**University of North Carolina Chapel Hill**

**Kenan-Flagler Business School**

**BUSI 899 077: SUSTAINABILITY STRATEGY**

**Fall 2016 (Aug 29-Dec 12)**

**Mondays 1.30 - 4pm in McColl 5452**

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## Prerequisites

This is a Ph.D. seminar. Enrollment is restricted to Ph.D. students. Masters students may enroll with the permission of the instructor, but should be aware that this PhD course is designed to prepare students for careers in teaching and research.

## Course Overview

Social and environmental challenges have become major strategic issues for companies around the globe, where managers increasingly struggle to integrate sustainability – social, environmental and corporate governance – into organizational strategy formulation and implementation. Students in this course will evaluate the classical works on sustainability and stakeholder engagement, the various drivers behind corporate social responsibility (CSR), how companies respond to social pressures, and most importantly, the empirical research on when firms maximize social and economic value from engagement in solving these issues. This PhD seminar is centered on the opportunities and the challenges of sustainability strategy research.

## Course Objectives

1. Understand the rationale for and promise of sustainability strategy research
2. Recognize the appropriateness of different methods and their tradeoffs in addressing

 sustainability strategy research questions

1. Gain insight into doing sustainability strategy research, including data collection, analyzing, and reporting of such research
2. Learn about the challenges associated with publishing sustainability strategy research and how to overcome those challenges
3. Develop greater knowledge about successful (and less successful) theory building and research design around sustainability strategy questions

## Course Material

The course material will mainly consist of journal articles. We will read both the classics (i.e., stakeholder theory, Freeman versus Friedman argument) and ‘brand new’ research on sustainability that only recently was accepted in top strategy journals. The idea is to develop an appreciation of empirical and theoretical work in this field as well as understand what it takes to publish sustainability strategy research and where the field is going.

## Class Format

The course will be taught using a seminar style. Our goal is to come away with a roadmap for future work (a sense of what constitutes good sustainability research) and specific skills (e.g., methods and data you could use in your future work) and knowledge of assumptions of our audience as well as their theories.

Students share responsibility with the instructor for discussing the readings and identifying key points for discussion. Students are expected to complete all required readings for the day and come prepared to discuss them each class. The format for the class will usually entail some introductory remarks by me, followed by a class discussion of the analyses of the papers. Analyzing usually means understanding:

* the research question
* main argument and hypotheses
* sample and measures
* methods employed
* underlying assumptions
* strengths and weaknesses
* main conclusions
* contributions to the literature
* relationship to other topics and disciplines

For each reading, one or more of the participants will be designated to be a discussion leader and will provide a summary and developmental review of the paper, as appropriate. This review, as well as the class discussion that follows, should go beyond offering a summary of the paper (based on the items above) to relate it to other research, underscore implications for the field, critique it, and identify questions that follow from the research that engage your curiosity. The goal in doing these reviews is to increase your understanding of the material and improve your ability to evaluate and design studies. The reviews themselves will be useful reminders of the key points in these readings as you develop your own research.

We will generally finish each class by noting the connections among the articles assigned for the day. Together they shall build a comprehensive base of knowledge of the sustainability strategy research as a separate line of inquiry and a strategy sub-field.

