



2012-2013

DAVID O'BRIEN  
CENTRE FOR  
SUSTAINABLE  
ENTERPRISE

ANNUAL  
REPORT



JOHN MOLSON  
SCHOOL OF BUSINESS











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## MESSAGE FROM THE DIRECTOR

Thank you all for your continuing support of the David O'Brien Centre for Sustainable Enterprise. This fourth annual report on our activities brings news of what we accomplished and where we are headed. It was a year marked by expanding relations with international sustainability communities. We presented our research at the "Spirituality and Sustainability Conference" at Corvinus University in Budapest, the "World Dialogue Forum" in Rhodes, Greece, "Multinational Corporations and Sustainable Development Conference" in New Delhi, India. We researched biodiversity preservation around lake Shkodër in Albania, presented and chaired numerous sessions, including one at the "Academy of Management Annual Meeting" in Orlando, Florida. International collaboration is vital for the area of business sustainability. It can enable global systemic solutions and prevent shifting of environmental and social burdens from one country to another.

Our 50plus20 (50plus20.org) project produced the Agenda on Management Education for the World, and was presented at Rio+20 last year. It was published in 2013 as a book by Edgar Elgar (e-elgar.co.uk/bookentry\_main.lasso?id=15445) and several summaries were published in English, Chinese and Korean.

Continuing research on enterprise sustainability, bringing distinguished speakers to campus, webinars with finance industry experts, creating exciting events and internships for students, and engaging companies in our corporate roundtables, have kept us busy. You can read about some of these in this report. Please visit our website for more details.  
[johnmolson.concordia.ca/sustainable](http://johnmolson.concordia.ca/sustainable)

We look forward to welcoming you to our events. In the meantime, please share your thoughts about how we can improve our programs and help us develop new ones. We are very grateful to the entire faculty, our students and Concordia University, as well our partners who make our activities possible.

**Paul Shrivastava**  
Director





## DEAN'S MESSAGE

Welcome to the 2012-2013 David O'Brien Centre for Sustainable Enterprise (DOCSE) annual report.

The Centre was established through a generous donation by former Concordia University Chancellor, David O'Brien to help ensure that the John Molson School of Business (JMSB) set the standard for a business education that has a positive impact on the world. Thanks to his vision, and that of the Centre's director, Paul Shrivastava, DOCSE now plays a global leadership role in the creation and advancement of sustainability-related knowledge.

Once again, this year saw DOCSE contribute significantly to our business school's rising research profile through innovative research in the area of sustainable enterprise. Recently, a second sustainability-focused research centre was established at JMSB. I am excited about the possibilities for collaboration between DOCSE and the new CN Centre for Studies in Sustainable Supply Chain Management. Their events and activities like will help transfer knowledge to our students and to the business community.

I hope that you enjoy reading about the many and varied activities of the David O'Brien Centre for Sustainable Enterprise described in this report.

Steve Harvey  
Dean

## ADVISORY BOARD

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



**Harjeet Bhabra**, Associate Professor and Associate Dean, Research and Research Programs, John Molson School of Business, Concordia University



**Anne-Marie Croteau**, Associate Professor and Associate Dean, External Relations and Business Development, John Molson School of Business, Concordia University (formerly Associate Dean, Recruitment and Awards, School of Graduate Studies, Concordia University)



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



**Peter O'Brien**, Montreal Lawyer, and Chairman of the John Molson MBA International Case Competition, John Molson School of Business, Concordia University



**Paul Shrivastava**, David O'Brien Distinguished Professor Director of David O'Brien Centre for Sustainable Enterprise, John Molson School of Business, Concordia University



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



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



**Ron Nielsen**, General Manager Global Sustainability, Cliffs Natural Resources Inc.



**Guillaume Pain**, Doctoral Student, John Molson School of Business, Concordia University



## SCIENTIFIC COMMITTEE

The Scientific Committee sets academic research direction and selects proposals for funding for the David O'Brien Centre for Sustainable Enterprise. Scientific Committee members are:



**Stephane Brutus**, Associate Dean, Graduate Professional Programs, John Molson School of Business, Concordia University



**Bianca Grohmann**, Associate Professor, Research Chair Tier 2, Department of Marketing, John Molson School of Business, Concordia University



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



**Michel Magnan**, Professor, Lawrence Bloomberg Endowed Chair in Accountancy, Department of Accountancy, John Molson School of Business, Concordia University



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



**Ahmet Satir**, Professor, Department of Supply Chain and Business Technology Management, John Molson School of Business, Concordia University

# FUNDED RESEARCH

## BACKGROUND

The David O'Brien Centre for Sustainable Enterprise supports research, training and outreach initiatives that assist organizations in becoming sustainable. The Centre's research agenda includes:

- Design and development of sustainable enterprise
- Organizational responses to global climate change
- Corporate social responsibility and performance
- Environmental management systems
- Management of environmental and technological crises
- Psychological, social and cultural change towards sustainability
- Social entrepreneurship

The goal of encouraging this work among our faculty and students is to proactively create business approaches that incorporate:

- Corporate and social responsibility
- Environmental health and safety
- Environmental management
- Other greening/community activities

Using this research, the Centre assists organizations in understanding and developing integrated sustainability strategies.

