


# BUSINESS AND THE SUSTAINABLE COMMONS 

## 21 st Annual Conference

The Banff Centre in Banff, Alberta
March 25-28, 2010

## WELCOME 10 THE 21 ${ }^{\text {sT }}$ ANNUAL CONFERENCE

We are thrilled you are here with us in Banff, Alberta. With your input and assistance we have put together an exciting program of research presentations, symposia, workshops and invited guest speakers. As we spend time together listening, discussing, reflecting on vital issues of our times, remember to breathe deeply and take in these elegant mountains and majestic landscapes. Only as we come to feel and understand how much we depend on and affect the larger ecosystems of this planet, will we move beyond the rhetoric of our research. Talking with each other is an important process, but learning how to act constructively together is essential. While you are here, let yourself be here completely. Learn from the mountains as well as from your colleagues. Recognize the inspiration, carry it with you and let it move you toward action.

Thank you to the wonderfully supportive IABS Board for their guidance in putting this event together.

## Robbin Derry

IABS 2010 Program Chair

## BANFF, ALBERTA



## Fast Facts on Banff

Banff was settled in 1880s while the transcontinental railway was being completed. In 1883, Canadian Pacific Railway workers discovered natural hot springs on the side of Sulphur Mountain. In 1884, Lord Steven a retired director of the Canadian Pacific Railway, named Banff after his birthplace, Banff in northern Scotland. The CPR built hotels along the railway with the Banff Springs Hotel as a flagship in the chain. In 1985 the United Nations declared Banff National Park a World Heritage Site.
More facts about Banff:

- Banff National Park was created in 1885 and was Canada's first National Park
- Banff National Park covers an area of 6641 km2 (2564 miles2)
- Banff National Park has more than 1000 glaciers
- The Bow River that flows through Banff empties into the Hudson Bay



### 03.25.2010-03.28.2010

THURSDAY 03.25.2010

| 05:30-08:30 PM | Welcome reception in Max Bell Lounge, Banff Centre |
| :--- | :--- |
| 07:00 PM | Performance of The Invisible Foot, by Steve Taylor <br>  |

FRIDAY 03.26.2010

| 07:00-9:00 AM | Breakfast Available in the Vistas Dining Room |
| :--- | :--- |
| 08:30-10:00 AM | Concurrent Research Presentations |
| 10:00-10:15 AM | Nutribreak Max Bell Lobby |
| 10:15-11:45 AM | Invited Scholars Presentation by Saniay Sharma, Paul Shrivastava, <br> and Monika Winn Max Bell Audiforium |
| 12:00-01:30 PM | Panel on Research Impacting Practice <br> Buffet Luncheon in the Donald Cameron Dining Hall |
| $01: 45-03: 15$ PM | Concurrent Research Presentations |
| $03: 00-03: 30$ PM | Nutribreak Max Bell Lobby |
| 03:30-05:00 PM | Concurrent Research Presentations |
| $05: 15$ PM | IABS Business Meeting - All are welcome to attend and participate |
| Max Bell Audiforium |  |

SATURDAY 03.27.2010
07:00-9:00 AM Breakfast Available in the Vistas Dining Room
07:15-8:15 AM Business and Society Editorial Board Breakfast Meeting PDC 104
08:30-10:00 AM Concurrent Research Presentations
10:00-10:30 AM Nutribreak in Max Bell Lobby
10:30-12:00 PM Concurrent Research Presentations
SATURDAY AFTERNOON Free Time: Bus Tour through Bow Valley to Lake Louise:
meet for pick up by 12:30 pm in PDC lobby
SATURDAY EVENING Evening Banquet at the Fairmount Banff Springs Hotel.
Mt. Stephan Hall 6:15 pm and 6:30 pm PDC departs Banff Center PDC

SUNDAY 03.28.2010
07:00-09:00AM Breakfast available in the Vistas Dining Room
08:30-11:00 AM Corporate Governance Workshop VI
09:00-11:00 AM Concurrent Research Presentations

## Getting Around The Banff Centre



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5:30-8:30 PM
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Welcome reception in Max Bell Lounge, Banff Centre