## Grading

1. Analyze (as listed above) each article and be prepared to discuss the readings for each class sessions. In each session we will discuss some theoretical and some empirical pieces that help illustrate the focus for that session. Hence, when reading theoretical articles, focus on the argumentation: what are the building blocks of the theory? What assumptions do authors make? What new does this theory tell us? Are there any inconsistencies in the logic? What is missing? When reading empirical articles, focus on methodological aspects for that session: What did the authors do? How do they describe and justify the way in which they collected and analyzed data? How do they report their analysis? How do they try to reassure readers about the validity and generalizability of their conclusions? What are the most (and the least) convincing aspects of their method? 35% of the course grade is based on your active participation.
2. Prepare a brief (roughly 3-4 page – double spaced) memo that relates to the readings for that week. Seven memos are due. Three will be a group effort – i.e., with a member of the class (different person for each, if possible). Four will be individual. Some ideas for the memos may include (a) key ideas worth remembering, (b) new insights that were particularly striking to you, (c) questions or concerns with the articles, (d) discussion of how papers fit (or not) together. No late papers will be accepted, but the lowest paper grade will be eliminated. Each memo session should be emailed to me by 10:00AM on the day of class. 35% of the course grade is based on your memos.
3. Students will submit a research paper relating to the topics covered in the course. The purpose of this paper is to deepen your knowledge of a particular stream of sustainability strategy research, encourage experimentation on possible dissertation topics, and develop your ability to carry out research in the strategy field. This paper should, at a minimum, identify and motivate a research question germane to sustainability strategy, review the literature in that area and other fields related to the question, develop testable hypotheses, and outline a plan for a research design. It would be beneficial to meet with your classmates and the instructor to talk about your ideas, receive feedback on research directions, and discuss opportunities for carrying forward research in the area that is of interest to you. By week 6 please give me a one-two paragraph summary of your intended topic and why you think it is worth exploring. On week 9 you will turn in a detailed outline of your term paper and on week 13 you will need a completed draft. On week 14 you will present it in class. This paper will be worth 30% of your grade.

Next I list the readings for the course. I created a dropbox folder with most of them to share with you: here is the [link](https://www.dropbox.com/sh/6vmmmpbu515cqir/AACR6ogNhu77VzBxKxWnPQHxa?dl=0). Please think about the environment when printing them out (I recommend, if necessary, printing the document on both sides with two pages per side). Some of the readings have hyperlinks in the syllabus or may refer you to SSRN, please follow those links as files might have changed.

**MODULE I. FOUNDATIONS**

**Session 1. Theoretical background (Aug 29)**

Freeman, R. Edward, Jeffrey S. Harrison, Andrew C. Wicks, Bidhan Parmar and Simone de Colle. [Stakeholder Theory: The State of the Art](https://www.amazon.com/Stakeholder-Theory-R-Edward-Freeman/dp/0521137934). Cambridge: Cambridge University Press, 2010. Chapters 1-4, 8

Friedman, M. 1970. “[The Social Responsibility of Business is to Increase Its Profits](http://www.colorado.edu/studentgroups/libertarians/issues/friedman-soc-resp-business.html),” *New York Time Magazine*, Sep 11

Hart SL. 1995. A natural-resource-based view of the firm. Academy of Management Review 20(4): 986-1014

Ioannou, I. & Hawn, O. “Redefining the Strategy Field in the Age of Sustainability” [SSRN](http://ssrn.com/abstract%3D2429870)

McWilliams, A. and D. Siegel (2001). "Corporate Social Responsibility: A Theory of the Firm Perspective." The Academy of Management Review **26**(1): 117-127.

Porter, M. E., & Kramer, M. 2011. “Creating shared value.” *Harvard Business Review*: 62-77.

Waddock, S. and S. Graves (1997). "The Corporate Social Performance-Financial Performance Link." Strategic Management Journal 18(4): 303-319.

*Optional readings*

For students not familiar with sustainability, I highly recommend to read this report below as well as look through the reports put together by the BCG (Boston Consulting Group) and MIT Sloan Management Review (they recently issued 7th global study showing that investors care more about sustainability than many managers believe)

“Sustainability: New Perspective and Opportunities” Globalization TrendLab 2012: <http://knowledge.wharton.upenn.edu/papers/download/2012_Sustainability_Book_F.pdf>

**Session 2. Instrumental stakeholder theory (Sep 5)**

Bridoux, F. and J. W. Stoelhorst. "Microfoundations for stakeholder theory: Managing stakeholders with heterogeneous motives." Strategic Management Journal 35 (2014): 107-125.

