

Richard Ivey School of Business

The University of Western Ontario

IVEY

**Sharing Information on Progress Report
July 2010**

**Principles for Responsible Management
Education (PRME)**



FROM THE DEAN

Ivey is pleased to unreservedly renew its commitment to PRME. As the first Canadian business school to join the UN Global Compact, we fully subscribe to the ten Global Compact Principles, as well as the six Principles of Responsible Management Education. Since joining, Ivey has been actively involved with the United Nations Global Compact and looks forward to continued involvement in the years ahead.

Carol Stephenson, Dean
Richard Ivey School of Business
The University of Western Ontario

THE PRINCIPLES OF RESPONSIBLE MANAGEMENT EDUCATION

As members of an institution of higher education involved in the development of current and future managers, we declare our willingness to progress in the implementation, within our institution, of the following Principles.

Principle 1 (Purpose): We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

Principle 2 (Values): We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

Principle 3 (Method): We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

Principle 4 (Research): We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.

Principle 5 (Partnership): We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

Principle 6 (Dialogue): We will facilitate and support dialog and debate among educators, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

We understand that our own organizational practices should serve as example of the values and attitudes we convey to our students.

IVEY'S MISSION STATEMENT

To develop business leaders who think globally, act strategically and contribute to the societies within which they operate.

THE IVEY PLEDGE

Since the spring of 2004, every graduate of an Ivey degree program takes and signs the Ivey Pledge and receives an individually numbered Ivey Ring to send a clear message to new graduates about their role and responsibility in preserving the strong collective reputation that has been earned since 1922.

The Pledge

I _____, standing before my mentors and my peers, commit myself to venerate the traditions, reputation and integrity of the practice of business. I accept entry into an exclusive network of Ivey Business School Alumni. I acknowledge the responsibilities and value the benefits of being a member of such an association. I will, to the best of my ability, act honourably and ethically in all my dealings, in the belief and knowledge that doing so will lead to a greater good. I will express my ideas and opinions openly and without reservation, so long as they do not impinge on the rights and freedoms of others, whoever they may be. I will endeavour to act with moral clarity, grace and nobility. I understand that I am now a member of a distinguished community. I will strive to uphold the standing of the community, with special obligation placed on encouraging and championing the pursuits of my fellow members. I will acknowledge my limitations and my mistakes so that I may learn from them. I will continue to seek new knowledge, never resting on past wisdom or successes. Above all, I will aspire to make a positive contribution to my society. I promise to uphold the traditions, integrity and high standards set by those Alumni that came before me. I promise this to myself, my family, my fellow Alumni and my School. I accept this Ivey pledge freely and upon my honor.

ACHIEVEMENTS IN RELATION TO THE IMPLEMENTATION OF THE PRINCIPLES

General overview

Ivey's case study method, cross-enterprise focus, and Think-Act-Lead orientation equip students with the skills and resources needed to become decision makers and managers in the global economy. It is through these core principles and activities that we prepare MBA students to manage social and environmental issues.

The case method focuses on issues. Case studies immerse students in real-world problems that do not fit into functional silos. It allows students to immediately examine the business world from the perspective of a business person. Social and environmental issues are central to some of these cases. Most cases, however, deal with issues that pertain to a specific discipline, such as accounting, finance, strategy, or marketing. Yet, to address the disciplinary

issue, social and environmental issues are often at play. Students are encouraged to raise these issues. This method allows a holistic approach to decision making so that it accommodates all aspects of the triple bottom line, rather than focusing strictly on the fiscal bottom line. The discussion moves freely and students are encouraged to think outside the financial box.

Our focus on cross-enterprise leadership helps to ensure that the professors who facilitate the case discussions are open to social and environmental issues surfacing. Cross-enterprise leadership encourages students to think about the business issue, not in a silo, but its relationship to other functions in the firm, other firms in its network, and its relationship to government, society, and the environment. To facilitate this, several cases in the program are taught with multiple faculty members in the classroom to ensure that students recognize the breadth of issues pertinent to business decisions.

The Ivey in-class experience is a dynamic, high energy learning environment led by a world-class student-oriented faculty team. We encourage students to analyze problems, but we do not end there. We encourage them to Think-Act-Lead, which gives students the skills to make a decision, implement that decision and lead their organizations. This ensures that this knowledge of the social and environmental issues does not remain only an analytical experience, but one that impacts students' decisions and actions. Through service learning, simulations, and interactions with real world problems our students will incorporate social and environmental issues management in all of their decisions.

Centers and institutes

Engaging Emerging Markets Research Center

Established in 2006

Number of Faculty Staff: 14

Web Address: <http://www.ivey.ca/centers/engaging/default.htm>

Description: The Center's mission is to be a thought leader on how to engage emerging markets. Emerging markets not only encompass a large proportion of the earth's population, they are a major and growing source of economic output.

Lawrence National Center for Policy Management

Established in 2004

Number of Faculty Staff: 1

Web Address: <http://www.ivey.ca/lawrencecenter/>

Description: The Center provides a forum for development of sound public policy. It also aims to foster synergies between corporate directors and fiscal policy, taxation, international trade policy. The center also organizes conferences: The Ontario-Québec Continental Gateway and Trade Corridor: Developing Competitive and Sustainable Transportation Policy Workshop.

Research Network for Business Sustainability**Established in** 2006**Number of Faculty Staff:** 2**Web Address:** <http://www.sustainabilityresearch.org>

Description: The Research Network connects researchers, teachers and practitioners to facilitate the creation and dissemination of evidence-based research in business sustainability (the simultaneous creation of economic, social and environmental value). It maintains a website with an online database that tracks interests and activities.

Building Sustainable Value Research Center**Established in** 2006**Number of Faculty Staff:** 19**Web Address:** <http://www.ivey.ca/building/default.htm>

Description: The Center's mission is to provide practitioners and students with the knowledge, tools and capabilities to manage both private and public interests effectively through organizational actions, to research organizational issues that simultaneously build private and public value across the enterprise, and to educate students and practitioners in the corporate, non-profit and government sectors to understand the intersection of the private and public sectors.

Research

Beamish, P.W. & Lawrence, J.T. Globally Responsible Leadership: Business According to the UN GLOBAL COMPACT Principles (proposed textbook working title).

Teaching Corporate Responsibility to aspiring young business leaders is a complex and demanding task. Its constituent pieces reflect ethics at multiple levels: the individual, the corporation and the global society of which all are a part. As technology has made the world smaller and the reach of business ever larger, one of the most difficult tasks facing every business manager has been the absence of international standards of conduct to help guide behavior in this increasingly complex, multicultural work environment. In 2000, the UN established the UN Global Compact which set forth Ten Principles to help guide business behavior and advance the UN's goal of reducing poverty. With these new guidelines in place and the challenge out to every corporation to abide by them, it seems only right that business schools join in the effort to teach MBAs and aspiring managers how these universal principles affect the way they manage their businesses in the future, especially as demands grow for focus on social as well as economic benefits. This textbook strives to do exactly that. Using the Ten Principles and their four major areas - human rights, labour, the environment and anti-corruption -- as a guide, the book enables educators to structure their teaching in a systematic way that helps students to see the intersection between business and the major global issues of our time, and most critically, how to implement these practices into the day-to-day running of their business. Ideally, it helps them to appreciate that by adhering to these principles, business can be part of the solution, especially in helping to progress the livelihoods of those in emerging markets that fall within their sphere of influence.