## NEW PROJECTS

### COMMUTE MODE AND WORK PERFORMANCE: THE IMPACT OF COMMUTE MODE ON EMPLOYEES' MOOD, STRESS AND WORK PERFORMANCE

*Stéphane Brutus, Associate Dean, Graduate Professional Programs,  
John Molson School of Business, Concordia University*

*Roshan Javadian, MSc Candidate, John Molson School of Business, Concordia University*

The travel between home and work is a major part of many workers' daily routines and may turn into a source of stress and frustration for many of them. Current research suggests that not only is commuting a source of stress, but it also leads to adverse workplace consequences such as poor task performance, frustration and anxiety, as well as increased absenteeism and workplace hostility. The widening understanding of the environmental consequences of traffic congestion and the pollution associated with widespread use of private cars, on one hand and the increasingly understood problem of the health impacts of sedentary lifestyles, on the other hand have resulted to a growing



interest in the role of active modes of commute. Unfortunately, the research of various modes of commute on commuter stress and work performance is mainly limited to drivers and users of public transport. This project aims to address this shortcoming by studying the individual and organizational consequences of different modes of commute and more specifically compare the immediate mood and stress level as well as work performance of cyclists with that of drivers and public transport users. It is suggested that while car and public transport induce commuting stress can negatively impact individuals' work performance, cycling leads to elevated mood and reduced stress and better work performance.

### CORPORATE SUSTAINABILITY AS A FACTOR IN ASSET PRICING MODELS

*Thomas Walker, Associate Professor, Laurentian Bank Professor in Integrated Risk Management and Chair of the Department of Finance, John Molson School of Business, Concordia University*

*Kerstin Lopatta, Professor, Economics and Law, University of Oldenburg*

*Thomas Kaspereit, PhD Candidate, Economics and Law, University of Oldenburg*

The goal of this study is to explore whether corporate sustainability is a factor in asset pricing models. Our proposed project will contribute to the finance literature on asset pricing as well as the newly emerging literature that examines how sustainability impacts the capital markets by constructing a new asset pricing factor which captures differences in the returns of sustainable and non-sustainable firms. Specifically, we will examine whether adding a sustainability factor to the Fama-French (1993) three factor and Carhart (1997) four factor asset pricing models enhances their empirical power to explain security returns. Our research has practical implications for the performance measurement of portfolios and mutual funds that are managed in accordance with sustainability criteria.

### THE INTERACTION OF CORPORATE SOCIAL RESPONSIBILITY AND THE COST OF CAPITAL: A COMPREHENSIVE APPROACH

*Thomas Walker, Associate Professor, Laurentian Bank Professor in Integrated Risk Management and Chair of the Department of Finance, John Molson School of Business, Concordia University*

*Kuntara Pukthuanthong, Associate Professor, Department of Finance, San Diego State University*

*Thomas Kaspereit, PhD Candidate, Department of Economics and Law, University of Oldenburg*

*Arash Amoozegar, MSc Candidate, Department of Finance, John Molson School of Business, Concordia University*

This project builds on recent developments in the corporate sustainability and finance literature and investigates the effects of corporate social responsibility practices on the cost of capital. While the extant literature has investigated the effects of corporate

social responsibility on the cost of capital, most prior studies in this area employ CAPM- or Fama-French three factor-based models. We intend to expand these models by employing sustainability as an additional asset pricing factor. By incorporating a newly-proposed model to calculate the implied cost of equity capital and using an asset pricing factor for capturing the effects of sustainability, we not only substantially expand the firm coverage and sample size in sustainability studies but also enhance the degree of reliability in our findings. Our study attempts to relax the critical coverage limitations in prior sustainability studies and re-investigate the implications of investing in socially-responsible firms by employing a comprehensive approach that considers sustainability as an asset pricing factor and as a predictor of a firm's cost of capital.

### IS CSR FOR SALE? INVESTIGATING THE EFFECTS OF ACQUISITION OF SOCIALLY RESPONSIBLE BRANDS ON CSR PERCEPTIONS

*H. Onur Bodur, Associate Professor, Department of Marketing, John Molson School of Business, Concordia University*

*Bianca Grohmann, Associate Professor, Research Chair Tier 2, Department of Marketing, John Molson School of Business, Concordia University*

As brands hold a unique position in sustainability and establish their success on a number of marketing or financial performance indicators, they become desirable targets for acquisition by multinational corporations with comprehensive brand portfolios. For instance, Ben & Jerry's was acquired by Unilever in 2000. In this research, we investigate how consumer perceptions of the acquiring corporation (e.g., Unilever) and the acquired socially responsible brand (e.g., Ben & Jerry's) change as a result of the acquisition. Managerially, this research examines the conditions under which the acquisition of socially responsible brands results in more favorable consumer perceptions of social responsibility of the acquired brand and the acquiring corporation and provides guidelines for mergers and acquisitions decisions.



## IS SOCIAL VENTURE CAPITAL DIFFERENT? EFFECTS ON FUND AND POST-IPO PERFORMANCE

*Frederick Davis, Assistant Professor, Department of Finance, John Molson School of Business,  
Concordia University*

*Ravi Mateti, Assistant Professor, Department of Finance, John Molson School of Business,  
Concordia University*

*Gordon Murray, Full Professor, School of Business and Economics, The University of Exeter*

Social venture funds (SVFs) are venture capital funds, which provide capital to businesses deemed socially and environmentally responsible. The goal of this study is to explore whether the success of social venture funds' investment strategies and the post-exit performance of their portfolio companies are fundamentally different from those of "traditional" venture funds. We therefore analyze the investment process of SVFs (including the selection of potential portfolio companies, the advice and monitoring provided during the investment phase, and the strategies employed to exit the investment), and contrast both the process and results with other venture capital firms.