Clarkson, Max E. A stakeholder framework for analyzing and evaluating corporate social performance. Academy of Management Review, 20 (1995): 92-117.

Donaldson, Thomas and Lee E. Preston. “The Stakeholder Theory of the Corporation: Concepts, Evidence, and Implications.” Academy of Management Review 20 (1995): 65-91.

Jones, Thomas M. “Instrumental Stakeholder Theory: A Synthesis of Ethics and Economics.” Academy of Management Review 20 (1995): 404-437.

Jones, Thomas M. and Andrew C. Wicks. “Convergent Stakeholder Theory.” Academy of Management Review 24 (1999): 206-221.

Mitchell, Ronald K., Bradley R. Agle and Donna J. Wood. “Toward a Theory of Stakeholder Identification and Salience: Defining the Principles of Who and What Really Counts.” Academy of Management Review 22 (1997): 853-886.

Tantalo, C. and R. L. Priem (2016). "Value Creation Through Stakeholder Synergy." Strategic Management Journal 37(2): 314-329.

*Optional readings*

Frooman, Jeff. “Stakeholder Influence Strategies.” Academy of Management Review 24 (1999): 191-205.

Rowley, Timothy J. “Moving Beyond Dyadic Ties: A Network Theory of Stakeholder Influences.” Academy of Management Review 22 (1997): 897-910.

*Application of stakeholder theory in research*

Agle, Bradley R., Ronald K. Mitchell, and Jeffrey A. Sonnenfeld. “Who Matters to CEOs? An Investigation of Stakeholder Attributes and Salience, Corporate Performance, and CEO Values.” Academy of Management Journal 42 (1999): 507-525.

Berman, Shawn L., Andrew C. Wicks, Suresh Kotha and Thomas M. Jones. “Does Stakeholder Orientation Matter? The Relationship Between Stakeholder Management Models and Firm Financial Performance.” Academy of Management Journal 42 (1999): 488-506.

Buyesse, Kristel and Alain Verbeke. “Proactive Environmental Strategies: A Stakeholder Management Perspective.” Strategic Management Journal 24 (2003): 453-470.

Henriques, Irene and Perry Sadorsky, “The Relationship Between Environmental Commitment and Managerial Perceptions of Stakeholder Importance.” Academy of Management Journal 42 (1999): 87-99.

Hillman, Amy .J. and Gerald D. Keim. “Shareholder Value, Stakeholder Management, and Social Issues: What’s the Bottom Line?” Strategic Management Journal 22 (2001): 125-139.

**Session 3. Key issues in sustainability strategy research (Sep 12)**

Chatterji A, Levine D, Toffel MW. 2009. How well do social ratings actually measure corporate social responsibility? Journal of Economics & Management Strategy 18(1): 125-169.

Devinney, TM. 2009. Is the socially responsible corporation a myth? The good, the bad, and the ugly of corporate social responsibility. Academy of Management Perspectives 23(2): 44-56.

Henisz, W., et al. (2014). "Spinning Gold: The Financial Returns To Stakeholder Engagement." Strategic Management Journal **35**(12): 1727-1748.

Jensen, M. C. (2001). "VALUE MAXIMIZATION, STAKEHOLDER THEORY, AND THE CORPORATE OBJECTIVE FUNCTION." Journal of Applied Corporate Finance **14**(3): 8-21.

Margolis, J. D., & Walsh, J. P. 2003. “Misery Loves Companies: Rethinking Social Initiatives by Business”. Administrative Science Quarterly, 48(2): 268-304.

Natalie Slawinski and Pratima Bansal (2015), Short on Time: Intertemporal Tensions in Business Sustainability, Organization Science. 26(2): 531-549.

*Optional readings*

Chatterji, A. K. and M. W. Toffel (2010). "How firms respond to being rated." Strategic Management Journal **31**(9): 917-945.

Chatterji, A. K., et al. (2015). "Do ratings of firms converge? Implications for managers, investors, and strategy researchers." Strategic Management Journal **Forthcoming**.