Presentations, workshops and working groups

Beamish, P.W., **Global Compact Case Study Opportunities**. Presentation at the Global Forum for Responsible Management Education, New Learning Methodologies Session (2A), United Nations Headquarters. New York, December 5, 2008.

As a signatory of the Global Compact (and PRME) each of us has assumed an individual and institutional responsibility to promote the core principles. We each bring different contexts and experiences to bear on how we can do this. From a “case study” perspective, three major opportunities exist – writing Global Compact-relevant cases and teaching notes, using Global Compact-relevant cases when teaching using Global Compact cases as the basis for all or part of a case book or text and / or case book.

Escudero, M., Power, G., Beamish, P.W., Waddock, S. & Cruse, S. **Moving upwards in the Global Compact: The board of directors**. The first draft of this monograph was presented at the Global Compact Lead (GCLead) Retreat in New York on October 22, 2009. The Global Compact Lead (GCLead) is a platform for leadership of champion companies participating in the Global Compact. The group meets to discuss, with the help of academics, cutting edge aspects of implementation of the Global Compact. This monograph provides preliminary arguments regarding how and, in what specific areas, the engagement of Boards of Directors can act as a crucial reinforcement of the leadership role of CEOs in advancing implementation of corporate citizenship in general and of the Global Compact in particular.

Developing anti-corruption success stories working group. Pilot project between the Ivey School of Business and the United Nations Global Compact Working Group on the 10th Principle against Corruption.

As the world’s largest corporate citizenship and sustainability initiative, the United Nations Global Compact (UNGC) and the 10th Global Compact Principle (Anti-Corruption) are gaining momentum. The UNGC is implementing concrete actions, such as issuing guidance on Anti-Corruption Reporting, Anti-Corruption Tools and Resources and other concrete actions such as a pilot project between Ivey and the United Nations’ Global Compact Anti-Corruption Working Group to develop case studies of companies which have successfully implemented an anti-corruption framework/activity. The idea is to create a repository of real-world examples of how Global Compact participating companies successfully fight corruption in their industry / region. The UNGC would publish and make these cases available to interested stakeholder and media partners.

Principle 1

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Principle 2

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CURRICULUM

Department: Entrepreneurship

Course Name: New Venture Creation (Business 9564)

Instructor: Stewart Thornhill

The cases used:

VanCity Credit Union - Corporate venturing into uncharted waters (IVEY)

Pro-Organics (IVEY)

Sanabel Organics

Umpqua Bank: Managing culture and implementing the brand (HBR)

Innovation Challenge: \$1 to start venture, have 2 weeks to see how much money they can make, most donate profits to charity after two weeks.

Department: Entrepreneurship

Course Name: Entrepreneurial Manager (Business 9406)

Instructor: Robert Nourse

ZipCar (Harvard) – focus is on short-term rental cars offered in Toronto; to allow people living in urban areas to not have cars while not competing with rental companies, rather providing an alternative.

FabIndia - retail business in India that purchases products made of natural Indian materials by local artisans, help finance artisan projects, and develop/use the available skills and materials.

Department: Finance

Course Name: Corporate Financial Reporting (Business 9401)

Instructor: Rick Robertson

The cases used include the *Omnicom* case and the *Power of the Auditor* case. They contain discussions of compliance, earnings management and the role of the SEC.

Department: Finance

Course Name: Portfolio Management (Business 9426)

Instructor: Steve Foerster

This course deals with how to manage portfolios and touches on the issue of being responsible to shareholders and making responsible investments for them.

Department: Human Resource Management

Course Name: Leading People and Organizations (Business 9102)

Instructor: Gerard Seijts

- *Space shuttle Columbia's final mission* – what went wrong
- *Johnsonville Sausage* – originally top down leadership, but now a much more inclusive organization allowing for more input and bottom up contribution to the company
- GE's two decade transformation – how can a company engage and mobilize their employees to become involved in company activities, contribute more to the health and prosperity of company more than just showing up to work every day for eight hours.
- Stratford Festival Case - *Turnaround at the Stratford Festival* - how to deal with issues affecting a cultural institution

Department: Human Resource Management

Course Name: Managing People for Exceptional Performance (Business 9411)

Instructor: Lyn Purdy

CXP Publishing - alleged sexual harassment within the firm, and what managers should do in this situation.

Barling Financial - sexual harassment complaint filed, deals with how management dealt with complaint and discussion surrounds how managers should deal with this type of situation.

Nextech - deals with employment equity regarding women, visible minorities, people with disabilities, in terms of salary, promotions, etc.

Department: Information Technology and Systems (MIS/IT)
Course Name: Leveraging Information Technology (Business 9207)
Instructor: Nicole Haggerty

Course looks at technology and its place in business and discusses cases that had huge social ramifications.

Waterloo Regional Police Services (SIMS) project – dates back to the Paul Bernardo case. Resulting from a lack of information sharing between police departments, allowing Paul Bernardo to rape women in different jurisdictions and get away with it for a long time due to inability to track pattern across jurisdictions.

Indian Oil – replicate best business practices, but having a hard time doing so due to different regulatory standards and altogether different markets.

University Health Network – medical administration at UHN in Toronto – case if part written and part video. Students help develop and implementation plan – big goal is the reduction of medical errors.

TJX – security breach in US last year, resulting in the biggest breach of personal information in consumer history. Watches the case as it unfolded.

Caregroup – a failure in the Network at Beth Israel hospital in 2002 which brought down communications between applications with the hospital system. Talks about the implications of investing in information technology in order to avoid such problems in the future

Offshoring – cheaper labor elsewhere, which has implication for employment opportunities in North America, social welfare implications here.

Department: Business, Economics and Public Policy
Course Name: Globalization (Business 9300)
Instructors: Tony Frost, Murray Bryant, Ann Frost and Guy Holburn

The GLOBE module is designed to address four overarching questions:

1. What are the major forces driving change in today's global business environment?
2. What is the impact of these forces on individuals; industries and firms; and the broader economy and society?
3. How can – and should – firms respond to these forces?
4. How can – and should – other societal actors, particularly governments and international institutions, respond to these forces?

Because of the breadth of the topic areas, GLOBE is consciously multi-disciplinary. We look at labor and demographics, globalization, corporate governance, emerging markets, and environment and sustainability.

Department: Marketing

Course Name: Marketing Products and Services (Business 9205)

Instructor: Niraj Dawar

- *Hayward & Guzman: Disposable Contact Lenses* - consumer-driven pricing; ethical issues of marketing segmentation

- *Nestles Nescafe Partner's Blend: The Fair-trade Decision* - "ethical" coffee - corporate social responsibility issues - taught as cross-enterprise course, from marketing, operations, leadership and IT perspectives.

- *Bayernwerk A.G.: Responding to Deregulation* - A German utility has to decide how to respond to a deregulated electricity market. The issue was whether the product innovation that was developed was ethically marketed.

- *Medi-Cult: Pricing a Radical Innovation.*

Department: Marketing

Course Name: Consumers and Customers (Business 9433)

Instructor: Shanker Krishnan

This course discusses environmental trends, obesity, and public health.

