



**May 2018 – ONE Spring Edition**

## **INTRODUCTION FROM THE ONE CHAIR**

Dear ONE-ers;

Welcome to our Spring 2018 newsletter! As Spring finally hits here in central NY, and classes wrap up, it really hits home to me how soon the AOM meetings will be here. I look forward to welcoming many of our members to ONE events in Chicago this summer, and I am truly excited about the program that we are sponsoring. I also want to thank the many people who contributed to building that program, especially Judith Walls, this year's Program Chair, Jeff York, our PDW Chair, and the large team of reviewers who helped evaluate the paper and symposia submissions.



We identified engagement with members as a strategic priority in our five year review, and in particular engagement with international members and doctoral students. The new Connect platform (by the way, I would like to offer a BIG thanks to Brent McKnight for all the work he has done to help us adopt this platform) is a key component of that. Through this platform, we can truly engage with each other and build a community that stretches beyond that brief period in August when we gather together in person. We can share ideas, resources, and news. And we can create communities of interest within it.

One of those communities is the focus of this newsletter – teaching. Teaching is, for many of us, the way we truly engage with future and present business leaders. I strongly believe that the topics that ONE members teach – whether we teach standalone environmental/ sustainability/ CSR classes or integrate these topics into more general courses – are vital and timely. We have an opportunity to share our teaching resources and approaches and help each other improve in how we approach these vital topics with our students.

The Connect platform will allow for much easier sharing of these kind of teaching resources, and I am challenging everyone who reads this to please go to the Connect platform and upload one teaching related document. I just uploaded my Spring 2018 syllabus – it took me less than two minutes to do so – and will look for additional material I can contribute in the next week or so.

Think of this resource as a form of crowd-sourcing of ONE-related teaching materials. I know that my own syllabus and materials are imperfect, but there might be one or two items in them that you find valuable, and I certainly could benefit from learning about others' approaches. If we can build a more vibrant community around teaching ONE topics, we will have made a great contribution for our membership. **Glen Dowell, ONE Chair**

## ONE TEACHING AWARD

The **ONE** teaching committee is honored to announce the co-sponsors for the First Annual **ONE** TEACHING AWARD

### SUSTAINABLE ENTERPRISE PARTNERSHIP



The selection committee is currently evaluating the submissions from **SIX** outstanding self nominees: NANCY LANDRUM Professor of Sustainability Management; Institute of Environmental Sustainability, Quinlan School of Business, Loyola University Chicago, Chicago, IL USA. IVAN MONTIEL Associate Professor of Management; Narendra Paul Loomba Department of Management, Zicklin School of Business Baruch College • City University of New York, NY USA; JACOB PARK, Professor of Strategy, Innovation and Entrepreneurship and Director, Sustainable MBA Program, Green Mountain College, VT USA; ISABEL RIMANOCZY Ed. D., Fellow of The Schumacher Institute, FL USA; SARA B. SODERSTROM; Assistant Professor; Organizational Studies & Program in the Environment University Of Michigan, MI USA. ROBERT P. SROUFE, JR.; Murrin Chair of Global Competitiveness: Full Professor, Management Department, Duquesne University PA USA.

THE WINNER WILL BE ANNOUNCED AT THE 2018 AOM ONE BUSINESS MEETING IN CHICAGO.

## ONE TEACHING RESOURCES

### Syllabi.

#### Sustainable strategies

Corporate sustainability, inclusive business, corporate (social) responsibility, and shared value creation have been widely embraced by a wide variety of firms. These buzz words basically refer to a firm's pursuit of social and ecological objectives in addition to the classic economic goals. But what does a strategy to achieve corporate sustainability really look like? Building on the well-known article "Are you sure you have a strategy?" by Hambrick & Fredrickson (2005), five components of a sustainable strategy will be identified: a sustainability logic (why to go for sustainable business?), sustainability arenas (how to position sustainable business in different markets?), sustainability differentiators (how to make a difference?), sustainability vehicles (how

to engage a variety of stakeholders?), and sustainability staging (how to unfold a sustainable strategy over time?). Frank Wijen; Erasmus University Rotterdam; [fwijen@rsm.nl](mailto:fwijen@rsm.nl)

