BUSINESS AND THE SUSTAINABLE COMMONS

21st Annual Conference
The Banff Centre in Banff, Alberta
March 25 - 28, 2010
We are thrilled you are here with us in Banff, Alberta. With your input and assistance we have put together an exciting program of research presentations, symposia, workshops and invited guest speakers. As we spend time together listening, discussing, reflecting on vital issues of our times, remember to breathe deeply and take in these elegant mountains and majestic landscapes. Only as we come to feel and understand how much we depend on and affect the larger ecosystems of this planet, will we move beyond the rhetoric of our research. Talking with each other is an important process, but learning how to act constructively together is essential. While you are here, let yourself be here completely. Learn from the mountains as well as from your colleagues. Recognize the inspiration, carry it with you and let it move you toward action.

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

Robbin Derry
IABS 2010 Program Chair
BANFF, ALBERTA

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

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

Banff Springs Hotel
Banff Centre Reception
Driving Route
Hiking Trail
THURSDAY 03.25.2010
05:30 - 08:30 PM  Welcome reception in Max Bell Lounge, Banff Centre
07:00 PM  Performance of The Invisible Foot, by Steve Taylor
          Max Bell Auditorium

FRIDAY 03.26.2010
07:00 - 9:00 AM  Breakfast Available in the Vistas Dining Room
08:30 - 10:00 AM  Concurrent Research Presentations
10:00 - 10:15 AM  Nutribreak Max Bell Lobby
10:15 - 11:45 AM  Invited Scholars Presentation by Sanjay Sharma, Paul Shrivastava,
                  and Monika Winn Max Bell Auditorium
12:00 - 01:30 PM  Panel on Research Impacting Practice
                  Buffet Luncheon in the Donald Cameron Dining Hall
01:45 - 03:15 PM  Concurrent Research Presentations
03:00 - 03:30 PM  Nutribreak Max Bell Lobby
03:30 - 05:00 PM  Concurrent Research Presentations
05:15 PM  IABS Business Meeting - All are welcome to attend and participate
          Max Bell Auditorium
07:00 PM  PhD Dinner - Graduate Students and Invited IABS hosts Meet in PDC lobby

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

SUNDAY 03.28.2010
07:00 - 09:00 AM  Breakfast available in the Vistas Dining Room
08:30 - 11:00 AM  Corporate Governance Workshop VI
09:00 - 11:00 AM  Concurrent Research Presentations
THURSDAY, 03.25.2010

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

7:00 PM
Performance of The Invisible Foot, by Steve Taylor
Max Bell Auditorium

FRIDAY, 03.26.2010

7:00 - 9:00 AM
Breakfast available in the Vistas Dining Room

8:30 - 10:00 AM Concurrent Research Presentations

Alberta Resources I (Max Bell Auditorium)
Session Chair: Frances Bowen
David Deephouse, Nicole Lugosi, & Michelle Thomarat – How Does the Sun Shine on Suncor? A Comparison of Prestige, Mainstream, and Tabloid Media Reporting on Alberta’s Oil and Gas Industry
Gaylene Halter – Managing Alberta’s Water Resources: A Qualitative Research Project to Understand the Public Sphere’s Worldview about Alberta’s Water Resources
Connie Van der Byl & Harrie Vredenburg – Suncor and its Firebag Project: A Case for Sustained Growth

Social Values and Firm Performance (Max Bell 253)
Session Chair: Sara Morris
Stephen Brammer & Stephen Pavelin – Antecedents of Corporate Reputations: The National Halo Effect
Karen Maas – How to Measure Societal Impact of Organizational Activities
Timothy Hargrave – Bringing in Society: An Institutional Perspective on Corporate Social Performance

Stakeholder Engagement and Legitimacy (Max Bell 251)
Session Chair: Colin Higgins
Johanne Grosvold & Harry Van Buren III – The Uses and Abuses of Institutional Theory: A Critique and Research Agenda for Business and Society
Luis Fernando Escobar, Juan Leonardo Espinosa, & Henry Petersen – An Ecosystem Approach to Stakeholder Engagement: Extending the Descriptive View of Stakeholder Theory
Patricia Misutka – The Role of Stakeholders in Legitimacy Creation / Legitimacy Breach
CSR and Governance Decisions (Max Bell 150)

