

Business Schools for Climate Leadership (www.bs4cl.org)

GLOBAL PhD COURSE “Organizing the Climate Transition”

January – March, 2024

10 online sessions

Thursday Jan 25th to Thursday March 28th; 15:00-17:00 UK; 16:00-18:00 CET

Course coordinators:

Fabrizio Ferraro (IESE Business School)

Jennifer Howard-Grenville (Cambridge Judge Business School)

Juliane Reinecke (Oxford Said Business School)

Contributing Faculty Members include:

Tima Bansal (Ivey School of Business, Western)

Rodolphe Durand (HEC Paris)

Fabrizio Ferraro (IESE Business School)

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Ioannis Ioannou (London Business School)

Desirée Pacheco (IESE Business School)

Paolo Quattrone (The University of Manchester)

Juliane Reinecke (Oxford Said Business School)

Sara Soderstrom (University of Michigan)

Jeffrey York (University of Colorado Boulder)

Course Description:

The purpose of this global PhD course is to prepare the next generation of scholars for generating impactful, in-depth knowledge about and approaches to the challenges that organizations are currently facing as they navigate the climate transition.

The specific aims of the course include:

- **Interdisciplinary Learning:** This PhD course is a collaborative effort led by expert faculty from within the 'Business Schools for Climate Leadership' network, and other leading scholars in the field of climate transition and management studies. It offers students a unique opportunity to learn from a diverse range of perspectives exploring various facets of the climate transition.

- **Current Research Insights:** This course introduces PhD students to existing research findings, frameworks and methods in the rapidly evolving field of Organization Theory and Strategy in relation to climate, which we label ‘Organizing the Climate Transition.’
- **Identifying Research Gaps:** Students, guided by faculty, will critically assess existing literature, identify research gaps, and formulate research questions that contribute to addressing the complex organizational challenges presented by climate change.
- **Impactful scholarship:** The course seeks to share how researchers can become engaged scholars and undertake ‘impactful theorizing’ in order to help organizations achieve the climate transition.
- **Network with Peers and Experts:** Through the course and interactions around it, we aim to connect fellow PhD students from across the globe interested in this topic and establish meaningful connections with leading scholars, creating a professional network that can support your research and stimulate more rigorous, relevant, and collaborative work.

Upon completion of this course, PhD students will be well-equipped to contribute to the field of climate transition, strategy, and organization studies, addressing climate change challenges with innovative research. Join us in this exciting and critical journey to advance our understanding of climate transition and make a lasting impact on the business and management world!

Course eligibility & requirements

The course is open to doctoral students from any management, organization theory, or strategy related PhD programme at a business school. We welcome broad participation regardless of global location, enabled by the entirely on-line nature of the course.

We expect many students will audit the course. However, at some of these schools, the course may be able to be taken for credit; this will rely on the applicable requirements of your own business school/institution. We expect that students seeking to take the course for credit will need to be proactive in speaking with a faculty member to guide and sponsor this via a mechanism such as a directed reading course.

ALL participating students are required to identify a faculty member at your business school/institution who is willing to serve as a local faculty coordinator. This person’s role is to affirm you are an enrolled PhD student, and, in the case of taking the course for credit, to work out applicable arrangements. Please see the next section for more detail on the potential models for the local faculty coordinator.

As course convenors and contributing faculty members, we offer our expertise and a curated reading list, to guide sessions around each topical theme. We are each doing this on a purely voluntary basis and in the spirit of piloting a model that has been proven to work already on the topic of Climate Finance. Hence, while we encourage students to explore options for taking the course for credit in their institution, we cannot support explicitly and your local faculty coordinator will be responsible for setting any necessary assessments, ensuring a certain number of credit hours are obtained, etc.

We offer 10 online sessions of 2-hours duration over the period January 25th to March 28th, 2024 that should serve as the backbone to this topic.