Cases used include:

Jiffy Mail Packages (UK) - explores trend towards use of recycled paper instead of plastics; consumers are becoming more environmentally conscious. Question regarding how to satisfy consumer without increasing prices.

VO5 Shampoo - people want to use more organic components in their personal products; VO5 is switching to 2-in-1 shampoo and conditioner to decrease packaging and reduce the quantity of product that is required.

Berry Burst Cheerios - already concerned with public health because make cereals with whole grains, which are heart healthy.

Department: Organizational Behavior

Course Name: Negotiating for Leaders (Business 9410)

Instructors: Fernando Olivera and Ann Frost

Sessions on labor-management negotiations will discuss ethical behavior in negotiation. Several sessions are spent discussing the Adam Baxter Company/Local 190 (6 separate cases on negotiations in different years).

Department: Organizational Behavior
Course Name: China Study Trip (Business 9422)
Instructor: Jim Hatch

Students go to China for a two week trip. One intention is to sensitize students to Chinese culture. They visit a steel plant and discuss pollution management, but because of the nature of the Chinese regime, they are unable to tackle many hot button issues head on.

Department: Production and Operations Management
Course Name: The Operating Manager (Business 9407)
Instructor: Jim Erskine

One case deals with AIDS in the workplace.

Department: Production and Operations Management
Course Name: Managing Operations (Business 9204)
Instructors: Larry Menor and Rob Klassen

This course covers delivering customer value through operations, Pollution prevention, EMS/ISO 14001, and Cradle to Cradle - we specifically consider product take-back and reverse supply chain. As part of this, we consider green product design.

This course uses the following Case: *Interface's Evergreen Services Agreement* - supply chain management - integrating environmental management into operations.

Department: Production and Operations Management
Course Name: Global Supply Management (9408)
Instructor: Fraser Johnson

Topics include:

Trojan Technologies - creating water treatment systems

Xerox - looks at supply management taking environment into account

Barilla - customer service and what it takes to make them happy

Department: Public and Non-profit Management
Course Name: Intellectual Property, Licensing and the Regulatory Environment of Health (9413)
Instructor: Margaret Ann Wilkinson

The goals of this course are to provide participants with a background in intellectual property, the licensing of intellectual property, and the regulatory environment of health in order that they can lead effectively in the health sector.

Topics include:

- Deals and relationship between public/private sector to the extent that the public sector public into consideration.
- Crossborder Pharmacies - is there a monopoly distribution of drugs, and what is the public interest? Who represents public interest now? Laws are changing and so it the industry.
- Intellectual Property (IP) challenges in health - every government has an interest in the health and safety of its citizens. All places in world deal with this differently. The course discusses the impact on patent reward, and its impact on public health
- Regulation of Professionals - as role of health professional declines, so do ethics of role so more focus on business. IP is part of international trade environment, difficult for countries and business to have business ethics.
- *APOTEX* case - one can't just manufacture and give away drugs. The case discusses the legal constraints on ethics of doing so.

Department: Public and Non-profit Management

Course Name: Pharmacoeconomics (9414)

Instructor: Greg Zaric

This course is concerned with the following question: “Suppose that a new drug or device has been developed. Should it be used?”

This question has relevance to anyone in the health sector. It is posed from the perspective of healthcare payers, like a Ministry of Health, a health maintenance organization (HMO), or a private insurance company. Payers must constantly make technology adoption decisions as new drugs are developed and as new uses are found for existing drugs. Pressures faced by limited budgets and competition force payers to look for value for money.

It also has relevance to manufacturers, patients and healthcare providers.

Department: Public and Non-profit Management

Course Name: Private Health Sector Enterprise Strategy (9416)

Instructor: Michael Rouse

The course is about delivering positive outcomes for patients. There is a discussion about who is the customer - the insurer, the doctor, or the patient.

Topics include:

CentaGenetix - conflict between founder/investors, easy to lose sight of delivering to patient.

Amgen's Epogen - commercializing first commercial blockbuster drug

BLES Biochemicals - profs produce great new treatment for premature babies, captured 90% of Canadian market, lots of interest, but profs don't trust big business people and couldn't afford clinical trials.

AstraZeneca - Merger of equals - better together than separate

GlaxoSmithKline and AIDS drugs in South Africa - the fight for lives and profits; pressure to

give drugs away for free, government responsibility to pay

Department: Public and Non-profit Management

Course Name: Health Care Management (9417)

Instructor: Murray Bryant

Health care in Utah

Children's Hospital in Boston

Department: Public and Non-profit Management

Course Name: Managing the Political and Economic Environment (Health Care) (9418)

Instructor: Kellie Leitch

This course informs students of the political and economic environment that influences decision-making within the health sector. A particular focus is placed on the motivation factors within government (both political and bureaucratic), as well as the economic drivers that influence decision-making. These motivational factors will be looked at from both the public perspective, as well as the private industry perspective in the Health sector.

Department: Strategy

Course Name: Developing and Executing Strategies (9206)

Instructors: Michael Rouse and Mary Crossan

Topics include:

Wal-Mart – cross-enterprise case looking at accounting, marketing, operations, IT, finance; talk about corporate responsibility – pricing, moving jobs overseas.

US Airline Industry – social – environmentalism, change in people's perspectives regarding environmental impacts of flying.

WestJet – strong corporate culture, receptive to employee concerns, employee-owned company, good employee relations.

Lincoln Electric – demonstrate interconnectedness between organization and its environment; employees work on piece work; mainly type A personalities willing to work hard to buy into American dream; wealth distribution.

Starbucks – globalization, knocking the little guys out, free trade coffee, sociological reasons for switching to free trade.

Bell Canada VoIP – springboard to disruptive business models looking at a case study of a business providing advertising on internet - 90% of profits to charity.

White Rose – case about bad decision making leading to the demise of the company - social implications for employees.

GE Energy Management – reducing C footprint through reduced energy use in institutions via better insulation, HVAC and lighting.

Greg Dyke (BBC) – resigned over false reporting in Iraq war, lack of responsibility to report honestly in the media Merck – invest in drug when no market.

Department: Strategy
Course Name: Global Strategy (9421)
Instructor: Shih-Fen Chen

Topics covered in this course include managing the cultural environment; serving consumers; managing human resources; and doing business in less developed countries. All these topics have social implications. One class is devoted to International Business Ethics, looking at labor practices, environmental impact, human rights.

Department: Strategy
Course Name: Corporate Strategy (9431)
Instructor: Glenn Rowe

China National Petroleum Corporation - used to frame course; illustrates downsizing versus down scoping; have 1.5M employees - every time they build a town, they pay for everything (hospitals, police, etc); issue is that they want to download this to government; looking at it from an emerging market perspective.

YMCA London - talk about structural issues of the corporation; how should it be structured more appropriately to run daycare, camping, fitness.

Vic Young and Fisheries Products International - fight between new and old boards - not returning enough to shareholders; company effectively dismantled - social overtones - operations in Newfoundland only run 10-14 weeks per year, with employees laid off the rest of the year, but if close plants lose the quota.

Newell Rubbermaid - a bad example of a merger, damaging shareholder wealth.

