

# DAVID O'BRIEN CENTRE FOR SUSTAINABLE ENTERPRISE

*Annual Report 2010*

issants. Ces deux dimensions ont été soigneusement débattues par les membres de la Commission de la résilience de l'Université de Montréal.

Le terme de résilience réfère à la capacité d'un système de maintenir son fonctionnement en présence d'un stress ou d'un choc. Un objet résilient est capable de résister à un choc et de retrouver son état d'équilibre initial.

Le Massachusetts Institute of Technology a abordé le concept de résilience dans une étude intitulée *Resilient Design: The Next Frontier in Sustainable Design*. Cette étude a analysé la résilience comme une faculté stratégique qui permet à un système de faire face à des événements imprévus avec flexibilité et en recourant à une variété de stratégies. Elle a souligné l'importance de la pensée créative et d'exécuter des réponses innovantes.

Les organisations, les communautés et les pays ont tous des niveaux de résilience différents. Lors de crises, les organisations les plus résilientes sont celles qui ont une conception claire de la résilience et qui soutiennent la résilience de leurs membres.

Les sciences sociales et technologiques dans le monde ont fait de la résilience un domaine de recherche prioritaire. Les recherches vers le développement de nouvelles théories de la résilience ont conduit à une meilleure compréhension de la résilience et à la mise en œuvre de stratégies pour améliorer la résilience des organisations.

Le développement de la résilience est un processus continu. Or, les organisations les plus résilientes sont celles qui ont une vision claire de la résilience et qui ont mis en œuvre des stratégies pour améliorer leur résilience. Nous nous sommes appuyés sur les travaux de la Commission de la résilience de l'Université de Montréal et sur ceux de la Commission de la résilience de la ville de Montréal pour élaborer les principes directeurs suivants.

Les principes directeurs de la résilience sont les suivants :

- 1. Identifier les dimensions qualitatives de la résilience.
- 2. Définir des objectifs de résilience.
- 3. Mettre en œuvre des stratégies pour améliorer la résilience.
- 4. Mesurer et évaluer la résilience.
- 5. Partager et diffuser les connaissances.
- 6. Favoriser la collaboration.

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## TABLE OF CONTENTS

Message From the Director	1
Message From the Dean	2
Message From David O'Brien	3
Centre Objectives	4
Advisory Board	5
2009-2010 Scientific Committee Members	6
Research Programs	7
<i>Background</i>	7
<i>Funded Research Programs</i>	8
<i>Publications</i>	8
<i>Conference Presentations</i>	8
<i>Other Research Programs</i>	9
Research Associates	10
Outreach to Organizations and Community	11
<i>Montreal Sustainability &amp; Finance Initiative</i>	11
<i>L'Itinéraire Community Group</i>	11
<i>Breaking the Silos Conference, August 5, 2010</i>	12
<i>Montreal: Exploring a City's Passion and Compassion</i>	12
Student Activities and Curriculum	13
<i>Curriculum Development</i>	13
<i>Sustainable Organizations Stream</i>	13
<i>John Molson Sustainable Business Group (JSG)</i>	13
<i>"Ideas Worth Spreading" TEDx Concordia Series</i>	13
<i>JMSB Sustainable Internship Program</i>	13
<i>International Community Outreach Program (iCOP)</i>	14
<i>Earth Day</i>	14
<i>350.org</i>	15
Scholarships and Awards	16
Distinguished Speaker Series	18
<i>Fall and Winter 2009 and 2010</i>	18
<i>Fall and Winter 2010 and 2011</i>	20
Sustainability Scholars In-Residence Collaborations	21



## MESSAGE FROM THE DIRECTOR

I am delighted to present this first annual report of the David O'Brien Centre for Sustainable Enterprise. The Centre was inaugurated on November 16, 2009, by Mr. O'Brien. Since then we have been busy establishing programs to meet our mission and objectives. A lot has happened in the past nine months and we are glad to share all of this with you. However, what we are most excited about is what is coming in the following year. This report will give you a glimpse of that too.

Creating a new Centre within a university is an organizational challenge that requires the inputs of many people. We have been fortunate to receive help from many parts of the Concordia community. Concordia President, Judith Woodsworth, Provost, David Graham, and Vice President, Michael DiGrappa, have strategically positioned sustainability initiatives into the university's plans. Dean Sanjay Sharma's team at the John Molson School of Business (JMSB) provided operational support on every aspect of our Centre. Our Centre's Advisory Board and Scientific Committee have generously given their time to guide our activities. In addition, our Research Associates, staff and students have conducted daily work towards implementing our programs.

I hope this Centre will serve to expand sustainability dialogues and actions among stakeholders – students, businesses, government, and the public. For this to happen, we need your inputs. Tell us how we can more effectively serve your important sustainability needs. We invite your suggestions and encourage you to participate in our programs.