Our proposed research project will contribute to both the academic debate on investment strategies of venture capital funds and on the compatibility of financial and sustainability goals. In addition, we will provide implications for venture capitalists with regard to potential adjustments of investment strategies, and for political decision makers with regard to adjustments to the regulatory framework required to foster sustainable entrepreneurship.



## SUSTAINABILITY RELATED PUBLICATIONS

### BOOKS

Muff, K. , Dyllick, T., Drewell, M., North, J., Shrivastava, P., & Haertle, J. (2013). *Management Education For The World: A Vision for Business Schools Serving People and Planet*. Cheltenham, UK: Edward Elgar Publishers.

### PAPERS

Bayne, C. & Saade, R. (2013). Informing Minority Communities: The English Speaking Black Community of Montreal. *Informing Science & IT Education Conference Proceedings*, Porto, Portugal.

Bodur, H. O., Grohmann, B., & Tezer, A. (2012). Investigating the Positive Impact of Unexpected CSR. *Advances in Consumer Research*, Vol. XXXVI, Vancouver, BC: Association for Consumer Research.

Bodur, H. O., Grohmann, B., & Tezer, A. (2012). A Positive Surprise: Revisiting the Role of Fit in Social Responsibility Evaluations. *ASAC Conference Proceedings*, St. John's, NL: Administrative Sciences Association of Canada.

Busch, T., Berger, S. G., & Paquin, R.L. (2012). *Taking Action in the Face of Uncertainty: Managing for Climate Risk*. In D. Rigling Gallagher (Ed.). Environmental Leadership, Sage Publications, Thousand Oaks, CA.

Paquin, R. L. (2012). Industrial symbiosis: Creating Economic and Environmental Value through Interfirm Collaboration. *EDI Quarterly*, 4(3): 9-11.

Shrivastava, P., Silvester, I., & Persson, S. (2013). Transdisciplinary Study of Sustainable Enterprise. *Journal of Business Strategy and the Environment*, 22(4): 230-244  
DOI: 10.1002/bse.1773.

Shrivastava, P. & Kenelly, J. J. (2013). Sustainability and Place-Based Enterprise. *Organization & Environment*, 26(1): 83-101.

Shrivastava, P. & Busch, T. (2013). *Avoiding a Global Carbon Crisis: Learning from the Financial Crisis*. Under review at Thunderbird Management Review (forthcoming).

Shrivastava, P., Vera I., Silvester I. (2012). Sustainable Development and the Arts. *International Journal of Technology Management*, 60 (1/2): 23-43  
DOI: 10.1504/IJTM.2012.049104

Tezer, A., Bodur, H. O., & Grohmann, B. (2013). Different Shades of Fit: When Surprising Corporate Social Responsibility Improves Consumer Evaluations. Proceedings of the 42nd Annual Conference of the European Marketing Academy (EMAC), Istanbul, Turkey: European Marketing Academy.

Wassmer, U., Paquin, R.L., & Sharma, S. (2012). The Engagement of Firms in Environmental Collaborations: Existing Contributions and Future Directions. *Business and Society*, XX(X): 1-33.

## MEDIA MENTIONS

Items from DOCSE Website “News” section: [johnmolson.concordia.ca/en/faculty-research/research-centres/david-obrien-centre-for-sustainable-enterprise/news](http://johnmolson.concordia.ca/en/faculty-research/research-centres/david-obrien-centre-for-sustainable-enterprise/news)

October 1, 2013: [concordia.ca/now](http://concordia.ca/now)

JMSB Students Win Sustainability Prize in Singapore

Source: [johnmolson.concordia.ca/en/component/content/article/96-jmsb-news/2525-jmsb-students-win-sustainability-prize-in-singapore](http://johnmolson.concordia.ca/en/component/content/article/96-jmsb-news/2525-jmsb-students-win-sustainability-prize-in-singapore)

Sept. 23, 2013: Corporate Knights

2013 Global Green MBA. Corporate Knights ranks John Molson MBA Second Greenest in the world.

Source: [ferc.concordia.ca/en/component/content/article/96-jmsb-news/2522-john-molson-mba-second-greenest-in-the-world](http://ferc.concordia.ca/en/component/content/article/96-jmsb-news/2522-john-molson-mba-second-greenest-in-the-world)

June 20, 2013: [concordia.ca/now](http://concordia.ca/now)

Gift From CN Establishes New Research Centre at JMSB

Source: [johnmolson.concordia.ca/en/component/content/article/96-jmsb-news/2495-gift-from-cn-establishes-new-research-centre-at-jmsb](http://johnmolson.concordia.ca/en/component/content/article/96-jmsb-news/2495-gift-from-cn-establishes-new-research-centre-at-jmsb)

Oct. 29, 2012: [concordia.ca/now](http://concordia.ca/now)

Sustainable Internship Program participants recognized

Source: [johnmolson.concordia.ca/en/component/content/article/96-jmsb-news/2373-sustainable-internship-program-participants-recognized](http://johnmolson.concordia.ca/en/component/content/article/96-jmsb-news/2373-sustainable-internship-program-participants-recognized)

Oct. 19, 2012: [concordia.ca/now](http://concordia.ca/now)

The art of sustainable development.

Source: [johnmolson.concordia.ca/en/component/content/article/96-jmsb-news/2371-the-art-of-sustainable-development](http://johnmolson.concordia.ca/en/component/content/article/96-jmsb-news/2371-the-art-of-sustainable-development)

Sept. 5, 2012: Corporate Knights

The 2012 Knight Schools Survey. Corporate Knights ranks John Molson MBA 3rd in Canada.