Session Chair: Kathleen Rehbein

Tom Cooper – Aboriginal Business and Financing – The Corporate Social Responsibility of Chartered Banks in Aboriginal Financing

Kareem Shabana, Jill Brown & Ann Buchholtz – The Effects of Strategic Leadership and Corporate Governance on Corporate Social Reporting

Patti Collett Miles and Gloria Vollmers – Opportunistic Behavior in the Health Care Industry: The Impact of Imperfect Market Conditions

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

Session Chair: Jenn Griffin

Adam Bailey & Ronald Mitchell – Refining the Principle of Who or What Really Counts

Paul Godfrey & William Schulze – A Family-Business-Based Critique of Stakeholder Theory

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

Session Chair: Robert Sexty

Bradley Agle, David Hart & Jeffery Thompson – Measuring Individual and Organizational Ethics: Toward an Inventory of Methods and Instruments

Tara Ceranic – Ethics in the Octagon?

Duane Windsor – Choice Institutions, Moral Theories and Social Responsibility

Workshop: Integrating B & S in a Traditional Strategy Courses (PDC 202)

Melissa Baucus & Jamie Hendry

10:00 - 10:15 AM

Nutribreak (Max Bell Lobby)

10:15 - 11:45 PM

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

12:00 - 1:30 PM

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

Panelists: Jim Middlemiss, Editor of the Legal Post, Financial Post

Lloyd Visser, VP Environment and Sustainable Development ConocoPhillips

Ed Whittingham, Director of Consulting Services, Pembina Institute

Bios available at: http://www.nbs.net/commuEvents_Details100325.html
1:45 - 3:15 PM  Concurrent Research Presentations

Globalization and its Effects (Max Bell Auditorium)

Session Chair: Niki den Nieuwenboer

Maureen Kilgour – Women and the Global Commons: Protecting Rights through the Global Compact?

Krista Bondy – Managing the ‘Glocal’ Paradox: Neo-Colonialism and the Feasibility of Glocalization in Corporate Social Responsibility

Irene Herremans & Linda Ambrosie – What would Darwin think? The (R)evolution of Social Institutions in Galapagos Islands

Business – Government – NGOs (Max Bell 253)

Session Chair: Karen Maas

Stephen Brammer & Stefan Hoejmose – Unionization and Corporate Social Performance

Frank den Hond, Kathleen Rehbein, Hilde van Lankveld & Douglas Schuler – Exploring the Connections between CSR and CPA

Mika Skippari & Iiro Christensen – The Evolution of Corporate Market and Nonmarket Strategic Resources in the Early Phase of the Industry Lifecycle: The Case of Outsourcing Business in Finnish Primary Healthcare

Karen Paul – South Africa: Still a Laboratory for Corporate Social Responsibility

Understanding and Adapting to Climate Change (Max Bell 251)

Session Chair: Jamie Hendry

Natalie Sławinski – Organizational Responses to Climate Change: Just a Matter of Time

Charles Backman – Adapting to Climate Change: A Cross Sectional Comparison Between North America and European Firms

Christa Walck & Carol MacLennan – Using Environmental History to Understand Sustainability: The Case of Silver City, NM

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

Session Chair: David Deephouse

Jeremy Snyder & Craig Janes – Exploiting Resources without Exploiting Stakeholders

Percy Garcia & Harrie Vredenbergh – The Role of NGOs in Resources Development Policies: A Resource-Based View Perspective

David Detomasi & Scott Carson – Home Country Experience and CSR – The Case of the Canadian Oil & Gas Industry

CSR Initiatives, Directions and Boundaries (PDC 104)

Session Chair: Marguerite Schneider

Jennifer Griffin & Aseem Prakash – Corporate Responsibility: Initiatives and Mechanisms

Lutz Preuss – Strategic CSR? Innovative CSR!