Full details: <https://one.aom.org/viewdocument/course-manual-sustainable-strategie?CommunityKey=6ef16f74-d01e-4c37-92e6-c4e9bec2b59d&tab=librarydocuments>

## Business and the Environment

This course considers major questions about the role of business in mitigating environmental degradation. We will put emphasis on corporate strategies that deliver value to shareholders while responding to environmental concerns. For example, some firms successfully adopt environmental differentiation strategies to respond to customers environmental concerns; other firms use environmental concerns as a way to generate costs savings within the business; yet other firms seek to influence government regulation in order to impose their standard on competition. We will examine environmental issues in each of the main areas of the MBA program: finance, marketing, operations, supply-chain management, accounting, entrepreneurship and strategy. Magali Delmas; UCLA Anderson School of Management; [delmas@ucla.edu](mailto:delmas@ucla.edu)

Full details: <https://one.aom.org/viewdocument/business-and-the-environment-syllab?CommunityKey=6ef16f74-d01e-4c37-92e6-c4e9bec2b59d&tab=librarydocuments>

## Exercise. Building Sustainable Business Models – A Blended Learning Exercise.

In “Building Sustainable Business Models – A Blended Learning Exercise” students are placed in groups with a dedicated sustainable innovation and the task to create a viable business model. In order to build a sustainable business model, they need to think about strategies to increase the perceived value of the innovation, patterns to create and capture the sustainable value and explore attractive revenue models. The resources include worksheets and an online environment for instructors and students. All material can be downloaded online at <https://goo.gl/sFBruw>

The following is a brief overview of the exercise:

1. **Present the goal** of the blended exercise in front of the class. This includes a short introduction into business model innovation, value proposition design and the concept of patterns (**ppt provided**).
2. Put the **class into groups** of 3-4 students
3. Give each group an envelope which contains the **assigned sustainable technology** (ideally with a short explanation) and the worksheets to analyse the perceived value. Let **groups work for 45 min** with the worksheets analysing the value of the technology and exploring tactics to increase the value.
4. Invite students to **go online to [smartbusinessmodeler.com](https://smartbusinessmodeler.com)** and let them build the sustainable business model using the sustainable patterns packs (**Sustainable Business Models or Circular Economy Business Models**). This takes students about 1.5 hrs and could also be an exercise to be done outside class.
5. At the end **each group presents their sustainable business models** including value proposition, revenue model and sustainable patterns in front of the class.

Instructors may also use an instructor account to see the progress and message feeds of all students to provide feedback. In the debrief, the instructor can allocate a fictional amount of USD 200k to each group to invest into the best ideas. This adds a competitive edge to the exercise.

### **Developers**

René Bohnsack, Católica Lisbon School of Business and Economics

Florian Lüdeke-Freund, ESCP Europe

Jonatan Pinkse, Manchester Business School, University of Manchester

### **Book. Managing Mindfully**

Authored by Sandra Waddock, Lawrence J. Lad, and Judith A. Clair. Global Jesuit Case Series, 2018. This book contains pedagogical theory, plus numerous exercises that can be used in classes to gain student engagement in their own learning.

Full details: <https://www.ignited.global/cases/business/bus-00376>

### **Article. Emotions & Sustainability: A Literary Genre Based Framework for Environmental Sustainability Management Education**

This article builds theory for a more effective use of the case method in environmental sustainability management education. Using grounded theory, a set of 75 teaching cases on environmental sustainability is analyzed to propose a classification framework based on literary genres. This theoretical framework will help instructors select teaching cases that promote a more holistic learning experience—one that allows students to undergo both the cognitive and emotional learning needed to manage businesses sustainably. The framework can also be utilized to gain insights for course designs that more effectively promote student engagement in environmental sustainability management classes.