Source: [johnmolson.concordia.ca/en/component/content/article/96-jmsb-news/2360-corporate-knights-ranks-john-molson-mba-3rd-in-canada](http://johnmolson.concordia.ca/en/component/content/article/96-jmsb-news/2360-corporate-knights-ranks-john-molson-mba-3rd-in-canada)

Aug. 6, 2012: Emerging Markets ESG

Five Questions about Sustainability – Special Interview with Dr. Paul Shrivastava, David O’Brien Distinguished Professor of Sustainable Enterprise at the John Molson School of Business, Concordia University, Montreal, Canada

Source: [emergingmarketsesg.net/esg/2012/08/06/five-questions-about-sustainability-special-interview-with-dr-paul-shrivastava-david-o-brien-distinguished-professor-of-sustainable-enterprise-at-the-john-molson-school-of-business-concor/](http://emergingmarketsesg.net/esg/2012/08/06/five-questions-about-sustainability-special-interview-with-dr-paul-shrivastava-david-o-brien-distinguished-professor-of-sustainable-enterprise-at-the-john-molson-school-of-business-concor/)

For the latest media mentions please visit the News section on the David O’Brien Centre for Sustainable Enterprise website.



## RESEARCH PROGRAMS

### ART AND SUSTAINABLE ENTERPRISE

In collaboration with ICN Business School's ARTEM Program, DOCSE researchers are exploring the use of the arts and art-based methods for understanding sustainability issues. The project examines the dynamic relations between art, aesthetics and the sustainable development of organizations. Art influences the sustainability of companies through architecture, aesthetics of workspaces, design of products and services, graphic art in advertising, and art-based training methods.

### SUSTAINABLE FINANCE AND THE TRUCOST DATABASE

Trucost is the data provider for Newsweek's Green Ranking of the 500 largest US companies and the 100 largest global companies. Trucost analyzes the environmental footprint of over 4,000 global public companies.

Concordia, through DOCSE, became the first participant in Trucost's Premiere University Partnership Program in 2011. Through this program, JMSB has established full access to their global environmental impacts database, in addition to various teaching tools. As a result, the following research studies have been undertaken:

### SUSTAINABLE REAL ESTATE AND BUILT ENVIRONMENT

This new initiative of DOCSE will focus on research, events and curriculum development. It will produce, promote and disseminate original and relevant research in sustainable real estate and the built environment. Research projects will be interdisciplinary and will bring together academia and industry practitioners from the public and non-for-profit sectors. Events will include conferences, lectures and panel discussions. Curriculum development will integrate sustainable real estate and built environment education into the business school education. The program will feature a business advisory council of industry representatives who will guide and implement policies for its direction and research. Council members will meet at least twice per year and raise industry concerns to ensure that the program remains relevant. The program will address the green building revolution, which is expected to create millions of jobs over the next 20 years in areas as diverse as energy and risk management. Targeted research will enable a deep understanding of urbanization and its impact on global infrastructure demand.

## DISTINGUISHED SPEAKER SERIES

### OCTOBER 19, 2012

Peter Laybourn, Chief Executive of International Synergies Limited and Programme Director, National Industrial Symbiosis Programme (NISP)

Presentation: "Industrial Symbiosis: Advances in Policy and Practice"

### NOVEMBER 9, 2012

Edward Freeman, Elis and Signe Olsson Professor of Business Administration and Academic Director, Business Roundtable Institute for Corporate Ethics, Darden School of Business at University of Virginia

Presentation: "Business School Research: Some Preliminary Suggestions"

### FEBRUARY 15, 2013

Reid J. Lifset, Resident Fellow in Industrial Ecology and Associate Director of the Industrial Environmental Management Program at the School of Forestry and Environmental Studies at Yale University

Presentation: "Making an Oxymoron into an Interdisciplinary Field: The Origins and Prospects for Industrial Ecology"

### FEBRUARY 27, 2013

Laure Waridel, Co-founder of Équiterre, eco-sociologist, author and columnist

Presentation: "Transition towards an ecological and social economy"

### MARCH 15, 2013

Laszlo Zsolnai, Professor and Director Business Ethics Center Corvinus University of Budapest, Hungary and Visiting International Scholar, Jepson School of Leadership Studies at University of Richmond

Presentation: "Ecological Sustainability and Collaborative Business"

### MARCH 28, 2013

Tai-Young Kim, Professor of Graduate School of Business (SKK GSB) at Sungkyunkwan University in Seoul, Korea

Presentation: "The Social Construction of Doing Good: The Roles of Audiences in Corporate Giving Behaviors of Korean Firms, 2003 – 2011"

## RESEARCH ASSOCIATES

DOCSE Research Associates are John Molson School of Business faculty members who have research interests in various fields of sustainability. Some of the research associates below have received funding from DOCSE for a portion of the research they are conducting.

