Sharing Information on Progress Report 2011

Principles for Responsible Management Education (PRME)
MESSAGE FROM THE DEAN

The Haskayne School of Business is committed to the Principles of Responsible Management Education as an integral component of our strategic dedication to ethical leadership, entrepreneurship and energy education. The ten Global Compact Principles are consistent with our values and vision. We are proud of our record as recognized leaders in research and education related to corporate social responsibility, ethics, and sustainability. We commit to continue developing and improving in these important scholarship fields.

Leonard Waverman, Dean
Haskayne School of Business
The University of Calgary

Principles for Responsible Management Education

The Haskayne School of Business has joined the Principles for Responsible Management Education (PRME) initiative, which is intended to inspire and champion responsible management education, research and thought leadership globally.

The PRME are inspired by internationally accepted values such as the principles of the United Nations Global Compact. They seek to establish a process of continuous improvement among institutions of management education in order to develop a new generation of business leaders capable of managing the complex challenges faced by business and society in the 21st century.

There are six principles to which HSB has committed:

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 dialogue 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.
Overview

Beyond Grey Pinstripes Rankings:
BGP "In the School’s own words"
The Haskayne School of Business at the University of Calgary (HSB UCalgary) is closely linked to the global resource-based industries headquartered in western Canada: energy, mining, forestry, agribusiness, and tourism. These industries were among the first to experience societal demands for sustainable development. Consequently, HSB has played a pioneering role in integrating the management of environmental and social issues into the school’s MBA curriculum.

All HSB MBA students are required to take a course called ‘The Global Environment of Business,’ which emphasizes ethics and decision-making as well as issues in corporate social responsibility. Environmental and social issues management topics have been integrated into the core and disciplinary courses of the MBA. Specialized courses such as ‘Managing Environmental and Social Issues in the Global Marketplace,’ ‘Strategies for Sustainable Development,’ ‘Evaluating Environmental Performance,’ and ‘Indigenous People in Sustainability,’ are offered as electives. ‘Rediscovering Leadership: the Haskayne Wilderness Retreat’ is an experiential MBA course conducted at the University of Calgary’s research field station in the nearby Rocky Mountain wilderness and features sessions with indigenous elders.

In 1994, HSB introduced an MBA specialization in Environmental Management and Sustainable Development. This was revised in 2004 as a specialization in Global Energy Management and Sustainable Development (GEMS). Since 1996, a multi-disciplinary Master of Science degree in Sustainable Energy Development has been offered in Quito, Ecuador and a Canadian version was launched in Calgary in 2008. In 2010, HSB introduced a new Global Energy Executive MBA program.

Because of the unique focus of its MBA and MSc programs, HSB has developed many original conceptual and case teaching materials dealing with resource industries and sustainability in an international context. In 2001, the Institute for Resource Industries and Sustainability Studies (IRIS) was established at HSB. The Institute, now funded by industry and federal granting agencies, houses a group of business school faculty from various disciplines and a group of Ph.D. students focused on resource industries and sustainable development management. Each year, IRIS presents a popular seminar series featuring expert speakers drawn from academia, industry, government and NGOs locally, nationally and internationally. This speaker program is well attended by MBA students as well as by industry, government agency and NGO personnel, providing an ideal forum for discussion of sustainable development issues. Haskayne MBA student and alumni conferences regularly feature panels or speakers on sustainable development, managing environmental/social issues, or corporate social responsibility.

The Haskayne School of Business is a founding member of the University of Calgary’s interdisciplinary Institute for Sustainability, Energy and the Environment (ISEE). The founder of IRIS and an ISEE affiliate, Dr. Harrie Vredenburg is a Haskayne professor of Strategic Management and holds the Suncor Energy Chair in Competitive Strategy and Sustainable Development.

How does the MBA program ‘walk the talk’ of social and environmental impact?
The University of Calgary leads Canadian universities in environmental sustainability, earning top grades in the 2011 Sustainable Endowments Institute’s (SEI) College Sustainability Report Card, sharing the highest honour with the University of British Columbia and the University of Toronto.

The U of C has undertaken a pan-university approach to advancing sustainability; one that encompasses teaching and learning, research, campus operations, as well as community engagement and partnerships. University faculties and research institutes are engaged in diverse research initiatives, curriculum offerings, and service learning initiatives that support an institutional commitment to excellence and leadership in advancing the pursuit of sustainability.

From buildings and infrastructure to student service programs, the University of Calgary strives to model campus sustainability and improve performance. Through individual and collective capacities, the university is transitioning to sustainable business models within targeted financial resources. The campus is a living laboratory for applied research in sustainability and a model for the broader community. Through the Sustainability ON initiative, the university is realizing change through the collective actions of more than 30,000 students, staff, and faculty stepping up together.
The U of C is committed to sustainability through a formal policy and plan. Three pan-university committees and a director of sustainability address environmental issues on campus. The university purchases green products when possible, and institutionally purchased appliances and computers which meet Energy Star criteria. Energy-efficient technologies, such as steam trap systems and economizers, have been installed across campus through an energy performance initiative. Renewable energy is generated through a building-based photovoltaic array.

University dining services staff purchase local and organic products as well as sustainably harvested seafood items. Fair trade coffee and tea are available in all dining locations. In addition to traditional materials, the university recycles tires, scrap metal, and fluorescent bulbs.

Major construction projects pursue at least LEED Silver standards. Seven buildings on campus are LEED certified or meet LEED standards. The university practices green housekeeping and pest management. Water conservation technologies have been installed, including dual-flush toilets, low-flow faucets, and waterless urinals.

New students learn about sustainability on campus through presentations and hands-on activities. Groups such as Bike Root and the Eco Club organize environmental initiatives on campus, and students participate in competitions with the goal of encouraging alternative transportation and reducing energy consumption and waste. The University of Calgary is primarily a commuter school, and more than half of the school community travels to campus via alternative transportation. The City of Calgary offers ride-matching services with discounted parking for carpoolers, and subsidizes fares on public transit for students. The university also offers full-time students “Upass” which is a special validation sticker applied to your current University of Calgary ONEcard which entitles you full access to available transit services during the applicable term(s) at a subsidized rate, and a student-run bike-sharing program and partners with a car-sharing program.

The University of Calgary aims to optimize investment returns and is exploring investment in renewable energy funds. Major donors who give more than $1 million to the university can request that gifts be directed into sustainable and socially responsible investment options.

Centres and Institutes

Centre for Public Interest Accounting (CPIA)

In the corporate sector, accounting decisions of public companies affect investors, creditors, employees and other stakeholders. In the public sector, accounting methods used by governments in education, health and social services impact on how these services are provided, who receives the services and the costs of these services. At the international level, accounting policy prescriptions of international organizations (e.g. International Accounting Standards Board, International Monetary Fund and World Bank) influence how countries structure their capital markets and provide services to their citizens. In all of these domains, accounting practice impacts upon the economic and social health of the public.

The Centre for Public Interest Accounting (CPIA) at the Haskayne School of Business has a mandate to:

1. conduct, promote, and support research about accounting and the public interest;
2. act as a source of information for researchers, students, managers and others who are involved and interested in the problems and issues; and
3. co-ordinate and collaborate with other organizations devoted to the study of accounting and the public interest.

Informatics Research Centre (IRC)

Vision: To be a leader in the study of informatics and its effects on individuals, organizations, markets, and the economy through theory-driven and applied research, and through partnerships with research institutions, industry and public organizations.

World Tourism Education & Research Centre (WTERC)

During the past decade, WTERC has achieved international recognition as one of the most dynamic centres in the field of tourism education and research. WTERC is a world class learning environment dedicated to the interdisciplinary study of tourism. At the University of Calgary, WTERC serves to coordinate all tourism academic programs and research activities.
Mission: To create a greater understanding of tourism and its role in global economic, social and cultural development; to improve the effectiveness of those responsible for managing the human, physical and financial resources of tourism regions; and to enhance, through tourism, greater international understanding and goodwill in an environmentally responsible manner.

*Risk Studies Centre (RSC)*
The purpose of the Risk Studies Centre at the Haskayne School of Business is to create and disseminate knowledge that improves the understanding of risk, and improves the practice of risk management. We improve management practice by working with other agencies, centres and institutes dedicated to similar ends.

*International Resources Industries and Sustainability Centre (IRIS)*
Analyzing Environmental and Social Issues
IRIS researches state-of-the-art innovative management practices and their impacts on societal issues, both environmental and social, and the role that those practices may play in moving industry towards a more sustainable posture.

The mission of IRIS is to create and disseminate leading-edge sustainability research through publications, teaching and various forms of outreach to industry and community audiences.

