

2014-2015

DAVID O'BRIEN
CENTRE FOR
SUSTAINABLE
ENTERPRISE

ANNUAL
REPORT



JOHN & MOLSON
SCHOOL OF BUSINESS





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MESSAGE FROM THE DIRECTOR

The sixth year of operation of the David O'Brien Centre for Sustainable Enterprise (DOCSE) has been marked by a number of important developments. In February 2015, the Centre's long-standing director, Paul Shrivastava, assumed the position of Executive Director of Future Earth. Although Dr. Shrivastava's departure was a big loss for our Centre, it also presented new opportunities. For instance, the Centre recently joined a global inquiry with representatives of Future Earth, UNEP, the Investor Group on Climate Change, the Network for Sustainable Financial Markets, and the UN-PRI Academic Network. The group aims to investigate the feasibility of moving towards a sustainable financial system that incorporates newly emerging risks related to climate change in asset and insurance pricing and promotes the decarbonization of production and consumption systems.

Similar collaborations have also emerged with other research bodies. In April, DOCSE entered a partnership with the Ecological Economics Lab at McGill University to research and develop community-driven, social, and environmental assessments. This initiative will help transform environmental assessment work currently performed by expert consultants into assessments

conducted by a broader expert community. The two universities recently submitted a letter of interest for an FRQSC partnership grant to fund a variety of research and public awareness projects in this area. In addition, the Centre partnered with the Responsible Investing Initiative based at Carleton University in putting forward a SSHRC Partnership grant application aimed at leveraging the impact of responsible investing. The partnership extends the Centre's prior activities in this area which included, among other things, the co-organization of the UN Principles for Responsible Investment (UN-PRI) Academic Network Conference in the fall of 2014.

In recent months, the Centre has been successful in harvesting the fruit of several years of community outreach and corporate networking activities. In April/May, the Centre's Sustainable Internship Program (SIP) received a funding extension that will allow it to operate for another five years. Every year, SIP allows eight sustainability-focused John Molson School of Business (JMSB) students to complete three-month internships at start-ups, corporations, and non-profit organizations that are working towards deepening their own sustainability mandates.

Corporate support has also helped the Centre foray into new areas of sustainability-related research. Since April, the Centre has been in the process of establishing the Samcon Sustainable Real Estate and Built Environment Program. The program promotes feasibility research, cost-benefit analyses, and policy recommendations for sustainable material usage in residential real estate development. In addition, it is working with a leading Montreal-based commercial real estate developer to establish a sustainable commercial real estate program. Finally, it is working with one of Canada's leading pension fund management companies on a project that aims to identify and measure emerging water, environmental, and cyber-security risks and explore their impact on security returns.

To support these initiatives, the Centre has recently hired two new graduate students, an intern, and a communications/outreach assistant, and is currently hosting two visiting researchers from Europe. To accommodate this growth, the Centre has moved its offices to the 11th floor of the John Molson School of Business building – a location that will increase the Centre's visibility and will allow the Centre to collaborate closer with affiliated researchers across JMSB's academic units.

To promote sustainability education and offer a broader range of sustainability-related courses to our students, the Centre continues to assist JMSB researchers in curriculum development activities. We hope to strengthen our undergraduate and graduate course offerings by establishing a sustainability minor and/or major for our students. Furthermore, the Centre continues to work with the John Molson Executive

Centre in offering course content for the Sustainable Investment Professional Certification (SIPC) program.

The Centre also continued its work on sustainably enlivening building spaces. For instance, the Centre organized and sponsored the addition of several new exhibits to JMSB's Stairwell Art Gallery. The gallery is designed to encourage individuals to use stairs instead of taking the elevator, and to provide an art-filled environment that encourages creative thinking.

Our research associates and collaborators have continued to successfully publish in renowned international journals. The Centre supported their activities through a series of research grants and student bursaries. We invited several distinguished speakers and visiting sustainability scholars who inspired new and unconventional thinking about sustainability and encouraged fruitful discussions among our students and faculty members.

The Centre's success would not be possible without the support of students, faculty, and staff across JMSB and Concordia University, the local business community, and most noteworthy, the hard work and holistic vision by Paul Shrivastava that allowed the Centre to become what it is today. I look forward to building on the Centre's strong momentum and working with all internal and external stakeholders on enhancing the Centre's local and global recognition. This report provides a brief summary of the Centre's activities during this past academic year. I already look forward to welcoming you to our upcoming events in the coming year.

Thomas Walker
Interim Director

DEAN'S MESSAGE

Welcome to the 2014-2015 DOCSE's annual report.

The Centre was established through a generous donation by former Concordia University Chancellor, David O'Brien. Thanks to his vision, and that of the Centre's inaugural director, Paul Shrivastava, DOCSE has gained a worldwide reputation and has helped JMSB be recognized as a leader in business education that has a positive impact on the world.

In February, Paul left the director's post to become Executive Director of Future Earth, a United Nations Program for global sustainability. I would like to thank him for his years of dedication to the Centre. That the Centre is among recognized names on the world stage today is in good part due to the efforts of Paul and his colleagues over the years. I know he will continue to be a committed supporter of the DOCSE from his new role.

As you will read in the following pages, the Centre has had another busy and productive year. I am very pleased to see the continued collaboration between DOCSE and our CN Centre for Studies in Sustainable Supply Chain Management. The combined activities of our sustainability-focused centres are contributing significantly to JMSB's rising research profile.

Lastly, I would like to welcome the Centre's interim director Thomas Walker. He has been involved with DOCSE for some time now and is very familiar with the Centre. He has years of administrative experience that will serve the Centre well. DOCSE is in very capable hands.

I trust that you will enjoy reading about the many activities of DOCSE described in this report.