### AMR ADDAS, FINANCE

Research Interests: Analysis of performance, flows and tracking errors of SRI mutual funds, sustainable finance, venture capital investments

### ZEYNEP ARSEL, MARKETING

Research Interests: Taste and social distinctions, social media, redistribution markets, upcycling, branding

### CLARENCE BAYNE, SUPPLY CHAIN AND BUSINESS TECHNOLOGY MANAGEMENT

Research Interests: Community development, applied statistics for business and economics, business and economic forecasting, economics of sport and arts organizations

### ONUR BODUR, MARKETING

Research Interests: Consumer decision making and its managerial and public policy implications, socially responsible consumption, CSR-brand relationship

### STEPHANE BRUTUS, MANAGEMENT

Research Interests: Performance appraisal, feedback, appraisal formats, state-of-science

### FRED DAVIS, FINANCE

Research Interests: Mergers and acquisitions, venture capital, sustainable enterprise, information asymmetry, corporate finance

### BIANCA GROHMANN, MARKETING

Research Interests: Brand and product design, retail environments, measurement of consumer responses

### YOUNG-CHUL JEONG, MANAGEMENT

Research Interests: Organization theory, professional service firms, corporate donations, cross-national corporate governance systems





#### LAWRENCE KRYZANOWSKI, FINANCE

Research Interests: Efficiency and regulation of global capital markets, fund raising, investment and portfolio management, market microstructure, pricing and risk management

#### RAYMOND PAQUIN, MANAGEMENT

Research Interests: Industrial symbiosis/industrial ecosystem development (ST), environmental and social partnerships (ST), alternative business models

#### RAAFAT SAADE, SUPPLY CHAIN AND BUSINESS TECHNOLOGY MANAGEMENT

Research Interests: Development of complex systems, knowledge engineering, management of information systems/technologies

#### PAUL SHRIVASTAVA, MANAGEMENT

Research Interests: Sustainable enterprise, corporate social responsibility, strategic management, art and sustainability, business and biodiversity

#### NAVNEET VIDYARTHI, SUPPLY CHAIN AND BUSINESS TECHNOLOGY MANAGEMENT

Research Interests: Strategic design and tactical planning in logistics and supply chain management, methodological interests in large-scale optimization, simulation-based optimization and meta-heuristics

#### THOMAS WALKER, FINANCE

Research Interests: Sustainable investments, corporate governance, executive compensation, securities litigation and regulation, catastrophe insurance, initial public offerings, insider trading, institutional ownership, venture capital

## DOCTORAL & MASTERS STUDENT RESEARCHERS

### ARASH AMOOZEGAR, FINANCE, MSC PROGRAM

Arash Amoozegar completed his second master's degree in Finance (MSc) at the John Molson School of Business. He is currently a partner in a financial software company. He has co-authored papers on topics related to mergers and acquisitions rumours, takeover prediction models, and family firms reputation. Currently, he is working on a research project for the David O'Brien Centre for Sustainable Enterprise that is focused on the interaction between corporate social responsibility and the cost of capital. In this project he attempts to relax the coverage limitations in prior sustainability studies and re-investigate the implications of investing in socially responsible firms by employing a comprehensive approach that considers sustainability as a predictor of a firm's cost of capital.

### CHERYL GLADU, MANAGEMENT, PHD PROGRAM

Cheryl Gladu received her degree in international business from Carleton University, and her MBA from Simon Fraser University. She is currently pursuing a full-time special individualized program PhD at Concordia's John Molson School of Business and the Department of Design and Computation Arts. She's also slowly chipping away at a part-time degree in painting and drawing at the same institution. Cheryl has created and delivered numerous presentations and workshops and has taught at both the John Molson School of Business (Concordia University) and at the Desautels Faculty of Management (McGill University). She is currently studying the role and design of eco-feedback tools in the facilitation of proenvironmental behaviour in the organizational setting. She is doing research with Paul Shrivastava on measuring the impact of art activism in the environmental movement.



### TEJASWINEE JHUNJHUNWALA, MASTERS STUDENT

Tejaswinee Jhunjhunwala completed her BComm from McGill University and is now working towards an MA in Economics for Transition from Schumacher College in the UK. Her research thesis focuses on increasing ecological consciousness through a holistic approach to living, working and learning in the transition towards a new economic paradigm. At the David O'Brien Centre for Sustainable Enterprise, she is currently working on a project with Paul Shrivastava that involves experimenting with illustrations and storytelling as a means to communicate sustainable economics to management students.

### ANDREA KIM, MANAGEMENT, PHD PROGRAM

Andrea Kim completed her MSc in marketing and is currently a PhD student at Concordia University's John Molson School of Business in management. Her MSc research thesis focused on identifying factors that mitigate consumer skepticism associated to corporate social responsibility activities. At the David O'Brien Centre for Sustainable Enterprise, she is currently working on a project that seeks to find more sustainable ways of consuming through investigating alternative business models. She also coordinates the external communication and social media activities for the Centre.

### GUILLAUME PAIN, MANAGEMENT, PHD PROGRAM

Guillaume Pain has been working in the field of international sustainable development for the past 11 years as a trade facilitator and project management consultant. His MBA research focused on organizational learning (OL) theories and practices within overseas development assistance institutions. His current research interests include organizational learning, knowledge management, sustainable development, institutionalism and stakeholder theory.





## RANKINGS

The John Molson MBA was ranked third in Canada in the ninth annual Knight Schools Survey published by Corporate Knights Magazine.

Modeled after The Aspen Institute's Beyond Grey Pinstripes Survey, the Knight Schools Survey evaluates how sustainability is integrated into the Canadian business education experience. Jeremy Runnalls, managing editor of Corporate Knights Magazine said JMSB's place in the standings is based on the fact that students can specialize in various categories, including corporate governance and business ethics; business sustainability and environmental management; and community development.

In addition, the David O'Brien Centre for Sustainable Enterprise (DOCSE), the MBA Community Service Initiative, and the John Molson Sustainable Business Group all have internship and consulting programs that assist communities locally, nationally and internationally.



## STAFF

### ANDREW ROSS, PROGRAM COORDINATOR, OUTREACH AND STUDENT ACTIVITIES

Andrew Ross was a full time employee at the David O'Brien Centre for Sustainable Enterprise, where he oversaw and managed the Centre's administration and coordinated multiple programs including the Sustainable Investment Professional Certification, the Sustainable Internship Program and the Program on Sustainable Tourism.