Local Faculty Coordinator

As noted, the faculty coordinator role can vary between schools depending on the degree to which faculty coordinator and school wishes to participate. We see three different models:

- *Approve students*: This is a research course which is intended to train the next generation of climate scholars. We ask that students have graduate-level training in organization theory, strategy, or management to participate, as well as an orientation toward research. Without knowing the students, it is difficult to ascertain their qualifications. At a minimum, the faculty coordinator would ensure that students were appropriately trained to benefit from the course and would confirm the names and contact information of students authorized to audit the course from your institution.
- *Supervise students through local Independent Project/Directed Reading formats*: In many schools, faculty and doctoral students have opportunities to work together through independent study or directed reading courses. If opting for this role, the local faculty could also decide to supervise a handful of students who want to audit the course to use it to kickstart a research project. Auditors have no course requirements, and conversely our volunteer teaching team does not have the capacity to review auditors' work. A local coordinator could choose to supervise a few students at their school, providing feedback on their research proposals or other work.
- *Offer the course to students as a registered course*. A faculty coordinator might want to offer the course to doctoral students at their school, where the students obtain credit for the course. While all of the core lectures would be delivered by the core teaching team, the local coordinator would be responsible for listing the course, accepting students, setting course requirements (typically a paper, perhaps additional sessions), delivering any additional content if any, and grading students. In essence, the local faculty member would benefit from the centrally provided core lectures, but could customize the course locally subject to the rules of their institution and their preferences.

Expectations and Assessment

While each school may require additional course requirements, ***it is expected that each student will attend ALL sessions, and have read in-depth all the required papers.*** Come prepared to contribute to the discussion, which we will organize both in class and, if numbers and interest allow, in smaller groups that will be facilitated by the students themselves. For example, we may set up small-group discussion opportunities before the class sessions so students can discuss the readings among themselves prior to interacting with the faculty.

If you are taking the course for credit in your school, the local coordinator will define specific requirements, potentially including writing weekly memos, final papers, final presentations, etc.

Session Overview and Timings:

Session Number and Topic	Date and Time	Faculty
1. Introduction: The Need for Organizing the Climate Transition	Thursday Jan 25 th 15:00-17:00 UK; 16:00-18:00 CET; 10:00-12:00 EST; 07:00-9:00 PST; 23:00-01:00 HKT	Jennifer Howard-Grenville - Cambridge Judge Business School Tima Bansal Faculty (uwo.ca)
2. Applying a systems lens to the climate transition	Thursday Feb 1 st 15:00-17:00 UK; 16:00-18:00 CET; 10:00-12:00 EST; 07:00-9:00 PST; 23:00-01:00 HKT	Tima Bansal Faculty (uwo.ca)
3. Why massive issues like climate change do not translate into firm decisions	Thursday Feb 8 th 15:00-17:00 UK; 16:00-18:00 CET; 10:00-12:00 EST; 07:00-9:00 PST; 23:00-01:00 HKT	Rodolphe DURAND, Professor HEC Paris
4. Strategic Organizational Responses to a Changing Climate	Thursday Feb 15 th 15:00-17:00 UK; 16:00-18:00 CET; 10:00-12:00 EST; 07:00-9:00 PST; 23:00-01:00 HKT	Ioannis Ioannou London Business School
5. The Role of the Financial Sector: Shareholder Engagement	Thursday Feb 22 nd 15:00-17:00 UK; 16:00-18:00 CET; 10:00-12:00 EST; 07:00-9:00 PST; 23:00-01:00 HKT	Fabrizio Ferraro IESE Business School Caroline Flammer -- Columbia University
6. Time and Climate Change	Thursday Feb 29 th	Juliane Reinecke Saïd Business School (ox.ac.uk)

