

# Principles for Responsible Management Education

Sharing Information on Progress Report 2016-18



INSPIRING LIVES OF  
LEADERSHIP AND PURPOSE



“...Our commitment is to **justice** and **sustainability** now and in the future, so we strive to ignite the minds, spirits and hearts of our communities through excellence in teaching and learning, in the discovery, scholarly exploration, and application of new ideas, and in instilling the courage to engage and challenge the world in all its complexity...”

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↑ **Dr. Micheál Kelly,**  
Dean of Wilfrid  
Laurier University's  
Lazaridis School of  
Business & Economics

## From the Dean

On behalf of the Lazaridis School of Business & Economics at Wilfrid Laurier University, I am honoured to present our 2016-2018 report on the innovative accomplishments that closely align with the Principles of Responsible Management Education (PRME).

Continuing as a signatory to PRME is Lazaridis School's commitment to sound business pedagogy. In imparting knowledge and skills that drive impactful professional decisions, we not only aim to prepare the next generation of leaders, but we also look forward to working with other PRME members to make a positive difference in the world.

**Dr. Micheál Kelly,**  
Dean of Wilfrid Laurier University's  
Lazaridis School of Business & Economics



↑ **Dr. Kalyani Menon,**  
Associate Professor

## Introduction

It is with tremendous pride that the Lazaridis School of Business & Economics presents its first *Sharing Information on Progress* report (SIP).

We joined the PRME community in 2016, but have long held firmly to the values articulated by the Sustainable Development Goals and PRME. This SIP was an opportunity to take stock of all our activities related to PRME and identify goals for the next two years. We are thrilled to be a part of the PRME community and look forward to a long, collaborative relationship with other PRME members.

**Dr. Kalyani Menon,**  
Associate Professor

## 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.

# 01

## PRINCIPLE 1 | PURPOSE

*“The Lazaridis School of Business & Economics develops leaders with skills in management and economics for a rapidly changing and complex global environment. It seeks to advance knowledge and practices in these fields by supporting both theoretical and applied research. Further, the Lazaridis School strives to serve business and its community by fostering mutually beneficial alliances with leaders at local, national, and international levels.”<sup>1</sup>*

At the Lazaridis School, we aim to be at the forefront of responsible management education and to further responsible management practices.

We believe that business can be a force for positive change in society, and focus on equipping our students and faculty to be active participants in that change. Our commitment to responsible management education reflects the reality that the profit-focused business model is inextricably linked in a circular and multi-directional relation to societal and environmental well-being.

We live our mission of enhancing well-being, as shown by **Andrew Stubbs**' story. A year of excess partying at the expense of sleep and study, and the consequent poor grades was a wake-up call for Andrew. Realizing that first-year students need help adjusting to university life and maintaining a balance between their social, personal, and academic lives, Andrew co-founded studentXel, a lifestyle company that provides help to stressed-out students. It offers LifeCode, a program embracing nutrition, exercise, meditation, sleep, and natural supplements. Active collaboration with his peers, professors, and Laurier alumni saw Andrew bring studentXel to fruition.<sup>2</sup>



↑ **Andrew Stubbs**,  
Co-Founder, studentXel

<sup>1</sup> <https://www.wlu.ca/academics/faculties/lazaridis-school-of-business-and-economics/about/index.html>

<sup>2</sup> <https://www.wlu.ca/academics/faculties/lazaridis-school-of-business-and-economics/news/2017/fall/selling-the-benefits-of-calm-focus-to-hectic-university-students%20%20.html>

This section focuses on three PRME-related capacity-development programs.



↑ The Co-operators Centre for Business and Sustainability

1. The **Co-operators Centre for Business and Sustainability** exists to foster sustainable management by developing and mobilizing knowledge on the integration of business and a sustainable global society. The *Co-operators CBS* serves as a catalyst to bring together faculty researchers, students, and leaders in industry and civil society, in order to build capacity for progressive, socially and environmentally engaged management practice. The Centre also supports course curricula and student engagement activities aimed at developing a new generation of leaders committed to sustainable business management.



↑ Schlegel Centre

2. The **Schlegel Centre for Entrepreneurship & Social Innovation**<sup>3</sup> supports students developing social ventures to address complex social issues with sustainable, collaborative and impactful strategies and approaches. The Schlegel Centre runs the Laurier incubator, *LaunchPad*, that provides access to a vast network of experienced entrepreneurs and mentors who can guide new businesses, including social ventures, through the process of building up the business.



↑ Lazaridis Institute

3. The **Lazaridis Institute for the Management of Technology Enterprises**<sup>4</sup> runs a ScaleUp Program that supports entrepreneurs by helping growing Canadian businesses achieve their fullest potential and thrive globally. The program invests at least \$100,000 in each company, and takes no equity. Examples of socially relevant ventures that have benefited from the ScaleUp Program can be found in the section in this report on partnerships.

<sup>3</sup> <https://students.wlu.ca/work-leadership-and-volunteering/entrepreneurship/social-entrepreneurship.html>

<sup>4</sup> <https://lazaridisinstitute.wlu.ca/>

## Goals for 2020

- Set up a multi-disciplinary faculty panel to further responsible management education within each business sub-discipline.
- Secure funding exclusively for the development and use of pedagogical tools related to the PRME goals.

### **Our 2020 Aspiration and Vision:**

The Lazaridis School of Business & Economics aims to be a leader in educating Canada's business leaders of tomorrow. We will be a school of choice in Canada for undergraduate education in business with a strong portfolio of academic, professional and research-based graduate programs. Our research will both contribute to the advancement of our disciplines as well as address critical problems facing business and society regionally, nationally and internationally. The Lazaridis School will be globally linked and at the same time deeply embedded in and contributing to economic welfare of the local community.