### DAVID LANK, PROGRAM COORDINATOR AND MARKETING

Dave Lank is a full-time employee at the David O'Brien Centre for Sustainable Enterprise. He handles the marketing for the Sustainable Investment Professional Certification program and coordinates various sustainability initiatives. Dave also teaches business classes part-time at Concordia's School of Extended Learning and adult entrepreneurship classes for the English Montreal School Board. Dave recently returned to his hometown of Montreal after many years in Vancouver where he worked as a marketing and branding specialist for major advertising agencies. Dave earned his MBA from Saint-Mary's University in Halifax.



## SUSTAINABLE INVESTMENT PROFESSIONAL CERTIFICATION (SIPC)

The Sustainable Investment Professional Certification (SIPC) is the only online international sustainable investing certification offered by a university business school geared specifically to train finance and corporate professionals. It was developed over two years ago to meet the demand of financial and corporate professionals to gain the skills and knowledge in the rapidly growing sector of sustainable investing and business sustainability.

Over 120 students have entered the program and the list of SIPC alumni grows each year.

The SIPC is attracting finance professionals as well as participants from the corporate world in non-finance roles but with an interest in sustainable business.

## ENDORSEMENTS

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



## WEBINARS

SIPC's free, live webinars showcase leading scholars and professionals in the field. Participants share their thoughts with these experts as they address the latest issues and trends in business sustainability and sustainable investing. SIPC Webinar attendance has grown exponentially and higher profile presenters are confirming participation.

This year's roster of webinar presenters included:

- Clean Energy Council of the Middle East and the Gulf Bonds & Sukuk Association
- Pavan Sukhdev, founder/CEO of GIST Advisory
- Roger L. Martin, award-winning author and former dean of The Rotman School of Management at University of Toronto
- Jacques Lussier, author of "Successful Investing is a Process"
- Nick Silver, director of Callund Consulting Limited
- Margaret Heffernan, author of "Willful Blindness"
- Sharan Burrow, general secretary of the International Trade Union Confederation (ITUC)
- Robert AG Monks, pioneering shareholder activist
- Catherine Howarth, chief executive of ShareAction
- Bob Willard, author
- Helene Lauzon, presidente CPEQ (Conseil patronal de l'environnement du Québec)
- Adam Spence, founder of the SVX (Social Venture Exchange)
- Rosalie Vendette, conseillère principale en investissement socialement responsable, Mouvement Desjardins
- Sean Kidney, Climate Bonds Initiative
- Christian Novak, Frontier Markets Advisors Inc.
- James Gifford, executive director of PRI
- Tripp Shriner, J. P. Morgan Social Finance
- Neha Kumar, B Corporation

## CORPORATE ROUNDTABLE

Corporations have some of the greatest ability to affect change and have an impact on creating a sustainable world community. To that end, the David O'Brien Centre for Sustainable Enterprise invites corporate leaders as well as more entrepreneurial business executives into dialogues about major environmental and social issues.

This allows us to learn about the steps being taken at different levels and to discern where major gaps exist. Moreover, this process provides an opportunity for green leaders to share their success and for companies to learn from their peers.

In March 2013, DOCSE hosted a corporate roundtable on the topic of hybrid organizations. The meeting focused on organizations in Montreal and Quebec which aim to create profit while doing social and environmental good. More companies are looking for win-win solutions that allow them to be socially and ecologically responsible and still be profitable. A new organizational form called B-Corp has been proposed as a hybrid between for-profit and non-profit organizations. We explored what this organizational structure entails and how companies adopt it.

Companies who attend:

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

## LAND ART GENERATOR INITIATIVE

### FEBRUARY 2013

In February 2013, DOCSE hosted a presentation with the Land Art Generator Initiative (LAGI). LAGI provides a platform for innovative ways of thinking about what renewable energy generation looks like and how it relates to the overall fabric of our constructed and natural environments. It calls on interdisciplinary teams to conceive of large-scale site-specific artwork that provide renewable electricity to the city at a utility (equivalent to the demand of hundreds of homes). Once constructed, the public infrastructure artwork will offset thousands of tons of CO<sub>2</sub> and provide iconic amenities that will serve to educate and inspire the communities in which they are built.

## SOCIAL MEDIA

### DOCSE FACEBOOK

DOCSE engages fans with timely information on sustainability-related activities and events happening at the Centre and around the Concordia community.

[facebook.com/docse](https://facebook.com/docse)