	15:00-17:00 UK; 16:00-18:00 CET; 10:00-12:00 EST; 07:00-9:00 PST; 23:00-01:00 HKT	
7. Climate Entrepreneurship & Social Movements	Thursday March 7 th 15:00-17:00 UK; 16:00-18:00 CET; 10:00-12:00 EST; 07:00-9:00 PST; 23:00-01:00 HKT	Desirée Pacheco IESE Business School Jeffrey G. York Leeds School of Business University of Colorado Boulder
8. Climate as an arena for Quantification, Ranking, Performativity	Thursday March 14 th 15:00-17:00 UK; 16:00-18:00 CET; 10:00-12:00 EST; 07:00-9:00 PST; 23:00-01:00 HKT	Paolo Quattrone — Research Explorer The University of Manchester
9. Insider-Driven Change on Climate	Thursday March 21 st 15:00-17:00 UK; 16:00-18:00 CET; 10:00-12:00 EST; 07:00-9:00 PST; 23:00-01:00 HKT	Jennifer Howard-Grenville - Cambridge Judge Business School Sara Soderstrom U-M LSA Organizational Studies (umich.edu)
10. Closing session	Thursday March 28 th 15:00-17:00 UK; 16:00-18:00 CET; 10:00-12:00 EST; 07:00-9:00 PST; 23:00-01:00 HKT	All contributing faculty

Session Descriptions and Reading Lists

Introduction: The Need for Organizing the Climate Transition

Jennifer Howard-Grenville and Tima Bansal

This introductory session will explore the nature of the phenomenon of climate change as it relates to organizations, strategy, and organizing. We will ground the discussion in an overview of how organizational scholars have treated the natural environment and sustainability, and more recently climate change, in their theorizing over the past several decades. This will serve as a baseline for discussion of what is different and important about climate change as a phenomenon and what new lenses, theories, and methods might be needed to explore how organizations can act effectively on it in the contemporary environment. We encourage students to reflect on the debates and actions

occurring in their regions, countries, or industries of interest, so we can take advantage of the diverse realities associated with climate change and organizing.

Pre-class reflection question: What is going on your country/region/industry of interest in relation to climate change and organizations/strategy? What is the debate about?

Required Readings:

- Bansal, P., & Song, H. C. (2017). Similar but not the same: Differentiating corporate sustainability from corporate responsibility. *Academy of Management Annals*, 11(1), 105-149.
- Brundtland, G., Khalid, M., Agnelli, S., Al-Athel, S., Chidzero, B., Fadika, L., ... & Okita, S. (1987). *Our Common Future*, 'Brundtland report'. *Read only Chapters 1 and 2.*
- Howard-Grenville, J., Buckle, S. J., Hoskins, B. J., & George, G. (2014). From the editors: Climate change and management. *Academy of Management Journal*, 57(3), 615-623.

Additional Readings:

- Hardin, G. (1968). The Tragedy of the Commons. *Science*, 162(3859), 1243-1248.
- Peredo, A. M., Haugh, H. M., Hudon, M., & Meyer, C. (2020). Mapping concepts and issues in the ethics of the commons: Introduction to the special issue. *Journal of Business Ethics*, 166, 659-672.
- Patala, S., Albareda, L. & Halme, M. (2022). Polycentric governance of privately owned resources in circular economy systems. *Journal of Management Studies*, 59(6),1563-1596.
- Planetary boundaries - Stockholm Resilience Centre
- Rockström, J., Gupta, J., ... Zhang, X. (2023). Safe and just Earth system boundaries. *Nature*, 619, 102-111. Safe and just Earth system boundaries | Nature.
- Whiteman, G., Walker, B., & Perego, P. (2013). Planetary boundaries: Ecological foundations for corporate sustainability. *Journal of Management Studies*, 50(2), 307-336.

2. Applying a systems lens to the climate transition

Tima Bansal

The Brundtland Commission, which was the first to define sustainable development, grounded its arguments in a systems logic. If too many resources were extracted and wasted today, we would compromise our ability to meet the needs of future generations. Climate change is a systems issue and to organize for the climate transition requires an understanding of systems.