*Calgary Centre for Research in Finance (CCRF)*
The Calgary Centre for Research in Finance was established by the Haskayne School of Business at the University of Calgary to promote outstanding research in all mainstream areas in the field of finance at the University. Our activities include conferences, seminars, classes and outreach activities to the business community.

The CCRF is partially funded by the Alberta Investment Management Company (AIMCo). The Centre director is Alexander David.

**Principle 1 Purpose & Principle 2 Values**
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**Leadership in the Core Curriculum**
As an adjunct to our core curriculum review, and building on the Applied Leadership course, we are examining how to introduce concepts of leadership and ethics into our course offerings. Professor David Lertzman, with the help of MBA student Juli Rohr, produced a survey of our course offerings in these areas. A faculty away day facilitated by Dr. Fred Jacques was held October 12, 2010, with 61 faculty and students participating. Subsequently, a committee within the faculty was created to help drive this leadership initiative.
A progress report afternoon session organized by this committee was done in late November to follow up on the first one. A second retreat was held in December 2011. Further faculty retreats, as well as the expanded offerings of our Applied Leadership elective, are planned and have been made possible by a donation from the Viewpoint Charitable Foundation. In the coming months, we will articulate further new course offerings in leadership and ethics.

**On Campus Speakers**

*Undergraduate Speakers*

Arlene Dickinson, CEO Venture Communications Ltd. and investor on Dragon's Den
Description: Bring your questions for Arlene during this open Q&A for students, faculty, and staff.

Dr. Dambisa Moyo, International Economist and Author
Description: The Haskayne School of Business and the University of Calgary African Students' Association are pleased to present 'Teatro salon series speaker Dr. Dambisa Moyo on campus. She will reference her recent book "How the West was Lost" and speak about how countries like Canada can best compete with the Chinese economic model.
MBA Speakers:

Brett Wilson, Chairman of Canoe Financial
Description: In celebration of Global Entrepreneurship Week (Nov 14-18), students from the Haskayne School of Business have been participating in a week-long challenge to produce the most creative innovation using a common Mason jar. W. Brett Wilson, a Haskayne MBA alumnus, will select the winner from the top three finalists. W. Brett Wilson will judge the Students in Free Enterprise innovation challenge and will share his experiences and insights on leadership as a keynote speaker to over 200 attendants at the Canadian Conference for Student Leadership hosted by the University of Calgary.

John Forzani, (Retired) CEO of The Forzani Group Ltd.
Description: The Haskayne School of Business at the University of Calgary is honored that John Forzani, co-founder and former chairman of the Forzani Group, has accepted the 2011/12 Jarlowsky fellowship in business management. Forzani is a former Calgary Stampeders and a driven entrepreneur who built one small athletics equipment store into a multi-million dollar sports retailing empire across Canada. In 2005, he became a part-owner of the Calgary Stampeders and is now chairman of the CFL team. As the Jarlowsky fellow, he will spend several days on campus over the course of the academic year, and will be involved in student activities, in-class and public lectures, and a variety of functions where students, faculty, and alumni can learn from his extensive experience.

Ken King, President & CEO of The Calgary Flames Hockey Club
Description: Spoke on the Risks and Rewards of the Growth imperative in MKTG 793 – Strategic Marketing class.

Clive Beddoe, Co-founder and Chairman of WestJet Airlines Ltd.
Description: Spent two days immersed in student-related activities at the Haskayne School of Business. Students in both undergrad and graduate programs have enjoyed hearing him speak about the origins and evolution of WestJet, how the company’s much-envied corporate culture proved critical to its operational and financial success and how his leadership team approached competitive challenges within the Canadian airline industry.

Ezra Levant, Canadian Lawyer, Founder and former publisher of the Western Standard, hosts The Source daily on Sun News Network, and Author.
Description: Keynote speaker for Ethical Oil: Oilsands vs. Ethical Oil. “Until scientists invent some fantasy fuel of the future, the world will keep burning oil. Oil comes from two places - OPEC dictatorships and Canada - and there are no other western, liberal democracies in the top ten list of countries ranked by oil reserves. So the state is not oilsands oil vs. some fantasy fuel of the future: it's oilsands oil vs. OPEC oil. Which is more ethical? Using liberal criteria - environment, peace, treatment of workers and human rights - oilsands oil beats OPEC oil every time.”

Curriculum

Course Name: Introductory Financial Accounting 317
Instructor: Wayne Irvine
Introduction to accounting for business organizations. Reporting of financial results of operations and financial position to investors, managers, and others. Emphasis on the use of accounting information for decision making.

Course Name: Financial Management 317
Instructor: Dr. Peggy Hedges and Larry Wood
Focuses on the investment and financing decision of the firm. Heavy emphasis is placed on valuation and management of working capital and long term assets. The Canadian financial system and sources of financing are surveyed with a view to integrating the financing and investment decisions of a firm.

Course Name: Employment Relationships – Canada 317
Instructor: Dr. Robert Isaac
Introduction to the factors that shape and influence employment relationships in Canada, with a focus on the labour market, organization and structure of work, legal issues, work site governance, motivation, performance, and staffing practices.

Course Name: Management Information Systems 317
Instructor: Cameron Welsh
Introduction to management information systems and how such systems facilitate business activities. Foundations of intra- and inter-organizational systems are covered along with their economic, social, and organizational impacts. Managerial, leadership and ethical issues in management of information systems. Analysis, design, development,
implementation and project management issues are addressed through a semester-long, applied course project undertaken by student teams, involving the business community.

**Course Name: Foundations of Marketing 317**  
**Instructor: Marc Boivin**  
An introductory marketing course designed for management students to introduce the principles and practices of marketing. Topics will cover basic marketing concepts, societal issues, and the decision-making process of marketers in developing marketing strategies and plans. The focus of the course will be on the implementation of specific product, pricing, distribution and communication strategies for specific market situations.

**Course Name: Fundamentals of OPMA 317**  
**Instructor: Brent Snider and Sherry Weaver**  
Introduction to the wide applicability, broad scope, strategic importance and major decisions of operations management, as well as important interactions with other functional areas. Topics covered include the design, control and improvement/innovation of business and other processes, project planning and control, quality management, statistical quality control, inventory management, just-in-time systems, and supply chains.

**Course Name: Introductory to Risk Management and Insurance 317**  
**Instructor: Dr. Anne Kleffner**  
Covers risk management, economics of insurance and Canadian life/health and property/liability insurance institutions. Both consumer and industry perspectives are provided.

**Graduate Curriculum**

**Finance & Accounting Core Courses**

**Course Name: Introductory Financial Accounting**  
**Instructor: Dr. Michael Wright, CGA**  
Reporting quarterly/yearly results of operations and financial position to investors, managers and other stakeholders.

**Course Name: Management Accounting**  
**Instructor: Dr. Philip Beaulieu**  
Tools and techniques to make better economic decisions – breakeven analysis, budgeting.

Productivity measures and activity-based costing and management.

**Course Name: Managerial Economics**  
**Instructor: David Chan, Dr. Janne Kettunen**  
How to use economic models (both micro and macro) in decision-making and to aid the understanding of costs, pricing, industry structure (and competitive interaction), as well as the effects of government policy on inflation and exchange rates.

**Course Name: Managerial Finance**  
**Instructor: Dr. Alfred Lehar**  
Decision-making for financial managers in the current financial world, including understanding financial markets, capital budgeting, net present value, risk/return, capital structure and dividend policy, IPOs, mergers and acquisitions, derivatives and options.

**People & Organizations Core Courses:**

**Course Name: Managing Human Resources**  
**Instructor: Dr. Sushil Nifadkar, Dr. Peter Sherer**  
An introduction to managing the human side of business with a focus on developing leadership and team skills as well as understanding human behavior in order to effectively manage people in the work place.

**Course Name: Strategic Management**  
**Instructor: Dr. Jim Dewald**  
An exploration of the role of the CEO and other similar senior executives in formulating and implementing corporate strategy. Topics include industry analysis, executive leadership, corporate strategy, corporate change, corporate diversification, global strategy, and mergers and acquisitions.

**Course Name: Marketing Management**  
**Instructor: Dr. Derek Hassay**
Marketing concepts as the focus for a business strategy, explored through the decision variables and functional frameworks used by marketing managers (concentrating primarily on the relationship between business and consumers).

Course Name: Global Environment of Business  
Instructor: Dr. Loren Falkenberg & Dr. Peter Bowal  
The economic, political, social and legal factors affecting decisions for managers in Canada. Topics include Canada’s place in the world economy, governmental relations with business, business ethics and legal issues for business organizations in today’s world.

Supply Chain & Business Analysis Core Courses:  
Course Name: Managerial Decision Modeling  
Instructor: Dr. Maria Stoletova, Dr. Jaydeep Balakrishnan  
Use quantitative models to transform raw data into useful information for decision-making for the modern manager. Topics include basic probability and statistics, decision trees, regression analysis, optimization and simulation.