## 7:00 PM

Performance of The Invisible Foot, by Steve Taylor Max Bell Auditorium

## FRIDAY, 03.26.2010

## 7:00-9:00 AM

Breakfast available in the Vistas Dining Room

## 8:30-10:00 AM Concurrent Research Presentations

## Alberta Resources I ( Max Bell Auditorium )

## Session Chair: Frances Bowen

David Deephouse, Nicole Lugosi, \& Michelle Thomarat - How Does the Sun Shine on Suncor? A
Comparison of Prestige, Mainstream, and Tabloid Media Reporting on Alberta's Oil and Gas Industry Gaylene Halter - Managing Alberta's Water Resources: A Qualitative Research Project to Understand the Public Sphere's Worldview about Alberta's Water Resources
Connie Van der Byl \& Harrie Vredenburg - Suncor and its Firebag Project: A Case for Sustained Growth

## Social Values and Firm Performance (Max Bell 253 )

## Session Chair: Sara Morris

Stephen Brammer \& Stephen Pavelin - Antecedents of Corporate Reputations:
The National Halo Effect
Karen Maas - How to Measure Societal Impact of Organizational Activities
Timothy Hargrave - Bringing in Society: An Institutional Perspective on Corporate Social Performance

## Stakeholder Engagement and Legitimacy (Max Bell 251 )

## Session Chair: Colin Higgins

Johanne Grosvold \& Harry Van Buren III - The Uses and Abuses of Institutional Theory: A Critique and Research Agenda for Business and Society Luis Fernando Escobar, Juan Leonardo Espinoza, \& Henry Petersen - An Ecosystem Approach to Stakeholder Engagement: Extending the Descriptive View of Stakeholder Theory
Patricia Misutka - The Role of Stakeholders in Legitimacy Creation /Legitimacy Breach

## CSR and Governance Decisions (Max Bell 150 )

Session Chair: Kathleen Rehbein
Tom Cooper - Aboriginal Business and Financing - The Corporate Social Responsibility of Chartered Banks in Aboriginal Financing
Kareem Shabana, Jill Brown \& Ann Buchholtz - The Effects of Strategic Leadership and Corporate Governance on Corporate Social Reporting
Patti Collett Miles and Gloria Vollmers - Opportunistic Behavior in the Health Care Industry: The Impact of Imperfect Market Conditions

## Discussion Group: A Critical View of Stakeholders ( PDC 104 )

Session Chair: Jenn Griffin
Adam Bailey \& Ronald Mitchell - Refining the Principle of Who or What Really Counts
Paul Godfrey \& William Schulze - A Family-Business-Based Critique of Stakeholder Theory

## Discussion Group: Theory and Application of Ethics ( PDC 201

Session Chair: Robert Sexty
Bradley Agle, David Hart \& Jeffery Thompson - Measuring Individual and Organizational Ethics:
Toward an Inventory of Methods and Instruments
Tara Ceranic - Ethics in the Octagon?
Duane Windsor - Choice Institutions, Moral Theories and Social Responsibility
Workshop: Integrating B \& S in a Traditional Strategy Courses (PDC 202)
Melissa Baucus \& Jamie Hendry

## 10:00-10:15 AM

Nutribreak (Max Bell Lobby )

## 10:15-11:45 PM

Invited Scholars Presentation by Sanjay Sharma, Paul Shrivastava and Monika Winn
( Max Bell Auditorium )

## 12:00-1:30 PM

Panel on Research Impacting Practice: Moderated by Tom Ewart, Managing Director, Network for Business Sustainability. Buffet Luncheon in the (Donald Cameron Dining Hall )

Panelists: Jim Middlemiss, Editor of the Legal Post, Financial Post
Lloyd Visser, VP Environment and Sustainable Development ConocoPhillips
Ed Whittingham, Director of Consulting Services, Pembina Institute
Bios available at: http://www.nbs.net/commuEvents_Details 100325.html

## FRIDAY, 03.26.2010

1:45-3:15 PM
Concurrent Research Presentations

## Globalization and its Effects (Max Bell Auditorium)

Session Chair: Niki den Nieuwenboer
Maureen Kilgour - Women and the Global Commons: Protecting Rights through the Global Compact? Krista Bondy - Managing the 'Glocal' Paradox: Neo-Colonialism and the Feasibility of Glocalization in Corporate Social Responsibility
Irene Herremans \&Linda Ambrosie - What would Darwin think? The (R)evolution of Social Institutions in Galapagos Islands