JOINT DEGREE PROGRAMS

Undergraduate joint degree programs:

At the undergraduate level, among others, Ivey's HBA Program offers the following joint degree opportunity:

Global Studies: The combined degree programs are administered on behalf of the Richard Ivey School of Business and Huron University College, Faculty of Arts and Social Science, Centre for Global Studies. The combined program is a five-year program leading to a BA in Honors Business Administration (HBA) and a BA (Honors) with Honors Specialization in one of the Honors Specialization modules offered in the Centre for Global Studies: Global Development Studies, Global Culture Studies, or Globalization Studies. In Years 1 and 2, students are registered in Huron University College in the Faculty of Arts and Social Science and follow the normal curriculum for the Honors Specialization module. In Year 3, students are registered in the

HBA program. Students are registered in the combined program for Years 4 and 5. Students in the combined program must meet the language requirement for graduation with an Honors Specialization module from the Centre for Global Studies.

Graduate joint degree programs:

At the graduate level, among others, Ivey's MBA Program offers the following joint degree opportunity:

Ivey MSc / CEMS MIM: Also at the graduate level, Ivey's MSc Program offers a joint degree opportunity in conjunction with the CEMS Global Alliance. The joint Ivey MSc / CEMS Master of International Management challenges its students to think both broadly and deeply about complex business issues and environments. Explore real life international business challenges using the business case studies and case learning methods that put Ivey on the map. The Program is designed to demonstrate how students can dig deeper to understand how research can be applied to complex global management issues and discover new research opportunities that may still exist. The ultimate goal of the Ivey MSc/CEMS MIM is to develop students' capacity to think critically and creatively, make informed decisions, and to interact and lead effectively in an international environment through experiential learning: international exchanges, consultancy-based international business projects, internships, interactive teaching methods, and skills seminars.

Founded in 1988, CEMS is a strategic alliance of 27 member schools covering 4 continents and 56 multinational corporate partners. The CEMS Master of International Management (MIM) Program provides a unique blend of education and professional experience for multilingual, multicultural postgraduate students. This designation is exclusively open to the MSc students of CEMS schools and is awarded in conjunction with their home MSc degree. Ivey is honoured that its MSc Program was selected as the first North American and the exclusive Canadian partner school to join the prestigious CEMS international management education alliance.

Principle 3

Method - We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

CASE STUDIES DEVELOPED AROUND THE GLOBAL COMPACT PRINCIPLES

Ivey Publishing has been actively engaging authors who are interested in developing case studies pertaining to the Global Compact Principles. A significant volume of cases have been developed around the four categories that are used to encompass the ten Global Compact

Principles – Human Rights (55 published case studies), Labour Standards (41 published case studies), Environment (101 published case studies) and Anti-Corruption (36 published case studies). A sampling of abstracts from some recent case studies published in these four areas follow:

Labour standards' case studies:

Nestle's Nescafe Partners' Blend: The Fairtrade Decision* (Ivey Case # 9B06A020), Niraj Dawar, Jordan Mitchell.

Nestle is in the midst of a decision: whether or not the Fairtrade mark should be applied on Partners' Blend, a new instant coffee product to be marketed in the growing UK 'ethical' coffee segment. Application of the Fairtrade mark on the Partners Blend product means that Nestle must go against its historical position of not offering minimum guaranteed prices to coffee farmers. As part of their deliberations, Nestle executives must consider their coffee sourcing program at large, their corporate social responsibility framework, Nescafe and corporate Nestle branding, the UK market and the potential consumer benefits or backlash that could result from releasing such a product.

* Corporate Social Responsibility Award, 2006 European Foundation for Management Development (EFMD) Case Writing Competition.

Environment cases:

Carrefour China, Building a Greener Store (Ivey Case # 9B08M048), Andreas P. Schotter, Paul W. Beamish & Robert Klassen.

Carrefour, the second largest retailer in the world, had just announced that it would open its first “Green Store” in Beijing before the 2008 Olympic Games. David Monaco, asset and construction director of Carrefour China, had little experience with green building, and was struggling with how to translate that announcement into specifications for store design and operations. Monaco has to evaluate the situation carefully both from ecological and economic perspectives. In addition, he must take the regulatory and infrastructure situation in China into account, where no official green building standard exists and only few suppliers of energy saving equipment operate. He had already collected energy and cost data from several suppliers, and wondered how this could be used to decide among environmental technology options. Given that at least 150 additional company stores were scheduled for opening or renovation during the next three years in China, the project would have long term implications for Carrefour.

Anti-corruption case studies:

Talisman Energy Inc.: The Decision to Enter Iraq (Ivey Case # 9B09M035), Pratima Bansal, Natalie Slawinski.

In June 2008, the chief executive officer of Talisman Energy Inc. (Talisman) and his senior executive team met with the company’s board of directors. The purpose of this meeting was to

debate Talisman's proposed entry into the oil-rich Kurdistan region of Iraq. This move was potentially very lucrative for Talisman but was fraught with risks. These risks were exacerbated by Talisman's previous foray into Sudan; during that expansion Talisman had been accused of complicity in human-rights abuses, stemming from industry-accepted royalties and fees it had paid to the government. This payment of fees was held as an example by public interest groups to allege that Talisman was indirectly funding the Sudanese civil war. Talisman's reputation had suffered to the point where the ire of investors and U.S. and Canadian governments was sufficient for Talisman to exit Sudan in 2003. There were many questions about the proposed move to Iraq, including the political situation, the views of the U.S. and Canadian government, and especially the US\$220 million fee payable to the Kurdistan Regional Government. Should Talisman enter Iraq, and if so, could they avoid experiencing the same outcome as Sudan?

Human Rights' case studies:

New Balance: Developing an Integrated CSR Strategy (Ivey Case # 9B10M011), Vesela Veleva.

This case focuses on New Balance — a privately held company and the fourth largest athletic footwear manufacturer in the world. Founded over 100 years ago, New Balance has a strong social responsibility culture and mission established by its owners. Its commitment to employees, for example, was expressed through maintaining domestic manufacturing in the United States (the only large footwear manufacturer to do so presently) and avoiding layoffs in the deep recession of 2007-2009. In the late 1990s, the company established the Responsible Leadership Steering Committee to address human rights issues in overseas factories. Throughout the years, private ownership had allowed New Balance to take risks and make choices that publicly held companies might not have been able to do; at the same time, private ownership also meant lower pressures to disclose social and environmental performance. The owners were also very “humble” and hesitant to talk aloud about social responsibility. As a global player, the present challenge for the company has become to move corporate social responsibility (CSR) to the next level — from “doing what’s right” to fully integrating CSR into the business strategy. The overall goal of the case is to use the provided information from a comprehensive company assessment to identify a few key areas where New Balance can focus on and demonstrate industry leadership while also supporting the bottom line. A set of key questions is included at the end of the paper to guide students’ discussion around critical issues for building an integrated CSR strategy for New Balance, considering its culture, structure and present level of corporate citizenship management.

INTERNSHIPS

Community Consulting Projects: Ivey Community Consulting Groups helps local businesses (mainly NPOs) with building sustainable business models. Two projects underway include helping local NPOs with building self-sustainable food supply locally in London and a business plan for HIV vaccination project in Africa under Step by Step NPO.