Course Name: Strategic Business Analysis  
Instructor: Leo Donlevy  
This course integrates learning from various management disciplines through a detailed case study of a real business using real data.

Course Name: Management Information Systems  
Instructor: Dr. Chad Saunders, Dr. Wael Jabr  
The role of information systems and technologies in leading and managing organizations effectively. Topics include strategic, tactical and operational aspects of IS, seeking to highlight the development, control, impact and evaluation of IS activities, and how these impact on the manager, the individual, and society as a whole.

Course Name: Operations Management  
Instructor: Dr. Giovani Caetano da Silveira  
Managing day-to-day production/service delivery in an organization in conjunction with Marketing, HR, Finance, and Information Systems. Topics include operations strategy, product/service design, inventory management and supply chain management.

Management Studies Core Courses:  
Course Name: MBA Skills Development  
Instructor: Dr. Jim Dewald  
Incorporated within the MBA Orientation Week experience, this course provides basic skills for more effective learning in MBA courses. It includes lectures, exercises, assignments, and a team-based case competition.

Course Name: Leadership Capstone Course  
Instructor: Dr. Jim Dewald  
This last class is designed to draw together everything you have learned over the course of the MBA program.

Areas of Specialization:  
Course Name: Global Energy Management and Sustainable Development  
Instructor: Dr. Harrie Vredenburg, Dr. Joseph Arvai, Dr. Irene Herremans, Dr. David Lertzman, Dr. Birgitte Grogaard and Dr. Jennifer Krahm  
Develop an understanding of the context for decisions and planning within the global energy industry and concepts, principles and management processes of particular significance to energy enterprises.

Course Name: Entrepreneurship and Innovation  
Instructor: Dr. Chad Saunders, Ron George, Alex Munro, Sandra Malach, Leo Donlevy, Dr. Jess Chua  
Learn about the start-up and development of high-potential businesses, and experience all aspects of entrepreneurship through project-based classes that provide real-world learning experiences.
Course Name: Finance
Instructor: Dr. Alex David, Dr. Michael Robinson, Dr. Alfred Lehar, Dr. Jess Chua
Gain an understanding of the theory and methodology of modern finance and its application to the complex problems facing financial executives in the global environment.

Course Name: Marketing
Instructor: Dr. Jack Kulechitsky, Deb Andrus, Dr. James Agarwal, Leo Donlevy
MBA graduates specializing in Marketing are well suited to strategic/general management positions requiring market-related decisions and actions. Much of the course work draws on the experiences of the students in applied projects and learning.

Course Name: Project Management
Instructor: Dr. Jennifer Krahm, Dr. Chad Saunders, Dr. Peter Sherer, Dr. Laurie Milton
Learn to apply the management principles from other business disciplines to the project environment, looking at a wide range of issues such as planning, control, scope, time and cost processes, project organization and HR issues.

Joint Degree Programs

Juris Doctor/Master of Business Administration (JD/MBA)
Offered by the UofC Faculty of Law and the Haskayne School of Business, the Juris Doctor (JD)/Master of Business Administration (MBA) program brings together the study of business and law.

Currently five students are admitted each year. If you are admitted to the JD/MBA combined degree program, you will spend the first year completing core studies in either law or business, and the second year completing core studies in the other program. The remaining years combine law and business courses in a way that allows students to fulfill the requirements of both degrees in four years rather than five.

Master of Social Work/Master of Business Administration (MSW/MBA)
Offered by the University of Calgary Faculty of Social Work and the Haskayne School of Business, the Master of Social Work (MSW)/Master of Business Administration (MBA) program requires students to have an undergraduate degree in Social Work (BSW) or equivalent. The MSW/MBA degree can be completed in two years of study (24 months) including fall/winter and spring/summer sessions.

Master of Biomedical Technology/Master of Business Administration (MBT/MBA)
Offered by the University of Calgary Faculty of Medicine and the Haskayne School of Business, the Master of Biotechnology (MBT) / Master of Business Administration (MBA) program will give you hands-on research experience combined with courses in business. The program includes courses ranging from the lab bench to the boardroom, including Microbiology, Technology Commercialization, Immunology, Venture Development and Pharmacology. The degree culminates in a three- to six-month practicum in which students will incorporate science and business strategy.

Doctor of Medicine/Master of Business Administration (MD/MBA) (“Leaders in Medicine” Program)
Offered by the University of Calgary Faculty of Medicine and the Haskayne School of Business, the Doctor of Medicine (MD)/Master of Business Administration (MBA) program requires students to hold an undergraduate degree and be admitted to both the MD and MBA programs.

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

The BComm Co-operative Education/Internship program lets you develop career-related experience before you graduate. You get practical experience, develop a network of contacts, and gain a better understanding of careers in your field.
The Co-operative Education Program is an optional academic program that allows you to alternate in-school learning with full-time work experience. The Co-op Program will give you 12 to 16 months of paid full-time work experience before graduating in your chosen field.

What are the advantages of participating in the Co-op Program?

Co-op students gain:
- Understanding of careers in their chosen field
- Opportunities to explore career options
- Develop a network of business contacts
- Apply knowledge and skills developed in the classroom to the work environment
- Gain a competitive edge over their peers gained through practical work experience; and
- Earn a full-time salary that can help offset school expenses

Co-op lets you explore a number of different industries and geographic locations that can help you make informed decisions, from choosing a concentration to determining your first career. Over 85% of Co-op students are employed within 3 months of graduation.

Co-op gives BComm students the opportunity to apply knowledge and skills developed in the classroom in a practical work environment. Practical experience gives you a competitive edge and distinguishes you from your peers.

More than ever, employers seek graduates who can "hit the ground running" and who require less time to adjust from school to work. Co-op provides you with practical experience, confidence and up-to-date business skills necessary to fit seamlessly into the business world after graduation.

Co-op lets students "earn while they learn." Students maintain financial independence as they approach graduation by working full-time during co-op placements and earning full-time wages.

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**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.

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A new species of global corporate risk: social issues, international firm expansion theory and crisis avoidance in the energy industry

**Authors:** Harrie Vredenburg

International joint venture (JV) agreements have long been regarded as the preferred method for risk mitigation for firms seeking to expand internationally. However, these agreements often fail to deliver on their promise of risk reduction, resulting in those firms managing conflicts and drawing the firm into a resource threatening crisis. The premise of this paper is that crisis management starts with a good risk reduction strategy. The authors examine two resource extraction firms engaged in an international expansion and how the traditional vehicle for risk reduction (JVs) failed to avert a crisis that threatened those two firms.

**Journal Title:** International Journal of Sustainable Strategic Management

**Volume:** 2(1)

**Edition:** Page Numbers: 74-89

**Accounting for Social Purpose Alliances: Confronting the HIV/AIDS Pandemic in Africa**

**Authors:** Abu Rahaman, Jeff Everett

This study investigates how accounting practices are being used in the arrangement, coordination, and control of a geographically dispersed and heterogeneous group of actors in the fight against HIV/AIDS in Ghana, Africa. We consider how the World Bank and the Ghana AIDS Commission are using accounting to assemble an alliance of over 3,000 nongovernmental organizations (NGOs) and community-based organizations which, in turn, provide HIV/AIDS prevention and treatment activities throughout the country. The analysis shows the centrality of accounting in the alliance-building process, as well as illustrating the tensions that exist between those activities.
aimed at governing individual actors and the on-the-ground health activities that form the network's raison d'être. The data for the study are derived from archival documents, three separate field visits, and 57 semi-structured interviews.

Journal Title: Contemporary Accounting Research
Volume: 27(4)
Edition: Page Numbers: 1093-1129
Applying Quality Function Deployment in Food Safety Management
Author(s): Jaydeep Balakrishnan
Purpose – This paper aims to report on a case study conducted to help plan a rollout process for hazard analysis and critical control point (HACCP) type food safety policies at a frozen pie factory in Calgary, Alberta, Canada. Design/methodology/approach – Existing company policies were prioritized using a quality function deployment tool, which quantified the qualitative material in the original manual based on a number of developed criteria. Interrelations between the different required tasks were also quantified to facilitate effective implementation. Findings – The use of quality function deployment was shown to be useful in speeding up the implementation of food safety policies in the facility. Practical implications – Quality function deployment, originally from new product design, proved useful when applied to HACCP implementation. Originality/value – This paper discusses the use of product development tools to facilitate the effective introduction of HACCP-like procedures. Thus it will be of use to academics and practitioners interested in HACCP implementation.