## Values and Method

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.

02

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## PRINCIPLES 2 &amp; 3 | VALUES &amp; METHOD

*“We prepare our students for the world that’s coming, not the world of their parents. We believe immersive learning is the key to that preparation. From day one, Lazaridis School students learn to work in teams tackling real-world problems that exist now. Our co-op business degree is Canada’s largest because we want to immerse our students in the kinds of environments they’ll experience when they graduate. All of this is about teaching Lazaridis School students to think for themselves so they’ll be able to adapt to a world of ever-growing complexity, facing problems nobody has ever solved before”<sup>5</sup>*

In keeping with our commitment to responsible management education, we have a number of program- and course-level initiatives to further this agenda. In this section, we describe some of the ways we disseminate these values:

- Programs focused on responsibility/sustainability/ethics
- Courses on responsibility/sustainability/ethics
- Sample of courses that integrate responsibility/sustainability/ethics in their content

## Programs

### **Concentration in Business and Sustainability (BBA):**

Students in the honours BBA program can receive a business and sustainability concentration by completing a minimum of 2.0 senior-level credits beyond core courses counted towards the BBA degree. To achieve this concentration, students are required to take a course in Social Entrepreneurship (BU321) and a course in Business Strategy for Sustainability (BU411). In addition, they take a minimum of two courses from among the following: Marketing and Society (BU442), Transportation and Facilities Management (BU455), Environmental Management for Operations (BU485), Environmental Economics (EC238), Natural Resource Economics (EC318), and Perspectives on Sustainability (UU101).

### **Master of Business Administration/Master of International Public Policy (MBA/MIPP):**

The first of its kind in Canada, this two-year, full-time program is geared for individuals wanting to bridge the divide between public and private sectors. Earning an MBA and MIPP Master of International Public Policy (MIPP) will equip graduates to lead change and facilitate global development.

Completed over 26 months, this new double-degree program combines the 40-year history of the Lazaridis MBA with the innovative MIPP program at the Balsillie School of International Affairs (BSIA). The MBA/MIPP program develops skills critical to taking on the pressing issues facing our world’s society. Graduates will be prepared to address the global effects of trade liberalization, globalization, environmental change and geopolitical instability from both a business and policy leadership perspective.<sup>6</sup>

<sup>5</sup> <https://www.wlu.ca/academics/faculties/lazaridis-school-of-business-and-economics/index.html>

<sup>6</sup> <https://www.wlu.ca/programs/business-and-economics/graduate/business-administration-and-international-public-policy-mba-mipp/index.html>

## Courses in sustainability, responsibility, and ethics:<sup>7</sup>

### **BU321/631**

#### **Social Entrepreneurship**

This course provides an understanding of the process of starting a new business dedicated to tackling social or environmental issues. The characteristics of the entrepreneur, the identification and evaluation of opportunities, the assembly of resources and the development of the business plan will be covered. The method of instruction involves cases, lectures and a research project.

### **BU411**

#### **Business Strategy for Sustainability**

Sustainability is increasingly becoming a strategic issue for organizations in all sectors, and global drivers such as climate, water, energy, food production, population growth and social inequity are redefining the landscape for business. In this course we examine the major global drivers for sustainability, frameworks for sustainable business, and the requisite skills in critical and integrative thinking to embrace and advance a sustainability agenda. Through dialogue, video, cases and assignments, we will critically examine sustainability drivers, organizational conceptions of sustainability, and strategic approaches to mutual value creation for organizations and society.

### **BU442**

#### **Marketing & Society**

Using a combination of lectures, in-class discussions, cases, films, articles from the business press, and guest speakers, this course examines how marketers can develop sustainable marketing strategies by gaining an in-depth understanding of the impact of marketing on the physical, psychological, sociological, cultural and economic world inhabited by consumers. Concepts such as socially conscious marketing, social marketing, corporate social responsibility, conscious consumption, anti-consumption, brand resistance, cause marketing, consumerism and ethical marketing are studied.

### **BU485**

#### **Environmental Management for Operations**

This course examines operations techniques to support a proactive approach to good corporate citizenship in environmental performance. Topics will cover product-lifecycle analysis, overview of regulations (provincial, federal, global), resource management, risk analysis, integrated waste management, pollution prevention planning and implementation, Total Quality Environmental Management (TQEM), Environmental Management Systems (EMS) and ISO 14000.

### **EC238**

#### **Environmental Economics**

Economic theory is applied to the problems of environmental disruption and pollution. The factors that inhibit environmental improvement are examined. Economic policies that can be used to prevent environmental decay are studied.

<sup>7</sup> [https://academic-calendar.wlu.ca/department.php?cal=1&d=1942&s=899&y=77#Course\\_Offerings](https://academic-calendar.wlu.ca/department.php?cal=1&d=1942&s=899&y=77#Course_Offerings)

**EC318****Natural Resource Economics**

Economic theory is applied to the problems of extraction of non-renewable resources (minerals, fossil fuels) and the management and harvesting of renewable resources (fisheries, forests, water). Topics include externalities (especially common property resources), analysis of public good provision (applied to wilderness preservation), and water allocation and pricing. Optional topics include issues of natural resource scarcity and sustainability.

**UU101****Perspectives on Sustainability**

The course provides an interdisciplinary introduction to the topic of sustainability and is designed to be accessible and career relevant for students from all faculties. The focus is on understanding the challenges of sustainability with respect to different spheres (e.g. ecological, economic, socio-cultural) and at different scales from personal to global. Guest lecturers will explore sustainability from a variety of perspectives and students will develop their own plans of action to address concrete sustainability issues.