Full details: <https://one.aom.org/viewdocument/emotions-sustainability-a-litera?CommunityKey=6ef16f74-d01e-4c37-92e6-c4e9bec2b59d&tab=librarydocuments>

### **Case. The Dakota Access Pipeline Project**

Developed by Ingo Walter, Sinziana Dorobantu, this case concerns plans for a \$3.5 billion crude oil pipeline in 2014-17 from the Bakken formation of North Dakota and Canada to a transfer point near Chicago. This pipeline linked to an existing pipeline to the major refining and export facilities on the US Gulf Coast, runs into trouble when the developer, Energy Transfer Partners, encounters a "roadblock" on a section of federal land that is within a reservation of the Flat Rock Sioux tribe of Native Americans. The case charts how the conflict escalated from the local to the global level.

Full details: <https://cases.insead.edu/publishing/case?code=37178>

## **Study Guide. Study Guide Questions for Paul Hawken's The Ecology of Commerce Revised Edition: A Declaration of Sustainability: A workbook to record your responses to 200 questions**

This interactive workbook, authored by Dr. Jane Talkington, is a study tool to accompany the Paul Hawken book “The Ecology of Commerce: Revised Edition: A Declaration of Sustainability” (published in 2010). It transforms reading about sustainability into being conversant about advanced sustainability topics. Inside this workbook are 200 questions culled from the ten chapters in Hawken's book. These questions spark discussions and increase comprehension. This workbook is designed with a blank space after each question so you can record your responses to the questions. Writing the answers in your own words anchors the knowledge into memory.

Full details: [https://www.amazon.com/Questions-Hawken's-Ecology-Commerce-Revised/dp/1546995277/ref=sr\\_1\\_2?%20s=books&ie=UTF8&qid=1522448491&sr=1-%202&refinements=p\\_27%3ADr.+Jane+A.+Talkington&dpID=61FKsjS6z8L&preST=\\_SY291\\_BO1,204,203,200\\_QL40\\_&dpSrc=srch](https://www.amazon.com/Questions-Hawken's-Ecology-Commerce-Revised/dp/1546995277/ref=sr_1_2?%20s=books&ie=UTF8&qid=1522448491&sr=1-%202&refinements=p_27%3ADr.+Jane+A.+Talkington&dpID=61FKsjS6z8L&preST=_SY291_BO1,204,203,200_QL40_&dpSrc=srch)

## **ONE ENGAGEMENT PROJECT**

Academic engagement in public and political discourse is critically important for both the security of our society as well as the future relevance and vitality of the academy. Yet, the decision to add this aspect of work to a professor's portfolio is an individual decision. Each academic must decide for themselves how much they want to engage, in what form and to which audiences. Further, each academic will build their own “brand” through such portfolio development and it must represent something special that they are willing to cultivate. With that sense of ownership as a cornerstone, the ONE Response Project has been initiated to act as an enabler and source of knowledge for how best to work engagement into our individual academic portfolios. The Project will encompassing six action items: (1) Rapid Response Team, (2) Clear Output Channel, (3) Publish Video and Print Interviews with Engaged Scholars, (4) Establish a Pilot Project as a Clearinghouse for Scholarly Assistance to External Events/Practitioners, (5) Organize an Engagement Conference and (6) Create an Engagement Handbook. The ONE Engagement Project leadership will consist of 2-3 members of the ONE community, selected by the Executive Committee with two-thirds vote confirmation. These members will be on a staggered rotation with 3 year terms and one replacement each year. The funding for the ONE Engagement Project shall be, first, from within the ONE budget and its initiatives will be line items in the ONE spreadsheets. However, we hope that the Engagement Project will be able to attract sponsorship over time.