Knud Sinding, Mark Sharfman & Philip Peck – Bounding the Corporate Social Responsibility Construct

Symposium: Making Organizations More Sustainable (PDC 201)

James Weber & Gordon Rands – How to Make the Many Organizations in Our Lives More Sustainable: Professional Associations, School Campuses, and Others
Fair Trade Sustainability Case Studies (PDC 202)
Session Chair: Bryan Husted

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

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

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

3:00 - 3:30 PM

Nutribreak (Max Bell Lobby and PDC)

3:30 - 5:00 PM
Concurrent Research Presentations

Corporate Financial Performance (Max Bell Auditorium)
Session Chair: Stephen Brammer

Patti Collett Miles & Grant Miles – Corporate Social Responsibility and Executive Pay: Does the Relationship between Executive Compensation and Worker Wages Predict Firm Performance

The Role of Environmental Manager (Max Bell 253)
Session Chair: Scott Carson

Johanne Grosvold & Frederik Dahlmann – Environmental Management in Times of Crisis: The Emerging Salience of Environmental Managers


Knud Sinding – Directly Unproductive Responsibility-Seeking

Sustainability Reporting (Max Bell 251)
Session Chair: Gordon Rands

Irene Herreman, Jamal Nazari & Laurie Ingraham – The Role of Institutions, Resources and Formal/Informal Systems in Sustainability Reporting

Jamal Nazari & Irene Herreman – Assurance Statements in Sustainability Reports: Emergence of Dual Reports

Tom Cooper – Sustainability Risk Management – Examining the Incorporation of Sustainability into Enterprise Risk Management
Governance – Compliance, Sentencing and Decision Models (Max Bell 150)

Session Chair: Lori Verstegen Ryan

Jessica Dillabough & Frances Bowen – Doing Institutional Work: Motivations and Outcomes of Creative Sentencing

Michelle Westermann- Behaylo – The Relationship Between Ethical Climate and Stakeholder Management: Impacts of Rational Decision Making or Sensemaking Models

Stephanie Bertels, Connie Van der Byl, Frances Bowen & Jessica Dillabough – Enacting Compliance

Supply Chain & CSR (PDC 104)

Session Chair: Andrew Millington

Adam Adrien-Kirby, Stefan Hoejmoste & Stephen Brammer – Socially and Environmentally Responsible Procurement: A Literature Review and an Agenda for Future Research

Stefan Hoejmoste, Stephen Brammer & Andrew Millington – The Alignment of Business Strategy and Corporate Social Performance in Global Supply Chains

Adam Adrien-Kirby, Stephen Brammer & Andrew Millington – Socially and Environmentally Responsible Procurement: A Conceptual Framework of its Implementation

Speech and Responsibilities (PDC 201)

Session Chair: Tara Ceranic

Loren Falkenberg & Jaana Woicieszyn – Intersection Between Business Freedom of Speech

Stephanie Welcomer & Linda Sama – Incivility in the Workplace: A Cross-Cultural Perspective

Symposium: Who Speaks for the Trees? (PDC 202)


5:15 PM IABS Business Meeting

All are welcome to attend and participate (Max Bell Auditorium)

7:00 PM PhD Dinner

Graduate Students and Invited IABS hosts (Meet in PDC Lobby)

Everyone else is on their own for dinner in town or at the Banff Centre

...... Continued
7:00 - 9:00 AM
Breakfast available in the Vistas Dining Room

7:15 - 8:15 AM  PDC Room 104
Business and Society Editorial Board Meeting with Breakfast

8:30 - 10:00 AM  Concurrent Research Presentations

Institutional Analysis of National, Industry, and Firm Cultures (Max Bell Auditorium)
Session Chair: Stephen Pavelin

Stephen Brammer & Stephen Pavelin – National Ethical Climates and Country Reputations:
An Institutional Analysis


Richard Wakutch – Worker Safety and Health in Auto Industries of the USA, Japan, Korea and China

Alison Minkus & Roy Suddaby – Deconstructing Isomorphism: Assessing the Relative Influence of National and Corporate Culture

Environmental Entrepreneurs (Max Bell 253)
Session Chair: Monika Winn

Christa Walkc – Can Design Transform Mass Consumer Culture for Environmental Sustainability?