Steve Harvey
Dean



OUTGOING MESSAGE FROM PAUL SHRIVASTAVA

I have completed an eventful six years as the director of DOCSE at Concordia University. It has been an exhilarating time for me and we made good progress in establishing the Centre in our professional and academic communities. My heartfelt thanks to the staff, researchers, and students of the Centre, and JMSB for all their support over the years.

I move on to the next challenge of being the Executive Director of Future Earth. The lessons I learned at DOCSE will be most valuable in handling my new tasks. I carry with me strong relationships and fond memories of the work we did together. I hope we can continue the collaboration between DOCSE and Future Earth in coming years. Sustainable production and consumption, and decarbonization

of economic systems, are vital aspects of Future Earth's vision. DOCSE has already created a valuable and multidisciplinary approach to building sustainable enterprise. There is a good opportunity to extend DOCSE's work internationally in collaboration with Future Earth.

Our research collaborator and friend of the Centre, Thomas Walker has taken over as Interim Director of the Centre. I wish him good luck and look forward to supporting him to take the Centre to its next level. I also want to thank Dean Steve Harvey for his continuing support of the Centre and his vision for sustainability education at Concordia.

Paul Shrivastava
Executive Director, Future Earth



STAFF



TEJASWINEE JHUNJHUNWALA, PROGRAM COORDINATOR
Tejaswinee Jhunhunwala completed her Bachelors in Commerce from McGill University and her MA in Economics for Transition from Schumacher College in the UK. She has worked as an Environmental Specialist and Hydrocarbon Allocations Analyst at Shell Canada. At her current position in DOCSE, she engages in sustainability research projects, and manages programs and projects at the centre. She also coordinates the DOCSE Corporate Roundtables, the Distinguished Speaker Series events and the SIP. She is currently leading a project that addresses how art can be used to increase ecological consciousness and communicate values of degrowth and new economics to management students.



DAVID LANK, PROGRAM COORDINATOR
Dave Lank was a full-time employee at DOCSE until December 2014. He handled the marketing for the Sustainable Investment Professional Certification program and managed various sustainability initiatives at the Centre.



ALEXANDRA-TESS BONAREK, MARKETING ASSISTANT
Alexandra-Tess Bonarek is a marketing assistant for DOCSE and is responsible for the online content development and design. She assists the team in publishing posts for the Centre's webpage and main marketing media channels. She recently graduated with her Bachelor's Degree in International Business and Marketing Studies at JMSB.



ANDREA KIM, PHD CANDIDATE, DEPARTMENT OF MANAGEMENT, JMSB, CONCORDIA UNIVERSITY
Andrea Kim is a PhD candidate in management at the John Molson School of Business. Her research focuses on disruptive business models in the sharing economy. Andrea is also a lecturer at the John Molson School of Business and teaches on the topics of strategy and sustainability. Andrea's research with the Centre focuses on finding creative ways to reduce consumption. She also manages the external communications, marketing, and social media activities for the Centre.



CHERYL GLADU, PHD STUDENT, DEPARTMENT OF MANAGEMENT (MULTIDISCIPLINARY), CONCORDIA UNIVERSITY
Cheryl Gladu is a jack of all trades and master of some. After working for several years in the trenches of the environmental movement, she co-created and managed a small upstart green real estate development company. After years of developing and delivering professional workshops on green design and development, she fell in love with teaching on issues of design and sustainability. Cheryl has been managing the art-based projects at DOCSE and has recently started to engage in sustainable real estate research. Her main research interest is in understanding the potential for art and design to support sustainable behavior change.



MINH-THY STÉPHANIE NGUYEN, BCOMM STUDENT, DEPARTMENT OF MARKETING, JMSB, CONCORDIA UNIVERSITY
Minh-Thy Stéphanie Nguyen is an undergraduate student at JMSB. She is pursuing a BComm, majoring in Marketing and minoring in Entrepreneurship. She manages the Centre's online communications.

STAFF RESEARCHERS



AMR ADDAS, LECTURER, DEPARTMENT OF FINANCE, JMSB, CONCORDIA UNIVERSITY

Amr Addas is a lecturer at JMSB. Amr is also a Research Associate with DOCSE conducting research on sustainable investing and a member of the core faculty for the Sustainable Investment Professional Certification (SIPC) program. He is the founder and principal of Addas Financial Consulting through which he offers financial consulting services and newsletters to financial advisors and portfolio managers. Amr obtained his MBA from the University of Michigan at Ann Arbor in 1995 and his BSc in Mechanical Engineering from the American University in Cairo in 1991. He is an active member of the CFA Institute.



ROHAN CRICHTON, PHD STUDENT, DEPARTMENT OF MANAGEMENT (MULTIDISCIPLINARY), CONCORDIA UNIVERSITY

Rohan Crichton is currently completing a PhD at Concordia University. His research focuses on the intersection of human resource management (HRM) and sustainability. He has over 15 years of private, public, and international experience in the areas of leadership development, program management, and business development. He assists the Centre with research creation and dissemination in the areas of strategic HRM, organizational sustainability, and most recently, mitigating emerging risks (i.e. climate change) for organizations. Rohan also supports the Centre with various grant and business development initiatives.



DAVID MALVAR, BCOMM STUDENT, DEPARTMENT OF FINANCE, JMSB, CONCORDIA UNIVERSITY

David Malvar is an undergraduate student at JMSB. His academic specializations are in real estate acquisitions and derivatives trading. He is completing a major in Finance and is most interested in sustainable investing. He started Buyarity, a non-profit organization that allows individuals to donate to their favorite charities by shopping online. At DOCSE, he is researching how environmental, social, and governance factors affect stock prices, with an emphasis on related litigation. He is currently completing a summer research internship under the supervision of Thomas Walker and Amr Addas.