With Best Wishes,

**PAUL SHRIVASTAVA, PhD**

*David O'Brien Distinguished Professor of Sustainable Enterprise  
Director, David O'Brien Centre for Sustainable Enterprise*

## MESSAGE FROM THE DEAN

Welcome to the first annual report of the David O'Brien Centre for Sustainable Enterprise. The John Molson School of Business educates leaders to manage for the future in complex, multi-stakeholder, global, and sustainable business environments. The Centre is one of the several initiatives at JMSB to establish our global leadership in delivering management education that will have a positive impact on both business and the society it is embedded in.

The Centre's objectives are to foster collaborative research in sustainable enterprise, offer research and practical training to students, facilitate sustainable initiatives by students, staff and faculty, and build community outreach around sustainable enterprise. Within a year, the Centre has undertaken initiatives in all these domains and the first annual report highlights the Centre's initiatives and successes since its opening last fall. The Centre is a creative space that facilitates multi-stakeholder dialogue so that innovative research ideas can flourish and have a positive societal impact.

The Centre's Director, Paul Shrivastava, has demonstrated dedicated leadership in fulfilling the mission of the Centre. Of course, the Centre would not have been possible without the generosity and vision of our benefactor, Concordia University Chancellor David O'Brien. I am confident that with Dr. Shrivastava's leadership and Chancellor O'Brien's unwavering support, the Centre will enable JMSB to achieve and maintain global leadership in research and practice on sustainable enterprise.

I invite you to read this report and to learn more about the innovative sustainability-focused research endeavors by our faculty, students and research collaborators.

With Warm Regards

**SANJAY SHARMA, PhD**  
*Dean*



## MESSAGE FROM DAVID O'BRIEN

I am excited by the progress that the Centre for Sustainable Enterprise has made in its first year. With the support of the University and in particular the support of Dean Sanjay Sharma, the Centre recruited an outstanding Director in Paul Shrivastava. Paul is determined to make the Centre an important contributor to sustainability, not solely by its research but by engaging all stakeholders to make a difference in the real world.

I look forward with confidence to seeing the Centre evolve under Paul's leadership. He has many exciting ideas and the determination to make things happen.

DAVID O'BRIEN,  
*Benefactor*



The mission of the David O'Brien Centre for Sustainable Enterprise (DOCSE) is to be a leader in developing business practices that support corporate social responsibility, environmental health and safety, environmental management, community, and greening activities in a holistic and systemic way.

#### DOCSE has three main goals:

- 1 Advancing scholarly research and developing practical solutions for creating sustainable enterprises
- 2 Integrating sustainability into teaching, learning and student activities
- 3 Outreach initiatives to embed sustainability into organizations and community

#### It accomplishes these goals through three programs:

- 1 Research on Sustainable Enterprise
- 2 Curriculum and Student Support
- 3 Outreach to Organizations

Through these programs, DOCSE provides a variety of ways for faculty and students to participate in building and strengthening our efforts to promote sustainable development at JMSB, Concordia University, within our local community, and internationally.





**Paul Coté**  
*(Retired) Chief Executive Officer and President, VIA Rail Canada*



**Stephanie Berger**  
*Doctoral Candidate, JMSB, Concordia University*



**Anne-Marie Croteau**  
*Associate Professor, Director of the John Molson Executive MBA, JMSB, Concordia University*



**Louise Dandurand**  
*Vice President Research and Graduate Studies, Concordia University*



**Jeffrey Hollander**  
*Executive Chairman and Chief Inspired Protagonist, The Seventh Generation, Inc.*



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



**Peter O'Brien**  
*Esq. Advisor, JMSB, Concordia University*



**Sanjay Sharma**  
*Dean, JMSB, Concordia University*



**Paul Shrivastava**  
*David O'Brien Distinguished Professor and Director of David O'Brien Centre for Sustainable Enterprise*



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



**Sandra Betton**  
*Chair, Finance Department, JMSB,  
Concordia University*



**Stephane Brutus**  
*Chair, Management Department,  
JMSB, Concordia University*



**Stuart Hart**  
*S.C. Johnson Chair and Professor,  
Cornell University*



**Michel Magnan**  
*Professor, Lawrence Bloomberg  
Endowed Chair in Accountancy,  
JMSB, Concordia University*



**Ian Mitroff**  
*Professor, Alliant International  
University and Adjunct Professor,  
UC Berkeley*



**Thierry Pauchant**  
*Professor and Chair of Ethics, HEC  
Montréal*



**Pramodita Sharma**  
*CIBC Distinguished Professor of  
Family Business, JMSB, Concordia  
University*



**Background**

DOCSE supports research, training and outreach initiatives that will assist organizations in becoming sustainable. DOCSE's research agenda includes: design and development of sustainable enterprise, organizational responses to global climate change, corporate social responsibility and performance, environmental management systems, management of environmental and technological crises, psychological, social and cultural change towards sustainability, and ecopreneurship. These outlined sustainability initiatives are encouraged among our faculty and students as proactive measures to create business approaches that incorporate sustainability. In other words, DOCSE assists organizations in understanding and developing systemic and integrated sustainability strategies.