STUDENT ACTIVITIES

Ivey Connects: Ivey Connects is a student-led organization working to inspire Ivey students to contribute to the societies in which they operate. Ivey Connects provides students with the opportunity to give their time through volunteerism, their treasure through fundraising, and their talent (management or otherwise) to those in need in the community.

LEADER Project: Ivey students take the case-study method to students of the former Soviet Union and Eastern Bloc countries. Emphasis is on effective action-oriented business practices and decision-making in entrepreneurship. Students also perform business coaching around business plans.

India Teaching Project: Ivey students travel to Mumbai to the Tata Institute of Social Sciences to help teach the curriculum at TISS, to offer entrepreneurship consulting services offering an international business perspective to aspiring students and local businesses, to share learnings in areas of rural and sustainable development. This was the first year, and it will hopefully become an annual project.

Ivey China Teaching Project: The Ivey China Teaching Project offers a unique opportunity for MBA students to positively impact the future business leaders of China. A team of 12 volunteer teachers engages business students in China in case-based learning. It is in its 14th year of operation.

Principle 4

Research - We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.

RESEARCH

Bartlett, Christopher A. and Paul W. Beamish, 2011, Chapter 8 of Transnational Management: Text, Readings and Cases in Cross Border Management, 6/E, Burr Ridge, Illinois, Irwin McGraw-Hill.

Transnational Management focuses on the management challenges associated with developing strategies and managing the operations of companies whose activities stretch across national boundaries. Chapter 8 of the textbook focuses specifically on the evolving global role of transnational firms. Through narrative, cases and readings, the authors explore the range of general approaches that MNEs have employed in responding to developing world needs – namely, *transformative*, *transactional*, *exploitative* and *responsive* approaches.

Bansal, P., McKnight, B. (2009) **Looking Forward, Pushing Back, and Peering Sideways: Analyzing the Sustainability of Industrial Symbiosis.** *Journal of Supply Chain Management*, Fall, 45(4): 26 - 37.

This paper compares and contrasts two different forms of interorganizational relationships that deal with the production and movement of waste: industrial symbiosis and supply chains. Industrial symbiosis reuses, recycles and reprocesses byproducts and intermediates within the system of organizations, whereas conventional supply chains reduce waste within manufacturing processes and reuse end-of-life products. Although both these models address waste, there is surprisingly little consideration of industrial symbiosis within supply chain research. Yet, industrial symbiosis has much to offer the study of sustainable development within supply chains. Industrial symbiosis emphasizes community, cooperation and coordination among firms, which serves to protect the environmental integrity, social equity and economic prosperity of the region--all hallmarks of sustainable development. However, such tight integration among a diverse set of organizations is difficult to jump start and difficult to maintain. In this paper, we also outline the challenges and offer some ideas on how to address these challenges. We ground our insights from interviews with firms in the Sarnia-Lambton region of Ontario, Canada. This region is home to over 130,000 people, and has a strong physical infrastructure and social structures that have facilitated symbiotic relationships among local businesses.

Lee, S. & Klassen, R. (2009). **Drivers and enablers that foster environmental management capabilities in small and medium-sized suppliers in supply chains.** *Production and Operations Management*, 17(6): 573-586.

The limited capabilities and resources available within many small- and medium-sized enterprises (SME) frequently hamper an effective response to environmental pressures, which in turn hurts large buying firms (i.e., customers). Using a case-study method with multiple suppliers of two large buying firms, we mapped factors that initiated and improved environmental capabilities in SMEs over time. Through several specific mechanisms, buyers' green supply chain management initiated, and then enabled the improvement of suppliers' environmental capabilities. Independent of buyers, internal championing of environmental concerns also provided an impetus for SMEs suppliers to acquire resources outside the supply chain. Thus, synergistic linkages emerged in supportive buyer-supplier relationships, resource acquisition, and capability development. When these findings are combined with earlier research on larger suppliers, an integrative framework emerges that provides direction for suppliers, buyers, and public agencies seeking to improve environmental performance.

Marcus, A.A., Fremeth, A.R. (2009) **Green Management Matters Regardless.** *Academy of Management Perspectives*, August, 23(4): 17 - 26.

Today, it is undeniable that a new enthusiasm exists for green management, not only among managers but among business school students, though this enthusiasm is just starting to be tapped in a more formal way in curriculum, instructional materials, and faculty careers and advancement. Green management matters for many reasons, but fundamentally it matters because people expect managers to use resources wisely and responsibly; protect the environment; minimize the amounts of air, water, energy, minerals, and other materials found in the final goods people consume; recycle and reuse these goods to the extent possible rather than drawing on nature to replenish them; respect nature's calm, tranquility, and beauty; and eliminate toxins that harm people in the workplace and communities. From a moral or normative perspective the obligation for green management is absolute, and whether it "pays" to be green is only partly relevant.

Trudel, R., Cotte, J.S. (2009) **Does It Pay To Be Good?** *Sloan Management Review (MIT)*, Winter, 50(2): 61 - 68.

We demonstrate that consumers are willing to pay more for ethically produced goods. Additionally, we find that positive-negative asymmetries exist in the consumer's willingness-to-pay for ethically versus unethically-produced goods. That is, consumers punish unethical firm behavior with greater discounts than the premiums they might pay as a reward for ethical behavior. Communication about the firm's activities is also important, because we also show that consumer expectations about a company's behavior intensify these positive-negative asymmetries. Finally, we show that a small degree of ethical production "pays off," from a consumer perspective, as much as a heavy investment in ethical production. There are gains to be made with an ethical positioning in the marketplace, and thus firms' efforts to move toward ethical production, and promote that ethical behavior, appear to be a wise investment. Importantly, we also show the more serious consequences of unethical behavior: act unethically and you may find the market devaluing your products, and consumers discounting the price they are willing to pay.

Van Jaarsveld, D., Kwon, H., Frost, A.C. (2009) **The Effects of Institutional and Organizational Characteristics on Work Force Flexibility: Evidence from Call Centers in Three Liberal Market Economies.** *Industrial and Labor Relations Review*, July, 62(4): 573 - 601.

This comparative study examines survey data from 464 call centers in the United States, 167 in the United Kingdom, and 387 in Canada to explore two questions: whether institutional differences shape employers' choices of ways to improve work force flexibility, both numerical and functional; and Whether Strategies for numerical flexibility and functional flexibility are related. The results suggest that institutional differences across these liberal market economies-

specifically, in dismissal regulations and union strength did affect how employers chose to achieve work force flexibility. For example, the use of part-time workers was more common in countries with more stringent rules regulating dismissals. Organizational characteristics also mattered, with outsourced firms being more likely than in-house firms to use part-time workers. Evidence also suggests that managers used numerical flexibility and functional flexibility Strategies as Substitutes: higher employee job discretion was associated with both lower dismissal rates and a lower likelihood of temporary use.

Viswanathan, M., Sridharan, S., Gau, R., Ritchie, R.J.B. (2009) **Designing Marketplace Literacy Education in Resource-Constrained Contexts: Implications for Public Policy and Marketing.** *Journal of Public Policy & Marketing*, Spring, 28(1): 85 - 94.