GARY NG, PHD CANDIDATE, DEPARTMENT OF FINANCE, JMSB, CONCORDIA UNIVERSITY

Gary Ng is currently a PhD candidate in finance at JMSB. He completed a BSc (Biochemistry) and BEng. (Chemical Engineering) degree at McGill University and an MBA at Concordia University. In his professional experience, Gary worked in the food processing (Labatt, Ogilvie Mills) and forestry industries (FP Innovations, Pulp and Paper Institute of Canada). At DOCSE, Gary conducts research on sustainable investing.



GUILLAUME PAIN, PHD CANDIDATE, DEPARTMENT OF MANAGEMENT, JMSB, CONCORDIA UNIVERSITY

Guillaume Pain is a PhD candidate in management at JMSB. He has been a member of DOCSE's Advisory Board since 2012. Guillaume specializes in strategy and sustainability, and his current research examines firms' collective cognitive maps and corporate environmental performance. His other research interests include sustainability, corporate social responsibility, biophysical limits to economic growth and ecological economics. Guillaume's work has been published in a Routledge book and the Best Papers Proceedings of the Academy of Management.

ADVISORY BOARD

The Advisory Board guides and makes policies for DOCSE and its programs. The board meets twice a year to approve major activities for the upcoming period. The members are:



Esther Benezra, *Director of Strategic Planning, SAJO Inc, Canada; President, SAJO UK & Founding President, British-Québec Business Coalition (BQBC)*



Harjeet Bhabra, *Professor and Associate Dean, Research and Research Programs, JMSB, Concordia University*



Anne-Marie Croteau, *Professor and Associate Dean of External Relations and Business Development, JMSB, Concordia University*



Peter O'Brien, *Advisor, Director-in-Residence, JMSB, Concordia University*



Paul Shrivastava, *Executive Director, Future Earth*



Graham Carr, *VP Research and Graduate Studies, Concordia University*



Steve Harvey, *Dean, John Molson School of Business, Concordia University*



Ron Nielsen, *President, International Centre for Business Innovation & Sustainability (ICBIS) and Director, Partnership Development, Canadian Business Ethics Research Network (CBERN)*



Marguerite Mendell, *Professor and Vice-Principal of the School of Community and Public Affairs Graduate Program Director and Director, Karl Polanyi Institute, Concordia University*



Guillaume Pain, *PhD Candidate, JMSB, Concordia University*



SCIENTIFIC COMMITTEE

The Scientific Committee sets academic research direction and selects proposals for funding for the DOCSE. Scientific Committee members are:



Stephane Brutus, *Professor*, JMSB, Concordia University



Bianca Grohmann, *Associate Professor, Research Chair Tier 2*, Department of Marketing, JMSB, Concordia University



Stuart Hart, *S.C. Johnson Chair and Professor Emeritus of Management and Organizations*, Cornell University



Michel Magnan, *Professor, Stephen A. Jarislowsky Chair in Corporate Governance, Director, Desjardins Centre for Innovation in Business Finance*, Department of Accountancy, JMSB, Concordia University



Theirry Pauchant, *Professor and Chair of Ethics*, HEC



Ahmet Satir, *Professor, Director, CN Centre for Studies in Sustainable Supply Chain Management, Department of Supply Chain and Business Technology Management*, JMSB, Concordia University

RESEARCH ASSOCIATES

DOCSE Research Associates are John Molson School of Business faculty members who have research interests in various facets of sustainability. The research associates have received DOCSE funding for a portion of their research and currently have active research projects.



Amr Addas, *Lecturer*, Department of Finance, JMSB, Concordia University
Research Interests: Analysis of performance, flows and tracking errors of SRI mutual funds, sustainable finance, venture capital investments



Onur Bodur, *Associate Professor*, Department of Marketing, JMSB, Concordia University
Research Interests: Consumer decision-making and its managerial and public policy implications, socially responsible consumption, CSR-brand relationship



Fred Davis, *Assistant Professor*, Department of Finance, JMSB, Concordia University
Research Interests: Mergers and acquisitions, venture capital, sustainable enterprise, information asymmetry, corporate finance



Bianca Grohmann, *Associate Professor*, Department of Marketing, Research Chair Tier 2, JMSB, Concordia University
Research Interests: Brand and product design, retail environments, measurement of consumer responses



Robert S. Nason, *Assistant Professor*, Department of Management, JMSB, Concordia University
Research Interests: Micro-entrepreneurship, family entrepreneurship, firm growth and slack resources



Raymond Paquin, *Associate Professor*, Department of Management, JMSB, Concordia University
Research Interests: Industrial symbiosis/industrial ecosystem development, environmental and social partnerships, alternative business models

FUNDED RESEARCH

DOCSE supports research that is intended to help organizations become more sustainable. Since 2010, we have funded a total of 19 projects, many of which have resulted in journal publications, book chapters, and conference presentations.

CURRENT PROJECTS

The following projects received funding between 2010-2015 and are still active as of the 2015-2016 academic year.

Engaging sustainability through alternative forms of organizing

Author: Raymond Paquin, Associate Professor, Department of Management, JMSB, Concordia University

Modeling the diffusion and impact of industrial symbiosis

Authors: Raymond Paquin, Associate Professor, Department of Management, JMSB, Concordia University
Ketra Schmitt, Associate Professor, Centre for Engineering in Society, ENCS, Concordia University

Corporate environmental performance: The role of strategic schemas

Authors: Raymond Paquin, Associate Professor, Department of Management, JMSB, Concordia University
Guillaume Pain, PhD candidate, Department of Management, JMSB, Concordia University

The impact of household health on family economic activity

Author: Robert S. Nason, Assistant Professor, Department of Management, JMSB, Concordia University

Is CSR for sale? Investigating the effects of acquisition of socially responsible brands on CSR perceptions

Authors: H. Onur Bodur, Associate Professor, Department of Marketing, JMSB, Concordia University
Bianca Grohmann, Associate Professor, Department of Marketing, Research Chair Tier 2, JMSB, Concordia University

Will you be physically active? Marketing a healthy lifestyle to improve consumer well being