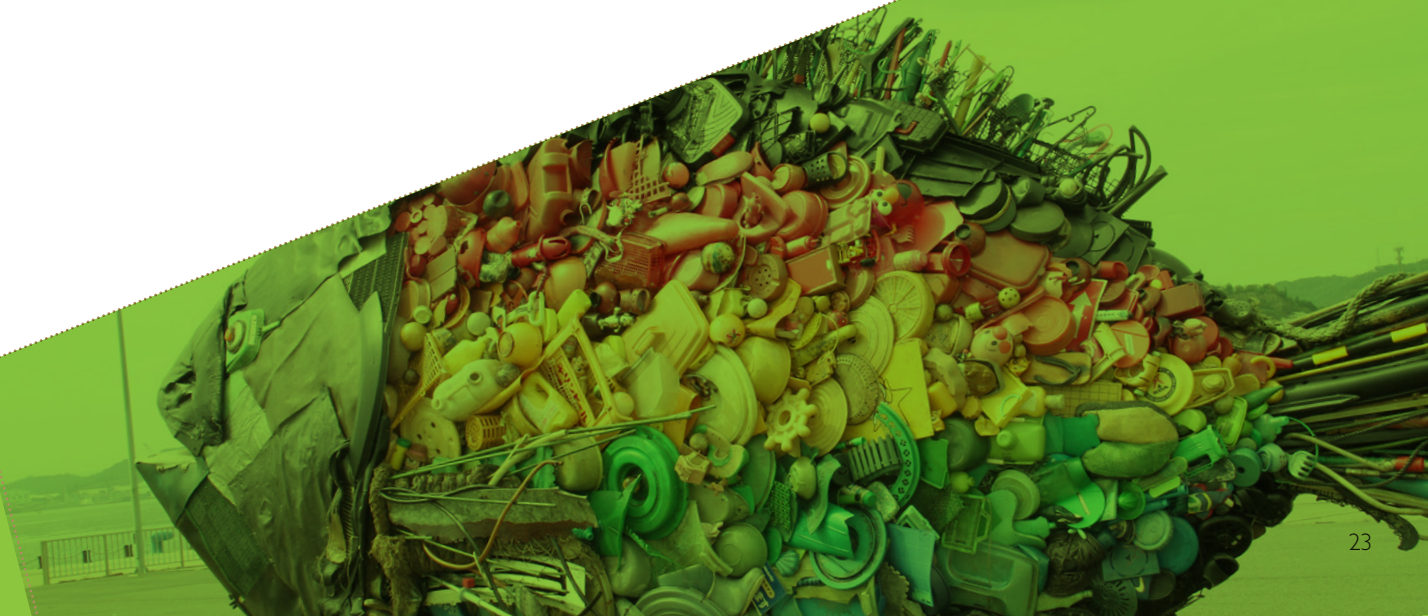
### DOCSE TWITTER

DOCSE shares up-to-date sustainability news and events related to the Centre, sustainability groups at Concordia University and other universities in Montreal (McGill and HEC). The Centre also regularly tweets about various sustainability and environmental initiatives happening around the world.

[twitter.com/docse](https://twitter.com/docse)

### DOCSE NEWSLETTER

The DOCSE newsletter serves as a platform to keep the Centre's immediate and extended community informed about the latest projects and upcoming events. Each quarter's newsletter is based on a sustainability theme. Contributors to the newsletter consist of prominent business leaders and academics from around the world. Previous themes have included sustainable real estate, sustainability and the arts, sustainable food systems and social enterprises. To join the newsletter mailing list, please email: [sustainable@jmsb.concordia.ca](mailto:sustainable@jmsb.concordia.ca)





## TEACHING AND CURRICULUM

### EXECUTIVE MBA COURSES

EMBA 699: Strategy for a Sustainable World

### MBA COURSES

MANA 299: Global Climate Change - Business Opportunities and Threats  
Paul Shrivastava, David O'Brien Distinguished Professor and Director  
of David O'Brien Centre for Sustainable Enterprise

MBA 625: Managing Strategic Action (Strategy and Social Responsibility in Action)

### MSC COURSES

MARK 672Y: Social Responsibility and Public Policy in Marketing  
H. Onur Bodur, Associate Professor, Department of Marketing

### UNDERGRADUATE COURSES

MANA 299: Sustainable Management  
Paul Shrivastava, David O'Brien Distinguished Professor and Director  
of David O'Brien Centre for Sustainable Enterprise

MANA 369: Business and Sustainability  
Raymond Paquin, Assistant Professor, Department of Management



## JMSB SUSTAINABLE INTERNSHIP PROGRAM

Apart from developing sustainability knowledge in the classroom, DOCSE, together with the John Molson Career Management Services (CMS), offer students a chance to gain valuable, hands-on experience working in a company on sustainability-related challenges.

The program offers organizations the opportunity to benefit from the business skills, diverse talents and experience of students from various business disciplines and backgrounds. Organizations also receive the additional help from eager and motivated students who want to make a difference.

In 2012-2013, over 20 students participated in the program. This year also marked the second year of the Deloitte Partners Sustainable Internship program, which awards eight paid internships to students hired by various companies.

The companies involved included:

- Women Aware
- Artistri Sud
- United Nations CBD
- Delicious Without Gluten
- Beads of Awareness
- Green Panther
- Quebecor
- Rentwick
- Four Green Steps
- Sustainable Community Partnerships Concordia University
- Bombardier
- Groupe Investissement Responsable Inc
- Eco Products
- Crudessence

"I have been working alongside the director of communications and corporate social responsibility, as well as the public relations advisor and senior marketing advisor at JACOB. Shadowing my colleagues has been a crucial element to my overall understanding of CSR. It has educated me on how to market a clothing retailer as socially responsible, which I feel is as important as following through with the initiatives themselves. Being a month into my stay at JACOB as the CSR/sustainability intern, I now have good insight as to what to expect on the job and am even more motivated to pursue my interests in corporate/personal social responsibility. I fully appreciate the opportunity and would definitely suggest it to my peers!"

— Sarah Orlando,  
CSR/sustainability intern, Jacob Inc.

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

— Thomas Hetch, R4 bookstore intern,  
Sustainable Concordia  
R4 One-Sided Notebook Project

## DOCSE EVENTS

### LIVING EVERYDAY LIKE IT'S EARTH DAY – FACEBOOK UPCYCLING CHALLENGE

APRIL 2013

In Spring 2013, DOCSE held an upcycling challenge on the Centre's Facebook page ([facebook.com/DOCSE](https://facebook.com/DOCSE)). We encouraged the general public to upload a photo, video or drawing of a creation made solely of upcycled materials. The winners were short-listed based on public voting and selected by the DOCSE staff. The top three prizes included: 1st prize – Apple iPad Mini. 2nd prize – \$100 Crudessence gift certificate. 3rd prize – One-year BIXI subscription.