This article describes the findings of an immersive program of field research on consumers living in poverty in South India and the lessons learned from the development and operation of educational interventions designed to enhance the marketplace literacy of these consumers. Whereas extant research and practice have traditionally addressed two key factors that facilitate market participation for the poor-market access and financial resources-the current research focuses on a third critical and complementary factor-namely, marketplace literacy. The authors contend that to sustainably benefit from enhanced market access and resources, (1) people living in subsistence conditions need to develop tactical or procedural knowledge, or concrete "know-how," regarding how to be an informed consumer or seller, and (2) this know-how must be grounded in conceptual/strategic knowledge, or "know-why" understanding, of marketplace exchanges. To that end, the educational program outlined begins by familiarizing participants with the purpose and logic of marketplaces and then transitions to the tangible aspects of how these marketplaces function. The article concludes with reflection on the implications for consumer policy, marketing research, and business practice.

Yap, M., Konrad, A.M., (2009) **Gender and Racial Differentials in Promotions: Is There a Sticky Floor, A Mid-level Bottleneck, or a Glass Ceiling?** *Relations Industrielles-Industrial Relations*, Fall, 64(4): 593 - 619.

Using a proprietary dataset containing personnel records on over 22,000 full-time, non-unionized employees from a large Canadian firm with nationwide operations from 1996 to 2000, this paper explores the incidence of promotion for women and racial minorities. The findings show that women and racial minorities are less likely than their white male counterparts to be promoted. For both white women and minority women, the disadvantage is most severe at the lower rungs of the organizational hierarchy, lending support to the 'sticky floor' hypothesis. Significant promotion disadvantages occur for white women, visible minority women, and visible minority men at the middle ranks of the organization, and visible minority men continue to experience a promotion disadvantage at the highest organizational levels.

Beamish, P.W. & Bapuji, H. (2008). **Toy recalls and China: Emotion vs. evidence.** *Management and Organization Review*, 4(2): 197-209.

Product recalls in 2007 raised serious questions about the safety of products made in China and resulted in widespread outrage. Our analysis of toy recalls in the U.S. between 1988 and 2007 revealed that the vast majority of recalls were due to flaws in product designs, conducted in the corporate headquarters of toy companies, rather than to poor manufacturing by the factories in Asian countries. Also, we found that the recalls have increased over the years, due both to design and manufacturing flaws. Our findings generated wide-spread interest and influenced the course of debate on import product safety. Our findings and experiences have significant implications for the research on product quality in international operations and the role systematic research evidence can play in shaping management practice and public debate.

Cotte, J. & Latour, K. (2008). **Blackjack in the kitchen: Understanding online versus casino gambling.** *Journal of Consumer Research*, 35(5): 742-758.

About \$10 billion a year is spent by consumers worldwide on online gambling, and that number continues to grow. We present a qualitative, image-based study of thirty Las Vegas online and casino gamblers. By examining online gambling as a consumption experience, we examine what happens to consumption meaning as gambling moves away from a regulated physical space to an unregulated online space, accessed from home. We explore the meaning of online gambling consumption to consumers, and flesh out the social welfare implications of our findings.

Peng, G. & Beamish, P.W. (2008). **The effect of national corporate responsibility environment on Japanese foreign direct investment.** *Journal of Business Ethics*, 80(4): 677-695.

We examine the relationship between Japanese foreign direct investment (FDI) and the national corporate responsibility (NCR) environment in host countries using corporate social responsibility and international business theories. Based on data from the Japanese Government's Ministry of Finance, Accountability, and other sources, we find that the level of NCR has a positive relationship with FDI inflow for developing countries. The relationship for developed countries is negative but not statistically significant. The underlying host country development stage moderates the relationship. The results can help deepen understanding of FDI behaviors and have practical implications for host countries in terms of attracting FDI.

Peterson, L. & Dietz, J. (2008). **Employment discrimination: Authority figures' demographic preferences and followers' affective organizational commitment.** *Journal of Applied Psychology*, 93(6): 1287-1300.

We employ theories of organizational commitment and obedience to authority to explain employment discrimination. In Study 1, employees participated in an experimental simulation of their work. An organizational authority's demographic preferences led to employment discrimination. As expected, affective organizational commitment moderated this effect, such that it was stronger for more committed employees. In Study 2, another sample of employees completed a survey that included an employment discrimination scenario. A model of linkages from affective organizational commitment to submissiveness to organizational authorities to employment discrimination fit the data well, after controlling for prejudicial attitudes and authoritarianism. Submissiveness to organizational authorities mediated the relationship between affective organizational commitment and employment discrimination. We discuss the importance of studying employment discrimination as an organizational phenomenon.

Pugh, S., Dietz, J., Brief, A. & Wiley, J. (2008). **Looking inside and out: The impact of employee and community demographic composition on organizational diversity climate.** *Journal of Applied Psychology*, 93(6): 1422-1428.

An organization's diversity climate refers to employees' shared perceptions of the policies and practices that communicate the extent to which fostering diversity and eliminating discrimination is a priority in the organization. We propose a salient element of the organizational context, the racial composition of the community where the organization is located, serves an important signaling function that shapes the formation of climate perceptions. In a study of 142 retail bank units in the United States, we find evidence of a relationship between the racial composition of an organization's workforce and diversity climate that is moderated by the racial composition of the community where the organization is located. Our results suggest that when few racial minorities live in the community in which an organization is embedded, workforce diversity has an impact on employees' diversity climate perceptions. As racial minority popular share increases, workforce diversity tends to lose this signaling value.

Seijts, G. & Yip, J. (2008). **The effect of knowledge accumulation on support for workplace accommodation.** *Journal of Business and Psychology*, 4(22): 311-321.

We investigated the relationship between knowledge about the demonstrated benefits of breastfeeding and individual support for breastfeeding accommodation in the workplace. We tested our hypotheses by asking participants to respond to vignettes that described the factors a Director of Human Resources had to consider in responding to the needs of a breastfeeding

employee. We found that participants had a low level of knowledge about the benefits of breastfeeding for child, mother, and organization. Participants with children reported stronger support for accommodation, and the level of knowledge about the benefits of breastfeeding mediated this effect. The results showed that participants in executive level positions, and who had no children, were the least supportive of accommodation. There were no occupational differences in responses to the support measure.

Vachon, S. & Klassen, R. (2008). **Environmental management and manufacturing performance: The role of collaboration in the supply chain.** *International Journal of Production Economics*, 111(2): 299-315.

As corporations attempt to move toward environmental sustainability, management must extend their efforts to improve environmental practices across their supply chain. The literature characterizing environmental management within the supply chain has been slowly building, but remains sparse. Using a survey of North American manufacturers, this paper examines the impact of environmental collaborative activities on manufacturing performance. Environmental collaboration was defined specifically to focus on inter-organizational interactions between supply chain members, including such aspects as joint environmental goal setting, shared environmental planning, and working together to reduce pollution or other environmental impacts. These practices can be directed either upstream toward suppliers or downstream toward customers. The influence of collaboration in each direction was empirically assessed for multiple objective and perceptual measures of manufacturing performance using a sample of plants in the package printing industry. Generally, the benefits of collaborative green practices with suppliers were broadest. In contrast, collaboration with customers yielded mixed outcomes. Overall, evidence emerged that upstream practices were more closely linked with process-based performance, while downstream collaboration was associated with product-based performance.