**BU698N****Not-for-Profit Management**

This course offers students the opportunity to explore current challenges in the management of Canadian nonprofit organizations. Topics will be decided by participants and may include: fundraising, staff recruitment and development, customer service, volunteer recruitment and management, board governance, NPO-business partnerships, feasibility studies of commercial ventures, and others.

**BU650****Ethics and the Conduct of Business**

To improve ability to recognize managerial situations that have ethical or moral dimensions. Students develop competence in dealing with ethical issues by interacting with and understanding the viewpoints of others, by discussing, arguing for and defending their own views, by expanding their perspectives and by learning to think about ethical problems in principled and logical ways. A systematic way of arriving at ethical opinions is presented, to enhance students' abilities to make both ethical decisions and to articulate reasons for these decisions.

**BU701****Competitive Strategy for a Sustainable World**

This course explores the nature of the “triple bottom line” – the simultaneous delivery of economic, social, and environmental performance – by organizations. Sustainable enterprises use business as an instrument of social development and environmental improvement. Environmental thinking and social responsiveness are integrated proactively into core business processes, systems, and strategies. For a growing number of companies, competitive advantage is rooted in such new capabilities as pollution prevention, design for environment, social development, and stakeholder engagement. Through a combination of cases, readings, lectures, videos, guest speakers, projects, and simulations, students will engage in discussions aimed at developing strategy models and applying new strategy tools that integrate the principles of environmental management and social performance with competitiveness.

**MF773****Foundation in Finance and Professional Ethics**

The primary focus of this course is to review fundamentals in Corporate Finance, and to promote professional ethics in the capital markets following the CFA Institute Code of Ethics and Standards of Professional Conduct.

**BU828****Diversity and Equality in Workplace**

This doctoral seminar covers complex topics of diversity and equality promotion in the workplace ranging from stereotyping and prejudice, gender diversity and equality, ethnic and cultural diversity and equality, and group-level diversity.

## Courses with sustainability, responsibility, and/or ethics integrated into content

### **Understanding the Business Environment (BU111):** Professor Sofy Carayannopolous & Professor Laura Allan

This course highlights challenges in the external business environment with a focus on their impact on business decisions. Students will apply their knowledge using cases, and by identifying and researching the feasibility of a new venture/business opportunity. The course covers the role and importance of corporate social responsibility (CSR) to multiple stakeholders, how CSR becomes part of organizational strategy and how to ensure that managerial ethics are consistent with an organization's ethical standards and CSR choices. Students are also taught about social entrepreneurship and are encouraged to propose an idea for a social enterprise that could be self-sustaining and help to meet at least one of the UN SDGs.

Over the last several years, more and more students are focussing on social ventures. The winning team in 2018 pitched NatroBag – a compost-friendly bag to replace plastic produce bags in grocery stores.



↑ New Venture 2018 Project Winners

### **Human Resources Management (BU354) and Organizational Behaviour II (BU398):** Professor Karen McMillan

In these courses, students participate in critical thinking and debating activities focused on the pros and cons of various HR related CSR issues. In BU398, students also participate in an exercise requiring them to think through ethics and the organization's impact on its environment (e.g. the Volkswagen diesel scandal).

**International Strategy (BU491): Professor Carmel Branston**

Discussion on the future of Multi-National Enterprises with an emphasis on corporate social responsibility of MNEs and the issue of exploitation. The course also hosts the “World of Opportunities” event where guest speakers with experience in international business speak to the approximately 450 students in each cohort of BU491. In the afternoon, students, working in groups, provide poster presentations on business opportunities in 80 different countries around the world. This year, this event focused on socially responsible investing.

**Strategic Management (BU601) and Organizational Behaviour (BU604):**

Professor Carmel Branston

Both courses have class sessions on ethics. This year we are offering an integrated session (all-day class taught by the strategy and organizational behaviour professors) on business ethics that will likely include a deliverable on an ethical issue).

**Special Topics Seminar (BU691y): Professor Carmel Branston**

This course examines management of key strategic issues within the context of international organizations and includes topics such as transnational management, governance, sustainability, innovation, entrepreneurship and intrapreneurship but will be adapted to remain relevant and to fit with student interests. Students will research theory and best practices and will use them to prepare and present recommendations for specific case situations. This course is highly collaborative and requires students to develop both teamwork and communications skills.

**Consumer Behaviour (BU432): Professor Hae Joo Kim**

In this course, students discuss the conceptual and practical aspects of understanding and responding to consumers. The managerial-focused content is supplemented by discussions on how guest lectures on behavioural research is applied to public policy and government initiatives.

**Business-to-Business Marketing (BU462/682): Professor Lisa Giguere**

This course includes an intensive module designed to develop an in-depth understanding of a real companies’ sustainability initiatives, to understand why looking beyond the financial bottom-line to include value, purpose and sustainability in decision-making is necessary

**Business Policy I (BU481): Professor Kenneth Harling**

This is the first of two courses dealing with strategic management, and providing an understanding of the process of strategy formulation and implementation. The course is case-oriented and integrates concepts from other more specialized courses. Special attention is paid to the topic of performance of the business, how one measures performance of the company starting with the most narrow evaluation (return to stockholders) to the broadest view (impact on the ecological environment, society, and economic).

**Organizational Behaviour II (BU398):** Professor Jennifer Komar & Professor Shawn Komar

Management effectiveness at the organization level is examined with particular emphasis on leadership and the impact of both organizational processes and structure on organizational outputs. Methods of instruction could include cases, simulations, lectures and group activities. The course covers business ethics, ethical decision making, designing organizations to encourage ethical behaviour, environmental sustainability, alternative organizational forms (like social enterprises, cooperatives, benefit corporations), and serving goals of multiple stakeholders. It also emphasizes Global Reporting Initiative and studies examples of this reporting.