In this session, we will unpack what is meant by a systems logic. Although a systems logic is central to many other disciplines, from art, to agriculture, to architecture, it has remained at the periphery of management and organization studies. Systems theorizing brings into view dimensions that have been undertheorized in management and organization studies, including time, space, and scale. A systems perspective opens up new pathways of theorizing, placing

researchers in a better place to not only understand the complex nature of climate change, but also offer novel insights on tackling it.

Required Readings:

Robust Action

- Ferraro, F., Etzion, D., & Gehman, J. (2015). Tackling grand challenges pragmatically: Robust action revisited. *Organization Studies*, 36(3), 363-390.

Systems Theory

- Akoff, Russell. <https://www.youtube.com/watch?v=OqEelG8aPPk> (approx. 12 minutes).
- Williams, A., Kennedy, S., Philipp, F., & Whiteman, G. (2017). Systems thinking: A review of sustainability management research. *Journal of Cleaner Production*, 148, 866-881.

Risk & Resilience

- Holling, C. S. (2001). Understanding the complexity of economic, ecological, and social systems. *Ecosystems*, 4(5), 390-405.

Scale

- Bansal, P., Kim, A., & Wood, M. O. (2018). Hidden in plain sight: The importance of scale in organizations' attention to issues. *Academy of Management Review*, 43(2), 217-241.

3. Why massive issues like climate change do not translate into firm decisions

Rodolphe Durand

The challenge of translating climate change into firm decisions resides within a series of three main difficulties. First, the mobilization of resources for addressing climate concerns is marred by substantial costs, impeding the swift and decisive action necessary for effective mitigation and adaptation strategies. Resource allocation to second-best uses deters immediate and substantial responses to climate change. Second, the reception of signals from firms, ostensibly demonstrating a commitment to climate issues, varies among diverse audiences. While some stakeholders may applaud and support such initiatives, others might remain indifferent or even skeptical, leading to fragmented responses that hinder cohesive and impactful actions. Third, the underlying issue of climate concerns not being inherently ingrained within the purpose and ethos of firms exacerbates the challenge. For many organizations, climate issues may not be central to their core mission, thereby relegating climate action to a peripheral concern rather than an integral aspect of decision-making processes.

This lack of intrinsic alignment between a) resource allocation, signal sending, and business purpose and b) environmental imperatives creates a formidable barrier to Climate transition and an immense opportunity for relevant research.

Required Readings:

- Durand, R., Hawn, O., & Ioannou, I. (2019). Willing and able: A general model of organizational responses to normative pressures. *Academy of Management Review*, 44(2), 299-320.
- DesJardine, M. R., Marti, E., & Durand, R. (2021). Why activist hedge funds target socially responsible firms: The reaction costs of signaling corporate social responsibility. *Academy of Management Journal*, 64(3), 851-872.
- Durand, R. (2023). From the boardroom: Making purpose research relevant for practice. *Strategy Science*.

4. Strategic Organizational Responses to a Changing Climate

Ioannis Ioannou

Climate change poses complex challenges for organizations across sectors, necessitating a multifaceted response strategy. This session will delve into how organizations, especially companies, navigate and adapt to these challenges. We will explore various theoretical perspectives, including economic, institutional, and capability-based theories, to understand organizational motivations, capacities, and constraints in the context of climate change.

Key topics include the dynamic capabilities required for effective climate response, the influence of institutional factors on business strategies, and the role of economic considerations in shaping corporate climate adaptation measures. We will discuss how organizations perceive climate change risks and the capabilities that enhance their response, as well as the interplay between institutional pressures and economic factors in developing climate strategies.

The session will also examine empirical evidence on corporate climate adaptation, assessing factors such as adaptation rates, the predominance of routine over nonroutine strategies, and the impact of climate salience, perceived impacts, and ESG capabilities on business adaptation. By comparing theoretical insights with current data, we aim to shed light on the pathways for enhancing organizational resilience and capacity in the face of climate disruptions.