Marshall JD, Toffel MW. 2005. Framing the elusive concept of sustainability: A sustainability hierarchy. Environmental Science & Technology 39(3): 673-682.

Walls JL, Phan PH, Berrone P. 2011. Measuring environmental strategy: Construct development, reliability, and validity. Business and Society 50(1): 71-115.

Ullmann, A. A. (1985). "Data in Search of a Theory: A Critical Examination of the Relationships among Social Performance, Social Disclosure, and Economic Performance of U. S. Firms." The Academy of Management Review **10**(3): 540-557.

**MODULE II. THE DRIVERS OF SUSTAINABILITY**

**Session 4. Social movements as drivers of sustainability (Oct 3)**

Baron DP, Diermeier D. 2007. Strategic activism and nonmarket strategy. Journal of Economics & Management Strategy 16(3): 599-634.

King, B G, and S A Soule. 2007. “Social movements as extra-institutional entrepreneurs: The effect of protests on stock price returns.” Administrative Science Quarterly 52(3): 413-442.

King, B G. 2008. “A political mediation model of corporate response to social movement activism.” Administrative Science Quarterly 53(3): 395-421.

Lounsbury, Michael, Marc J. Ventresca, and Paul M. Hirsch. 2003. "Social Movements, Field Frames and Industry Emergence: A Cultural-Political Perspective on U.S. Recycling." Socio-Economic Review 1(1): 71-104.

McDonnell, M.-H., et al. (2015). "A Dynamic Process Model of Private Politics: Activist Targeting and Corporate Receptivity to Social Challenges." American Sociological Review **80**(3): 654-678.

McDonnell, M.-H. and B. King (2013). "Keeping up Appearances: Reputational Threat and Impression Management after Social Movement Boycotts." Administrative Science Quarterly **58**(3): 387-419.

*Optional readings*

Eesley, C., DeCelles, K. & Lenox, M. “Through the Mud or in the Boardroom: Examining Activist Types and their Strategies in Targeting Firms for Social Change” *Strategic Management Journal.* Forthcoming

Mary-Hunter McDonnell (2016) Radical Repertoires: The Incidence and Impact of Corporate-Sponsored Social Activism. Organization Science 27(1): 53-71.

Weber, Klaus, Kathryn L. Heinze, and Michaela DeSoucey. 2008. "Forage for Thought: Mobilizing Codes in the Movement for Grass-fed Meat and Dairy Products." Administrative Science Quarterly 53(3): 529-67.

Weber, K., et al. (2009). "From Streets to Suites: How the Anti-Biotech Movement Affected German Pharmaceutical Firms." American Sociological Review **74**(1): 106-127.

**Session 5. Corporate governance concerns as drivers of sustainability (Oct 10)**

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| Aguilera, R. V. and G. Jackson (2003). "The Cross-national Diversity of Corporate Governance: Dimensions and Determinants " Academy of Management Review 28(3): 447-465.Berrone, P., et al. (2010). "Socioemotional Wealth and Corporate Responses to Institutional Pressures: Do Family-Controlled Firms Pollute Less?" Administrative Science Quarterly **55**(1): 82-113.Johnson RA, Greening DW. 1999. The effects of corporate governance and institutional ownership types on corporate social performance. Academy of Management Journal 42(5): 564-576. Kassinis G, Vafeas N. 2002. Corporate boards and outside stakeholders as determinants of environmental litigation. Strategic Management Journal 23(5): 399-415. Luoma P, Goodstein J. 1999. Stakeholders and corporate boards: Institutional influences on board composition and structure. Academy of Management Journal 42(5): 553-563. Maurer, C., Bansal, P., & Crossan, M. (2011), Creating Economic Value through Social Values: Introducing a Culturally Informed Resource-Based View. Organization Science, 22(2): 432-448**Session 6. Individual and institutional drivers of sustainability (Oct 17)** |

Aguilera, R. V., et al. (2007). "Putting the S Back in Corporate Social Responsibility: A Multilevel Theory of Social Change in Organizations " Academy of Management Review **32**(3): 836-863.