Journal Title: British Food Journal
Volume: 112(6)
Edition: Page Numbers: 624-639
Best of Two Worlds: TEK and Western Science in Ecosystem-Based Management
Author(s): David Lertzman
Ecosystem-based management (EBM) is a rising paradigm in resource management. Social scientists agree that EBM necessitates a foundation in the natural sciences yet its human dimensions are less understood; a greater role for the social sciences is needed. One underutilized area is the inquiry into how different cultural traditions order their Universe deriving meaning and values from ecosystems in a manner that directs human behaviour. Social theory provides insight into the nature of human conceptual systems regarding resources. Social sciences also contribute to understanding Indigenous knowledge systems and methods for relating Western and Indigenous forest management approaches. First Nations traditional ecological knowledge (TEK) and Western science represent potentially complementary traditions informing EBM. While overlap exists, these traditions comprise distinct knowledge systems incorporating different ways of knowing and methods of validation. An analysis of epistemological convergence and divergence between TEK-Systems and Western science is offered with attention to the methodological, philosophical and social features of TEK-systems. This framework is applied to the Scientific Panel for Sustainable Forest Practices in Clayoquot Sound whose membership included Nuu-Chah-Nulth elders and forest scientists. Drawing on TEK and Western science the Panel developed a new EBM approach in variable retention silviculture. Analysis indicates ecosystems provided shared conceptual terrain for bridging TEKS and Western science. Special professional skills are required for such intercultural ecosystem-based paradigms.

Journal Title: BC Journal of Ecosystems and Management
Volume: 10
Edition: 3
Page Numbers: 104-126
Collaborating for sustainability: strategic knowledge networks, natural resource management and regional development
Author(s): Harrie Vredenburg
Many firms have turned to strategies based on collaborative initiatives with stakeholders to generate the valuable knowledge resources needed to be successful in today's global economy. Firms in natural resource-based industries such as mining, energy and forestry, which typically provide the backbone for regional development in their production locations, have become leaders in establishing innovative sustainability initiatives that integrate a range of stakeholder interests. Using a case-based inductive theory-building approach, this paper presents a model of a strategic knowledge network based on collaboration between firms in Canada's west coast forest products industry and their stakeholders. It presents a three-phase model with the important knowledge creating variables, the knowledge resources accruing from the network, and the performance implications for the firms. The model has value for firms in other resource-based industries that face stakeholder conflicts and are working to incorporate sustainability principles into their strategies.
Journal Title: International Journal of Sustainable Economy
Volume: 2(3)
Edition: Page Numbers: 334-351
Consumer Reactions to Decreased Usage Messages: The Role of Elaborative Processing

Author(s): Katherine White
This research examines consumer reactions to an emerging trend among corporate social responsibility initiatives—the promotion of decreased usage of the company's own core products. The results across three experiments suggest that the presence of a decreased usage message that highlights incongruity between the marketing message and the company's goals leads to negative company evaluations. The authors demonstrate that elaborative processing underlies these effects by examining the moderating role of the need for cognition and cognitive load. Further, perceived incongruity and cognitive elaboration mediate the findings. The implications for marketers and consumers are discussed.

Journal Title: Journal of Consumer Psychology
Volume: 19(1)
Edition: Page Numbers: 73-87
Corporate Governance, Social Responsibility and Capital Markets: Exploring the Institutional Investor Mental Model

Author(s): Harrie Vredenburg
Purpose – The purpose of this paper is to extend our understanding of corporate governance, social issues and capital markets by distinguishing between the socially responsible investing phenomenon and mainstream investing with respect to social issues. It attempts to clarify the domain by casting it in the theoretical frame of prospect theory and mental modeling. With a qualitative study done among large institutional investors in the Canadian securities industry, the article derives a proposed mental model of these institutional investors' cognitive model of social issues as they impact investments. Findings – The institutional investors in this study know exactly where value is derived from social investments suggesting that there may be more alignment between directors, investors and societal expectations than has been previously suggested. Research limitations/implications – The limited number of organizations in the study reduces the generalizability of the findings. Practical implications – Managers and directors must have an understanding of how shareholder value and responsibilities intersect. In our research, we have found that these executives positioned their firms as leaders on the social responsibility front. Interestingly, their major shareholders also understood how responsibility and shareholder value intersected and as a result, financial performance was not sacrificed. Originality/value – The findings from this research shed light on previous scholars' questions regarding the alignment of interests between managers, directors and social expectations. The firms analyzed make strategic investments that are considered to meet social expectations but that are also perceived to add value to the organization making the firm more attractive to institutional investors.

Journal Title: Corporate Governance – An International Review
Volume: 9(5)
Edition: Page Numbers: 610-622
Culture as a Consequence: A multilevel multivariate meta-analysis of the effects of individual and country characteristics on work-related cultural values

Author(s): Piers Steel
The study of culture and cultural values continues to be hotly debated among cross-cultural researchers worldwide. Starting with the seminal work of Kluckhohn and Strodtbeck, and Hofstede, and continuing with more recent efforts, researchers have continued to develop and empirically examine cultural value frameworks in an attempt to understand how cultural differences affect work-related behaviors and attitudes. The purpose of this commentary is to briefly describe the interesting – and counterintuitive – findings from the Global Leadership and Organizational Behavior Effectiveness (GLOBE) project, summarize the different interpretations of these findings offered by Maseland and van Hoorn, and by Brewer and Venaik, provide a critique of their arguments, and finally offer a list of possible alternative interpretations and explanations for the conflicting findings in the GLOBE study.

Journal Title: Journal of International Management
Volume: 41
Edition: Page Numbers: 1330-1338
Ethical Climate in Government and Nonprofit Sectors: Public Policy Implications for Service Delivery

Author(s): James Agarwal
An important factor that leads governments to engage in public service contracts with nonprofit organizations is the belief that they share similar ethical and value orientations that will allow governments to reduce monitoring costs. However, the notion of the existence of similarities in ethical climate has not been systematically examined. The purpose of this paper is to investigate the ethical climate in government and nonprofit sectors and to determine the
extent to which similarities (and differences) exist in ethical climate dimensions. Using survey data and structural equation modeling technique, the factor structure equivalence and measurement invariance of the ethical climate in the two sectors are tested. Results indicate that while there is a significant overlap in shared perception of ethical climate dimensions, there are also key differences between the two sectors. The outcome of this research provides important preliminary insights for public policy makers in government to better understand the implications of using the nonprofit sector for service delivery.

Journal Title: Journal of Business Ethics
Volume: 94(1)
Edition: Page Numbers: 1-21
Humanitarian Accountability and Performance in the Théâtre de l’Absurde
Author(s): Jeff Everett
This paper examines the move towards accountability in the field of humanitarian relief. Borrowing from the work of Judith Butler and Samuel Beckett, this move is framed as a performance in the Théâtre de l’Absurde. An ironic and agonistic play that occurs both on and off stage, this contest pits humanitarians against their donors. While donors increasingly ask humanitarians to follow technical scripts in their performances, the latter counter by offering scripts that highlight the humanitarian’s moral obligation to the ‘suffering other’. The paper examines scripts of the oldest and most-venerable actor, the Red Cross, as well as those of two important standard-setters, the Humanitarian Accountability Partnership and the Sphere Project. The paper reveals how these actors jeopardize their goals by adhering to a number of contradictory scripts related to neutrality, commerce, and performance. The paper further demonstrates the inseparability of technical and moral accountability, as well as draws attention to the ‘grotesque’ nature of modern humanitarian assistance.

Journal Title: Critical Perspectives on Accounting
Volume: 21(6)
Edition: Page Numbers: 468-485
Intellectual Capital Management Enablers: A Structural Equation Modeling Analysis
Author(s): Robert Isaac; Irene Herremans
Appropriate enablers are essential for management of intellectual capital. Through the use of structural equation modeling, we investigate whether organic renewal environments, interactive behaviors, and trust are conducive to intellectual capital management processes, as they each depend upon the establishment of a climate emphasizing mutual respect. Owing to a lack of clarity in the literature, we tested the ordering of the variables and found statistical significance for two ordering alternatives. However, the sequence presented in this article provides the best statistical fit: an organic renewal environment provides a foundation for interactive behaviors, which leads to trust, and thus is consistent with the development of intellectual capital management processes within the organization.

Journal Title: Journal of Business Ethics
Volume: 93(3)
Edition: Page Numbers: 373-391
Leaders and laggards: The influence of competing logics on corporate environmental action
Author(s): Jamal Nazari; Irene Herremans
We study the sources of resistance to change among firms in the Canadian petroleum industry in response to a shift in societal level logics related to corporate environmental performance. Despite challenges to its legitimacy as a result of poor environmental performance, the Canadian petroleum industry was divided as to how to respond, with some members ignoring the concerns and resisting change (i.e., laggards) while others took action to ensure continued legitimacy (i.e., leaders). We examine why organizations within the same institutional field responded differently, delaying the industry response. We found that one population of firms was aligned with increasing pressures from its stakeholders for improved environmental performance, and the other was influenced by local cultural, political, and economic ideas less demanding of environmental actions. Our results reveal that several factors both at the institutional field level and the organizational level affected how these two populations reacted to a changing societal logic. Implications for theory, practice, and future research are discussed.