**Seminar in Consumer Behaviour (BU842):** Professor Tripat Gill

A module on Consumer Wellbeing discusses academic research that examines how to promote sustainable consumption (e.g., green products, recycling, etc.) and also how to improve consumer wellbeing in the domains of health (e.g., obesity) and financial decisions (e.g., debt reduction). This research has implications for public policy as well as consumer welfare.

**Seminar in Services Marketing and Relationship Management (BU852):**  
Professor Kalyani Menon

A module on Transformative Services focuses on academic research on customer wellbeing in service contexts, with an emphasis on transformative services such as financial services, healthcare, and shelters.

## Goals for 2020

- Increase the number of students graduating with a sustainability concentration.
- Increase the number of courses with significant responsibility/sustainability/ethics component.
- Introduce at least one social responsibility related course or a significant social responsibility module in each business concentration.

## 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.

# 04

The Lazaridis School has an active research culture with productive researchers publishing impactful research. Here are some papers related to responsible management, published between 2016-2018.

Publications by faculty (in the case of multiple authors, Lazaridis-affiliated author is in bold):

## Papers

### *Strategy & Social Entrepreneurship*

**McDermott, K.**, E. Kurucz and **B. Colbert**. "Social Entrepreneurial Opportunity and Active Stakeholder Participation: Resource Mobilization In Enterprising Conveners of Cross-Sector Social Partnerships." *Journal of Cleaner Production*, 183, 2018, pp. 121-131.

**McDermott, K.**, E. Kurucz, and **B. Colbert**. "Collaborative Civil Society Organizations and Sustainable Cities: The Role of 'Mobilizing Leadership' in Building the Integral Commons." *Organization & Environment*, 2017.

Kurucz, Elizabeth C., **B. Colbert**, Florian Lüdeke-Freund, Antony Upward, Bob Willard. "Relational Leadership for Sustainability: Practices and Capabilities to Advance the Design and Assessment of Sustainable Business Models." *Journal of Cleaner Production*, 140, 2017, pp. 189-204.

### *Supply Chain and Business-to-Business Relationships*

Liu, Y., T. Xiao, Z. Fan and **X. Zhao**. "Pricing, Environmental Governance, and Channel Coordination in a Socially Responsible Tourism Supply Chain." *International Transactions in Operational Research*, 2017.

Harness, D., **C. Ranaweera**, H. Karjaluoto and C. Jayawardhena. "The Role of Negative and Positive Forms of Power in Supporting CSR Alignment and Commitment between Large Firms and SMEs." *Industrial Marketing Management*, 2018.

### *Accounting*

**Zeng, T.** "Corporate Social Responsibility, Tax Aggressiveness and Firm Market Value." *Accounting Perspectives* 15(1), 2016, pp. 7-30.

**Zeng, T.** and **B. Xu**. "Profitability, State Ownership, Tax Reporting and Corporate Social Responsibility: Evidence from Chinese Listed Firms." *Social Responsibility Journal* 12(1), 2017, pp. 23-31.

Received 2017 Highly Commended Award from *Social Responsibility Journal*.

## Human Resource Management

**Robie, C.**, N. D. Christiansen, P.A. Hausdorf, **S.A. Murphy, P.A. Fischer, S. D. Risavy** and **L.M. Keeping**. “International Comparison of Group Differences in General Mental Ability for immigrants Versus Non-Immigrants.” *International Journal of Selection Assessment*, 25, 2017, pp. 347-359.

Hu, X., **Y. Zhan**, M. Wang, & J. Shi. “Employees’ Reactions to Customer Mistreatment: The Moderating Role of HRM Practices.” *Work & Stress*, 32, 2018, pp. 49-67.

Zhou, L., M. Wang, D. Chang, S. Liu, **Y. Zhan**, & J. Shi. “Commuting Stress Process and Self-Regulation At Work: Moderating Roles of Daily Task Significance, Family Interference with Work, and Commuting Means Efficacy.” *Personnel Psychology*, 70, 2017, pp. 891-922.

Hu, X., **Y. Zhan**, X. Yao, & R. Garden. “Picture This: A Field Experiment of the Influence of Subtle Affective Stimuli on Employee Well-Being and Performance.” *Journal of Organizational Behavior*, 38, 2017, pp. 895-916.

**Hideg, I., A. Krstic**, R.N.C. Trau, & T. Zarina. “The Unintended Consequences of Maternity Leaves: How Agency Interventions Mitigate the Negative Effects of Longer Legislated Maternity Leaves.” *Journal of Applied Psychology*. Online First Publication, 2018.

**Hideg, I.**, & D. L. Ferris. “Dialectical Thinking and Fairness-Based Perspectives of Affirmative Action.” *Journal of Applied Psychology*, 102, 2017, pp. 782-801.

**Hideg, I.**, & D. L. Ferris. “The Compassionate Sexist? How Benevolent Sexism Promotes and Undermines Gender Equality in the Workplace.” *Journal of Personality and Social Psychology*, 111, 2016, pp. 706-727.

**Hideg, I.**, A. Krstic, R.N.C. Trau, & T. Zarina. “Do Longer Maternity Leaves Hurt Women’s Careers.” *Harvard Business Review*, online only. <https://hbr.org/2018/09/do-longer-maternity-leaves-hurt-womens-careers>, 2018

## Cases

Seijts, G., **MacMillan, K.** AltaGas Ltd. Forrest Kerr Hydroelectric Project. Case and teaching note published by Ivey Publishing, London, Ontario. Case Product #9B16C014, 2018

AltaGas Ltd. (AltaGas), an energy company based in Calgary, Alberta, successfully collaborated with the Canadian federal government, British Columbia’s provincial government, and a First Nations group to reach an agreement for constructing a large, green energy, hydroelectric project in a remote location in northern British Columbia. Although most observers considered the agreement to be a resounding success, the founder and chief executive officer of AltaGas worried that the hardest work was yet to come. Believing that success could be measured only in terms of social value, he wondered how the project could sustain positive community impact for the entire 60-year duration of the commercial agreement.