### The titles of the four new sustainability courses developed this year

- Doctoral Seminar on Sustainability Research in Management  
*Dr. Judith Walls*
- Corporate Governance and Social Responsibility  
*Dr. Judith Walls*
- Sustainable Management  
*Dr. Paul Shrivastava*
- Global Climate Change  
*Dr. Paul Shrivastava*

### Funded Research Programs

- Engaging Sustainability through Alternative Forms of Organizing
  - *Dr. Raymond Paquin, Management Department, JMSB, Concordia University*
- “Neither a Borrower Nor a Lender Be?” Peer-to-Peer Lending and Identity Similarity
  - *Dr. Devasheesh Bhawe, Management Department, JMSB, Concordia University*
  - *Dr. Amit Kramer, Carlson School of Management, University of Minnesota*
- The Development of Environmental Capabilities Over Time
  - *Dr. Judith Walls, Management Department, JMSB, Concordia University*
- Drivers of Proactive Environmental Strategy in Family Firms
  - *Dr. Pramodita Sharma, Management Department, JMSB, Concordia University*
  - *Dr. Sanjay Sharma, Dean, JMSB, Concordia University*
- Assessing the Environmental Friendliness of E-Learning: How Green is E-Learning?
  - *Dr. Raafat Saadé, Decision Sciences & Management Information Systems Department, JMSB, Concordia University.*

### Publications

- Sharma, P. and Sharma, S., “Drivers of Proactive Environmental Strategy in Family Firms”, *Business Ethics Quarterly*, October, 2010.
- Shrivastava, P. and Statler, M., “L’esthétique des systèmes résilients”, *Telescope*, September, 2010.
- Shrivastava, P. “A Pedagogy of Passion for Sustainability”, *Academy of Management Learning and Education*, Sept, 2010.
- Walls, J.L., Phan, P.H. & Berrone, P., “An Assessment of the Construct Validity of Environmental Strategy Measures”, *Business & Society*, 2010.

### Conference Presentations

1. PESIT Conference on Paradigm Conflict in a Globalizing World, Bangalore, India, Jan 7-9, 2010, Keynote speech by Dr. Paul Shrivastava on "Paradigm Crises and Management Challenges of the 21<sup>st</sup> Century".
2. International Association of Business and Society Annual Meeting, Banff, Canada March 25-27, 2010 - Keynote panelists Dean Sanjay Sharma and Dr. Paul Shrivastava on "Transitioning to Sustainability". GRONEN Research Conference, Milan, Italy, June 23-26,
3. 2010, Keynote speech by Prof. Paul Shrivastava on "Managing Sustainability with Passion". Academy of Management, Montreal, Aug 7-10, 2010. Professional
4. Development Workshop by Dr. Raymond Paquin, Stephanie Berger and Dr. Paul Shrivastava, on "Passion and Compassion in Montreal".

### Other Research Programs

- **Art-Based Learning**

In collaboration with ICN Business School's ARTEM Program, DOCSE researchers are exploring the use of the arts and art-based methods for understanding sustainability issues. The project examines the dynamic relations between art, aesthetics and sustainable development of organizations. Art influences the sustainability of companies through architecture, aesthetics of workspaces, design of products and services, graphic art in advertising, and art-based training methods. Art also allows us to study those aspects of organizational sustainability which are a strength of aesthetics inquiry, such as sensory and emotional experiences often ignored in traditional management studies. The project also develops instrumental ways of using the art techniques (from music, dance, painting, photography, etc.) for teaching and training on sustainability issues.

- **Industrial Symbiosis Development and Impacts (ISD)**

For five years, ISD has investigated the ways in which one firm repurposes another company's waste and how these networks of companies have evolved in the UK. ISD has spawned working relationships between firms, based on creating more sustainable production lines. The UK has the world's only national-level program (National Industrial Symbiosis Programme) which is tasked by the UK government with developing regional-level industrial symbiosis networks as a key approach towards supporting UK businesses to remain economically competitive while reducing their environmental burdens, in accordance with EU-wide environmental

directives. ISD looks at the role brokering organizations play in developing these networks. It also examines the networks' impact (environmentally and economically) as they develop over time and how this process might be applicable in other countries/cultures.

- **Solar Communities - Photovoltaic Power Plant: Rural Mini Grid**

This program, taking place in rural India, is divided into two components - the installation of a 20kW solar power plant for each village and the creation of business and socio-economic models that can help create services needed for business, economic and social development. Power generated will provide home lighting, drinking water and irrigation. As populations progressively increase, the system can be extended to other villages in the surrounding area and other options become possible, where biomass and wind energy sources can be implemented. Unlike current economic development models, which are often highly urban-based, this innovative study builds an economic base for people remaining in their native setting while developing the economy around a rural setting.