Journal Title: Journal of Business Ethics
Volume: 89(3)
Morals or Economics: Institutional Investor Preferences for Corporate Social Responsibility
Author(s): Harrie Vredenburg
This article presents the results of a study that analyzed whether social responsibility had any bearing on the decision making of institutional investors. Being that institutional investors prefer socially aligned organizations, this study explored to what extent the corporate actions and/or social/environmental investments influenced their decisions. Our results suggest that there are specific variables that affect the perceived value of the organization, leading to decisions to not only invest, but whether to hold or sell the shares, and therefore having a consequential impact on the capital market’s valuation.

Journal Title: Journal of Business Ethics
Volume: 90(1)
Edition: Page Numbers: 1–14

Multinational Oil Companies and the Adoption of Sustainable Development: A Resource-Based and Institutional Theory Interpretation of Adoption Heterogeneity

Author(s): Harrie Vredenburg

Sustainable development is often framed as a social issue to which corporations should pay attention because it offers both opportunities and challenges. Through the use of institutional theory and the resource-based view of the firm, we shed some light on why, more than 20 years after sustainable development was first introduced, we see neither the adoption of this business model as dominant nor its converse, that is the total abandonment of the model as unworkable and unprofitable. We focus on multinational corporations (MNCs) because they were among the organizations first called to take action. In order to illustrate the institutional pressures MNCs face and their strategic response to these pressures, we analyzed four major oil and gas multinationals subject to similar sustainable development pressures – climate change, biodiversity, renewable energy development and social investment. We argue that normative and coercive isomorphism does not occur at the global level because sustainable development is largely a stakeholder-driven rather than a broad social pressure. That is, host country interpretation of sustainable development pressures varies across an MNC’s subsidiary network. Based on the analysis of the four major MNCs’ annual reports from 2000 to 2005, we argue that mimetic isomorphism may occur, but since it implies the use of complex and intangible resources, mimetic processes are slow, rare and discretionary.

Journal Title: Journal of Business Ethics
Volume: 98(1)
Edition: Page Numbers: 39-65

Self-Benefit Versus Other-Benefit Marketing Appeals: Their Effectiveness in Generating Charitable Support

Author(s): Katherine White

Despite growing competition for resources, government assistance, and consumer support, charities continue to provide numerous vital services to society, ranging from health care to disaster relief. Increased need for charitable support has necessitated that nonprofit organizations seek out the most effective ways to communicate their causes to consumers. However, previous research has produced conflicting results to the question whether charities should motivate donors by using self-benefit appeals (i.e., that highlight the benefits for the donor) or other-benefit appeals (i.e., that highlight the benefits for the recipient of the donation). The current research investigates the conditions under which other-benefit (self-benefit) appeals are more effective than self-benefit (other-benefit) appeals in influencing donation intentions and behaviors (regarding both volunteer time and monetary donations) by examining the moderating role of public self-image concerns. Across five studies, the authors find evidence for the efficacy of other-benefit (versus self-benefit) appeals when the appeal is made in a public setting. Conversely, they find evidence that self-benefit appeals can be more successful than other benefit appeals when the appeal is more private in nature. They suggest that the underlying mechanism behind these findings is consumers’ desire to make a positive impression on others and to adhere to prevailing norms. Because society generally expects a person to make donations out of concern for the recipient and not for him- or herself, other-benefit appeals tend to outperform self-benefit appeals in public environments. In private, when the focus is on the individual self, self-benefit appeals outperform other-benefit appeals. The findings suggest that managers should match the way the donation is requested to the degree to which public self-image concerns are activated in a given context. If the donation request is private, marketers should use appeals that highlight the benefits the donor will obtain (e.g., tax returns, feeling good about oneself). If the donation response is more public in nature, marketers should highlight the benefits to others. Indeed, charities often engage in relatively private (e.g., direct mail solicitations, appeals for donor support over the Internet) and relatively public (e.g., special events, personal fundraising) fundraising and recruitment activities simultaneously. The results suggest that nonprofit marketers should not uniformly use one appeal across these different execution contexts and instead should tailor the appeal to effectively match the setting.
International business and strategy literature documents how some multinational oil and gas corporations are playing a role in socioeconomic development of the regions in which they operate. This paper examines the case of a Latin American national oil and gas company, with a history of low social performance and poor environmental responsibility, in its innovation of new strategies toward sustainable development in the region of its last remaining large oil field.

This paper is based on a comparative case study that analyses the development of the wind power industry in two Latin American countries. This study helps us understand the influence of the different economic, institutional, and socio-cultural contexts over the start-up of Renewable Energy (RE) businesses. This research identifies the key role that 'informal' institutional factors play. The paper also explains why supporting networks are local/regional. The paper concludes with implications for potential investors in RE projects in emerging economies. Opportunities for further research are identified.

Employee volunteerism can be an effective strategy for increasing the effectiveness of corporate philanthropy. However, in order to be effective, volunteer initiatives should be directed by the firm to ensure a strategic fit and focus on the core competencies of the firm. Therefore, internal marketing strategies are needed to ensure managers receive employee support. Our research quantitatively extends research by Pelczar and Hassay (Journal of Business Ethics 64(4), 357-379, 2006) who argued that employee volunteerism is motivated by egoistic, altruistic and organizational citizenship motives. Our findings suggest that volunteer opportunities that fulfill egoistic and organizational citizenship motives will be effective, but that the altruistic motive is not significant. We also find that formal policies concerning manager recognition or time off are not effective, providing more discretion for individual managers. Implications for managers seeking to increase the effectiveness (and therefore support the business case) of their corporate philanthropy are discussed.

eHealth is the application of information and communications technology (ICT) to healthcare, and it is a globally accepted tool in addressing the growing health and healthcare needs of all countries. Examples include providing access to specialist care in rural and remote settings through video conferencing, introduction of direct radiography, storing vast quantities of health data in various types of electronic record, providing decision support to clinicians, use of mobile technology for surveillance, and educating patients and citizens through health related web portals. It is a new way of delivering healthcare services that is growing rapidly and globally, and relies heavily on the ICT industry – described by some as an ‘energy hog’. Research into the potential for e-health to have both environmental benefits and costs was first described as an unmet need in 2003, and titled “Environmental e-Health” (Scott, Rush, & Adamowicz, 2003). A working definition of Environmental e-health is - the study of the impact of e-health on the environment and means of mitigating these impacts. Preliminary work demonstrated environmental benefits (reduced air pollution) and costs (worsening e-waste). The fast paced expansion and global adoption of e-health is worsening the e-waste dilemma, but what other impacts - good and bad - might e-health have? To this day the full spectrum of potential benefits and costs associated with e-health are simply unknown. If e-health is to be implemented in an environmentally appropriate manner, an understanding of the environmental benefits and costs associated with e-health is essential. Research into this new field is needed to define the perimeter and content of
Environmental e-Health, inform debate, generate new ICT industry efficiencies and opportunities, and impact e-health and environmental practice and policy. Given the pervasive concern for our global environment, all e-health proponents and practitioners have a moral and professional responsibility to ensure an appropriate balance between e-health adoption and preservation of the environment. To achieve this, we must each become aware of, embrace, and actively practice the new concept of Environmental e-health - from conception through to implementation - for all future e-health solutions.

Journal Title: International Journal Excellence in Healthcare Management
Volume: 2(2)
Edition: Page Numbers: The role of collaboration in achieving corporate social responsibility objectives
Author(s): Loren Falkenberg
This article reports on how social responsibility objectives can be achieved through collaboration. Business goals related to social and environmental problems can be reached when involvement is integrative, as opposed to only transactional or philanthropic. The article discusses collaborations between non-governmental organizations (NGOs) and firms, noting how their structures must align with objectives and collective action. Information is also provided on social welfare, corporate stakeholders, and business management.

Journal Title: California Management Review
Volume: 51(3)
Edition: Page Numbers: 95-113
The Sign Value of Accounting: IMF Structural Adjustment and African Banking Reform
Author(s): Abu Rahaman; Jeff Everett
This paper examines an IMF structural adjustment program and the role of accounting technologies and agents within that program. Focusing on banking sector reform in Nigeria, and adopting a govern mentality framing, the paper shows how IMF attempts to remake economic life come up against formidable contextual challenges, and how accounting may or may not be taken up to confront those challenges. Specifically, it shows that even where accounting numbers are 'managed', the potential disciplinary power of accounting's system of signs remains, though again that power may not be exploited. The study's findings challenge two sets of understandings: that which sees the economy as somehow separate or distinct from the wider socio-political field, and that which sees crises such as occurred in Nigeria as simply resulting from inadequate or insufficient accounting regulations and controls.