## Business - Government - NGOS ( Max Bell 253 )

## Session Chair: Karen Maas

Stephen Brammer \& Stefan Hoejmose - Unionization and Corporate Social Performance Frank den Hond, Kathleen Rehbein, Hilde van Lankveld \& Douglas Schuler - Exploring the Connections between CSR and CPA
Mika Skippari \& liro Christensen - The Evolution of Corporate Market and Nonmarket Strategic Resources in the Early Phase of the Industry Lifecycle: The Case of Outsourcing Business in Finnish Primary Healthcare Karen Paul - South Africa: Still a Laboratory for Corporate Social Responsibility

## Understanding and Adapting to Climate Change ( Max Bell 251)

## Session Chair: Jamie Hendry

Natalie Slawinski - Organizational Responses to Climate Change: Just a Matter of Time
Charles Backman - Adapting to Climate Change: A Cross Sectional Comparison Between North America and European Firms
Christa Walck \& Carol MacLennan - Using Environmental History to Understand Sustainability:
The Case of Silver City, NM

## Discussion Group: Resources Development and Exploitation (Max Bell 150 )

Session Chair: David Deephouse
Jeremy Snyder \& Craig Janes - Exploiting Resources without Exploiting Stakeholders
Percy Garcia \& Harrie Vredenberg - The Role of NGOs in Resources Development Policies: A Resource-
Based View Perspective
David Detomasi \& Scott Carson - Home Country Experience and CSR - The Case of the Canadian Oil \&
Gas Industry

## CSR Initiatives, Directions and Boundaries ( PDC 104 )

## Session Chair: Marguerite Schneider

Jennifer Griffin \& Aseem Prakash - Corporate Responsibility: Initiatives and Mechanisms
Lutz Preuss - Strategic CSR? Innovative CSR!
Knud Sinding, Mark Sharfman \& Philip Peck - Bounding the Corporate Social Responsibility Construct

## Symposium: Making Organizations More Sustainable ( PDC 201)

James Weber \& Gordon Rands - How to Make the Many Organizations in Our Lives More Sustainable:
Professional Associations, School Campuses, and Others

## Fair Trade Sustainability Case Studies (PDC 202 )

Session Chair: Bryan Husted
Adina Gray \& Andrew Fergus - Stakeholder Awareness and Engagement in Social Enterprises: The Case of Coffee Farmers and the Fair Trade Market
Sarah Bigney, Mark Haggerty \& Stephanie Welcomer - Fair Trade's Sustainability: A Case Study of Coffee Producers in Chiapas Mexico

## Banff Centre Sense of Place Walking Tour ( Meet in PDC Lobby )

Mary Mallott - Get Up Out of Your Seats!! Learn about the Banff Centre History
IABS friends and spouses welcome! Mudproof footwear encouraged!

## 3:00-3:30 PM

Nutribreak (Max Bell Lobby and PDC )

## 3:30-5:00 PM Concurrent Research Presentations

## Corporate Financial Performance (Max Bell Auditorium )

Session Chair: Stephen Brammer
Patti Collett Miles \& Grant Miles - Corporate Social Responsibility and Executive Pay: Does the Relationship between Executive Compensation and Worker Wages Predict Firm Performance Stephen Brammer \& Stephen Pavelin -The Influence of Historical CSP on the CSP - CFP Link: US Evidence Lutz Preuss \& Donna Brown - Human Rights Policies and Corporate Financial Performance: Evidence from UK Corporations

## The Role of Environmental Manager (Max Bell 253)

Session Chair: Scott Carson
Johanne Grosvold \& FrederikDahlmann - Environmental Management in Times of Crisis:
The Emerging Salience of Environmental Managers
Alfred Marcus, Kathleen Sutcliffe, Susan Cohen \& Marc Andersen - Prolonged Gestation and Commitment to an Emerging Organizational Field:Energy Efficiency and Renewable Energy Businesses in Minnesota: 1993-2009
Knud Sinding - Directly Unproductive Responsibility-Seeking