- **Breaking the Silos Conference**

The best way to create a holistic understanding of Sustainable Enterprise is to integrate across and bridge the silos that exist within business schools, other faculties and across universities. In business schools, these silos include Management, Accounting, Finance, Information Systems, Operations, and Marketing. In addition, Art

and Design, Social Sciences, Geography, Engineering and others are doing very interesting work pertinent to sustainable enterprise as well, but there is little shared knowledge between these silos. DOCSE seeks to unite faculty from all disciplines and build relationships with colleagues around the world to host a conference on "Breaking the Silos", with the potential to have significant impact in establishing a holistic approach to Sustainable Enterprise.

- **Sustainable Investment Professional Designation Program**

DOCSE is supporting the Montreal Finance and Sustainability Initiative, a dialogue among 65 financial and related companies in Montreal. Through this dialogue, financial service industry professionals have identified the importance of developing a training program for certifying financial analysts in sustainability. Senior financial industry executives indicated that investment professionals need basic training on the subject. The group is creating a curriculum that covers six informational categories: Corporate Governance, Corporate Social Responsibility, Environmental Issues, Industry Practices, Sustainability Tools, and Investment Policy. The program will be delivered through a network of faculty at major Montreal universities and consultants as well as corporate executives from the financial services sector.

- **Sustainable Enterprise Leadership Workshop**

What are the basic concepts of sustainable development and sustainable enterprise? How can sustainability be used to create competitive advantage and profitability? Business leaders are in need of these answers for their own companies. The Sustainable Enterprise Leadership workshops are designed to help corporate leaders understand the challenges and benefits of sustainable development, develop holistic sustainability strategies for their companies, and embed sustainability into the core of their business. Participants learn ecological and social sustainability trends and their corporate implications. They learn to create ecological efficiencies in designing products/services, operations, logistics and human resources. They also explore how organizations can become more competitive, save costs, and improve their "triple bottom line"



**Zeynep Arsel**

Marketing Department  
Consumer behavior, Qualitative research methods, Brand management, Social media, and Marketing



**Devasheesh Bhave**

Management Department  
Electronic monitoring, Job design, and Emotional regulation



**Onur Bodur**

Marketing Department  
Consumer decision making, its managerial and public policy implications, Social influences on individual and joint consumer decisions, Consumer responses to price and price information, Self control in consumption, Socially responsible consumption, and CSR-Brand relationship



**Charles Cho**

Accountancy Department  
Social and environmental accounting and reporting, Corporate social responsibility, Accounting and the public interest, and Accounting and public policy



**Raymond Paquin**

Management Department  
Industrial symbiosis/industrial ecosystem development, Environmental and social partnerships, and Alternative business



**Raafat Saade**

Decision Sciences & Management  
Information Systems Department  
Development of complex systems, Knowledge engineering, and Management of information systems/technologies



**Paul Shrivastava**

Management Department  
Sustainability and the arts, Organizational resilience, Renewable energy, Environmental crisis management, and Sustainable competitive advantage



**Navneet Vidyarthi**

Decision Sciences & Management  
Information Systems Department  
Strategic design and tactical planning in logistics and supply chain management, Large-scale optimization, Simulation-based optimization, and Meta-heuristics.



**Judith Walls**

Management Department  
Corporate governance and corporate social responsibility: role of shareholders, board of directors and CEOs, Development of environmental capabilities, Measurement of environmental strategy, and Industrial symbiosis/industrial ecosystem development



**Ulrich Wassmer**

Management Department  
Value creation, Inter-organizational collaboration (especially alliance portfolios, alliance life cycle issues, environmental partnerships, multi-partner alliances), and Resource based view of the firm

### Montreal Sustainability & Finance Initiative

With the leadership of two Montreal-based consultants, Milla Craig and Ron Nielsen, DOCSE helped establish the Montreal Sustainability and Finance Initiative. This project seeks to bring sustainability concerns to mainstream finance and investment communities in Montreal, Canada and the world. Its goals are to transform the traditional business model of financial organizations — enabling the finance community, business leaders and government institutions to make and value socially and environmentally responsible (SER) investments, many of which have global impacts. This initiative will work to develop education and training programs, awareness programs and promote integrated, multidisciplinary and holistic approaches to research and teaching of sustainability.




### L'itinéraire Community Group

Since 1990, Groupe Communautaire L'itinéraire, a Montréal not-for-profit organization, has developed social economy projects aimed at improving living conditions of the city's homeless. One such project is the L'itinéraire newspaper. The newspaper is sold by the homeless at street corners for a profit which they keep. Richard Turgeon of L'itinéraire and Paul Shrivastava, Director of DOCSE created a 24 page supplement (insert) to the GeoTourism themed August 2010 issue. This supplement was devoted to the Academy of Management Annual Meeting which took place in Montreal from August 6-10.