Elena Cavagnaro, Dieuwke Altena & Sarah Seidel – Saving the Commons: Exploring the Potential Contribution of the Furniture Industry


Ethics the Commons, and Sustainability (Max Bell 251)
Session Chair: Jim Weber

Jim Wishloff – Prophet Making: The Neglected Dimension of Sustainable Development

Paul Godfrey, Michael Hendron & Blake Bishop – Is American Business More Unethical? A Theoretical and Empirical Investigation of Threats to the Commons

Kevin Gibson – The Commons, Sustainability and the Law of the Jungle: Stakeholder Leadership as an Alternative to Tragedy

Discussion Group: Sustainability, What Works? (Max Bell 150)
Session Chair: Michael Johnson-Cramer

Nikolay Dentschev – What the Flemish Government Should (Not) do when Simulating Sustainability: Toward Strategy Development

Lawrence Lad – The Food Industry and Sustainability: Identity, Paradox and Myth

Edwin Love & Craig Dunn – Does University Coursework Impact Student Involvement with Social Issues and Business Ethics

Anne Barraquier – Can Sustainable Development Contribute to the Progress of Managerial Ethics? A Longitudinal Study in a French Business School
**SATURDAY, 03.27.2010**

**Discussion Group: Bottom of the Pyramid (PDC 104)**
Session Chair: **Krista Bondy**

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

**Workshop: Problem Based Learning as Method (PDC 201)**
**Craig VanSandt & Jamie Hendry** – Problem Based Learning as a Method for Enhancing Student Learning and Social Commitment

**Symposium: CSR in Emerging Nations (PDC 202)**
**Kirk Davidson, Rajat Panwar, & Jiyun Wu** – Business and Society and Corporate Social Responsibility in Emerging Nations: China and India

**10:00 - 10:30 AM**
Nutribreak in (Max Bell Lobby and PDC)

**10:30 - 12:00 PM**  
**Concurrent Research Presentations**

** Alberta Resources II (Max Bell Auditorium)**
Session Chair: **Jeff Thompson**

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

**Stakeholder Networks (Max Bell 253)**
Session Chair: **Brad Agile**

**Robert Boutilier & Leeora Black** – Salience in Multi-stakeholder Networks  
**William Smith** – Understanding the “Social License to Operate”: The Case of Barrick Mining and the Pascua Lama Project  
**Wayne Fallon & Gabriela Coronado** – Giving Voice to the Environment: NGO Involvement in the Environmental Responsibility of Mining Companies in Australia
Shareholder Activism (Max Bell 251)
Session Chair: Rob Phillips
Sara Morris & Trelzer Proffitt Jr. – Shareholder Resolutions: A Closer Look at How Investor Activists Select their Targets
Lori Verstegen Ryan – The American Taxpayer as Shareholder: A New Actor in Corporate Governance
Stephen Brammer, Kathleen Rehbein & Jeanne Logan – Dynamism in Stakeholder Management: The Case of Shareholder Activism
Kathleen Rehbein, Stephen Brammer & Jeanne Logan – How Do Corporate Nonmarket Strategies Shape Corporate Responses to Shareholder Activists

Discussion Group: Evolution of CSR (Max Bell 150)
Session Chair: Johanne Grosvold
Colin Higgins & Ben Neville – Understanding Dynamism and Flux in the Ideological Struggle for CSR
John Burton & Luc Audebrand – Toward a Stewardship Theory of Corporate Social Responsibility

Employee Identities (PDC 104)
Session Chair: Karen Paul
Bernie Williams – Protecting Those Who Protect the Commons: Institutional Stability and Change in Role Identities within the Public Safety Professions
Karl Pajo, Louise Lee & Sarah Tong – Employee-related CSR Practices: An Analysis of Website Disclosures
Kubilay Gok – A Review of Seniority Rule in Human Resource Decisions

Leadership (PDC 202)
Session Chair: Tim Hargrave
Michael Elmes – Leadership within the Commons: A Place-based Perspective
Daina Mazutis – Executive Orientation and social strategies
Stelios Zyglidopoulos & Heidi Wechtler – Top Management Team Diversity and Corporate Social Performance