Journal Title: Critical Perspectives on Accounting
Volume: 21(5)
Edition: Page Numbers: 402-419
Towards a model of wind energy industry development in industrial and emerging economies
Author(s): Harrie Vredenburg
Through the development and analysis of four in-depth case studies of the emergence of wind power industries in two industrialized and two emerging economies, the authors develop a model of sustainable energy industry development. The model demonstrates that fundamental economic indicators are insufficient for explaining new industry development. Environmental, institutional and cultural factors idiosyncratic to individual jurisdictions play important roles in the emergence of renewable energy industries in both industrialized and emerging economies. The model makes contributions to institutional and strategic change theories and has implications for policy makers and managers.

Journal Title: Global Business and Economics Review
Volume: 12(3)
Edition: Page Numbers: 203-229
When Suits Meet Roots: The Antecedents and Consequences of Community Engagement Strategy
Author(s): Frances Bowen; Irene Herremans
Understanding firms' interfaces with the community has become a familiar strategic concern for both firms and non-profit organizations. However, it is still not clear when different community engagement strategies are appropriate or how such strategies might benefit the firm and community. In this review, we examine when, how and why firms benefit from community engagement strategies through a systematic review of over 200 academic and practitioner knowledge sources on the antecedents and consequences of community engagement strategy. We analytically describe evidence on the rise of the community engagement strategy literature over time, its geographical spread and methodological evolution. A foundational concept underlying many studies is the 'continuum of community engagement'. We build on this continuum to develop a typology of three engagement strategies: transactional, transitional and transformational engagement. By identifying the antecedents and outcomes of the three strategies, we find that the payoffs from engagement are largely longer-term enhanced firm legitimacy, rather than immediate
cost–benefit improvements. We use our systematic review to draw implications for future research and managerial practice.

**Principle 5 Partnerships**

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.

**Student Clubs**

**The Institute for Sustainable Energy, Environment and Economy Students’ Association (ISEEESA)**

The Institute for Sustainable Energy, Environment and Economy Students’ Association (ISEEESA) was established in September 2006 by a group of students who share a passion for sustainable development.

ISEEESA’s mission is to integrate a multidisciplinary group of students alongside today’s energy and environment leaders, to help make positive changes that ensure a secure, competitive supply of energy, a sustainable environment and a strong economy for Alberta. ISEEESA works with ISEE and partner Faculties and Schools at the University of Calgary and with industry, other post-secondary schools and other organizations to provide students with opportunities for enhanced learning and professional development.

ISEEESA hopes to encourage companies to invest in clean, efficient and sustainable technologies for conventional energy development and in unconventional and renewable energy sources.

**SIFE Calgary**

SIFE Calgary is a student club whose goal is to promote student and community awareness and action. We focus on areas such as market economics, success skills, financial literacy, entrepreneurship, the environment, ethics, and sustainability.

To showcase the achievements of our members, we participate in the SIFE regional and national competitions. For the past three years, our club, overall, has been ranked as one of the top five university teams in Canada.

We have projects that cater to all our members passions, such as Arts, Sports, Ethics and Entrepreneurship. Visit www.sifecalgary.com to see how you can get involved and start building yourself, your community and your future today.

**Alberta Solar Decathlon Team**

A group of University of Calgary students formed the only Canadian team in the prestigious 2011 Solar Decathlon competition, hosted by the U.S. Department of Energy and the national Renewable Energy Laboratory. The team designed a solar-powered home specifically for the First Nations communities of Southern Alberta. The house features a distinct Aboriginal style and will produce at least as much energy as it consumes, making it ‘net-zero’. The design also targets chronic health and durability issues and has been a highly collaborative process between students, First Nations and industry. Teams from around the world must undergo a rigorous application process to qualify for this biennial event. Of the more than 40 teams who applied, only 20 were chosen. The U of C entry is the only Canadian team to qualify and will compete against teams representing schools from China, Belgium, New Zealand and numerous U.S. states. The Solar Decathlon will take place in Washington, D.C. in October 2011. There are ten categories for scoring, including architecture, engineering, affordability, and market appeal. This is the second time a team from Alberta will compete in the Solar Decathlon. In 2009, students from the University of Calgary, SAIT polytechnic, Mount Royal University, and Alberta College of Art + Design joined forces for an impressive sixth place finish, besting numerous returning competitors. The U of C team will take advantage of the multidisciplinary culture on campus to attract the best and brightest minds, including those within the the Haskayne School of Business, Faculty of Environmental Design (EVDS) and the Schulich School of Engineering. For more information on the U of C team: http://asd2011.ca/

**Commerce Undergraduate Society (CUS)**

The Commerce Undergraduate Society is the umbrella group for all the student organization in the Haskayne School of Business. The CUS executive serves as student representatives to the faculty, student organizations and the rest of
the corporate community. We function as an avenue in which, you, the student, can build important relationships
with your fellow classmates, professors, and future business contacts.

Accounting Student Association (ASA)
Struggling with an accounting course? Not certain what accounting is all about or the differences between the
designations? Need help getting that accounting job? The Accounting Students’ Association (ASA) can help you!
Whether you need assistance in your required accounting course or you are interested in the accounting profession,
the ASA is a club dedicated to helping students do better in accounting!

AIESEC in Calgary
As the world’s largest student organization, AIESEC is the international platform for young people to discover and
develop their potential to have a positive impact in society.
To reach this aim, AIESEC provides over 5,000 leadership positions, organizes over 350 conferences, and runs an
exchange program that offers 3,500 members the opportunity to live and work in a foreign country. Present in over
800 universities in 89 countries and territories,

AIESEC provides you the opportunity to: develop leadership, gain practical business skills, get international
experience and work abroad and build a personal network.

Get involved NOW and learn hands on practical business skills and start networking with the corporate community,
manage major corporate accounts, oversee local chapter finances, help integrate exchange participants into the
Calgary community, manage the annual AIESEC Careers Day project or expand and develop the membership base.
The time is now to explore yourself and your future.

Alliance in Marketing (AIM)
Alliances in Marketing is a student run organization that promotes a better understanding of marketing and its role in
the business community. The goal of AIM is to make Haskayne marketing students among the most visible and
sought after across Canadian business schools.
AIM provides opportunities to network with classmates, alumni and professionals, as well as attend industry nights
highlighting a variety of marketing disciplines. Providing corporations access to Haskayne’s most involved
marketing students and offering time and monetary contributions to local charities are a few of the many ways AIM
gets involved in the Calgary community.

AIM is a great tool for those students attempting to make themselves more marketable upon graduation as AIM
aligns itself with success and strives to be the difference between simply getting a degree and getting a job. So if you
are looking for a place to have fun, meet interesting people, and learn more of the many facets of marketing then
AIM is the place to be.

Association for the Management of Information and Operations (AMIO)
AMIO’s is intended to be the premier student club for the students in the management science concentrations at the
Haskayne School of Business.

AMIO’s mission is to provide industry connections for students in Business Process Management (BPMA),
Management Information Systems (MIS), Operations Management (OPMA) and Transportation & Logistics
(TLOG); facilitate course applicable training for the students in the Haskayne School of Business; promote the
management science concentrations; and add value to the Bachelor of Commerce degree.

The Calgary Portfolio Management Trust (CPMT)
The Calgary Portfolio Management Trust provides a training ground for some of Canada’s top finance students.
Through this innovative, two-year program and generous support from the Calgary Society of Financial Analysts,
students manage a $380,000 Canadian equity portfolio. Students obtain two finance half course credits and gain
valuable knowledge and skills in equity research, spreadsheet modeling, database management, portfolio tracking,
teamwork, public relations, and investment skills.

Financial Management Group (FMG)
The Financial Management Group is devoted to building successful finance careers for commerce students by
providing a link to the financial community and support for financial studies. FMG’s vision is to become a leading
student organization—one where our determination to succeed in a financial career creates a learning environment for
future diverse leaders; where we strive to exceed our own expectations: and where our decisions, principles, and
values guides our actions.
Events such as The Finance Networking Night and Careers in Finance attract prominent financial professionals from chief financial officers to investment advisors, and provide students with an opportunity to learn and network. FMG allows students to showcase their technical skills by applying qualitative and quantitative research at our annual Case Trading Competition.