## Sustainability Reporting (Max Bell 251 )

Session Chair: Gordon Rands
Irene Herremans, Jamal Nazari \& Laurie Ingraham - The Role of Institutions, Resources and Formal/Informal Systems in Sustainability Reporting
Jamal Nazari \& Irene Herremans - Assurance Statements in Sustainability Reports:
Emergence of Dual Reports
Tom Cooper - Sustainability Risk Management - Examining the Incorporation of Sustainability into Enterprise Risk Management

## FRIDAY, 03.26.2010

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## Governance - Compliance, Sentencing and Decision Models (Max Bell 150)

 <br> Session Chair: Lori Verstegen Ryan <br> Jessica Dillabough \& Frances Bowen - Doing Institutional Work: <br> Motivations and Outcomes of Creative Sentencing <br> Michelle Westermann- Behaylo - The Relationship Between Ethical Climate and Stakeholder Management: Impacts of Rational Decision Making or Sensemaking Models <br> Stephanie Bertels, Connie Van der Byl, Frances Bowen \& Jessica Dillabough - Enacting <br> Compliance <br> \section*{Supply Chain \& CSR ( PDC 104 )} <br> Session Chair: Andrew Millington <br> Adam Adrien-Kirby, Stefan Hoejmose \& Stephen Brammer - Socially and Environmentally Responsible Procurement: A Literature Review and an Agenda for Future Research <br> Stefan Hoejmose, Stephen Brammer \& Andrew Millington - The Alignment of Business Strategy and Corporate Social Performance in Global Supply Chains <br> Adam Adrien-Kirby, Stephen Brammer \& Andrew Millington - Socially and Environmetally Responsible Procurement: A Conceptual Framework of its Implementation <br> \section*{Speech and Responsibilities (PDC 201)} <br> Session Chair: Tara Ceranic <br> Loren Falkenberg \&Jaana Woiceshyn - Intersection Between Business Freedom of Speech <br> Stephanie Welcomer \& Linda Sama -Incivility in the Workplace: A Cross-Cultural Perspective <br> \section*{Symposium: Who Speaks for the Trees? ( PDC 202 )} <br> Ryan Burg, Rob Phillips \& Michael Johnson-Cramer - Deliberative Business Ethics and Environmental Norms <br> \section*{5:15 PM} <br> IABS Business Meeting <br> All are welcome to attend and participate <br> ( Max Bell Auditorium ) <br> \section*{7:00 PM} <br> PhD Dinner <br> Graduate Students and Invited IABS hosts ( Meet in PDC lobby ) <br> Everyone else is on their own for dinner in town or at the Banff Centre}
7:00-9:00 AMBreakfast available in the Vistas Dining Room
7:15-8:15 AM ..... PDC Room 104Business and Society Editorial Board Meeting with Breakfast
8:30-10:00 AM
Institutional Analysis of National, Industry, and Firm Cultures ( Max Bell Auditorium )Session Chair: Stephen Pavelin
Stephen Brammer \& Stephen Pavelin - National Ethical Climates and Country Reputations:
An Institutional Analysis
Gabriela Miranda - Home Country, Industry and Firm-level Influences on Corporate Social Performance: AnInstitutional PerspectiveRichard Wokutch - Worker Safety and Health in Auto Industries of the USA, Japan, Korea and ChinaAlison Minkus \& Roy Suddaby - Deconstructing Isomorphism: Assessing the Relative Influence of Nationaland Corporate Culture
Environmental Entrepreneurs (Max Bell 253 )
Session Chair: Monika Winn
Christa Walck - Can Design Transform Mass Consumer Culture for Environmental Sustainability?
Elena Cavagnaro, Dieuwke Altena \& Sarah Seidel - Saving the Commons:
Exploring the Potential Contribution of the Furniture Industry
Geoffrey Archer \& Clay Dibrell - Nature's Bounty: Understanding Environmental Entrepreneurshipas an Extension of Schumpeterian Supply
Ethics the Commons, and Sustainability (Max Bell 251)
Session Chair: Jim Weber
Jim Wishloff - Prophet Making: The Neglected Dimension of Sustainable Development
Paul Godfrey, Michael Hendron \& Blake Bishop - Is American Business More Unethical? A Theoreticaland Empirical Investigation of Threats to the CommonsKevin Gibson - The Commons, Sustainability and the Law of the Jungle: Stakeholder Leadership as anAlternative to Tragedy
Discussion Group: Sustainability, What Works? ( Max Bell 150 )
Session Chair: Michael Johnson-Cramer
Nikolay Dentchev - What the Flemish Government Should (Not) do when Simulating Sustainability:
Toward Strategy Development
Lawrence Lad - The Food Industry and Sustainability: Identity, Paradox and Myth
Edwin Love \& Craig Dunn - Does University Coursework Impact Student Involvement with Social Issues and
Business EthicsAnne Barraquier - Can Sustainable Development Contribute to the Progress of Managerial Ethics? ALongitudinal Study in a French Business School

