9813.
- 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. *Global Sustainability*, 3, E12.
- Williams, A., Kennedy, S., Philipp, F, Whiteman, G. 2017. Systems thinking: A review of sustainability management research. *Journal of Cleaner Production*, 148, 866-881.

Optional Readings

- Sterman, J.D. 2001. System dynamics modeling. *California Management Review*, 43(4), 8-25.
- Grewatsch, S., Kennedy, S., & Bansal, P. 2021. Tackling wicked problems in strategic management with systems thinking. *Strategic Organization* (forthcoming).

Session 9. Sustainability Management & Occupations

Guest 8: [Grace Augustine](#), University of Bath, UK

Topic: Tuesday, November 8

Mode: Virtual

- Augustine, G. 2021. We're not like those crazy hippies: The dynamics of jurisdictional drift in externally mandated occupational groups. *Organization Science*, 32(4), 1056-1078.
- Augustine, G., & King, B. 2019. Worthy of debate: discursive coherence and agreement in the formation of the field of sustainability in higher education. *Socio-Economic Review*, 17(1), 135-165.
- Augustine, G., King, B. From movements to managers: Crossing organizational boundaries in the field of sustainability (working paper).

Optional Readings

- Shea, C. T., & Hawn, O. V. 2019. Microfoundations of corporate social responsibility and irresponsibility. *Academy of Management Journal*, 62(5), 1609-1642.
- Lewis, B. W., Walls, J. L., & Dowell, G. W. S. 2014. Difference in degrees: CEO characteristics and firm environmental disclosure. *Strategic Management Journal*, 35(5), 712-722.

Session 10. International Business & Sustainability

Guest 9: [Alvaro Cuervo-Cazurra](#), Northeastern University, USA

Topic: Tuesday, November 15

Mode: Virtual

- Kolk, A. 2016. The social responsibility of international business: From ethics and the environment to CSR and sustainable development. *Journal of World Business*, 51(1), 23-34.
- Cuervo-Cazurra, A. 2018. The evolution of business groups' corporate social responsibility. *Journal of Business Ethics*, 153(4), 997-1016.
- Park, J., Cuervo-Cazurra, A., & Montiel, I. 2022. Evolution of sustainability concerns in business: From local to cross-national to global. In Goerzen, A. (Ed.), *The research handbook on international corporate social responsibility*. Edward Elgar Publishing: Cheltenham, UK (Conditional Acceptance).
- Montiel, I., Cuervo-Cazurra, A., Park, J., Antolín-López, R., & Husted, B. W. 2021. Implementing the united nations' sustainable development goals in international business. *Journal of International Business Studies*, 52(2), 999-1030.

Optional Readings

- Gonzalez-Perez, A. M. 2013. Corporate social responsibility and international business: A conceptual overview. *Advances in Sustainability and Environmental Justice*, 11, 1-35.
- Cuervo-Cazurra, A., Montiel, I., & Park, J. 2022. Partnering for sustainability: A business-NGO collaboration guide, *Harvard Business Review* (Revise & Resubmit).
- Wu, C., Lawler, J. J., & Yi, X. 2008. Overt employment discrimination in MNC affiliates: home-country cultural and institutional effects. *Journal of International Business Studies*, 39(5), 772-794.
- Eden, L., & Wagstaff, M. F. 2021. Evidence-based policymaking and the wicked problem of SDG 5 Gender Equality. *Journal of International Business Policy*, 4(1), 28-57.
- Maggioni, D., Santangelo, G. D., & Koymen-Ozer, S. 2019. MNEs' location strategies and labor standards: The role of operating and reputational considerations across industries. *Journal of International Business Studies*, 50(6), 948-972.

Session 11. Social Movements & Sustainability

Guest 10: [Panikos Georgallis](#), University of Amsterdam, The Netherlands

Topic: Tuesday, November 22

Mode: Virtual

- Georgallis, P., & Lee, B. 2020. Toward a theory of entry in moral markets: The role of social movements and organizational identity. *Strategic Organization*, 18(1), 50-74.
- Georgallis, P., Dowell, G., & Durand, R. 2019. Shine on me: Industry coherence and policy support for emerging industries. *Administrative Science Quarterly*, 64(3), 503-541.
- Durand, R., & Georgallis, P. 2018. Differential firm commitment to industries supported by social movement organizations. *Organization Science*, 29(1), 154-171.

Optional Readings

- Sine, W. D., & Lee, B. H. 2009. Tilting at windmills? The environmental movement and the emergence of the US wind energy sector. *Administrative Science Quarterly*, 54(1), 123-155.
- Pacheco, D. F., York, J. G., & Hargrave, T. J. 2014. The coevolution of industries, social movements, and institutions: Wind power in the United States. *Organization Science*, 25(6), 1609-1632.

Session 12. Innovation for Sustainability

Guest 11: [Leopoldo Gutierrez](#), University of Granada, Spain

Topic: Tuesday, November 29

Mode: Virtual

- Gutierrez, L., Montiel, I., Surroca, J., Tribo, J. 2022. Rainbow wash or rainbow revolution? Dynamic stakeholder engagement for SDG-Driven responsible innovation. *Journal of Business Ethics* (forthcoming).
- Valero-Gil, J., Montiel, I., Surroca, J., Tribo, J., Gutierrez, L. 2022. Innovation vs. standardization: The conjoint effects of eco-innovation and environmental management systems on environmental performance (working paper).
- De Marchi, V. 2012. Environmental innovation and R&D cooperation: Empirical evidence from Spanish manufacturing firms. *Research Policy*, 41(3), 614-623.

Optional Readings

- Stilgoe, J., Owen, R., & Macnaghten, P. 2013. Developing a framework for responsible innovation. *Research Policy*, 42, 1568-1580.
- Voegtlin, C., & Scherer, A. G. 2017. Responsible innovation and the innovation of responsibility: Governing sustainable development in a globalized world. *Journal of Business Ethics*, 143(2), 227-243.

Session 13. Emerging Topics in Sustainability Research

Topic: Tuesday, December 6

Mode: In-Person

- Nyberg, D., & Wright, C. 2022. Climate-proofing management research. *Academy of Management Perspectives*, 36(2), 713-728.
- Montiel, I., Park, J., Husted, B. W., & Velez-Calle, A. 2022. Tracing the connections between international business and communicable diseases. *Journal of International Business Studies*, 1-20 (forthcoming).
- Ganson, B., He, T. L., & Henisz, W. J. 2022. Business and peace: The impact of firm–stakeholder relational strategies on conflict risk. *Academy of Management Review*, 47(2), 259-281.
- Chhillar, D., & Aguilera, R. V. 2022. An eye for artificial intelligence: Insights into the governance of artificial intelligence and vision for future research. *Business & Society*, 61(5), 1197-1241
- Schrempf-Stirling, J., Van Buren III, H. J., & Wettstein, F. 2022. Human rights: A promising perspective for Business & Society. *Business & Society*, 61(5), 1282-1321

Session 14. Final Presentations

Topic: Tuesday, December 13

Mode: TBD