For more information go [here](#)

## NEW PUBLICATIONS

**Congratulations to all ONE members that recently published – below are several of these:**

Barbier, E. B., Burgess, J. C., & Dean, T.J. 2018. How to Pay for Saving Biodiversity: Can Private Sector Involvement in a Global Agreement Help to Conserve Global Biodiversity? *Science*, 360: 6388: 486-488. May 4.

Clarke, A. & Crane, A. (forthcoming). Cross-Sector Partnerships for Systemic Change: Systematized Literature Review and Agenda for Further Research. *Journal of Business Ethics*.

Clarke, A. & Ordonez-Ponce, E. 2017. City Scale: Cross-Sector Partnerships for Implementing Local Climate Mitigation Plans. Special blog issue: Climate Change and Public Administration. *Public Administration Review*.

<https://publicadministrationreview.org/climate-change-symposium-cross-sector-partnerships/>

Clarke, A., MacDonald, A. & Ordonez-Ponce, E.\* (forthcoming). Implementing Community Sustainability Strategies through Cross-Sector Partnerships: Value Creation for and by Businesses. In: Borland, H., Lindgreen, A., Vanhamme, J., Maon, F., Ambrosini, V. & Palacios Florencio, B. *Business Strategies for Sustainability: A Research Anthology*. London, UK: Routledge.

Durand R. & Georgallis P. 2018. Differential firm commitment to industries supported by social movement organizations. *Organization Science*, 29(1): 154-171.

<https://pubsonline.informs.org/doi/abs/10.1287/orsc.2017.1170>

Georgallis P. & G. Dowell & R. Durand. 2018. Shine on me: Industry coherence and policy support for emerging industries. *Administrative Science Quarterly*. Published online, April 12. [open access]

<http://journals.sagepub.com/doi/abs/10.1177/0001839218771550>

Hoque, A., Clarke, A. & Sultana, T. 2017. Environmental Sustainability Practices in South Asian University Campuses: An Exploratory Study on Bangladeshi Universities. *Environment, Development and Sustainability*. 19(6): 2163-2180. DOI: 10.1007/s10668-016-9845-0

Leyva-de la Hiz, D. I., Torres-Hurtado, N., Bermudez-Edo, M. (2018). The Influence of Technology Differences on Corporate Environmental Patents: A Resource-Based Versus an Institutional View of Green Innovations. Business Strategy and the Environment. *Organization and Environment*, 25(6), 421-434.

<https://doi.org/10.1177/1086026618761623>



Leyva-de la Hiz, Dante I., Ferron-Vilchez, Vera, & Aragon-Correa, J. Alberto. (2018). Do Firms' Slack Resources Influence the Relationship between Focused Environmental Innovations and Financial Performance? More is Not Always Better. *Journal of Business Ethics*. 1-13

MacDonald, A., Clarke, A. & Huang, L. (forthcoming). Multi-Stakeholder Partnerships for Sustainability: Designing Decision Making Processes for Partnership Capacity. *Journal of Business Ethics*.

MacDonald, A., Clarke, A., Huang, L., Roseland, M. & Seitanidi, M.M. (2018). Cross-Sector Partnerships (SDG #17) as a Means of Achieving Sustainable Communities and Cities (SDG #11) (pp. 193-209). Leal, W. (Ed.) *Handbook of Sustainability Science and Research*. World Sustainability Series. New York, USA: Springer, Cham. DOI: 10.1007/978-3-319-63007-6\_12

McKnight, B. & Zietsma, C. Finding the Threshold: A Configurational Approach to Optimal Distinctiveness, *Journal of Business Venturing*

Quarshie, A. M., & Leuschner, R. (2018). Cross-Sector Social Interactions and Systemic Change in Disaster Response: A Qualitative Study. *Journal of Business Ethics*, 1-28. <https://doi.org/10.1007/s10551-018-3860-z>

Yan, X., Lin, H., & Clarke, A. (2018). Cross-Sector Social Partnerships for Social Change: The Role of Non-Governmental Organizations (NGOs). *Sustainability*, 10(2), 558. DOI:10.3390/su10020558

## NEW BOOKS AND JOURNAL ISSUES

### **ADVANCES IN STRATEGIC MANAGEMENT (Forthcoming).**

Edited by **Sinziana Dorobantu, Ruth V. Aguilera, Jiao Luo and Frances J. Milliken**, this forthcoming volume in *Advances in Strategy Management* on "Sustainability, Stakeholder Governance, and Corporate Social Responsibility," takes a step back to consider the fundamental questions that underlie and tie research across these areas together.