## SATURDAY, 03.27.2010

## Discussion Group: Bottom of the Pyramid ( PDC 104 )

Session Chair: Krista Bondy
Bryan Husted - Stakeholder Absorptive Capacity: Sticky Challenges at the Base of the Pyramid
Harry Van Buren III, Shawn Berman \& Jeanne Logsdon - When does MNC Involvement Reduce
Poverty in Developing Countries? An Exploratory Analysis
Duane Windsor - Corporations and Global Human Rights: Definition, Enforcement, Funding

## Workshop: Problem Based Learning as Method ( PDC 201)

Craig VanSandt \& Jamie Hendry - Problem Based Learning as a Method for Enhancing Student Learning and Social Commitment

## Symposium: CSR in Emerging Nations ( PDC 202 )

Kirk Davidson, Rajat Panwar, \& Jiyun Wu - Business and Society and Corporate Social Responsibility in Emerging Nations: China and India

## 10:00-10:30 AM

Nutribreak in (Max Bell Lobby and PDC)

10:30-12:00 PM
Concurrent Research Presentations

## Alberta Resources II ( Max Bell Auditorium )

Session Chair: Jeff Thompson
Lianne Lefsrud \& Roy Suddaby - After the Gold Rush: Field Level Structuration of Alberta's Oil Sands Through the definition and valuation of resources
Julia Hui Zhu, Cornelis van Kooten \& Amy Sopinka - Impacts of Wind Power Penetration in a Carbon Constrained Model
Nishant Pyasi, Irene Herremans \& Cameron Welsh - Developing Resources for Sustainability Performance: The Roles of Values, Beliefs and Motivators
Manely Sharifian - The Five Frames of Multi-Stakeholder Risk

## Stakeholder Networks (Max Bell 253 )

## Session Chair: Brad Agle

Robert Boutilier \& Leeora Black - Salience in Multi-stakeholder Networks
William Smith - Understanding the "Social License to Operate": The Case of Barrick Mining and the Pascua Lama Project
Wayne Fallon \& Gabriela Coronado - Giving Voice to the Environment: NGO Involvement in the Environmental Responsibility of Mining Companies in Australia

## Shareholder Activism (Max Bell 251)

Session Chair: Rob Phillips
Sara Morris \& Trexler Proffitt Jr. - Shareholder Resolutions: A Closer Look at How Investor Activists Select their Targets
Lori Verstegen Ryan - The American Taxpayer as Shareholder: A New Actor in Corporate Governance Stephen Brammer, Kathleen Rehbein \& Jeanne Logsdon - Dynamism in Stakeholder Management: The Case of Shareholder Activism
Kathleen Rehbein, Stephen Brammer \& Jeanne Logsdon - How Do Corporate Nonmarket Strategies Shape Corporate Responses to Shareholder Activists

## Discussion Group: Evolution of CSR (Max Bell 150 )

Session Chair: Johanne Grosvold
Colin Higgins \& Ben Neville - Understanding Dynamism and Flux in the Ideological Struggle for CSR John Burton \& Luc Audebrand - Toward a Stewardship Theory of Corporate Social Responsibility Sophia Kusyk - The Intellectual Structure of the Business \& Society Academic Discipline: A Biliometric Study of BS, BEQ, JBE, AMJ Scientific Research, 1958-2008