### BUSINESS AND BIODIVERSITY – A UNITED NATION'S 20/20 TALK ON BIODIVERSITY

OCTOBER 2013

The Secretariat of the Convention on Biological Diversity hosted three major United Nations meetings on biodiversity in Montreal. In conjunction with these meetings, DOCSE hosted the Business and Biodiversity Talk. Sustainable business professionals from around the world gave a series of talks on the role business plays in the implementation of the UN Strategic Plan for Biodiversity. Presenters included: Rajendra Dobriyal (Hindustan Unilever Ltd.), Claude Fromageot, (Yves Rocher) and Claudia Ituarte-Lima (Stockholm Resilience Centre, Stockholm University).



## CONFERENCES

### THE JOHN MOLSON SUSTAINABLE BUSINESS GROUP (JSG): BUSINESS BEYOND TOMORROW CONFERENCE

MARCH 2013

JSG is a graduate and undergraduate student association that provides business students with the resources to effectively and professionally incorporate sustainability in their pursuit of becoming ecologically aware, socially just, and economically responsible business leaders. Concordia's John Molson School of Business, McGill's Desautels Faculty of Management and HEC Montréal co-organized two major events: The Business Beyond Tomorrow Conference and the Sustainability Challenge. The conference focused on the holistic angle of sustainability in business. JSG and DOCSE presented a keynote speaker, Laszlo Zsolnai. Zsolnai is a thought leader in business ethics, in particular Buddhist economics and is the leading voice of "Gross National Happiness". At this year's Business Beyond Tomorrow Conference, he spoke about "Ecological Sustainability and Collaborative Business".

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

### E3 (EARTH, EDUCATION, ECONOMICS) PRME CANADA REGIONAL COUNCIL CONFERENCE

JUNE 2013

Concordia's John Molson School of Business co-convened the E3 conference that was held at MacEwan University in Edmonton, Alberta in June 2013. The conference theme emphasized the need for integration "e3 = earth, education, economics". The main question for this conference centered on how business schools can develop future leaders that support, promote and incorporate the PRME principles into the mainstream business model. The world has reached a tipping point and a new business model, focused on the triple bottom line (planet, people and profits), is rapidly emerging. One of the main goals to the PRME conference was to transform business students into responsible global leaders capable of creatively shaping the business landscape of the 21st century.



## 2ND ANNUAL PACIFIC RIM ENERGY & SUSTAINABILITY CONFERENCE (PRESCO)

AUGUST 2013

DOCSE sponsored PRESCO held in Hiroshima, Japan: the City of Peace in August 2013. Despite efforts since the late 1980s by the global community, especially the United Nations, to take a proactive stance on the sustainability of energy resources, the stark reality is that global consumption of energy has not diminished. In fact, CO<sub>2</sub> emissions from fossil fuels have increased nearly 30% since 2000, and roughly 85% of global energy now comes from fossil fuels. Moreover, recent spikes in world oil prices, as well as energy related crises such as the BP oil spill in the Gulf of Mexico, and the nuclear meltdown at the Fukushima Dai-Ichi plant in Japan have focused attention on challenges with the existing energy landscape. The three-day conference provided an interdisciplinary platform for academics, researchers, policymakers, entrepreneurs, students, and professionals. Under the theme of Integrating the Disciplines, the objectives of PRESCO 2013 was to exchange ideas, present research, debate issues facing sustainable energy as it intersects with the social, environmental, and economic aspects of the global sustainability paradigm.



## PHOTO CREDITS

The theme for this report was “Sustainability around us”. The photos used were taken by DOCSE staff at several locations around the world.

“Flowers of early spring” – Tejaswinee Jhunjhunwala

Location: Schumacher College, South Devon, UK

“Growing oyster mushrooms...” – Tejaswinee Jhunjhunwala

Location: Schumacher College, South Devon, UK

“Witch hazel...” – Tejaswinee Jhunjhunwala

Location: Dartington Hall, South Devon, UK

“Mosaic Montreal” – Paul Shrivastava

Location: Mosaic Cultures, Montreal Botanical Gardens

“Osaka Harbor” light images – Michelle E. Cooper

Location: Osaka, Japan

“Sculptures Japan 1” – Paul Shrivastava

Location: Fish, Uno, Japan

“Sculptures Japan 2” – Michelle E. Cooper

Location: Benesse House, Naoshima Island, Japan

“Sculptures Japan 3” – Michelle E. Cooper

Location: Benesse House, Naoshima Island, Japan

“Sculptures Japan 4” – Michelle E. Cooper

Location: Miyajima Shrine, Japan

“Sculptures Japan 5” – Michelle E. Cooper

Location: Tokamachi, Japan

“Sculptures Japan 6” – Michelle E. Cooper

Location: Mirror House, Echigo Tsumari, Niigata, Japan

“Squish Artist Studio” – Dave Lank

Location: Fogo Island, Newfoundland, Canada

The background of the page features a large, abstract design. It consists of several diagonal stripes in various shades of green and yellow, creating a sense of movement and depth. Overlaid on these stripes is a close-up photograph of a flower, likely a tulip, with its petals in shades of white and yellow. The overall aesthetic is modern and eco-friendly, reflecting the sustainable theme of the document.

## CONTACT US

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