Winn, M., MacDonald, P. & Zietsma, C. (2008). **Managing industry reputation: The dynamic tension between collective and competitive reputation management strategies.** *Corporate Reputation Review*, 11(1): 35-55.

To broaden understanding of the dynamics of collective reputation management, we conducted a longitudinal, qualitative study of two industries whose legitimacy was under sustained and intense attack by environmental stakeholders. Our study traces the emergence of, and dynamic tension between, collective and competitive reputation management, and examines the motives for and effects of specific strategies used by the industry, individual firms, and groups of firms. The paper contributes to theory building on the dynamic interplay of, and tensions between, collective and competitive reputation management.

Cohen, J., Holder, L., Pant, L. & Sharp, D. (2007). **The effects of perceived fairness on opportunistic behavior.** *Contemporary Accounting Research*, 24(4): 1119-1138.

The classic agency model provides the basis for a large number of organizational contracts in the contemporary business environment. However, contracting provisions based on this model may induce undesirable behavior including shifts in employee value systems. Therefore, we explore fairness as a motivator of positive behavior in the contracting environment. Managers were asked to make a cost allocation decision in which we embedded a manipulated information asymmetry (absent or present) and incentives (absent, low, or high). Results indicate that subjects' perception of the fairness of the allocation dominates the agency (monitoring and incentive) effect in determining the intent to act opportunistically. We conclude that researchers and managers should consider fairness as an important element of the opportunity-incentive-action dynamic when the need for contracting around potential agency problems arises.

Duxbury, L., Lyons, S., & Higgins, C. (2007). **Dual-income families in the new millennium: Reconceptualizing family type.** *Advances in Developing Human Resources*, 9(4): 472-486.

To assist employees in their pursuit of balance, human resource development practitioners must recognize that different family types face different challenges and require different approaches to promoting work–family balance. Early research in this area defined family type very simply: Both partners worked for pay outside the home or both partners had careers. Changes in the demographic profile of families and in the nature of work have rendered this typology obsolete. This article proposes a new, expanded conceptualization of family type that recognizes four family types: dual-career, dual-earner, new-traditional, and status-reversal.

Graham, M. & Bansal, P. (2007). **Consumers' willingness to pay for corporate reputation: The context of airline companies.** *Corporate Reputation Review*, 10(3): 189-200.

Prior studies of corporate reputation have looked broadly at the relationship between corporate reputation and corporate performance. In this paper, we take a more fine-grained approach. In particular, we investigate consumers' willingness to pay for organizational attributes that have historically predicted corporate reputation, in this case, for airlines. Using a policy-capturing or scenario-based design, we determine how airline customers choose between a series of ticket options. The findings provide two important insights into corporate reputation. First, they demonstrate that consumers are willing to pay more for a better corporate reputation. Secondly, they demonstrate that consumers base their willingness to pay on organizational attributes, but that they do so primarily through corporate reputation. These findings suggest that corporate reputation research has an important place within our understanding of corporate strategy.

Hunter, T. & Bansal, P. (2007). **How standard is standardized MNC global environmental communication?** *Journal of Business Ethics*, 71(2): 135-147.

In this paper, we develop an argument to show why we expect that multinational companies will ensure that they communicate credibly about their environmental responsibility, across all their subsidiaries. Credible environmental communication helps to increase the firm's legitimacy and reduce its liability of foreignness on an issue that is globally relevant. We develop a measure to test if there is a standardized level of environmental communication credibility on the country-specific web sites of MNC subsidiaries around the world and find, in fact, that there is considerable variation across countries, among subsidiaries of different firms and among subsidiaries of the same multinational. We discuss the reasons for this and the implications for firm legitimacy.

Kocabasoglu, C., Prahinski, C. & Klassen, R. (2007). **Linking forward and reverse supply chain investments: The role of business uncertainty.** *Journal of Operations Management*, 25(6): 1141-1160.

This paper explores managerial efforts in reverse supply chains (RSC), where the focus is on the capture and exploitation of used products and materials. The RSC can potentially reduce negative environmental impacts of extracting virgin raw materials and waste disposal. If so, investments in the reverse supply chain should not be made in isolation, but instead must be integrated with investments selected to improve the forward supply chain. After defining and operationalizing these constructs, a survey of plant managers was used to empirically assess the linkages between supply chain investments, organizational risk propensity (i.e., willingness to take risk) and business uncertainty. Reverse supply chain investment had two primary dimensions: reconditioning (i.e., high-value recovery) and recycling and waste management (i.e., low or no-value recovery). Ongoing investment in the forward supply chain was significantly related to investment in recycling and waste management, but not to investment in reconditioning. Moreover, risk propensity was found to mediate the relationship between the external business uncertainty and investment in the forward and reverse supply chain.

Lasry, A., Zaric, G. & Carter, M. (2007). **Multi-level resource allocation for HIV prevention: A model for developing countries.** *European Journal of Operational Research*, 180(2): 786-799.

Funds spent on HIV prevention commonly traverse several levels of distribution. For example, funds may be allocated to regions, and regional authorities may then allocate their funds to sub-regions or targeted risk groups. Decision makers at each level often make use of heuristics that may result in suboptimal allocation of resources. We examine the impact of equity-based heuristic allocation of HIV prevention funds versus optimal allocation of HIV prevention funds

when there are two levels of decision making. Our results demonstrate that if optimization can only be applied to one level of the decision making process, there are more significant gains if it is applied at the lower level than at the upper level.

Linton, J., Klassen, R. & Jayaraman, V. (2007). **Sustainable supply chains: An introduction** *Journal of Operations Management*, 25(6): 1075-1082.

Consideration is given to the convergence of supply chains and sustainability. In doing so, the focus on environmental management and operations is moved from local optimization of environmental factors to consideration of the entire supply chain during the production, consumption, customer service and post-disposal disposition of products. This is a critical and timely topic that captures increasing concerns over sustainability, whether driven by current legislation, public interest, or competitive opportunity. As such, sustainable development is a rich area for academic research that is still in its infancy and has the potential to affect future government policy, current production operations, and identify new business models. This paper provides a background to better understand current trends in this multidisciplinary field that intersect with operations management, and the research opportunities and challenges it presents.

Vachon, S. & Klassen, R. (2007). **Supply chain management and environmental technologies: The role of integration.** *International Journal of Production Research*, 45(2): 410-423.

As corporations work to become more environmentally sustainable, management must extend their efforts to improve environmental practices across the supply chain. Moreover, investment by plants in environmental technologies cannot be made independently of other organizations in the supply chain. Using a plant-level survey, we examine the linkage between chain characteristics, such as the degree of integration with suppliers and customers, and investment in different environmental technologies. In general, as plant managers developed greater strategic-level integration with suppliers, including product development and knowledge sharing, more resources were allocated toward pollution prevention. However, this linkage was not mirrored with customers. Instead, greater integration with customers was related with a greater allocation toward pollution control. Collectively, these findings suggested that downstream supply chain members tend to emphasize pollution prevention while simultaneously shifting the burden for control to upstream members.