## Books

Seijts, G., and **K. MacMillan**. *Leadership in Practice: Theory and Cases in Leadership Character*, New York. Routledge, 2018.

**McDermott, K., B. Colbert**, and E. Kurucz. *Sustainability CoLab: Scaling Local Impact*. *In press*, Sage Cases: Sustainability Series, 2018.

**Colbert, B.**, J. Nicholson and E. Kurucz. “*Humanistic Leadership for Sustainable Transformation*.” *Evolving Leadership for a Sustainable Future: A Path to Collective Wellbeing*, edited by S. Steffen, S. Rappaport & S. Trevenna, Emerald Publishing, forthcoming 2018.

## Student-Led Research

A major research paper (MRP) is a required component of our research-based programs, and an optional component of the MBA program. Some recent theses and MRPS relevant to responsible management include:

### Doctoral Theses

Hillebrandt, A. “Understanding Emotions in the Workplace: A Critical Examination of the Role of Emotions in Justice and Negotiation.” (*Organizational Behaviour and Human Resource Management*), 2018.

Lewis, D. “Ambivalent but Not Indifferent: Consumer Motivations to Seek Versus Avoid Professional Advice.” (*Marketing*), 2017.

Saldanha, F. “Recovering from Workplace Offenses: Understanding the Roles of Resilience and Forgiveness.” (*Organizational Behaviour and Human Resource Management*), 2018.

### MSc Theses

Kirolikar, S. “The Other Side of Glass Cliff: Whether and Why Women May be More Likely Than Men to Accept Glass Cliff Positions.” (*Organizational Behaviour and Human Resource Management*), 2017.

Varty, C. “When Does Helping Undermine Women? The Role of Observers’ Benevolent Sexism.” (*Organizational Behaviour and Human Resource Management*), 2017.

Won the **Medal of Academic Excellence** for her outstanding master’s work; supported by Master’s SSHRC.

## Major Research Papers (Executive Master's in Technology Management)

Robertson, Steve. "Coexistence of AI and Care Providers to Delivering Better Quality of Life for Seniors," 2018.

Attapattu, Sid. "Blockchain: Strategies and Applications within Telecom," 2018.

Chelian, Sridi. "Role of Social Technology in Creating Sustainable Attitudes: The Eco-Fashion Industry," 2018.

Gellatly, Craig. "Customer Data on Distributed Ledgers: Enhancing or Inhibiting Influence on an Organization's Capability to Effectively Govern its Data Assets," 2018.

Chang, Ophelia. "Differences in Job Seeker's Organizational Commitment by Gender and Age," 2017.

Aramini, Jeff. "Exploring the Roles of Customer Centric Service Delivery," 2017.

## Directed Studies (MBA)

Wilson, K. "Sustainable QSR Cafes – Primary Research," 2018.

Settino, M. "Understanding Market User Preferences in Clean Technology," 2018.

Marson, Tom, MBA BU690, "Effects of Ontario's Energy Policies on Supermarket Operations."

Liao, D. "The Effect of Ontario's Cap and Trade System on Corporate Sustainability," 2018.

Brady, M. "Doing our Part: Sustainability in the Canadian Public Service," 2016.

Gabriel, T. "Net Zero Energy Construction: An Analysis of Stakeholder Roles to Advance Practice," 2016.

## Sample Conference Presentations (in the case of multiple authors, Lazaridis-affiliated author is in bold):

**Colbert, B.** & E. Kurucz. "Bottom-up Meets Top-down in Climate Governance: The Role of Collaborative Civil Society Organizations in Scaling Out, Up and Deep." Presented at Resilience 2017, Stockholm, August 22, 2017.

**Fisher, P. A., Hideg, I.** & Ferris, D. L. "Modern Classism: Economic System Justifying Beliefs and Lack of Support for Class-Based Employment Equity." Presented at the annual meeting of the Canadian Psychological Association, Toronto, Ontario, June 9, 2017.

Received 2nd Prize Best Student Poster Award

**Hancock, S., Hideg, I.,** & Shen, W. "Helping or Hindering? Interactive Effects Of Employee Accent And Gender At Work." Presented at the annual meeting of the Academy of Management, Anaheim, California, August 9, 2016.

**Hideg, I.,** & Ferris, D. L. "Dialectical Thinking And Fairness-Based Perspectives On Affirmative Action." Presented at the annual meeting of the Society for Industrial and Organizational Psychology, Anaheim, California, April 16, 2016.

**Hideg, I.,** & Wilson, A "History Backfires: Reminders of Past Injustices Against Women Undermine Support for Workplace Policies Promoting Women." Presented at the annual meeting of the Academy of Management, Chicago, Illinois, August 14, 2018.

**Hideg, I., Krstic, A.,** Trau, R. N. C., & Zarina, T. "The Unintended Consequences of Maternity Leaves: How Agency Interventions Mitigate Negative Effects of Longer Maternity Leaves." Paper presented at the Breaking Bias: Leadership Excellence and Gender in Organizations Conference at Purdue University, West Lafayette, Indiana, March 22, 2018.

**Kirolikar, S., Hideg, I., Hancock, S., & Varty, C. T.** "The Other Side Of The Glass Cliff: Women's Acceptance Of Precarious Leadership Roles." Paper presented at the annual meeting of the Society for Industrial and Organizational Psychology, Chicago, Illinois, April 19, 2018.