In a related project L'itinéraire works with the Montreal Parking Authority to create **Campagne ParcoDon 2010 « Le trottoir des célébrités ParcoDon<sup>MD</sup>**. Parking meters are hand painted by local artists and celebrities and placed in various parts of the city. Donations into these parking meters go to support L'itinéraire programs. Paul Shrivastava was invited to paint a parking meter that is installed on de Maisonneuve Blvd at the entrance to Concordia University's Hall Building. Try to find it and when you do, drop any coins you may have into it!

More information on the program is at [itineraire.ca/Parcodon/index.php](http://itineraire.ca/Parcodon/index.php)



"Breaking the Silos" conference was attended by 26 researchers from USA, Europe and Canada.

#### Breaking the Silos Conference, August 5, 2010

Business school research on sustainable enterprise and the green economy is highly fragmented and lacks cross-and interdisciplinary integration. It has evolved in functional silos of Management, Accounting, Finance, Information Systems, Operations, and Marketing. Beyond business research there are many areas of the social sciences, engineering, biological science, arts, and the humanities that are pertinent to understanding the required transition of the global economy toward sustainability.

Sustainability of enterprises requires holistic integrated thinking to find complete, systemic, and practical answers. To explore breaking out of the silos, bridging between them, and developing a more integrated field that draws on the strengths of separate disciplines but is more holistic in character, DOCSE organized the "Breaking the Silos" conference. It was attended by 26 researchers from USA, Europe and Canada. It led to the creation of World Business School Council on Sustainable Business

[wbcsb.com](http://wbcsb.com)

#### Montréal: Exploring a City's Passion and Compassion

The 2010 Academy of Management conference was held this year in Montreal. With an attendance of over 10,000 business academics from around the world and the theme of 'passion and compassion'. It made perfect sense for DOCSE to be involved. Stephanie Berger, Raymond Paquin, and Paul Shrivastava of DOCSE collaborated with Corinne Gendron and Jean Pasquero of UQAM and Emmanuel Raufflet of HEC-Montreal to organize an embodied learning experience exploring some of the city's more interesting organizations. They led a group of over 30 academics on visits with L'Intinaire (itinaire.ca), LOVE (leaveoutviolence.org), Studio Breathe (studiobreathe.com) to 'live in' the realities of these organizations for a short while – observing, participating, and becoming part of their organizations. While doing so, they met with leaders of these organizations to learn more about how they engaged in their respective missions and learned what success means on their terms. They also met with members of their communities directly and learned about their perspectives of these organizations and the impact of these organizations on their lives. Building from these experiences and their own individual and diverse experiences, they closed by discussing what they can learn from these types of organizations and how can they apply these learnings to their own research and theorizing.

### Curriculum Development

Centre affiliated faculty have created the following new courses on sustainability, corporate social responsibility and governance:

- Global Climate Change: Business Opportunities and Threats
- Sustainable Management
- Corporate Governance and Social Responsibility
- Doctoral Seminar on Sustainability in Management research

### Sustainable Organizations Stream

The Management major in the area of “Sustainable Organizations” focuses on achieving long-term prosperity for multiple stakeholders, including business, employees, environment and society. The curriculum equips students with skills for managing sustainably and competitively in a changing world and to manage in economically, ethically, environmentally and socially responsible ways. Graduates may seek entry-level management or consulting positions and positions in Corporate Social Responsibility, Diversity, Sustainability and Environment-Safety and Health-Management programs. Graduates may also seek further specialization in environmental management, occupational safety and health, labour process compliance or environmental impact assessment.

### John Molson Sustainable Business Group (JSG)

The mission of JSG is to provide JMSB students with the resources to effectively and professionally incorporate sustainability in their pursuit of becoming ecologically aware, socially just, and economically responsible business leaders. JSG is unique in its approach of combining business students from the undergraduate and graduate levels as its executive board. The array of sustainability resources offered by JSG include, amongst others, company tours, speaker series, collaboration with case competitions, and of course its annual Sustainable Business Conference.

[jsg-jmsb.ca](http://jsg-jmsb.ca)



### “Ideas Worth Spreading” TEDx Concordia Series

Since its inception in 1984 as a nonprofit conference, Technology Entertainment and Design (TED) has spread around the world, bringing together three fields – technology, entertainment and design – in the spirit of “ideas worth spreading”. TED now offers TEDx, which allows individuals and organizations to share their “ideas worth spreading” by hosting their own TED-like conferences. This year, DOCSE joins ranks, hosting a TEDx conference focused on building awareness of sustainable issues and creating an opportunity for future collaborative actions in sustainable enterprise.