Authors: H. Onur Bodur, Associate Professor, Department of Marketing, JMSB, Concordia University
Bianca Grohmann, Associate Professor, Department of Marketing, Research Chair Tier 2, JMSB, Concordia University

Integrating CSR campaign into marketing functions: The role of CSR cause and campaign execution style on consumer responses

Authors: H. Onur Bodur, Associate Professor, Department of Marketing, JMSB, Concordia University
Bianca Grohmann, Associate Professor, Department of Marketing, Research Chair Tier 2, JMSB, Concordia University

Is social venture capital different? Effects on fund and post-IPO performance

Authors: Frederick Davis, Assistant Professor, Department of Finance, JMSB, Concordia University
Ravi Mateti, Assistant Professor, Department of Finance, JMSB, Concordia University

The interaction of corporate social responsibility and the cost of capital: A comprehensive approach

Authors: Thomas Walker, Associate Professor, Department of Finance, JMSB, Concordia University
Kuntara Pukthuanthong, Associate Professor, Department of Finance, University of Missouri
Thomas Kaspereit, Lecturer, Department of Business Administration, Economics and Law (Accounting and Corporate Governance), University of Oldenburg
Arash Amoozegar, M.Sc. candidate, Department of Finance, JMSB, Concordia University

The development of environmental capabilities over time

Author: Judith Walls, Assistant Professor, Management and Organization, College of Business, Nanyang Business School

DOCSE FUNDED PROJECTS: OUTCOMES

The following projects are outcomes of current and past projects that have received DOCSE funding. These projects have resulted in journal publications, conference presentations, or book chapters.

Engaging sustainability through alternative forms of organizing

Author: Raymond Paquin, Associate Professor, Department of Management, JMSB, Concordia University

This funding has been primarily used for developing teaching cases of Montreal companies. Outputs include:

Publications

Paquin, R.L., Etzion, D., Povitz, J. & Gruber, B. (2014). Communauto: A big idea for a big market. Case Research Journal, 34(3).

Paquin, R.L., Bédard, C., & Grainger, G. (2013). Bio-Vert: Green to what limit? Ivey Publishing Case 9B12A035

(Reprinted in 2014) Paquin, R.L., Bédard, C., & Grainger, G. (2014). Bio-Vert: Green to what limit? Pirson, M. (Ed.), Case Studies in Social Entrepreneurship: The oikos Collection (vol 4), Sheffield, UK: Greenleaf.

Refereed Presentation

Etzion, D., Paquin, R.L., Povitz, J., & Gruber, B. (2012). Communauto: A big idea for a big market, Administrative Sciences Association of Canada Conference. St. John's, Canada.

Award

Case: Communauto: A big idea for a big market
Paquin, R.L., (2014). Oikos Case Writing Competition 1st Prize, Social Entrepreneurship Track.

Modeling the diffusion and impact of industrial symbiosis

Authors: Raymond Paquin, Associate Professor, Department of Management, JMSB, Concordia University

Ketra Schmitt, Associate Professor, Centre for Engineering in Society, ENCS, Concordia University

Julien Beaulieu, student, Centre for Engineering in Society, ENCS, Concordia University

Refereed Presentation

Beaulieu, J., Paquin, R.L. & Schmitt, K. (2015). Epidemic modeling of waste exchange adoption in an orchestrated facilitated industrial symbiosis exchanges, International Society for Industrial Ecology (ISIE) Conference. Surrey, UK.

Paquin, R.L., Beaulieu, J. & Schmitt, K. (2014). D'une pierre trois coups : la symbiose industrielle pour créer des bénéfices environnementaux, sociaux et économiques, Congrès de L'Association francophone pour le savoir. Montréal, Canada.

Schmitt, K., Paquin, R.L. & Beaulieu, J. (2015). Using agent-based modeling of facilitated industrial symbiosis exchanges to explore strategic selection of projects, International Society for Industrial Ecology (ISIE) Conference. Surrey, UK.

Corporate sustainability as a factor in asset pricing models

Authors: Thomas Walker, Associate Professor, Department of Finance, JMSB, Concordia University

Kerstin Lopatta, Full Professor, Department Business Administration, Economics and Law (Accounting and Corporate Governance), University of Oldenburg

Thomas Kaspereit, Lecturer, Department Business Administration, Economics and Law (Accounting and Corporate Governance), University of Oldenburg

Publications

Walker, T., Lopatta, K., & Kaspereit, T. (2014). Corporate sustainability in asset pricing models and mutual funds performance measurement. Financial Markets and Portfolio Management, 28, 363-407

Refereed Presentation

(2014). Academy of Business Research Winter Conference. San Antonio, Texas.

(2014). Second Paris Financial Management Conference. Paris, France.

Invited Seminar Presentations

Walker, T., Lopatta, K., & Kaspereit, T. (2014). Corporate Sustainability in Asset Pricing Models and Mutual Funds Performance Measurement, Brown Bag Seminar Series. University of Bamberg, Germany and University of Grenoble, France.

The impact of household health on family economic activity

Author: Robert S. Nason, Assistant Professor, Department of Management, JMSB, Concordia University

Refereed Presentation

Nason, R., & Gras, D. (2015). The impact of family household health on family economic activity. HEC Montreal Groupe de recherche en affaires internationales Conférence en Recherche International. Montréal, Canada.

Nason, R., & Gras, D. (2015). The impact of family household health on family economic activity. Babson Entrepreneurship Research Conference. Wellesley, Massachusetts.

Institutional change for sustainability in Namibia

Author: Judith Walls, Assistant Professor, Management and Organization, College of Business, Nanyang Business School

Referred Presentation

Walls, J. (2012). Proceedings of the Academy of Management Africa: Processes of institutional entrepreneurship: CCF's impact on Namibia's agricultural institutions. Africa.