This interactive session will enable PhD students to critically engage with the literature, identify gaps in current research, and develop impactful research questions. The goal is to equip students with the knowledge and skills necessary to drive innovative research and contribute to the development of effective climate policies and organizational practices in a rapidly changing environment.

Required readings:

- Li, Xia. (2023). Physical Climate Risk and Firms' Adaptation Strategy. Available at SSRN: <https://ssrn.com/abstract=4143981>
- Blair, M., and Stout, L. A. (1999). A team production theory of corporate law. *Virginia Law Review*, 247-328.
- Ioannou, I., Li, S. X., and Serafeim, G. (2016). The effect of target difficulty on target completion: The case of reducing carbon emissions. *The Accounting Review*, 91 (5): 1467-1492.
- Eccles, R.G., Ioannou, I. and Serafeim, G. (2014). The impact of corporate sustainability on organizational processes and performance. *Management Science*, 60(11): 2835-2857.
- Wright, C., & Nyberg, D. (2017). An inconvenient truth: How organizations translate climate change into business as usual. *Academy of Management Journal*, 60(5): 1633-1661.

Additional Readings:

- Benabou, R. and Tirole, J., (2010). Individual and corporate social responsibility. *Economica*, 77(305): 1-19.
- Reid, E. M., & Toffel, M. W. (2009). Responding to public and private politics: Corporate disclosure of climate change strategies. *Strategic Management Journal*, 30(11), 1157-1178.
- Unter, K.M.M., Park, S. and Rivera, J., (2023). Business Response Strategies to Climate Change: An Integrative and Research Frontiers Outlook. *Organization & EnvironPhDment*.
- Howard-Grenville, J., Buckle, S.J., Hoskins, B.J. and George, G. (2014). Climate change and management. *Academy of Management Journal*, 57(3): 615-623.
- Ansari, S., Wijen, F. and Gray, B. (2013). Constructing a climate change logic: An institutional perspective on the "tragedy of the commons". *Organization Science*, 24(4): 1014-1040.
- Tashman, P. and Rivera, J. (2016). Ecological uncertainty, adaptation, and mitigation in the US ski resort industry: Managing resource dependence and institutional pressures. *Strategic Management Journal*, 37(7): 1507-1525.
- Choi, D., Gao, Z. and Jiang, W. (2020). Attention to global warming. *The Review of Financial Studies*, 33(3): 1112-1145.

Students should come prepared to discuss the following questions:

1. **Integrating Climate Change into Organizational Theory:** Reflect on how traditional organizational theories (like agency theory, team production theory or dynamic capabilities) need to be adapted or expanded to incorporate the challenges of climate change. How do these theories currently address or fail to address the complexities of climate-related adaptation and mitigation?
2. **Economic vs. Environmental Priorities in Corporate Decision-Making:** Reflect on how the tension between short-term economic goals and long-term environmental sustainability is manifested in organizational strategies. What theoretical frameworks help explain the choices organizations make in this regard, and how might these frameworks evolve to better address the climate crisis?

3. **The Role of Leadership in Climate Change Initiatives:** Discuss the influence of organizational leadership and culture in shaping responses to climate change. How do leadership theories intersect with environmental management practices in driving or hindering climate action within organizations?
4. **Corporate Sustainability and Stakeholder Engagement:** Reflect on how the concepts of corporate sustainability and stakeholder theory intersect in the context of climate change. How do organizations negotiate the often-competing demands of various stakeholders while striving to address climate challenges?
5. **Future Research Directions in Organizational Climate Response:** Based on the current literature, what are the most significant gaps in our understanding of organizational responses to climate change? Propose detailed research questions that could address these gaps, considering interdisciplinary approaches and the potential for new theoretical developments.