[tedxconcordia.com](http://tedxconcordia.com)

### JMSB Sustainable Internship Program

Developing leaders in sustainable enterprise is an important part of DOCSE. Therefore, in conjunction with local companies and the John Molson Career Management Services (CMS), DOCSE has set up an internship program for undergraduate and graduate students that is mutually beneficial to companies and students. This program offers students a chance to gain valuable, hands-on experience working in a company on sustainability related challenges. Students utilize tools and learn skills that include the implementation of sustainability components within a company in a way that meets the company’s needs, while incorporating ecological, social and economic concerns.

[johnmolson.concordia.ca/sip](http://johnmolson.concordia.ca/sip)

*"Over the last 4 weeks, I have been working alongside the Director of Communications and Corporate Social Responsibility, as well as the Public Relations advisor and Senior Marketing advisor at JACOB. Shadowing my colleagues has been a crucial element to my overall understanding of CSR. It has educated me on how to market a clothing retailer as socially responsible, which I feel is as important as following through with the initiatives themselves. Being a month into my stay at JACOB as the CSR/ Sustainability intern, I now have good insight as to what to expect on the job and am even more motivated to pursue my interests in Corporate/ Personal Social Responsibility. I fully appreciate the opportunity and would definitely suggest it to my peers!"*

Sarah Orlando, CSR/Sustainability Intern, Jacob Inc.

*"Working with R4 and learning about true sustainability was a very rewarding summer internship. I found it provided a depth of involvement that was both a challenge I could overcome, and a work environment that was fun and comfortable to be in. I feel that this experience will be a great addition to my resume, as well as my professional career path."*

Thomas Hetch, R4 Bookstore Intern, Sustainable Concordia R4 One-Sided Notebook Project



### International Community Outreach Program (iCOP)

This international internship program offers both graduate and undergraduate students the opportunity to develop sustainable communities in Uganda. It provides students with experience in community-level entrepreneurship and insight into self-sustaining economic development that affords stability and growth for the communities in which they work. Students also gain perspective by working in a collaborative way with the program's multiple participants and researchers (University of Oregon, Drake, Copenhagen Business School, University of Kampala).



### Earth Day

First launched as an environmental awareness event in the United States in 1970, Earth Day (April 22) is celebrated as the birth of the environmental movement. More than 6 million Canadians join 1 billion people in over 170 countries in staging events and projects to address local environmental issues.

At DOCSE, we celebrated Earth Day by having people in the business building lobby area write, sign or draw their own personal environmental pledges for the year on the other side of previously-used vinyl banners.



### 350.org

On October 24<sup>th</sup> people in more than 180 countries came together for the most widespread day of environmental action in the planet's history to call for strong action and bold leadership on the climate crisis. 350 is the suggested limit in atmospheric CO<sub>2</sub> concentration in parts per million to avoid dangerous climate change.

DOCSE, along with the John Molson Sustainable Business Group (JSG) and the Concordia Student Union, organized a walk to the top of Mt. Royal and a picnic at the lookout to help spread the message of 350.



**350: IT'S A COMMON CALL FOR**

# CLIMATE ACTION

FOR PEOPLE AROUND THE GLOBE FIGHTING TO STOP CLIMATE CHANGE AND TO REMAKE OUR WORLD.

**350:** it signifies the safe upper limit of CO<sub>2</sub> in our atmosphere.

An International Day of Climate Action

# Oct. 24 2009

Join the movement!

TAKE A STAND FOR A FAIR COPENHAGEN CLIMATE TREATY THAT MEETS THE SCIENCE.

**350.org**

Enjoy a carbon and cost free lunch on the  
**JMSB Mt. Royal Walk & Picnic**  
 Meet at MB Bldg. Lobby | 11:00 AM  
 RSVP before Oct 21: [jsg@jmsb.concordia.ca](mailto:jsg@jmsb.concordia.ca).

# JOIN US

Concordia University  
**John Molson**  
 School of Business  
 David O'Brien Centre for  
 Sustainable Enterprise



### Sustainability Awards won by JMSB students this year

- 2009 TATA Cup Sustainability Case Competition
- George Washington University School of Business 2009 International MBA Case Competition



**Stephanie Berger**  
PhD Candidate, Management Department

#### Projects:

1. Sustainability Principles: A Review and Directions
2. Global Climate Change eConcordia course

Stephanie received her BA (Honours) in Geography at Queen's University (Kingston, Ontario) and spent a decade on Wall Street, in London, and in Paris facilitating Initial Public Offerings and compliance filings in Financial Printing before returning to do her MBA at McGill. During her MBA, Stephanie specialized in Marketing and Corporate Social Responsibility. Currently, Stephanie is working toward her PhD in Management at JMSB. Her research areas include corporate social responsibility and sustainable development, middle management leadership, and organizational change. Stephanie is a career and business consultant. Stephanie was trained by Al Gore as an official "The Climate Project Canada" presenter.