The development of environmental capabilities over time

Authors: Judith Walls, Assistant Professor, Management and Organization, College of Business, Nanyang Business School
Catalin Ratiu, Assistant Professor, College of Business Administration, California State University

Refereed Presentation

Walls, J., & Ratiu, C. (2014). Proceedings of the Academy of Management: Corporate Visions of Sustainability: Implications for Management Theory.

Drivers of proactive sustainability strategy in family firms

Authors: Pramodita Sharma, Sanders Chair and Professor of Family Business, School of Business Administration, University of Vermont
Sanjay Sharma, Dean and Professor, School of Business Administration, University of Vermont

Publication

Sharma, P., & Sharma, S. (2011). Drivers of proactive environmental strategy in family firms. *Business Ethics Quarterly*, 21, 309-334.

Self prophecy interventions to increase sustainable consumer behaviors

Authors: H. Onur Bodur, Associate Professor, Department of Marketing, JMSB, Concordia University
Bianca Grohmann, Associate Professor, Department of Marketing, Research Chair Tier 2, JMSB, Concordia University
Kimberly Duval, M.Sc. student, Department of Marketing, JMSB, Concordia University

Publication

Bodur, H., Onur, K.D., & Grohmann, B. (2014). Will you purchase environmentally friendly products? Using prediction requests to increase choice of sustainable products. *Journal of Business Ethics*, 129, 59-75.

Refereed Presentation

Bodur, H., Onur, K. D., & Grohmann, B. (2014). Proceedings of the American Marketing Association: *How social normative influences in advertising can help increase sustainable consumption*. AMA 2014 Marketing & Public Policy Conference. Boston, Massachusetts.

Incorporating sustainability into strategies and management functions of art organizations in Canada

Author: Lidia Varbanova, Consultant, educator & researcher in the arts, culture & creative industries.

Book Chapters

Varbanova, L. (2014). *Sustainability aspects of cultural entrepreneurship*, In: *Cultural Policy and Management Yearbook*, Istanbul Bilgi University Press, pp. 94-102.

Varbanova, L. (2012). *Raising awareness about sustainability in cultural management practice*. In: *Anthology of Essays*, Journal of the Institute of Theatre, Film Radio and Television, University of Arts, Belgrade, pp. 205-214.



SUSTAINABILITY RELATED PUBLICATIONS AND PRESENTATIONS

In addition to publications arising out of DOCSE funded projects, the following are publications involving our research associates and staff researchers that have not received DOCSE funding:

PAPERS

Comas, J., Shrivastava, P., & Martin, E.C. (2015). Terrorism as organization, network and social movement. *Journal of Management Inquiry*, 24(1), 1-14.

Ivanaj, V., Poldner, K., & Shrivastava, P. (2014). HAND / HEART / HEAD: Aesthetic practice pedagogy for deep sustainability learning. *Journal of Corporate Citizenship*, 54, 23-46.

Paquin, R.L., Busch, T., & Tillemann, S. G. (2015). Creating economic and environmental value through industrial symbiosis. *Long Range Planning*, 48(2), 95-107.

Paquin, R.L., Tillemann, S. G., & Howard-Grenville, J. (2014). Is there cash in that trash? Factors influencing industrial symbiosis project initiation and completion. *Journal of Industrial Ecology*, 18(2), 268-279.

Poldner, K., Shrivastava, P., & Branzei, O. (2015). Embodied multidiscursivity: An aesthetic process approach to sustainable entrepreneurship. *Business and Society*, 1-39.

Shrivastava, P., & Addas, A. (2014). The impact of corporate governance on sustainability performance. *Journal of Sustainable Finance & Investment*, 4(1), 1-17.

Shrivastava, P., & Sybil, P. (2014). A theory of strategy – Learning from China from walking to sailing. *Management Review*, 17(1), 38-61.

Shrivastava, P. (2014). Foreword for Corporate Sustainability in International Comparison – State of Practice, Opportunities and Challenges. *Springer International Publishing*.

Wassmer, U., Paquin, R.L., & Sharma, S. (2014). The engagement of firms in environmental collaborations: Existing contributions and future directions. *Business and Society*, 53(6), 754-786.

Walker, T., Turtle, H., Pukthuanthong, K., & Thiengtham, D. (2015). Legal opportunism, litigation risk, and IPO underpricing. *Journal of Business Research*, 68(2), 326-340

Walls, J.L., & Paquin, R.L. (2015). Organizational perspectives of industrial symbiosis: A review and synthesis. *Organization & Environment*, 28(1), 32-53.

REFEREED PRESENTATIONS

Kim, A., & Shrivastava, P. (2014). Creative consumption, (ICAR) *International Centre for Anti Consumption Research Conference*. Kiel, Germany.

Crichton, R., & Shrivastava, P. (2015). *Sustaining human resources via aesthetic practices ARTEM, Organizational Creativity International Conference*. Nancy, France.

Tillemann, S.G., Paquin, R.L., & Howard-Grenville, J. (2014). *The influence of institutional logics on firm gains from industrial symbiosis, GRONEN (Group of Research on Organizations and the Natural Environment) Research Conference*. Helsinki, Finland.

Tillemann, S.G., Paquin, R.L., & Howard-Grenville, J. (2015). *Gains, large and small through industrial symbiosis, SEE (Sustainability, Ethics, Entrepreneurship) Conference*. Denver, Colorado.

Walker, T., Bitar, M., & Pukthuanthong, K. (2014). *Bank Capital, Risk, Efficiency and Sustainability: Does Compliance Matter? Second Paris Financial Management Conference*. Paris, France.

Walker, T., Bitar, M., & Pukthuanthong, K. (2014). *Basel III and Bank Efficiency: Does One Solution Fit All? Evidence from Islamic and Conventional Banks, 4th Islamic Banking Conference*. London, UK.