Campbell JL. 2007. Why would corporations behave in socially responsible ways? An institutional theory of corporate social responsibility. Academy of Management Review 32(3): 946-967.

Crilly, D., et al. (2008). "Psychological antecedents to socially responsible behavior." European Management Review **5**(3): 175-190.

Flammer C. 2015. [Does Product Market Competition Foster Corporate Social Responsibility? Evidence from Trade Liberalization](http://onlinelibrary.wiley.com/doi/10.1002/smj.2307/pdf), ***Strategic Management Journal***, 36(10): 1469-1485.

Ioannou, I. and G. Serafeim (2012). "What Drives Corporate Social Performance? The Role of Nation-level Institutions." Journal of International Business Studies **43**: 834-864.

Lange, D. and N. T. Washburn (2012). "Understanding Attributions of Corporate Social Irresponsibility " Academy of Management Review 37(2): 300-326.

Schrempf-Stirling, J., et al. (2015). "HISTORIC CORPORATE SOCIAL RESPONSIBILITY." Academy of Management Review.

**Session 7. Different organizational responses to pressures for sustainability (Oct 24)**

Bansal P, Clelland I. 2004. Talking trash: Legitimacy, impression management, and unsystematic risk in the context of the natural environment. Academy of Management Journal 47(1): 93-103.

Delmas, M. & Burbano, V. C. 2011. [The Drivers of Greenwashing](http://www.ioe.ucla.edu/perch/resources/2011-delmas-cuerel-burbano-california-management-review.pdf). *California Management Review*. 54(1): 64-87.

Delmas, M. A. and M. W. Toffel (2008). "Organizational responses to environmental demands: opening the black box." Strategic Management Journal **29**(10): 1027-1055.

Delmas, M. A. and Aragon-Correa, J. A. (2016). “Field Experiments in Corporate Sustainability Research: Testing Strategies for Behavior Change in Markets and Organizations” Organization & Environment, 1-10

Durand, R., Hawn, O. & Ioannou, I. “Different Shades of Green: A General Model of Organizational Responses to Normative Pressures” working paper in [dropbox](https://www.dropbox.com/sh/6vmmmpbu515cqir/AACR6ogNhu77VzBxKxWnPQHxa?dl=0)

Hawn, O. & Ioannou, I. “Mind the Gap: External and Internal Actions in the Case of Corporate Social Responsibility” *Strategic Management Journal*. Forthcoming

Marquis, C., et al. (2016). "Scrutiny, Norms, and Selective Disclosure: A Global Study of Greenwashing." Organization Science **27**(2): 483-504.

*Optional readings*

Oliver, C. (1991). "Strategic Responses to Institutional Processes." The Academy of Management Review **16**(1): 145-179.

Tilcsik, A. and C. Marquis (2013). "Punctuated Generosity: How Mega-events and Natural Disasters Affect Corporate Philanthropy in U.S. Communities." Administrative Science Quarterly **58**(1): 111-148.

**Session 8. Should it be voluntary or mandatory? (Oct 31)**

Benabou R, Tirole J. 2010. Individual and corporate social responsibility. Economica 77: 1-19.

Doshi, A. R., et al. (2013). "How firms respond to mandatory information disclosure." Strategic Management Journal **34**(10): 1209-1231.

King, A. A. and M. J. Lenox (2000). "Industry Self-regulation Without Sanctions: The Chemical Industry's Responsible Care Program " Academy of Management Journal **43**(4): 698-716.

Marquis, C. and C. Qian (2014). "Corporate Social Responsibility Reporting in China: Symbol or Substance?" Organization Science **25**(1): 127-148.