**Bilal Abdul Kader**  
PhD Candidate, Finance Department

#### Projects:

1. Sonification of time-series stock data

Bilal Abdul Kader, a PhD candidate at JMSB, received his MBA in 2006. His main research interests are: asset pricing, corporate cash management, micro-finance, and sustainability in finance. He has taught and assisted in various undergraduate courses in the department of Finance and Management Information Systems (MIS). He is committed to integrate active learning experience into his classroom in order to empower and engage students using recent methods, technologies, and activities. Bilal has accomplished several consulting assignments for start-ups in Canada and Lebanon. In addition, he initiated several students' projects in Concordia including the Micro-finance Initiative, the alternative investment society, and the Graduate Entrepreneurship Club.



**Andrea Kim,**  
MSc Candidate

DOCSE Projects:

1. Teaching assistant for the eConcordia undergraduate course in Sustainable Management

Andrea Kim holds bachelor degrees in business administration and psychology and is currently completing her Master's of Science at JMSB. Prior to joining the M.Sc. program, she worked in the public sector with the provincial government developing critical social policies to increase equity in social service offerings for vulnerable populations. She is completing her research thesis on the topic of corporate social responsibility. Her research is focused on addressing underlying factors that impact consumer suspicions surrounding firms' involvement in such initiatives.



**Catalin Ratiu,**  
PhD Candidate, Management Department

Projects:

1. Sonification of time-series stock data

Cata is a PhD Candidate in strategic management and a full time lecturer at JMSB. In his research, he explores the development of valuable capabilities that allow organizations to operate and develop sustainably. Cata's research has been published in peer reviewed journals, books, conference proceedings, and the business press.



**Srikanth Sekar,**  
MBA candidate

Projects:

1. IT enabling for the Solar Communities Project
2. Business Plan for the Urban Resilience Project

Srikanth Sekar is currently working at DOCSE part time and is pursuing his MBA at JMSB. He completed his Bachelor of Technology in Electronics & Communication Engineering in 2007 in India. Srikanth is keenly interested in sustainability and was elected the Graduate President of the John Molson Sustainable Business Group (JSG), a student club in JMSB. Srikanth has performed research and formulated a proposal on Implementation of Sustainability in Supply Chains.

Hearing leading scholars and thought leaders in any field inspires people to consider greater possibilities in their own work. To assist with the inspiration of our faculty and students, DOCSE has established the Distinguished Speakers Series. DOCSE is consistently bringing in top scholars in all aspects of the field of sustainable enterprise, who are able to speak to both academic researchers and practicing managers.

### Fall 2009 and Winter 2010



**Dr. Rosabeth Moss Kanter**  
Ernest L. Arbuckle Professor of  
Business Administration,  
Harvard Business School  
November 18, 2009

*Title: Doing Well and Doing Good:  
How Leading Companies Align  
Innovation, Profits, and Social Good*

*Presented together with:  
World Platform for Health and  
Economic Convergence,  
McGill University  
Special Individualized Programs,  
School of Graduate Studies,  
Concordia University*



**Dr. Jim Kennelly**  
Director, International Affairs  
Program and Associate Professor  
of International Business,  
Skidmore College  
October 30, 2009

*Title: Capitalizing on Culture:  
Competitiveness, Sustainability and  
Sense of Place in Post-Boom Ireland*

*Presented together with:  
The School of Canadian Irish Studies,  
Concordia University*



**Dr. Cleo Paskal**  
Adjunct Faculty in the Department  
of Geopolitics, Manipal University,  
India and Adjunct Professor  
of Global Change, School of  
Communications and Management  
Studies, Kochi, India  
January 28, 2010

*Title: The World After Copenhagen:  
How Environmental Change Will  
Affect Politics, Economics, Security,  
and Organizations*

*Presented together with:  
Karl Polanyi Institute of Political  
Economy, Concordia University  
Departments of Political Science,  
Sociology and Anthropology and the  
School of Community and Public Affairs*



**Dr. Alfred Marcus**  
Edson Spense Chair of Strategy  
and Technological Leadership,  
Carlson School of Management,  
University of Minnesota  
March 11, 2010

*Title: Institutional Leadership in  
Renewable Energy Development:  
Filling the Institutional Void*

*Presented together with:  
Solar Buildings Research Network,  
Department of Building, Civil and  
Environmental Engineering, Concordia  
University*



**Dr. Stuart Hart**  
Samuel C. Johnson Chair of Sustainable Global Enterprise and Professor of Management, Johnson School of Management, Cornell University  
March 19, 2010

*Title: Taking the Green Leap*

*Presented together with:  
The Sustainable Business Conference,  
John Molson Sustainable Business Group (JSG)*



**Dr. Ian I. Mitroff**  
Alliant International University and Senior Investigator, Center for Catastrophic Risk Management, University of California Berkeley and Adjunct Professor Emeritus, University of Southern California  
April 9, 2010

*Title: Dirty Rotten Strategies: How we trick ourselves and others into solving the wrong problems*