## Employee Identities ( PDC 104 )

Session Chair: Karen Paul
Bernie Williams - Protecting Those Who Protect the Commons: Institutional Stability and Change in Role Identities within the Public Safety Professions
Karl Pajo, Louise Lee \& Sarah Tong - Employee-related CSR Practices: An Analysis of Website Disclosures Kubilay Gok - A Review of Seniority Rule in Human Resource Decisions

## Leadership ( PDC 202 )

Session Chair: Tim Hargrave
Michael Elmes - Leadership within the Commons: A Place-based Perspective
Daina Mazutis - Executive Orientation and social strategies
Stelios Zyglidopoulos \& Heidi Wechfler - Top Management Team Diversity and Corporate Social Performance

## Workshop: Religion in Business and Society Research ( PDC 201 )

Jeffrey Lenn \& Harry Van Buren III

## SATURDAY AFTERNOON OPTIONS

- Bus Tour through Bow Valley to Lake Louise: meet for pick up by 12:30 pm in PDC lobby.

Tickets required, lunch provided.

- Cross Country Ski Outing at Canmore Nordic Centre: meet at PDC by 12:45 pm
- Shopping in Banff
- Town Shuttle up to the Hot Springs and/and the Banff Gondola: inquire at PDC desk.
- Downhill Skiing at Sunshine Village or Louise: inquire at PDC desk for guidance.
- Box lunch orders: pick up 12:15-12:45 in PDC lobby.

Bus Transportation will leave at 6:15 PM and 6:30 PM from the Banff Centre and will return by 9:15 PM. Walking is possible: plan for 20 - 30 minutes one way.

FAIRMONT BANFF SPRINGS HOTEL


## 7:00-9:00 AM

Breakfast available in the Vistas Dining Room

## 8:30-11:00 АМ <br> Concurrent Research Presentations

## Corporate Governance Workshop VI ( Max Bell 150 )

Session Chair: Melissa Baucus \& Lori Verstegen Ryan
Pre-registered participants who have reviewed synopses of corporate governance research projects that were submitted in advance will provide feedback to other pre-registrants. While pre-registered participants focus on these projects, a new group of drop-in visitors can be formed for anyone who wishes to come and discuss their corporate governance research interests.

9:00-11:00 AM
Concurrent Research Presentations

## Employee CSR: Volunteering with Strings attached (Max Bell Auditorium )

Session Chair: Duane Windsor
Karl Pajo, Louise Lee - Volunteering for Kid Smart : Employee Perspectives
Paul Caulfield - Employee Volunteerism in the Iron Cage: An Organizational Field Analysis of Isomorphism in Corporate Community Investments
Alberto Willi, Stephen Brammer \& Andrew Millington - Corporate Community Involvement in
Developing Countries: An Institutional Perspective
Rui Yang, Stephen Brammer \& Andrew Millington - Guanxi and Corporate Community Involvement: A Conceptual Model

## Critical and Innovative Research Methods (Max Bell 253 )

Session Chair: Bernie Williams
Terry Porter - A Complexity Management and Research Approach for a Sustainable Commons: Conceptual Framework and Case Study
Joan Ramon Tarradellas \& Elisabet Garriga - An Option Pricing Based Model for Sustainability Strategy in Airline Industry in New EU CO2 Emission Legislation
Joel Marcus \& Lorne Sulsky - Corporate Actions Propensity: Scale Development and Validation at the Business-Society-Nature Interface

## Teaching about Resources (Max Bell 251)

Session Chair: Kevin Gibson
Craig Dunn \& Jonathan Johnson - The Comedy of the Commons Revisited: Exposing Hobbes through Experiential Learning
Paul Miesing, Linda Krzykowski \& Eliot Rich - "Commons" Conundrums: Experiencing Sustainability in an MBA Program
Josetta McLaughlin, Deborah Pavelka \& Lisa Amoroso - Money Laundering: Creating a Case for Incorporating Course Content on Preventive and Encorcement Initiatives in the Global Market Space

Thank you to all the following people who contributed to the IABS 2010 program by serving as reviewers. Special thanks to Tara Radin who supervised the entire review process.

| Emmanuel Abegunrin | David Detomasi | Luis Fernando | Eugene HeathJamie |
| :---: | :---: | :---: | :---: |
| Mirja Airos | Jonathan Doh | EscobarWayne Fallon | Hendry |
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