Reid, E. M. and M. W. Toffel (2009). "Responding to public and private politics: corporate disclosure of climate change strategies." Strategic Management Journal **30**(11): 1157-1178.

Short, J. L. and M. W. Toffel (2010). "Making Self-Regulation More Than Merely Symbolic: The Critical Role of the Legal Environment." Administrative Science Quarterly **55**(3): 361-396.

Waddock SA. 2008. Building a new institutional infrastructure for corporate responsibility. Academy of Management Perspectives 22(3): 87-108.

*Optional readings*

Murillo-Luna, J. L., et al. (2008). "Why do patterns of environmental response differ? A stakeholders' pressure approach." Strategic Management Journal **29**(11): 1225-1240.

Ioannou, Ioannis and George Serafeim. “The Consequences of Mandatory Corporate Sustainability Reporting" [SSRN](http://papers.ssrn.com/abstract%3D1799589)

**MODULE III. DOING RESEARCH IN SUSTAINABILITY STRATEGY**

**Session 9. Key strategy question: When and does it pay? (Nov 7)**

Cheng, B., et al. (2014). "Corporate social responsibility and access to finance." Strategic Management Journal **35**(1): 1-23.

Eccles, R. G., et al. (2014). "The Impact of Corporate Sustainability on Organizational Processes and Performance." MANAGEMENT SCIENCE **60**(11): 2835-2857.

Flammer C. 2013. [Corporate Social Responsibility and Shareholder Reaction: The Environmental Awareness of Investors](http://amj.aom.org/content/56/3/758.abstract?sid=5aee9e0c-e3f2-4de4-913b-43e7c3e0236a), ***Academy of Management Journal***, 56(3): 758-781

Flammer C. 2015. [Does Corporate Social Responsibility Lead to Superior Financial Performance? A Regression Discontinuity Approach](http://pubsonline.informs.org/doi/abs/10.1287/mnsc.2014.2038),
***Management Science***, 61(11): 2549-2568.

Godfrey, P. C., et al. (2009). "The relationship between corporate social responsibility and shareholder value: an empirical test of the risk management hypothesis." Strategic Management Journal **30**(4): 425-445.

Hawn, O., Chatterji, A. & Mitchell, W. “How Do Financial Markets Value Corporate Social Responsibility? Investor Perceptions of Additions and Deletions by the Dow Jones Sustainability Index” [SSRN](http://ssrn.com/abstract%3D2418300)

Ioannou, I. and G. Serafeim (2015). "The impact of corporate social responsibility on investment recommendations: Analysts' perceptions and shifting institutional logics." Strategic Management Journal **36**(7): 1053-1081.

Margolis JD, Elfenbein HA, Walsh JP. 2009. Does it pay to be good...and does it matter? A meta-analysis of the relationship between corporate social and financial performance. [SSRN](http://ssrn.com/abstract%3D1866371)

Werner, T. (2015). "Gaining Access by Doing Good: The Effect of Sociopolitical Reputation on Firm Participation in Public Policy Making." MANAGEMENT SCIENCE **61**(8): 1989-2011.

*Optional readings*

Godfrey, P. C. (2005). "The relationship Between Corporate Philanthropy and Shareholder Wealth: A Risk Management Perspective " Academy of Management Review **30**(4): 777-798.

Kaul, A. & Luo, J. (2015) “The Economic Case for CSR” *Academy of Management Proceedings*

Mackey, A., et al. (2007). "Corporate Social Responsibility and Firm Performance: Investor Preferences and Corporate Strategies " Academy of Management Review **32**(3): 817-835.

McWilliams, A. and D. Siegel (2000). "Corporate Social Responsibility and Financial Performance: Correlation or Misspecification?" Strategic Management Journal **21**(5): 603-609.

Sprinkle, G. B. & Maines, L. A. (2010) “The benefits and costs of corporate social responsibility” *Business Horizons*, 53: 445-453

**Session 10. Sustainability and human resources (Nov 14)**

Coombs JE, Gilley KM. 2005. Stakeholder management as a predictor of CEO compensation: Main effects and interactions with financial performance. Strategic Management Journal 26(9): 827-840.