*Presented together with:  
Desautels Faculty of Management,  
McGill University  
Chaire de responsabilité et de développement durable  
École des sciences de la gestion de l'UQAM  
Chaire de management éthique, HEC*



**Michael V. Russo**  
Lundquist Professor of Sustainable Management and Head of the Management Department, Lundquist College of Business, University of Oregon  
April 22, 2010

*Title: Efficiency Meets Responsibility: Configuring an Accountable and Responsible Supply Chain*

*Presented together with:  
Desautels Faculty of Management,  
McGill University*

**Departments we collaborated with in our Distinguished Speaker Series**

- School of Community and Public Affairs
- Department of Sociology
- Department of Political Science
- School of Engineering
- Desautels Faculty of Management, McGill University
- UQAM- Centre for CSR and Sustainable Development
- HEC- Chair in Ethical Management

**Fall 2010 and Winter 2011**

**Dr. Timo Busch**

Senior Researcher, Swiss Federal Institute of Technology (ETH)  
September 9, 2010

*Title: Carbon Constraints and Corporate Performance*

**Dr. Pascual Berrone**

Assistant Professor in Strategic Management at IESE Business School, U. of Navarra  
October 15, 2010

*Title: Do Greenwashing Policies Pay Off? The Impact of Symbolic Actions on Environmental Legitimacy*

**Dr. Andrew Hoffman**

The Holcim (US) Professor of Sustainable Enterprise at the University of Michigan  
November 29, 2010

*Title: "Talking Past Each Other: The Social Codes of Climate Skeptics and Climate Convinced*

**Dr. David Mick**

Robert Hill Carter Professor of Marketing, University of Virginia  
January 14, 2011

*Title: A Portrait of Practical Wisdom: For Executives, For Consumers, For Researchers*

**Dr. Luc Pelletier**

Chair of the School of Psychology, University of Ottawa  
February 18, 2011

*Title: Personal autonomy and environmental sustainability*

**Dr. Jane Webster**

E. Marie Shantz Professor of Management Information Systems, Queen's School of Business  
March 10, 2011

*Title: 'Getting Green IT off the Ground: Reconciling Diverse Perspectives*

**Dr. Susan Jackson**

Professor Human Resource Management, Rutgers University  
April 28, 2011

*Title: The Greening of OB/HR Scholars: Challenges and Opportunities*

DOCSE's Sustainability Scholars program encourages collaboration between JMSB faculty and well known sustainability researchers. To expand JMSB's research network, DOCSE brings in colleagues from around the world, who are actively working on sustainable enterprise research with JMSB faculty. These two to eight week posts support the extension of ongoing green research or open new directions within it.



**Timo Busch**

Dr. Timo Busch is currently working as senior researcher at the Swiss Federal Institute of Technology (ETH) in Zurich, Switzerland. His research interests include corporate strategies towards a low carbon economy, organizational adaptation to climate change, and the business case of corporate environmental sustainability. He teaches at ETH and Freie Universitat (FU) Berlin courses on corporate sustainability and strategy. His PhD thesis on strategic management under carbon constraints was awarded with the "Silver Medal of ETH Zurich". Before joining ETH, Timo worked at the Wuppertal Institute for Climate, Environment, and Energy focusing on corporate eco-efficiency, sustainable finance, and climate change. His work has been published in international journals including *Journal of Industrial Ecology*, *Ecological Economics*, *Business and Society*, and *Journal of Business Ethics*.



**Pascual Berrone**

Pascual Berrone is Assistant Professor in Strategic Management at IESE Business School, University of Navarra. Before joining IESE, he held two visiting scholar appointments at Arizona State University. Originally from Argentina, Dr. Berrone has extensive managerial experience throughout Latin America, Europe, and the United States. His professional interests include: (1) corporate governance, (2) social issues in management, and (3) family firms. Dr. Berrone's academic work has been published in several international journals and he just released a book on executive compensation (M.E. Sharpe). Recently, his article "The Impact of Symbolic and Substantive Actions on Environmental Legitimacy" was named among the top three finalists for the "Best Paper Award" at the Iberoamerican Academy of Management Conference.



**Andrew Hoffman**

Andrew J. Hoffman is the Holcim (US) Professor of Sustainable Enterprise at the University of Michigan; with joint appointments at the Ross School of Business and the School of Natural Resources & Environment. He is also Associate Director of the Erb Institute for Global Sustainable Enterprise. Professor Hoffman is a leader in using organizational, network and strategic analyses to assess the implications of environmental issues for business. He has published 8 books and over 90 articles/book chapters. He holds a Ph.D. from the Massachusetts Institute of Technology, awarded jointly by the Sloan School of Management and the Department of Civil & Environmental Engineering. His current research focuses on corporate strategies to address climate change, the interconnections between profit and non-profit entities, the network structure of the environmental movement and the cultural discourse around climate skepticism.

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