The chapters in this volume cover a wide range of theoretical perspectives grounded in strategy, economics and sociology, employ various methodological approaches, and offer new arguments on the connections that exist between firms' decisions relating to sustainability, CSR, and the governance of their stakeholder relations. Together, the chapters emphasize that new theoretical developments and future practice should pay more attention to three emergent themes.

First, a firm's owners are not only important stakeholders themselves but also important factors in understanding a firm's overall strategy of engaging other stakeholders and its inclination to prioritize sustainability and social responsibility. Second, the level of alignment among stakeholders and the existent or potential coalitions among them are likely to influence firms'

sustainability and CSR practices and industry-level practices. Third, all of the concepts associated with the topics of this volume—sustainability, stakeholder governance and CSR—and firms’ practices in these areas have evolved over time and will continue to do so.

The chapters in this volume develop these themes, highlight that business decisions relating to sustainability and CSR are ultimately decisions about the governance of stakeholder relations, and suggest that future work in these areas should consider more closely both the firms and their stakeholders as strategic actors driving firm decisions.

This volume will be available in print in **July 2018**.

## **ANNOUNCEMENTS: AWARDS, GRANTS, AND OTHER GREAT NEWS**

**Anne Quarshie**, Postdoctoral Researcher at LUT School of Business and Management in Finland, won the IPSERA Doctoral Dissertation Award 2017 for her thesis focused on sustainability and transformational change. The award is given each year at the International Purchasing and Supply Education and Research Association (IPSERA) annual conference to the author of the best doctoral dissertation in the field of purchasing and supply management.

Her dissertation abstract and publications are available at <http://urn.fi/URN:ISBN:978-952-60-7330-9>. The award announcement at the IPSERA conference website can be accessed here <http://ipsea2018.com/index.php/awards-en/doctoral-dissertation-award17>.

**RMIT** is part of three new Cooperative Research Centres (CRCs) that will drive change in the energy, food and health sectors.

Associate Professor **Karli Varghese** from the School of Design will lead a 'reduce' research program in the \$133 million Fight Food Waste CRC with AOM member **Simon Lockrey** (School of Design), alongside Professor **Harshan Gill** (School of Science), and Professor **Linda Brennan** (School of Media and Communication).

“This CRC provides, for the first time, a fantastic opportunity to bring industry together with leading researchers and key government departments to tackle the complex issue of food waste,” Karli said.

In the 'reduce' program, a multimillion project will roll out Karli and Simon's dynamic industry resource efficiency calculation tool, DIRECT (see the [Journal of Cleaner Production article](#)), to benchmark, then solve, food waste problems across the national supply chain.

RMIT secured nine industry partners for the Fight Food Waste CRC bid, with a cash contribution of \$2.8 million over 10 years.

Full details of this initiative can be seen in the following links:



<https://foodmag.com.au/food-waste-crc-help-fight-hunger-australia/>

<https://www.business.gov.au/assistance/cooperative-research-centres-programme/cooperative-research-centres-crcs-grants/current-crc-selection-round>

<http://minister.industry.gov.au/ministers/cash-seselja/media-releases/families-benefit-research-fight-food-waste>

<http://www.potatoessa.com.au/news-media/latest-news/192-fight-food-waste-crc.html>

## **CALLS FOR POSITIONS**

### **Assistant/Associate Professor in Strategic Management/Ethics**

The Management Department at Appalachian State University anticipates one or more nine-month tenure-track faculty positions in strategic management and/or business ethics at the rank of Assistant/Associate beginning August, 2019, subject to final budget approval. Salary and rank will be commensurate with qualifications.