David P, Bloom M, Hillman A. 2007. Investor activism, managerial responsiveness, and corporate social performance. Strategic Management Journal 28: 91-100.

Vanessa C. Burbano. "[Social Responsibility Messages and Worker Wage Requirements: Field Experimental Evidence from Online Labor Marketplaces](http://www.vanessaburbano.com/uploads/2/5/0/4/25049117/burbano_reswagepaper_orgscience_final.pdf%22%20%5Ct%20%22_blank)." - forthcoming at Organization Science

Flammer C, Luo J. 2015. [Corporate Social Responsibility as an Employee Governance Tool: Evidence from a Quasi-Experiment](http://papers.ssrn.com/sol3/papers.cfm?abstract_id=2380336), ***Strategic Management Journal***, forthcoming.

Levine, D. and M. W. Toffel (2010). "Quality Management and Job Quality: How the ISO 9001 Standard for Quality Management Systems Affects Employees and Employers." MANAGEMENT SCIENCE **56**(6): 978-996.

Marquis, C. and M. Lee (2013). "Who is governing whom? Executives, governance, and the structure of generosity in large U.S. firms." Strategic Management Journal **34**(4): 483-497.

Turban, D. B. and D. W. Greening (1997). "Corporate social performance and organizational attractiveness to prospective employees." The Academy of Management Journal **40**(3): 658-672.

**Session 11. Sustainability and international markets (Nov 21)**

Crilly, D. (2011). "Predicting stakeholder orientation in the multinational enterprise: A mid-range theory." Journal of International Business Studies **42**(5): 694-717.

Gardberg, N. A. and C. J. Fombrun (2006). "Corporate Citizenship: Creating Intangible Assets Across Institutional Environments " Academy of Management Review **31**(2): 329-346.

Hawn, O. “Social License to Acquire Abroad” [SSRN](http://ssrn.com/abstract%3D2380632)

Lim, A. and K. Tsutsui (2012). "Globalization and Commitment in Corporate Social Responsibility." American Sociological Review **77**(1): 69-98.

Matten, D. and J. Moon (2008). ""Implicit" and "Explicit" CSR: A Conceptual Framework for a Comparative Understanding of Corporate Social Responsibility " Academy of Management Review **33**(2): 404-424.

Strike, V. M., et al. (2006). "Being good while being bad: Social responsibility and the international diversification of US firms." Journal of International Business Studies **37**(6): 850-862.

#### Optional readings

Etzion, D. and F. Ferraro (2010). "The Role of Analogy in the Institutionalization of Sustainability Reporting." Organization Science **21**(5): 1092-1107.

Hawn, O. CSR in Russia [SSRN](http://ssrn.com/abstract%3D2380683)

#### Spicer, Andrew, Thomas Dunfee, and Wendy Bailey. 2004. “Does National Context Matter in Ethical Decision Making? An Empirical Test of Integrative Social Contracts Theory,” Academy of Management Journal, 47: 610-620.

Earle, John S., Andrew Spicer, and Klara Sabirianova Peter. 2010. “The Normalization of Deviant Organizational Practices: Wage Arrears in Russia, 1992-1998,” *Academy of Management Journal,* 53(2), 218-237.

Bailey, Wendy and Andrew Spicer. 2007. “When Does National Identity Matter?: Convergence and Divergence in International Business Ethics,” *Academy of Management Journal,* 50(6), 1462-1480.

Hafner-Burton, Emilie, and Kiyoteru Tsutsui. 2005. “Human Rights in a Globalizing World: The Paradox of Empty Promises.” *American Journal of Sociology* 110(5):1373-1411.