**Human Resources Students’ Association (HRSA)**
The Human Resources Students’ Association encourages awareness about careers and current events in Human Resources. Our club provides a way for students to build a valuable network of University professors and prominent industry representatives. Through on- and off-campus events, we provide a sense of social solidarity and cohesiveness among students interested in Human Resources and Organizational Dynamics. HRSA also works to provide all students with the tools to excel in Human Resources and Organizational Dynamics courses.

**International Business Student Association (IBSA)**
IBSA is the club for students with an interest in international business, whatever their concentration, wherever their homeland, and no matter their experience or skill level with the subject matter. Benefits of membership include qualification for a CIM grant for study overseas, reduced fees for non-free IBSA events, information on relevant industry events and conferences, and an opportunity to build a great network of like-minded young professionals.

Students considering participating in an exchange are especially encouraged to contact IBSA. Through IBSA’s Buddy Program, local students can meet visiting international students at various social events. These events facilitate cultural awareness, and allow Haskayne students going on exchange to make valuable contacts with international students from their intended exchange school.

**Personal Portfolio Management Group (PPMG)**
The Personal Portfolio Management Group is a new student club dedicated to assisting its members to better understand the investing world. PPMG plans to hold numerous guest speaker events to give members a chance to receive helpful investment advice and network with experienced industry representatives. PPMG will also host more casual events where all members can meet with industry investors. The primary goal of this club is to help students realize the benefits of long-term investment, especially when individuals are accumulating debt, and pension plans are becoming less secure. PPMG wants to emphasize that investing should not be overly complicated and therefore we are encouraging students from all concentrations to attend our events.

**Petroleum Landman Undergraduate Society (PLUS)**
The Petroleum Landman Undergraduate Society helps develop relationships between students and the oil and gas industry. We sponsor events that encourage learning, provide academic and social support and create opportunities to network with industry professionals. PLUS is actively involved with Canadian Association of Petroleum Landmen (CAPL) members in developing a strong mentoring program. The program enables PLMA students to receive practical, hands-on experience and provides an ideal setting for industry leaders to meet with emerging leaders.

**Tourism & Hospitality Undergraduate Society (THUS)**
The Tourism & Hospitality Undergraduate Society represents students in the Bachelor of Hotel & Resort Management program (BHRM) as well as any and all students majoring, or simply interested in Tourism. Students registered in the two-year BHRM program are given industry and faculty links through THUS, ensuring their short enrollment is well-communicated, successful, and the most it can be. Students outside of the BHRM program are exposed to various aspects of the tourism and hospitality industry, supporting their studies and encouraging them to further specialize. Feel free to stop by the THUS office while in the clubs area, to meet the friendly executive team, pick up some interesting facts from the tourism industry, or get inspired to volunteer at one of Calgary’s many festivals!

**Graduate Student Clubs**

**MBA Society**
The MBA Society is a non-profit student run organization consisting of almost 400 students. Our motive is to provide support to the MBA society members in the areas of personal and community development. We raise issues and awareness concerning the student body and build bridges between students and the corporate community of Calgary.

The goal of the Haskayne MBA Society is to improve the MBA student experience academically, socially, and professionally while enhancing the reputation of the Haskayne MBA brand.
Key annual events include:
• The Haskayne School of Business 24 Hour Case Competition. Organized and managed by the Society, the competition will provide MBA students from across Canada with an opportunity to not only test their strategic analysis skills against fellow competitors, but participate in networking opportunities with employers and fellow students.
• Nonprofit Governance – Fundamentals Workshop. A full-day workshop co-facilitated by certified instructors from the Alberta Government’s Board Development Program, students are provided with a presentation and discussion of best practices related to non-profit governance as well as an opportunity to speak with organizations across the city about available board member opportunities.

Net Impact
Net Impact is a nonprofit membership organization for students and professionals interested in using business skills in support of various social and environmental causes. It serves both a professional organization and one of the largest student organizations among MBAs in the world. From its central office in San Francisco, the organization supports over 200 autonomous volunteer-run chapters and a membership base of over 10,000, with programs and networking events centered on topics such as corporate social responsibility, social entrepreneurship, nonprofit management, international development, and environmental sustainability.
Net Impact is an international nonprofit organization whose mission is to make a positive impact on society by growing and strengthening a community of leaders who use business to improve the world. The Calgary student chapter of Net Impact was established by MBA students in 2007. http://www.netimpact.org

The Canadian conference on Student Leadership (Nov 17-20, 2011)
Many Haskayne students attended the 3 day conference which will enhance their leadership skills, learn and discuss relevant student issues and be inspired by community leaders through student-facilitated workshops, networking activities and keynote speeches from entrepreneur and philanthropist, W. Brett Wilson and author and activist Conor Grennan.

Fridays with faculty
Our popular seminar series Fridays With the Faculty features professors from the Haskayne School of Business. Get the latest research in key areas of management and leadership, ideas you can apply in your company first thing Monday morning. Every Friday Haskayne students are invited to attend.

CA Technologies International Case Competition – 2011 Las Vegas, NV
The International Case Competition on Strategic Value of IT Management is a global case competition that brings together top students in business and information technology (IT) to demonstrate and evaluate the Strategic Value of IT Management for an organization. The 2011 Winning Team: University of Calgary–Haskayne School of Business MBA students Carolyn Nalder, Brian Eshpeter and Laura Higgins. For more information please visit http://www.ca.com/us/about-us/International-Case-Competition.aspx

Solar House
The university entry for in the U.S. Department of Energy’s Solar Decathlon 2011 which is called Cenovus TRL: Technological Residence Traditional Living, was built in less than two months. More than 60 students and professors from multiple faculties, community leaders and the Treaty 7 First Nations of Southern Alberta worked together to design the safe, durable net-zero solar powered home that addresses critical issues in Aboriginal housing. The project is a collaborative effort led by the Faculty of Environmental Design, drawing support from students in the Schulich School of Engineering and the Haskayne School of Business.
Visit: http://solardecathlon.ca/
Selling Smiles 101
Two five-year-old girls—Ryane and Madison—will go to Disney World this March thanks to Selling Smiles 101, a project undertaken by Haskayne School of Business students as part of a sales management course. Students this semester raised $43,141 for the Children's Wish Foundation of Canada, which brings the amount raised over the last four years to $100,000. The amount raised this year will grant not only Ryane and Madison's wish, but other Calgary children's wishes as well. Students raise money by selling Cutco cutlery through in-home personal demonstrations after learning sales techniques from Vector Marketing.

Spicing up Spaces
80 students from the Haskayne School of Business will work 24/7 to renovate a deserving family’s home, and show them how much the community cares. They call it 'Spicing Up Spaces' and it will run from Friday through Sunday, March 25-27. Business students are divided into four Houses and compete in a series of events throughout the year to earn points for their Houses, raise money, and volunteer for charity.

Key objectives for the next 18-month period with regard to the implementation of the principles

New Centre for the Digital Economy (CDE®) - February 2012
The Centre for the Digital Economy (CDE®) at the Haskayne School of Business has been developed through equal funding provided by Bell Canada, Rogers Communications Inc., Shaw Communications Inc., and TELUS. The Centre has been created to address the issue of Canada's productivity as it relates to the performance and the role of information and communications technology (ICT).

CDE® will operate under the premise that reliance on market forces is fundamental to organizing economic activity, while recognizing that in some limited instances well-designed government involvement may be required to improve market outcomes.

The Centre has been developed to inform policy debate through the release of discussion papers, fact backgrounders, research reports and roundtable sessions: it also engages in research and offers funding to graduate students undertaking related thesis topics.

Enbridge Centre for Corporate Sustainability (ECCS) – March 27, 2012
The University of Calgary's Haskayne School of Business (HSB) has partnered with Enbridge to create a best-in-class, Alberta-based sustainability centre, titled the Enbridge Centre for Corporate Sustainability (ECCS). In collaboration with academics, institutions and private sector organizations, the ECCS will provide a neutral ground for impactful and relevant research and education. The mandate of the ECCS is to inform business decisions that advance the triple bottom line: people, planet and prosperity.

The ECCS will draw on more than 60 years of research and practice related to the science of sustainability and decision making in a way that is meaningful for businesses, policymakers, and individuals.

The ECCS will operate as both a convener and thought leader, bringing together leading scholars, practitioners, and industry experts in the field of corporate sustainability from various institutions and organizations. Through the ECCS, these individuals and bodies will be encouraged to produce, translate, and disseminate leading-edge research on triple bottom line decision-making in Canada, across North America, and abroad and to share this work with emerging and current business leaders, ultimately changing the way businesses are run.