Necessary qualifications include: (1) earned doctorate from an AACSB-accredited institution in Management or a closely related field; (2) demonstrated evidence of research and teaching excellence; and (3) expertise in the area of strategic management and/or ethics. Candidates who are ABD will be considered, but the position requires completion of all doctoral requirements by the effective date of the appointment.

Desired qualifications include experience and willingness to teach MBA and online courses, relevant work/business experience, demonstrated commitment to service, and experience, knowledge, and/or skills that align with one or more of Walker College of Business' strategic priorities (<https://business.appstate.edu/about/strategic-initiatives>).

The faculty member's primary responsibilities will be to provide instruction at the undergraduate and graduate levels, maintain an active program of scholarship, and participate in service activities consistent with the rank of appointment. Instructional duties are three classes per semester and may include online and offsite course delivery.

The Department of Management offers undergraduate degree programs with majors in Management and Hospitality & Tourism Management; minors in Sustainable Business, Entrepreneurship, and Human Resource Management; and a Master's program in Industrial-Organizational Psychology and Human Resource Management. With more than twenty diverse faculty members, the department enjoys a collegial and collaborative work environment. The Department of Management is housed in the Walker College of Business, an AACSB-accredited business school with enrollment of more than 2,800 students. The college was included in Princeton Review's 2017 edition of Best Business Schools.

Appalachian State University (<http://www.appstate.edu>) is a member institution of the 16-campus University of North Carolina System. Located in Boone, NC, in the beautiful Blue Ridge Mountains, the University has over 18,000 students and has been ranked by U.S. News and World Report among the top public Master's degree-granting universities in the South. Appalachian State University emphasizes undergraduate instruction, the integration of undergraduate students in research endeavors, and demonstrates a strong commitment to sustainability. The town of Boone is considered a "Best Small Town" by Outside Magazine as it offers access to a wide range of world-class outdoor and cultural activities.

Applicants must send a complete application consisting of: 1) cover letter, 2) curriculum vitae, 3) evidence of teaching and scholarship effectiveness, and 4) contact information for three references. Electronic applications are required. Apply by June 15, 2018 to receive full consideration. Initial interviews will be conducted at the Academy of Management annual meeting in Chicago in August 2018. Candidates who cannot attend AOM will also be considered and may be given the opportunity of a video interview. The position is expected to remain open until filled. Please send applications by email to Dr. Heather Dixon-Fowler at [strategysearch2018@appstate.edu](mailto:strategysearch2018@appstate.edu)

Appalachian State University has a strong commitment to the principles of diversity and inclusion, and to maintaining working and learning environments that are free from discrimination. The university is an Affirmative Action/Equal Opportunity Employer. The university does not discriminate in access to its educational programs and activities, or with respect to hiring or the terms and conditions of employment, on the basis of race, color, national origin, religion, sex, gender identity and expression, political affiliation, age, disability, veteran status, genetic information, or sexual orientation. Individuals with disabilities may request accommodations in the application process by contacting Dr. Heather Dixon-Fowler, Strategic Management Search Committee Chair.

Official transcripts of all graduate level work, although not required with the application, will be required prior to appointment. Any offer of employment to a successful candidate will be conditioned upon the University's receipt of a satisfactory criminal background report. Documentation of identity and employability of the applicant will be required before the hiring process can be finalized. For more information, please visit <http://www.hrs.appstate.edu/employment/epa-jobs/academic-affairs>

***We hope you enjoyed the latest ONE Times, which was produced by the ONE Communications Team: Matthew Johnson, Dante Leyva, and Brent McKnight. Thank you to all the ONE members who contributed material to it.***

***Connect with us:***