**Krstic, A. & Hideg, I.** "Not Committed Enough? The Effects of Paternity Leave Length on Men's Career Outcomes." Presented at the annual meeting of the Canadian Psychological Association, Toronto, Ontario, June 9, 2017.

Kurucz, E., **B. Colbert,** & S. Geobey. "University Based Sustainability Labs and Social-Ecological Resilience: Designing Relational Spaces to Catalyze Social Learning." Presented at Resilience 2017, Stockholm, August 22, 2017.

**McDermott, K.,** E. Kurucz & **B. Colbert.** "Mobilizing Resources Through Collective Action: Social Entrepreneurship and Bricolage in the Convening of Cross-Sector Social Partnerships." Presented at the International Association of Business and Society Annual Conference (IABS), Park City, Utah, June 16-19, 2016.

**McDermott, K., B. Colbert,** E. Kurucz. "Teaching Case: SustainabilityCoLab: Scaling Local Impact." Presented at the AdministrativeSciences Association of Canada (ASAC) annual conference, Toronto, Ontario, May 26, 2018.

Menon, Kalyani. "Lessons in Perspective-Taking: Embedding Meaningful CSR in Marketing Students," Presented at the Marketing Educator's Association Conference, Santa Fe, New Mexico, April 19-21, 2018.

Menon, Kalyani. "Prototypes of Power: How Consumption (Dis)empowers Consumer," Presented at N. American Society for Marketing Education in India, Great Lakes, India, December, 22-23, 2017.

Nicholson, J., E. Kurucz & **B. Colbert.** "Scaling Deep for Lasting Impact: Fostering Scaling Efforts with 'Empathic Leadership.'" Presented at the International Association for Business & Society conference, Amsterdam, July 2, 2017.

Nicholson, J., Kurucz, E. C., & **Colbert, B. A.** "The Role of Care in Scaling Social Enterprise Initiatives: A Practice Approach to Scaling Deep." European Group for Organization Studies, Copenhagen, Denmark, June 29, 2017.

**Varty, C. T.**, **Hideg, I.**, & Ferris, D. L. "When Being Helped is Unhelpful: Gender, Sexism, and Autonomy-Oriented Help." Paper presented at the annual meeting of the Academy of Management, Chicago, Illinois, August 13, 2018.

Zeng, T. "Relationship Between Corporate Social Responsibility and Tax Avoidance: International Evidence", Presented at the Administrative Sciences Association of Canada Annual Conference, Toronto, Ontario, May 26-29, 2018.

Mohammad Mehdi Jourabchi, a PhD candidate in the Operations and Supply Chain Management program at the Lazaridis School of Business & Economics, is the first Wilfrid Laurier University student to win a Transport Canada Scholarship. Jourabchi received the \$6,000 scholarship, administered by the Canadian Transportation Research Forum (CTRF), for his research on environmental transportation logistics.



↑ Mohammad Jourabchi

## Goals for 2020

- Dedicate funding for research specific to the topics of responsibility, sustainability, and ethics.
- Encourage graduate student research on these topics.

## 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.

05

## PRINCIPLE 5 | PARTNERSHIP

## The Lazaridis School is located in the heart of Waterloo, Ontario, a highly innovative and dynamic region.

It is home to a number of leading high-technology firms, insurance companies and educational/research institutions (e.g. University of Waterloo, the Balsillie School of International Affairs and the Perimeter Institute for Theoretical Physics) and business incubators such as the Accelerator Centre and Communitech. The Lazaridis School has built important and meaningful partnerships with organizations in Waterloo and beyond.

We build these partnerships in three ways: student projects, the Lazaridis Institute, and the Schlegel Centre.

### Partnership through student projects:

#### *MBA Consulting Project*

The MBA consulting project (BU610) is a required component of the MBA program. Under the supervision of a panel of faculty members, student groups work over two terms to provide consulting expertise to a range of community partners. Several of these community partners are social enterprises or not-for-profits. Some examples:

- RECYCLE3d is a social enterprise that recycles PET plastic bottles and transforms them into 3D printing filaments with a variety of applications.
- The Cora group is a commercial real-estate firm whose most recent project is evolve1 that aims to be Canada's first Zero Carbon/Net Positive Energy multi-tenant office building.
- Parents for Community Living K-W inc provides residential and service support for developmentally challenged adults and is looking to acquire new property to provide affordable housing and a community hub to serve their clients.
- KW Habilitation provides support for children, youth, and adults with special needs, and is looking to expand operating capacity to ease the growing waitlists for its services.
- Community Living Cambridge supports individuals with developmental disabilities and is seeking to develop a model by which they can organizationally and financially support their clientele to pursue entrepreneurship projects.
- YW Kitchener-Waterloo is embarking on developing a brand identity distinct from the YMCA as a means to attract donors to fund their girl-focused programs.
- MEDA is an INGO with the mandate to deploy business solutions to alleviate poverty around the world. MEDA would like to catalyze entrepreneurship among refugee populations.
- Community of Hearts is a not-for-profit learning centre that focuses on providing individuals with intellectual and physical exceptionalities life skills. This organization was looking to bridge a funding gap.
- Sustainable Waterloo Region is looking to increase the number of electric vehicles in the Waterloo region and is focused on identifying revenue sources.

### *MBA Not-For-Profit Practicum*

In addition to providing business input to a range of organizations, MBA students are also required to complete a *not-for-profit practicum*. Students complete this practicum by volunteering at a range of not-for-profits such as Habitat for Humanity, Meals on Wheels, Goodwill, children’s charities, and fundraising drives.