Walker, T., Bitar, M., & Pukthuanthong, K. (2014). *Basel III and Bank Efficiency: Does One Solution Fit All? Evidence from Islamic and Conventional Banks, Finance, Risk, and Accounting Perspectives Conference*. Oxford, UK.

2014/15 MEDIA MENTIONS

May 2014 Le Devoir

À la recherche de l'argent perdu

Source: ledevoir.com/economie/actualites-economiques/409731/a-la-recherche-de-l-argent-perdu

May 2014: Concordia.ca/cunews

Concordia celebrates faculty's commitment to classroom innovation

Source: concordia.ca/cunews/main/stories/2014/05/14/concordia-celebratesfacultycommitmenttoclassroominnovation

September 2014: Concordia.ca/jmsb

Des investisseurs plus responsables

Source: concordia.ca/cunews/main/stories/2014/09/30/des-investisseursplusresponsables

February 2015: Concordia.ca/jmsb

Thomas Walker named interim director of the David O'Brien Centre for Sustainable Enterprise

Source: concordia.ca/jmsb/research/centres/david-obrien/jmsb/research/centres/david-obrien/news/cunews/jmsb/2015/02/20/thomas-walker-named-interim-director-of-the-david-obrien-centre-for-sustainable-enterprise

February 2015: Concordia.ca/jmsb

Future Earth finds a home at Concordia

Source: concordia.ca/jmsb/research/centres/david-obrien/jmsb/research/centres/david-obrien/news/cunews/main/stories/2015/02/13/future-earth-finds-a-home-at-concordia.html

February 2015: Montrealgazette.com

Montreal lands Future Earth bureau

Source: montrealgazette.com/news/local-news/montreal-lands-future-earth-bureau

February 2015: Ledevor.com

Future Earth s'implante à Montréal

Source: ledevoir.com/environnement/actualites-sur-l-environnement/431880/future-earth-s-implante-a-montreal

February 2015: Unesco.org

Paul Shrivastava named Executive Director of Future Earth

Source: unesco.org/new/en/member-states/single-view/news/paul_shrivastava_named_executive_director_of_future_earth

February 2015: Ici.radio-canada.ca

Un professeur de Concordia prend la tête de Future Earth

Source: <http://ici.radio-canada.ca/nouvelles/environnement/2015/02/13/001-futureearth-paul-shrivastava-montreal.shtml>

March 2015: Concordia.ca/jmsb

How to (sustainably) succeed in business

Source: concordia.ca/jmsb/research/centres/david-obrien/jmsb/research/centres/david-obrien/news/cunews/main/stories/2015/03/24/how-do-you-spell-success-beyond-the-bottom-line

April 2015: Montrealgazette.com

Opinion: Our challenge on Earth Day, and year round

Source: montrealgazette.com/author/paul-shrivastava-special-to-montreal-gazette

April 2015: Concordia.ca/jmsb

The natural resource in shortest supply is time

Source: concordia.ca/jmsb/research/centres/david-obrien/jmsb/research/centres/david-obrien/news/cunews/main/stories/2015/04/22/jmsb-dentons-future-earth



RESEARCH PROGRAMS

SUSTAINABLE REAL ESTATE AND BUILT ENVIRONMENT

Samcon's Sustainable Real Estate and Built Environment Program focuses on research, events, and curriculum development in sustainable real estate and the built environment. The program will commence in the fall of 2015 and will be administered by DOCSE. Research projects will be interdisciplinary, bringing together academia, industry practitioners, the public, and non-profit sectors. Events will be designed to raise awareness and create dialogue among professionals, students, and the public.

The program seeks to support emerging greener building methods, while also challenging the status quo of sustainable development in North America by considering not only the technologies commonly associated with green building, but also the social aspects of space design. Targeted academic research will enable a deep understanding of current as well as envisioned building, and popular dissemination will share this information and encourage action in both industry and the public more generally.

SUSTAINABLE FINANCE RESEARCH

Using Bloomberg and Trucost data, we analyze the environmental footprint and responsible investing approaches of global public companies and the implementation of UN-Principles of Responsible Investing. JMSB is a participant in Trucost's Premiere University Partnership Program which gives students, faculty and staff full access to the database, in addition to various teaching tools.

SUSTAINABLE INVESTMENT PROFESSIONAL CERTIFICATION (SIPC)

SIPC is the only online international sustainable investing certification offered by a university business school geared specifically to train finance and corporate professionals. It was developed to meet the demand of financial and corporate professionals to gain the skills and knowledge in the rapidly growing sector of sustainable investing and business sustainability. The SIPC is attracting finance professionals as well as participants from the corporate world in non-finance roles but with an interest in sustainable business. The John Molson Executive Centre now manages the program.

ENDORSEMENTS

Third-party associations like the CFA (Chartered Financial Analyst) Institute, IQPF (Quebec Institute of Financial Planners), and the SIO (Social Investment Organization) are seeing value in associating themselves with the SIPC brand and are endorsing or accrediting the program.



DISTINGUISHED SPEAKER SERIES

Our Distinguished Speakers Series maintains a healthy flow of new ideas and provocative discussions on sustainability at JMSB. The presentations by leading scholars and thought leaders are intended to inspire researchers to consider greater possibilities in their own research.

FEBRUARY 13, 2015

David Brinberg – R.O. Goodykoontz Professor of Marketing and Professor of Psychology Virginia Polytechnic Institute and State University

Presentation: Creating sustainable social change

OCTOBER 10, 2014

Donald Huisingh, Editor-In-Chief, Journal Of Cleaner Production, Institute for a Secure and Sustainable Environment, University of Tennessee

Presentation: Holistic approaches to societal change

SEPTEMBER 18, 2014

Laszlo Zsolnai, Director, Business Ethics Center, Corvinus University of Budapest; Chairman, Business Ethics Faculty Group, CEMS - Global Alliance in Management Education

Presentation: Trajectories of transition to ecological sustainability: Implications for business and business schools



DOCSE INITIATIVES

CORPORATE ROUNDTABLE

Corporations have some of the greatest ability to affect change and have an impact on creating a sustainable world community. To that end, DOCSE invites corporate leaders, entrepreneurs, representatives and executives from not for profit organizations, professors and students into multi stakeholder dialogues about current environmental and social issues.