Workshop: Religion in Business and Society Research (PDC 201)
Jeffrey Lenn & Harry Van Buren III

SATURDAY AFTERNOON OPTIONS

- Bus Tour through Bow Valley to Lake Louise: meet for pick up by 12:30 pm in PDC lobby. Tickets required, lunch provided.
- Cross Country Ski Outing at Canmore Nordic Centre: meet at PDC by 12:45 pm
- Shopping in Banff
- Town Shuttle up to the Hot Springs and/or the Banff Gondola: inquire at PDC desk.
- Downhill Skiing at Sunshine Village or Louise: inquire at PDC desk for guidance.
- Box lunch orders: pick up 12:15 - 12:45 in PDC lobby.
SATURDAY EVENING BANQUET  Fairmont Banff Springs Hotel

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

FAIRMONT BANFF SPRINGS HOTEL
7:00 - 9:00 AM

Breakfast available in the Vistas Dining Room

8:30 - 11:00 AM
Concurrent Research Presentations

**Corporate Governance Workshop VI (Max Bell 150)**

Session Chair: Melissa Baucus & Lori Verstegen Ryan

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

9:00 - 11:00 AM
Concurrent Research Presentations

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

Session Chair: Duane Windsor

Karl Pajo, Louise Lee – Volunteering for Kid Smart: Employee Perspectives

Paul Caulfield – Employee Volunteerism in the Iron Cage: An Organizational Field Analysis of Isomorphism in Corporate Community Investments

Alberto Willi, Stephen Brammer & Andrew Millington – Corporate Community Involvement in Developing Countries: An Institutional Perspective

Rui Yang, Stephen Brammer & Andrew Millington – Guanxi and Corporate Community Involvement: A Conceptual Model

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

Session Chair: Bernie Williams

Terry Porter - A Complexity Management and Research Approach for a Sustainable Commons: Conceptual Framework and Case Study

Joan Ramon Tarradellas & Elisabet Garriga – An Option Pricing Based Model for Sustainability Strategy in Airline Industry in New EU CO2 Emission Legislation

Joel Marcus & Lorne Sulsky – Corporate Actions Propensity: Scale Development and Validation at the Business-Society-Nature Interface

**Teaching about Resources (Max Bell 251)**

Session Chair: Kevin Gibson

Craig Dunn & Jonathan Johnson – The Comedy of the Commons Revisited: Exposing Hobbes through Experiential Learning

Paul Miesing, Linda Krzykowski & Eliot Rich – “Commons” Conundrums: Experiencing Sustainability in an MBA Program

Josetta Mclaughlin, Deborah Pavelka & Lisa Amoroso – Money Laundering: Creating a Case for Incorporating Course Content on Preventive and Encouragement Initiatives in the Global Market Space
Thank you to all the following people who contributed to the IABS 2010 program by serving as reviewers. Special thanks to Tara Radin who supervised the entire review process.

Emmanuel Abegunrin
Mirja Airos
Miguel Alzola
Beverlee Anderson
Daniel Arenas
Gustavo Barboza
Michael Barnett
Anne Barraquier
Melissa Baucus
Shawn Berman
Cecile Beitt
Sara Beynon
Leeora Black
Jean Boddewyn
Krista Bondy
Robert Boultier
Frances Bowen
Mary-Ellen Boyle
Steve Brammer
Leonard Brooks
Jill Brown
Ann Buchholtz
Ryan Burg
John Burton
Brian Burton
Ken Butcher
Kenneth Butterfield
Jerry Calton
Scott Carson
Elena Cavagnaro
Tara Ceronic
Stephen Childers
Sandra Christensen
Athanasiou Chymes
Joanne Ciulla
Denis Collins
Kirk Davidson
Frank de Bakker
David Dehouse
Richard DeGeorge
Frank den Hond
Nikolay Dentichev
David Detomasi
Jonathan Doh
Cathy Driscoll
Craig Dunn
Paul Dunn
Ron Duska
Tim Edlund
Dawn Elm
Heather Elms
Luis Fernando Escobar
Wayne Fallon
Yves Fassin
Andy Fergus
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