### *IKEA Sustainability Challenge*

The IKEA Sustainability Challenge was initiated by Mike Ward (Lazaridis BBA ’86), Director of North American and Nordic Operations for IKEA. For several years now, second-year BBA students work in small teams to come up with the most innovative solution to sustainability questions such as “How can IKEA Canada create the most value through contributing to the development of the circular economy?” and “What environmental or social cause should IKEA stand for that would secure a deeper connection with its customers and communities and ensure long-term sustainability?”



↑ IKEA Sustainability Challenge

### *WikiRate*

WikiRate is an open forum, collaborative tool to rate companies on a range of responsibility, sustainability, and ethics metrics. It partners with PRME and the UN Global Compact. Lazaridis students registered in the Marketing and Society course had to select and audit a company listed on WikiRate, and edit, include, and correct the data on that company’s responsibility, sustainability, and ethics metrics.

### *Marketing and Society Course*

Students in the Marketing and Society course also undertook community-service learning projects working with organizations representing groups of vulnerable consumers. They worked on a project about body image and the fashion industry with Monica Place, a charity that provides financial, academic, and emotional support to teen mothers, a project on budgeting and financial literacy with the Muslim Social Services, a support organization for recent Muslim immigrants to Canada, and on projects about health and nutrition with Beechwood Manor and Parkwood homes for senior citizens. Students in the Marketing and Society course also developed marketing plans for a not-for-profit organization - Community Access Bikeshare as well as for a socially responsible project in for-profit supply chain - Aramark and Lipton.

## Enactus

Enactus Laurier currently has four projects:

**Pollination** produces and sells bee ‘hotels’ with seed packets and instructional material about the importance of pollinators; the surplus funds go to developing curriculum packages for local schools. The team has a partnership with General Mills (from the Cheerios buzz the bee campaign) and with Vista Hills public school to facilitate sessions with students.

**Shredded** produces and sells pillows and dog beds filled with old shredded T-shirts and other clothing. With each purchase, Shredded donates a blanket or pillow to homeless shelters.

**Mighty Hawks** runs workshops to teach local developmentally disabled adults about financial literacy and other life skills to make them more independent.

**Earth Suds** produces and sells single-use shampoo and conditioner tablets for hotels to reduce single-format plastics that can't be recycled.

At the Enactus Regional Competition, the Lazaridis School team received second place in the Eco-Living category for Pollination and Shredded, and third place in the Youth Empowerment category for Mighty Hawks.

Students Liam Dotchison, Peter Hull, Emily Kinsey, John McCart and Ryan Murphy won over the Laurier alumni judges from Unilever and Enactus Canada with their social enterprise Vastum Plastics, aimed at addressing the issue of plastic waste in oceans.



## EcoCar

Our students participate in the EcoCar competition by providing all the marketing and communications for UWAFT (University of Waterloo Alternative Fuel Team). The engineering students at University of Waterloo work on the technical deliverables for the competition, while our students attend to the communications deliverables such as community outreach at local schools, organizing events, participating in related conferences in the Kitchener-Waterloo area, maintaining the web site and social media sites for the team, and working on engaging the mainstream media to cover team events and achievements. They also work on tracking financials, fundraising and assisting with project management.

## Partnership through the Lazaridis Institute

Through its Lazaridis ScaleUp program, the Institute has worked with socially focused companies such as Terramera. Terramera is focused on producing affordable, clean food by using technology to increase agricultural yield and reduce synthetic chemicals. Yet another participant in the ScaleUp Program is VanHack and the Institute partnered with them on a program to bring women coders from around the world to Toronto and Calgary to give them opportunities for work.

Laurier and the Institute together were major sponsors for True North 2018, a conference with the value statement "Tech for good". The discussions focused on the good and the bad of the impact of technology on humans.



↑ Terramera

## Academic partnerships

The Lazaridis School has partnered with the Balsillie School of International Affairs to launch the previously mentioned MBA/MIPP program. The Balsillie School and its faculty have been actively involved with the Global Compact Network Canada. Laurier hosted the headquarters of the Academic Council of the United Nations Systems (ACUNS) for several years. Dr. Alistair Edgar, lead for the development of the joint MBA/MIPP degree served as Executive Director of ACUNS.



↑ Balsillie School

## Goals for 2020

- Continue to build our partnerships with multiple stakeholders.
- Increase student engagement with companies focused on responsibility, sustainability, and ethics.
- Work towards increasing student engagement with other PRME signatories.

## Dialogue

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

# 06

## The Lazaridis School faculty and students engage in several lively conversations with a range of members of the external community.

Our dialogue with community members frequently complements our pedagogical emphasis on responsibility, ethics and sustainability issues. This section describes speakers and events that have enriched our thinking.

### Student organizations and events



↑ BDO New Venture

#### *BDO New Venture Competition*

First-year students generate new venture ideas in the BDO New Venture Competition during the Fall term, and then develop and present their ideas the following semester. Some of the socially responsible new venture ideas include using recycled ocean plastics to make eyeglasses, and a compost-friendly bag to replace plastic produce bags in grocery stores.



↑ Pepsi Pitch

#### *Pepsi Pitch*

First-year students also participate in the PepsiCo Pitch Competition each Winter term. In 2018, a panel of PepsiCo Canada executives, local entrepreneurs and Lazaridis School alumnus David Chilton awarded the top prize to at the Gabrielle Policella for her pitch on a safe, reliable, quick ice cube technology to detect the presence of date-rape drugs.



↑ Student Clubs

#### *Student Clubs*

The Lazaridis Students' Society hosts clubs such as Women in Leadership Laurier, Enactus, Five Days for the Homeless, and Sustainability in Business that focus on student participation in socially responsible activities. The Sustainability in Business is a Net Impact chapter and they host a range of events such as TD Impact Investing Conference, Waterloo Tree-Planting, B Corp conference, H& M speaker event, and climate conferences.