Vanden Bergh, R. & Holburn, G. (2007). **Targeting corporate political strategy: Theory and evidence from the U.S. accounting industry.** *Business and Politics*, 9(2): 1-33.

By analyzing the interaction between a business firm and multiple government institutions (including a regulatory agency, an executive and a bicameral legislature), we develop predictions about how firms target their political strategies at different branches of government when seeking more favorable public policies. The core of our argument is that firms will target their resources at the institution that is 'pivotal' in the policy-making process. We develop a simple framework, drawing on the political science literature, which identifies pivotal institutions in different types of political environments. We find empirical support for our thesis in an analysis of how U.S. accounting firms shifted their political campaign contributions between the House and Senate in response to the threat of new regulations governing auditor independence during the 1990s.

Principle 5

Partnership -We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

SPEAKERS ON-CAMPUS TO ADDRESS MBA OR UNDERGRADUATE STUDENTS

David Suzuki

Description: David Suzuki presented a talk about contemporary environmental issues facing our planet and potential solutions to some of our problems.

Sam Heath, Associate Principle, McKinsey & Co.

Description: Presentation entitled: "Effective Strategy Consulting for the Non-Profit Industry."

Tal Dehtiar, President of MBAs Without Borders

Description: Tal Dehtiar discussed the Millennium Development Goals and the impact businesses can have in small to mid-size businesses in developing countries.

Farouk Jiwa, Social Entrepreneur, Senior Ashoka Fellow & Senior Regional Technical Advisor, Economic Development Unit, CARE USA.

Description: Farouk Jiwa provided an interactive boot camp on social enterprise, drawing on his work with CARE Canada and CARE USA.

Phil LaRocco, founder of E+Co

Description: Presentation to the undergraduate students enrolled in the Individuals, Corporations and Society course.

Bryan Gilvesy, proprietor of Y U Ranch.

Description: Bryan spoke to HBA students about sustainable agriculture

Penelope Simons, law professor at the University of Ottawa. Description: Presentation entitled: The Governance Gap: Business and Human Rights in Conflict Zones (with a particular focus on Talisman Energy in the Sudan).

Principle 6

Dialogue - We will facilitate and support dialog and debate among educators, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

Net Impact Conference: 15 Ivey MBAs attended to discuss a vast array of innovative ideas that will create social and environmental values for our future.

Reforest London Community Action Day: In May of 2007 and 2008, and September 2008, 70 MBA students from each class volunteered for the day to plant trees around the city of London.

Junior Achievement Program: MBAs work in teams of two to deliver a pre-developed curriculum to 6th and 7th grade students. The program is designed to work with elementary students to promote business leaders for tomorrow.

Neighborhood Watch London: About 70 MBA students participated in Community Action Day to remove graffiti in a graffiti-removal program hosted by Neighbourhood Watch London. They used Graffiti Go, an environmentally friendly high-powered cleaner.

Campus Greening: Working with Ivey building management to improve recycling and garbage program. Trying to decrease the amount of paper usage from printers and copiers.

CIBC Run for the Cure: 20 MBA students participated in the Run for the Cure and raised \$2600.

KEY OBJECTIVES FOR THE NEXT 18-MONTH PERIOD

The Ivey School of Business has identified the following two objectives as key initiatives that the School would like to pursue in relation to the PRME Project during the next 18 months:

1. To see the first ever case and textbook published on the 10 principles of the Global Compact; and,
2. To make the Ivey case collection available to universities in the 39 poorest countries in the world at no cost.

SUSTAINABILITY ON CAMPUS

The University of Western Ontario is a signatory to the Talloires Declaration which was developed in 1990 as a ten-point action plan for incorporating sustainability and environmental literacy in teaching, research, operations and outreach at colleges and universities. Among the countless initiatives that the University has undertaken in furtherance of this Declaration include the following:

Western Environmental System: Western Environmental System (WES) is the single most significant tool in energy consumption on campus. It is an advanced HVAC system that can remotely control campus air systems allowing Physical Plant to schedule the shutdown of service to areas of non-occupancy (ie., evenings and weekends). A large majority of buildings on campus (50+) are supported by the system and each new building is added as they go online. Retrofitting of older buildings will be a gradual upgrade.

Lighting Retrofit: Physical Plant is turning the corner on a five year plan to eliminate inefficient lighting on campus. As the project enters its final years, there is definitely, sustainable light at the end of the tunnel. Energy-saving T8 ballasts are replacing nearly 50,000 T12 fixtures that illuminate the rooms and halls in dozens of campus buildings. According to the figures in the audit, conducted by King Energy Management Inc., the project will pay for itself through energy savings in about three years. The new fixtures are estimated to use at least 30 per cent less energy than that of its predecessor. The new lamps have a lot of advantages. In addition to being more efficient, the quality of light output is much greater.

CFLs in the Residences: All study/desk lights in the residences were replaced. In a cooperative with Housing, Physical Plant, and London Hydro 11, 000 incandescent bulbs were switched out and energy saving compact fluorescent bulbs were put in their place.

Online Academic Calendar: To lessen the impact on the environment, effective February 2009, the Office of the Registrar only produces an online version of the Academic Calendar for students. The limited run of 2009 Academic Calendars were printed on recycled paper and there were copies available for students to view in each of the on-campus libraries. There was an immediate impact on the environment - we are saving more than 11,040,000 sheets of paper (24,000 copies of the Academic Calendar) this year alone.

Plastic Bags: The Book Store at Western introduced several initiatives to reduce plastic bags and their detrimental effects on the environment:

1. The Book Store gave away reusable shopping bags to new students and parents during Student Academic Orientation, Homecoming and special events. Reusable bags are also sold in the store.
2. The Book Store switched to biodegradable plastic bags, which decompose in 12 to 24 months as opposed to regular plastic bags, which can take decades if not centuries to biodegrade.

60% diversion rate: The Ministry of the Environment's goal of 60% diversion of waste from landfill has been the main thrust of the UWO Recycling Program for the period leading up to 2008. The diversion rate in early 2007 was 38.5%, but new programs were just getting underway. They included augmented education and promotions, recovery of construction material, battery collection, and printer cartridges. It didn't take long before the goal of a 60% diversion rate was realized. By reselling portions of the Food Commissary and diverting the many tons of its concrete to recyclers, the diversion rate soared well above 80%. Recently (2008) the bioengineering building was dismantled to make way for the new LEED certified building. By not sending these enormous structures to the land fill, the University continues to chip away at its diversion rate.

Eateries Reducing Paper & Packaging: Hospitality Services completely eliminated the use of styrofoam from its Residence Dining Halls. New bio-degradable and compostable take-out containers are being phased in. Paper cups are not recyclable and account for a significant amount of waste at Western. A discount, provided to customers who purchase a hot beverage with a travel mug, is helping to promote alternatives to paper cups.

Herbicides / Pesticides: Harmful fungicide and pesticides are used on campus and haven't been for more than a decade. Grounds will be phasing out herbicides for weed control on hard surface (between sidewalk slabs). There is a plan to rely on natural remedies in a conversion to all environmental products. The Ministry of Health and Ministry of Environment have requested that infestations that may harm the public or environment are controllable with chemicals. The process for chemical use is lengthy and requires approval from the government prior to application.