**For more recent papers on this topic, see JIBS Papers folder in Dropbox**

**Session 12. Qualitative research in sustainability strategy (Nov 28)**

Bansal, P. and K. Roth (2000). "Why companies go green: a model of ecological responsiveness." Academy of Management Journal **43**(4): 717-736.

Crilly, D., et al. (2015). "Do-no-harm versus do-good social responsibility: Attributional thinking and the liability of foreignness." Strategic Management Journal. Forthcoming

Crilly, D. and P. Sloan (2012). "Enterprise logic: explaining corporate attention to stakeholders from the ‘inside‐out’." Strategic Management Journal **33**(10): 1174-1193.

Crilly, D., et al. (2012). "Faking It or Muddling Through? Understanding Decoupling in Response to Stakeholder Pressures." Academy of Management Journal **55**(6): 1429-1448.

Crilly, D. and P. Sloan (2014). "Autonomy or Control? Organizational Architecture and Corporate Attention to Stakeholders." Organization Science **25**(2): 339-355.

Hoffman, A. J. (1999). "Institutional Evolution and Change: Environmentalism and the U.S. Chemical Industry." The Academy of Management Journal **42**(4): 351-371.

**Session 13. New research in sustainability strategy (Dec 5)**

*Required:*

Aguinis, H. and A. Glavas (2012). "What we know and don’t know about corporate social responsibility: a review and research agenda." Journal of Management **38**(4): 932-968.

Dorobantu, S., et al. (2016). "NON-MARKET STRATEGY RESEARCH THROUGH THE LENS OF NEW INSTITUTIONAL ECONOMICS: AN INTEGRATIVE REVIEW AND FUTURE DIRECTIONS." Strategic Management Journal **Forthcoming**.

George, G., et al. (2015). "The Management of Natural Resources: An Overview and Research Agenda." Academy of Management Journal **58**(6): 1595-1613.

Howard-Grenville, J., et al. (2014). "Climate Change and Management." Academy of Management Journal **57**(3): 615-623.

Wang, H., et al. (2016). "Corporate Social Responsibility: An Overview and New Research Directions: Thematic Issue on Corporate Social Responsibility." Academy of Management Journal **59**(2): 534-544.

*Plus pick any one or two articles from below:*

Burbano, VC, Mamer, J, Snyder, J.  ["How Socially Responsible Business Practices Reinforce Human Capital Strategy."](http://www.vanessaburbano.com/uploads/2/5/0/4/25049117/csrlawyersburbanomamersnyder.pdf%22%20%5Ct%20%22_blank)  - revisions requested at ​Strategic Management Journal

Crilly, D., Ioannou, I. “Corporate Social Responsibility and the Structure of Managerial Cognition: Implications for Social Performance”, [SSRN](http://papers.ssrn.com/sol3/papers.cfm?abstract_id=2417987)

Crilly, D., et al. (2015). "The Grammar of Decoupling: A Cognitive-Linguistic Perspective on Firms' Sustainability Claims and Stakeholders' Interpretation." Academy of Management Journal. Forthcoming

Flammer C, Kacperczyk AJ. 2015. [The Impact of Stakeholder Orientation on Innovation: Evidence from a Natural Experiment](http://pubsonline.informs.org/doi/abs/10.1287/mnsc.2015.2229), ***Management Science***, forthcoming

Flammer C. 2015. [Corporate Social Responsibility and the Allocation of Procurement Contracts](http://papers.ssrn.com/sol3/papers.cfm?abstract_id=2548750), ***Strategic Management Journal***, revise and resubmit.

Flammer C, Kacperczyk AJ. 2016. [The Risk of Knowledge Spillovers and Corporate Social Responsibility: Evidence from the Inevitable Disclosure Doctrine](http://papers.ssrn.com/sol3/papers.cfm?abstract_id=2661881), under review.

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**Session 14. New research in sustainability strategy – yours! (Dec 12)**

In addition to your short presentations, we will discuss any remaining questions that you might have after taking this course – please write them down and bring them to our last class or send them to me beforehand!