Enbridge has committed $2.25 million over 10 years to the ECCS, which will facilitate graduate student and faculty research, fund post-doctoral fellows, and support the ECCS's ground-breaking initiatives. Two specific initiatives aimed at advancing corporate sustainability research include:

The Enbridge Research-in-Action Seminars
Held at least four times each year, the Enbridge Research-in-Action Seminars will bring together influential researchers, practitioners, and industry experts to discuss and disseminate leading-edge sustainability research in Canada and abroad. The timing of these seminars will coincide with the academic year at the University of Calgary with seminars occurring in the autumn and winter terms.

The Sustainability Awards
Each year, the ECCS will award two Enbridge Sustainability Awards, recognizing student achievements in areas related to sustainability and the advancement of the triple bottom line. One award will be granted for research or academic achievement by a graduate student (or students) based at a university in Canada or the U.S. The second
award will be granted for community-level achievement by an undergraduate student (or students) based at a university in Canada or the U.S.

**Global Energy Executive MBA – April 2012**

Our EMBA program focuses on management education for the energy industry. Our world-class EMBA program is designed specifically for emerging leaders in all energy sectors. It prepares high-potential executives to manage a diverse range of complex issues, from energy security and technological innovation to environmental factors and responsible project development.

Enhancing leadership skills is a vital element in our world-class EMBA program. We develop and coach executives to inspire higher levels of performance in themselves and others, and to lead their organizations more effectively. The Global Energy Executive MBA is the most holistic energy-management degree program in the world. We examine the energy industry in its entirety. We deliver the program in energy centres around the world. And we aim to attract participants from every region of the world.

Learning goes far beyond the academic. We recognize the return on investment that comes from transforming classroom concepts into real-world results. That's why every learning module includes opportunities to apply key models and ideas to the real issues and situations facing your organization.

A ground-breaking partnership

While many education institutions team up to offer EMBA programs, the partnership between the Haskayne School of Business and IHS Cambridge Energy Research Associates (IHS CERA) is unprecedented because it combines North-American style management training from a leading energy-focused business school with the expertise offered by a globally renowned energy consulting and research firm.

**Canadian Centre for Advanced Leadership in Business (CCAL) - September 2012**

The Canadian Centre for Advanced Leadership in Business is a national leadership centre that will be housed at the University of Calgary’s Haskayne School of Business (HSB). The centre will deliver a new model of leadership development, education and research that is currently unprecedented in Canada. It will differentiate itself from other business schools through its focus on a unique research agenda, experiential learning and organizational development.

The Canadian Centre for Advanced Leadership in Business will transform the educational and research programs of the Haskayne School of Business. It will provide students with distinct leadership knowledge and skills taught throughout the curriculum, complemented by real-life learning opportunities outside the classroom. The centre will put HSB in the forefront for post-secondary leadership development in business in Canada. Establishing this centre shows that HSB is dedicated to developing and nurturing future business leaders into responsible, ethical individuals so that they can make sound choices and decisions that will affect the world around them.

The centre will also be a unique leadership research and learning network with international, national and community collaborations. Pioneering research in teaching and management practice will be brought to stakeholder groups in Calgary, and ultimately across the country.

Founders:
- Mac and Susan Van Wielingen and family, Viewpoint Foundation
- ARC Resources Ltd., led by CEO John Dielwart
- ARC Financial Corp., led by CEO Kevin Brown
- Kevin and Nadine Brown, Brown Family Foundation

For more than a year, the Haskayne School of Business has been engaged in a through process to distil a vision and strategy that accurately reflect its competitive advantages and inspires its stakeholders to look optimistically towards the future.

**Strategy Statement 2011**

The University of Calgary will be a global intellectual hub located in Canada’s most enterprising city. In this spirited, high-quality learning environment, students will thrive in programs made rich by research and hands-on experiences. By our 50th anniversary in 2016, we will be one of Canada’s top five research universities, fully engaging the communities we both serve and lead.
A vision for decades to come

To execute its vision, the Haskayne School of Business will capitalize on the competitive advantage offered by its Calgary, Alberta location—a global energy city unparalleled for its entrepreneurial spirit, business base, and generosity.

The faculty are committed to teaching and research that inspires principled business leadership, which is characterized by ethics, sustainable practices, and community service. Innovative programs, rich experiential learning opportunities, and excellent instruction will create a superior experience for those enrolled in the School’s undergraduate, graduate, and executive education programs.

Keystones of Success

Engaging the community, embracing the vision.

Executing this plan will make us a leading global business school, with world-ranking and achievements. By engaging our stakeholders, we will be recognized internationally and we will make a difference. Our execution plan focuses on four keystones:

Keystone 1: The Haskayne Experience

This involves a strategic focus on ethical leadership, entrepreneurship, and energy. HSB will establish and fund initiatives that position the School as a centre of excellence in research, teaching and outreach in these three strategic areas, building around the core focus areas through new hiring, and supporting facilities and programs.

Keystone 2: Continuous program improvement

As part of a commitment to innovative teaching, HSB faculty will incorporate new teaching tools, learning’s from prior successes in case competitions, and experiential methods to enrich their teaching in undergraduate, graduate, and executive education programs. Under AACSB accreditation rules, HSB has introduced vital new learning goals, student surveys, and feedback mechanisms to ensure that educational goals are being met.

Keystone 3: Enhanced Research

The U of C is a G-13 research based institution. To meet President Cannon’s commitment to research and the improvement of ranking results, HSB will ask subject areas to choose two areas of primary research focus, recruit strategically, add to the experiential base of the curriculum by attracting and providing funds for case development. HSB is currently one of the top 8 research-based business schools in Canada. Our goal is to be in the top 5 by 2016.

Keystone 4: Engagement – Building the Haskayne community

HSB will foster a culture that supports the strategic focus and encourages participation, inspires innovative contributions, and celebrates achievements in support of the Haskayne Experience.

Sustainability on campus

“The University of Calgary is committed to excellence and leadership in advancing the pursuit of sustainability in teaching, research, campus operations and community service.” (“Sustainability Policy” 2009)

2011 Completed initiatives

- Greenhouse gas emissions: The UofC has tracked scope 1 and 2 emissions from building operations at main campus for a number of years. The UofC was one of the first Canadian Universities to complete a comprehensive GHG emission inventory to accordance with World Resource Institute Protocols (Scope 1, 2, and 3 – all sources under operational control) for fiscal year 2008-09. GHG emissions have been steadily declining despite a 30% expansion in the built area of campus.
- Energy performance standards for new buildings have been steadily increasing. The CDC is 70% more efficient that the Model National Energy Code for Buildings. New buildings under construction range from 25% to 50% better than the Model National Energy Code of Buildings.
- Carpool incentives and CarShare program on campus.
- Student led Bike Loan and Bike "Kitchen" Program
- Idle Free UofC since September 2010.
• Fleet includes one Smart Car, one hybrid, one electric golf cart, five bio-diesel operated grounds maintenance vehicles.
• Suite of low flow and flush fixtures in new buildings, existing building retrofits in progress, waterless urinals use has been discontinued in favor of ultra-low flush.
• Addition of bottle refill devices on fountains, standard for new fountains.
• Site irrigation with non-potable process water from the central heating and cooling plant.
• Composting: all leaf and lawn waste, pre-consumer food service good waste (partial), post-consumer food waste (partial), on-site in-vessel composter.
• Recycling: paper + Cardboard, beverage containers, e-waste, furnishings, metals, some plastics, fluorescent bulbs, pallets, cooking oil, tires, batteries, and toner cartridges.
• Phone books by request only, waste reduction (erase the waste) campaign, on-campus materials exchange sales, no free printing for students in libraries.

2012 Initiatives
• Consider implementing a mandatory recycled content for office paper purchasing
• Work with the print shop to prioritize recycled content paper in institutional printing, migrate to 100% recycled content paper for business cards and intuitional reports.
• Implement an on-line tracking program of environmentally preferred purchasing
• Require all departments purchasing clothing bearing the UofC logo to purchase apparel that is made under fair working condition i.e. Through the bookstore (which requires sweat free apparel) or an alternate party that can certify apparel is sweat free.
• Develop an IT Strategic plan that confirms an ISP goal, indicators, baseline performance, and performance targets. Plan to encompass data centers, desktop technologies, and e-learning tools/environments, supporting operating standards, as well as performance monitoring and reporting protocols.
• On-Campus residence to develop a model green dorm room.
• Residence to provide green purchasing guidelines in advance of move-in (CFL lamps, Energy Star + EPFAT certified computers/printers, etc.)
• Promote residence student community service sustainability initiatives.
• Align building operations practices with institutional goals.
• Develop and Environment Management system.
• Implement a strategic plan and operating standards for centralized management of legislative compliance and permitting.
• Transition hazardous materials management from a paper based system to an electronic system allowing the creation of a surplus chemical exchange program. Complete chemical inventory.