Example of companies who attend roundtables:

- IBM
- Fast International
- Birks and Mayors
- Deloitte
- Crudessence
- Quebecor
- Bombardier
- J.W. McConnell Family Foundation
- Canada Lands Corporation
- Quo Vadis Development
- Ivanhoe Cambridge
- Ville de Montreal
- United Nations

SUSTAINABLE INTERNSHIP PROGRAM (SIP)

The SIP rewards eight full-time undergraduate students who are currently enrolled at the John Molson School of Business with Deloitte funding of \$2,300 for completing four-month internships.

DOCSE and the JMSB's Career Management Services manage the SIP. Students gain experience in corporate social responsibility, ethics, green marketing, the social economy, environmental practices, responsible business practices, consulting, business development, and social entrepreneurship. Exposure and involvement are the keys to awareness and development. The SIP is thus a win-win scenario for both interns and internship hosts. Interns gain valuable hands-on experience, build their business skills, and evolve through exposure to sustainable best business practices. A solid understanding, building of skills, and acquired knowledge around sustainability is paramount for our JMSB students, in a world that is in need of young global thinkers who are socially and environmentally responsible.

Sample of previous employers with SIP:

Humane Society International, Crudessence, Sustainable Concordia, Quo Vadis, Food Secure Canada, Concordia University, NDG Food Depot, Samcon, Bombardier and Deloitte.

JMSB STAIRWELL ART GALLERY

DOCSE transformed the John Molson School of Business Building (MB) stairwells into an art filled environment, inspiring and encouraging people to walk their way towards a healthier, more sustainable, and creative life.

The Stairwell Art Gallery contains complex nature and sustainability themes by artists. The stairwells at both ends of the MB are unique and underused spaces.

Benefits of the project:

- Healthier Concordians – physical exercise in climbing steps
- Increased productivity and chance encounters with others for idea sharing
- Enhanced creativity evoked by art
- Better use of stairwell space
- Augmented awareness of sustainability themes and issues
- Fewer elevator bottlenecks
- Potential for interdisciplinary collaboration and community involvement

The current artwork available in the south and north stairwells include:

- Speak the Future, Bronwen Moen, 2013 (South Stairwell, Level 6)
- Structure, John Shukin, 2014 (South Stairwell, Level 3.5)
- Keep Moving, Zoe Power, 2014 (South Stairwell, Level 4)
- Row, PA System, 2014 (South Stairwell, Level 5)
- Family tree, Boris Biberdzic, 2014 (South Stairwell, Level 5.5)
- All Is Well, Bronwen Moen, 2014 (South Stairwell, Level 6.5)
- Thriving Cargo, Razielle Aigen, Karen Boyle, and Bronwen Moen, 2014 (South Stairwell, Level 7)
- Untitled, Cam Novak, 2014 (South Stairwell, Level 8)
- The City, Lori Nix, 2014 (North Stairwell)
- Drawn to trees, Petra Zantingh, 2015 (South Stairwell, Level 4.5)

JMSB STAIRWELL ART GALLERY FUNDING

The JMSB Stairwell Art Gallery received funding from two sources:

MITACS-FQRNT Research Grant – In-Place Media Augmented Reality Project
January 2014. Shrivastava, P. (\$15,000)

JMSB North Stairwell Art Project - 'The City' by Lori Nix – Public License extended by David O'Brien Centre for Sustainable Enterprise until December 2015 (\$1,000)



VISITING SCHOLARS PROGRAM

This program brings together sustainability scholars at JMSB with scholars from around the world. It encourages collaborative work that stretches research in interdisciplinary and cross-national directions.

Scholar visits may last from one to 52 weeks and provide valuable face-time to conduct joint research, writing projects, and access to wider research resources of the Montreal region. Each sustainability scholar works closely with a JMSB faculty sponsor who also serves as a collaborator and local guide for the visit.

Our past and present visiting scholars are:



DR. YONG LIU

College of Management and Economics of Tianjin University, China
Duration of visit: December 1, 2013 – December 1, 2014

Yong Liu is an associate professor at Tianjin University in China. He has published two books and over 30 articles in professional and scholarly journals, including 13 articles indexed by SCI/SSCI and four articles indexed by EI/ISTP/ISSHP. In addition, he has led numerous projects funded by the Chinese National Natural Science Fund, Canada's CBIE, Austria's OEAD, the Chinese Ministry of Education, the Chinese Academy of Sciences, and the Fujian National Natural Science Fund. His work has been featured in Xinhua News and the URBACHINA and UPFORUM websites. He is an editor of the *International Journal of the Academy of Organizational Behavior Management*. While doing his research alongside Paul Shrivastava, Yong Liu managed to enrich his research agenda on topics such as low carbon management, residents' low carbon behavior, the relationship between culture and firms' behavior, and the effect of aesthetics on firms' behaviors.



LASZLO ZSOLNAI

Corvinus University of Budapest, Hungary.
Duration of visit: September 1, 2014 – October 31, 2014

Laszlo Zsolnai is a professor and director of the Business Ethics Center at Corvinus University of Budapest, Hungary. During his stay at DOCSE, Laszlo Zsolnai presented at our Distinguished Speaker Series about "Trajectories of Ecological Transition: The Implications for Business and Business Schools", and participated in the Leaders in Biodiversity Conservation Conference with a presentation on "Spirituality and

Biodiversity Management". He collaborated with Paul Shrivastava on several papers including "Genius of Place: The Idea of Place-based Enterprise" and "Toward Beautiful Organizations". In addition, Professor Zsolnai had many collaborations with Montreal professors from Concordia, McGill, and HEC Montreal.