↑ Aspen International Case Competition

### *Aspen International Case Competition*

Lazaridis MBA students have repeatedly competed in the prestigious Aspen Institute's Business & Society International MBA Case Competition in which only 25 schools globally are invited. Their performance has been consistently outstanding, ranging from repeatedly placing first in the contest to receiving honourable mentions.



↑ Keynote speaker Dr. Neil Arya, International Education Week

### *International Education Week*

In 2017, Laurier's International Education Week included a daylong youth conference on UN Sustainable Development Goals. The youth training sessions were one of 50 about the SDGs being led at post-secondary institutions across Canada by Foundation for Environmental Stewardship (FES), a youth-led, youth-serving sustainable development organization accredited by the UN.



↑ JP Gladu

### *Speakers*

The Lazaridis School hosts an annual CEO-in-Residence and Economist-in-Residence program designed to expose students to perspectives beyond the classroom from leaders in the field. The CEO-in-Residence for 2018 was JP Gladu, President and CEO of the Canadian Council for Aboriginal Business, and in 2016 was John LeBoutillier, CEO, Unilever Canada. Both come from organizations with a commitment to social responsibility and are recognized as agents of social change.

The Schlegel Center is bringing in a B Corps speaker, Shelley Mayer an alum who is a social impact marketing expert and founder of Ramp Communications that practices marketing with purpose. Another speaker they are hosting is David Billson from the RH Accelerator in London, which mentors companies looking to be B Corps.

Gerry Bes, formerly of Nestlé and currently an organic farmer and general manager of Little Short Stop stores visited with the Marketing and Society class to discuss the challenges of implementing SDGs in MNCs versus small firms.

Carolyn Burns of The Mennonite Economic Development Association spoke to students about socially responsible investing at the World of Opportunities event.

## Outreach

**Dr. Barry Colbert** is a Board Member of The Viessmann Centre for Engagement and Research in Sustainability (VERiS) – Wilfrid Laurier University Research Centre, and was the Board Chair (2009-2018) for the *Sustainable Waterloo Region*, a social enterprise organization focused on convening multi-sector partners and enabling organizations in making sustainability transitions in Waterloo Region (tri-cities) in energy, water, waste, mobility, and green buildings.

**Dr. Kalyani Menon** attended the 4th annual PRME Regional Meeting (North America).

**Dr. Ivona Hideg** conducted a youth outreach talk on *Demystifying Academic Careers, Research on Gender Equality, and Studying in Business Schools* at the Hillfield Strathallan College (Hamilton, Ontario).

**Tyler Plante** from the WLU Sustainability Office and **Dr. Kalyani Menon** from the Lazaridis School participated in a CBC radio program on encouraging sustainable student living on campus.

## Goals for 2020

- Engage with other PRME signatories.
- Continue to invite speakers to talk to students, faculty and staff about responsibility, sustainability, and ethics.
- Engage with media to increase awareness of business's role in societal welfare and PRME goals.

## Organizational practices

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

07

The Lazaridis School of Business & Economics is a proud occupant of Lazaridis Hall, an award-winning Leadership in Energy and Environmental Design (LEED) gold status building<sup>8</sup>.

This innovative building and the university-wide emphasis on leading and nurturing more responsible and purpose-driven lives ably underlines the Lazaridis School’s emphasis on responsible management in our curriculum, research, and outreach.

↓ Lazaridis Hall



WLU as a whole is committed to sustainability, and details of this can be found in our sustainability report<sup>9</sup>. Wilfrid Laurier University was named the most sustainable campus in Ontario in 2017 and the third most sustainable campus in Canada by the magazine Corporate Knights<sup>10</sup>. We are committed to a 15 per cent reduction in GHG over five years. Laurier also runs a micro-farm in partnership with a number of community organizers. The Laurier farm market sells a variety of produce through Fall and Winter. The WLU students’ union runs a food bank to ensure students have access to healthy foods. The university hosts a Sustainability Council composed of first-year students and organizes programs such as residence energy competitions. Under the Sustainable Hawk Fund, up to \$20,000 of funding is made available for sustainability projects.

Both the Waterloo and the Brantford campuses of Laurier host Aboriginal gardens that provide an opportunity for learning about rain harvesting, and traditional, medicinal plants. Laurier also hosts alternative transport providers CAB BikeShare and CarShare.



<sup>8</sup> <https://www.wlu.ca/about/discover-laurier/sustainability/index.html>

<sup>9</sup> <https://students.wlu.ca/student-life/sustainability/news/2018/winter/laurier-sustainability-report-2017.html#partnerships>

<sup>10</sup> <https://www.wlu.ca/news/news-releases/2017/nov/laurier-named-ontarios-most-sustainable-campus.html>

In addition, Laurier has received the following other accolades:

- Awarded the 2016 Minister's Award for Environmental Excellence by the Ontario Ministry of the Environmental and Climate Change.
- Recognized by Sustainable Waterloo Region for having the greatest increase in sustainable commuting in 2016.
- Named by the Princeton Review as one of the top green universities in North America.
- In 2016, became the 2nd Canadian University to receive the AshokaU Changemaker Campus designation.
- In 2017, achieved a Fair Trade Campus designation from the Canadian Fair Trade Network. Campus food services serves only fair trade coffee and offer fair trade options for tea and chocolate, it prioritizes local and sustainable food and seafood, and the sale of water bottles has been phased out.

## Goals for 2020

We will continue to participate in and further Laurier's sustainability, responsibility, and ethics initiatives.

For questions, comments, or ideas for collaboration,  
please contact:

**Dr. Kalyani Menon**

Lazaridis School of Business & Economics

Wilfrid Laurier University

Waterloo, ON, Canada

[kmenon@wlu.ca](mailto:kmenon@wlu.ca)