CHRISTIAN FIEBERG

University of Bremen, Germany
Duration of visit: May 1, 2015 – September 30, 2015

Christian Fieberg is a postdoctoral research fellow at the University of Bremen, Germany. He received a postdoctoral fellowship through the German Academic Exchange Service (DAAD). Dr. Fieberg's research interests include sustainability, empirical finance, asset pricing, portfolio management, and risk management. During his research visit, he plans to pursue a project that investigates performance differences between different types of equity securities. Specifically, Fieberg aims to (1) empirically analyze if the exposure to factor mimicking portfolios or firm characteristics (including a variety of sustainability related measures) explain the dispersion in average stock returns and (2) to analyze the implications on how investors should form portfolios.



FELIX CANITZ

University of Oldenburg, Germany
Duration of visit: March 1, 2015 – August 31, 2015

Felix Canitz is completing his doctoral research work in responsible accounting and corporate governance under the supervision of Kerstin Lopatta, PhD at the University of Oldenburg, Germany. He received a visiting fellowship through the German Academic Exchange Service (DAAD). While at DOCSE, he is working on two research papers that investigate the importance of environmental, social, and governance (ESG) factors on stock price returns and the impact of CFO risk attitudes on the accounting quality of a firm.



CONFERENCES

GROUP OF RESEARCH ON ORGANIZATIONS AND THE NATURAL ENVIRONMENT (GRONEN) RESEARCH CONFERENCE

JUNE 2014, HELSINKI, FINLAND

In recent years, corporate sustainability has become a mainstream research topic within business schools. While this is a positive development, scholars in the field are increasingly asking whether or not corporate responsibility is able to tackle the most critical environmental and social challenges faced by the global society such as climate change, poverty, depletion of natural resources and growing inequality. The influence of corporate responsibility on these and other burning societal challenges remains unclear. Even business leaders have recently started to ask whether business schools are able to provide sufficient sustainability capabilities to future leaders.

With this in mind, the 2014 Gronen Research Conference was focused on research about corporate responsibility policies, strategies and activities, as well as the influence and impact of corporate responsibility with regard to three broad global sustainability challenge areas, namely climate change, the scarcity of natural resources, and global poverty and inequality. Paul Shrivastava conducted a walkshop during this conference.

ART AND SUSTAINABLE ENTERPRISE WORKSHOP

JUNE 2014, ICN, NANCY, FRANCE

The International Research Chair on Art and Sustainable Enterprise examines the dynamic relations between art, aesthetics, and sustainable development of organizations. The chair is a joint initiative between DOCSE, the ICN Business School and the ARTEM Program in Nancy, France. This first workshop organized under the chair brought leading art and sustainable enterprise researchers together to present the members' current and future projects. The workshop promoted a productive exchange between researchers and allowed them to discuss further collaborative work. Paul Shrivastava organized and moderated a workshop.

UN-PRI CONFERENCE

SEPTEMBER 2014, MONTREAL, CANADA

DOCSE worked with the United Nations Principles for Responsible Investment (UN-PRI) Academic Network to host a conference in Montreal. The agenda covered a wide variety of topics including debates on fossil fuel divestment, investor tax responsibility, green bonds, fracking, human rights in extractives, and executive remuneration. Paul Shrivastava, Amr Addas and Thomas Walker served on the Organizing and Academic Selection Committee.

DOCSE-FILAGO JOINT WORKSHOP

OCTOBER 2014, MONTREAL, CANADA

The workshop offered participants from Europe, the U.S., and Canada an opportunity to present and discuss their latest research findings in the area of risk management, securities law, corporate governance, and sustainability. The event, co-hosted by Paul Shrivastava and Thomas Walker, was a joint initiative between DOCSE and the Montreal Research Group for Finance, Law, and Corporate Governance (Filago).

SUSTAINABILITY RELATED CURRICULUM

UNDERGRADUATE COURSES

MANA 499: International Community Engagement (Special Topics in Management) Management (JMSB), Design & Computational Arts (FFA) and Loyola College of Sustainability and Diversity (FAS)

MANA 374: Sustainable Management
Department of Management
Instructor: Andrea Kim, Part-time Lecturer

FINA 455S: Sustainable Investing
Department of Finance
Instructor: Amr Addas, Lecturer

MARK 4XX: Marketing and Social Responsibility
(Note: This course will not be offered until the 2016-2017 academic year)
Department of Marketing
Instructor: Onur Bodur, Associate Professor

GRADUATE COURSES

MARK 672Y (MSc Program): Social Responsibility and Public Policy in Marketing
Department of Marketing
Instructor: Onur Bodur, Associate Professor

ADMI 831Z (PhD Program): Social Responsibility and Public Policy Topics in Marketing
Department of Marketing
Instructor: Onur Bodur, Associate Professor

MBA COURSES

GIIM 655: Sustainable Investing
(MBA with complete CFA Integration Program)
The Goodman Institute for Investment Management
Instructor: Amr Addas, Lecturer

MANA 695U: Sustainable Business Strategy
Department of Management
Instructor: Raymond Paquin, Associate Professor

MBA 625: Managing Strategic Action (Strategy and Social Responsibility in Action)
Department of Management
Instructor: Rajshree Prakash, Lecturer Assistant Professor

MBA 691, GDBA 508 (Graduate Program): Business Ethics
Department of Management
Instructor: Tim Field, Senior Lecturer

MBA 695S: Sustainable Investing
Department of Finance
Instructor: Amr Addas, Lecturer

MANA 6950, GDBA 595A (Graduate Diploma): Corporate Governance
Department of Management
Instructor: Janis Riven, Adjunct Professor

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DOCSE E-NEWSLETTER

To join the quarterly e-newsletter mailing list, please email: andrea.kim@concordia.ca

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