5. The Role of the Financial Sector: Responsible Investing, Shareholder Engagement, and Climate Change

Fabrizio Ferraro and Caroline Flammer

We will discuss the evolving role of the financial sector in the climate transition. We will start by exploring the rise of responsible investing more broadly, and how some investors started to integrate environmental, social, and governance (ESG) factors in their investment process. Then we will focus more on the process of shareholder engagement, and discuss different theoretical and empirical approaches to study this phenomenon, and what it means for the climate transitions. Finally, we will discuss how scholars in organization theory and strategy can address these topics, and engage with the finance scholars who also work in this area.

Required Readings:

- Ferraro, Fabrizio, and Daniel Beunza. (2018). Creating Common Ground: A Communicative Action Model of Dialogue in Shareholder Engagement. *Organization Science*, 29(6): 1187–1207.
- Flammer, Caroline, Michael W. Toffel, and Kala Viswanathan. (2021). Shareholder Activism and Firms' Voluntary Disclosure of Climate Change Risks. *Strategic Management Journal*, 42(10):1850–79.
- Flammer C, Bansal P. (2017). Does a Long-Term Orientation Create Value? Evidence from a Regression Discontinuity, *Strategic Management Journal*, 38(9): 1827-1847.
- Dimson, Elroy, Oguzhan Karakas, and Xi Li. (2015). Active Ownership. *The review of financial studies*, 28(12): 3225–68.

Additional Readings:

- Beccarini, Irene, Daniel Beunza, Fabrizio Ferraro, and Andreas G. F. Hoepner. (2023). The Contingent Role of Conflict: Deliberative Interaction and Disagreement in Shareholder Engagement. *Business Ethics Quarterly*, 33(1): 26–66.

- Des Jardine, Mark R., Muhan Zhang, and Wei Shi. (2022). How Shareholders Impact Stakeholder Interests: A Review and Map for Future Research. *Journal of management* 01492063221126707.
- Flammer C. (2015). Does Corporate Social Responsibility Lead to Superior Financial Performance? A Regression Discontinuity Approach, *Management Science*, 61(11): 2549-2568.
- Henisz, Witold J. (2023). Shareholder Activism Research: A System-Level View. *Academy of Management Annals*.
- Slager, Rieneke, Kevin Chuah, Jean-Pascal Gond, Santi Furnari, and Mikael Homanen. (2023). Tailor-to-Target: Configuring Collaborative Shareholder Engagements on Climate Change. *Management science*.
- Yan, Shipeng, Fabrizio Ferraro, and Juan (John) Almandoz. (2019). The Rise of Socially Responsible Investment Funds: The Paradoxical Role of the Financial Logic. *Administrative Science Quarterly*, 64(2): 466–501.

6. Time and Climate Change

Juliane Reinecke

This session focuses on the role of time and inter-temporal justice, as embedded in the foundational definition of sustainability as “meeting the needs of the present without compromising the ability of future generations to meet their own needs” (UN Brundtland Commission, 1987). Accordingly, the intertemporal dilemma between short- and long-term orientation has been placed at the very core of business sustainability. Here, we will explore the temporal assumptions and practices underpinning modern markets and businesses, and explore how they are (or need to be) changing in the face of the climate emergency. We also talk about the role of future making and the temporal work required to embed the future of potentially catastrophic climate change into present-day actions.

Required Readings:

- Bansal, P., & DesJardine, M. R. (2014). Business sustainability: It is about time. *Strategic Organization*, 12(1): 70–78.
- Laverty, K. J. (1996). Economic ‘short-termism’: The debate, the unresolved issues, and the implications for management practice and research. *Academy of Management Review*, 21: 825–860.
- Reinecke, J., & Ansari, S. (2015). When times collide: Temporal brokerage at the intersection of markets and developments. *Academy of Management Journal*, 58(2): 618–648.

Additional Readings:

- Bluedorn, A. C.; Waller, M. J. (2006). The Stewardship of the temporal commons. *Research in Organizational Behavior*, 27: 355-396.

- Bowden, V., Nyberg, D. and Wright, C. (2019). Planning for the past: Local temporality and the construction of denial in climate change adaptation. *Global Environmental Change*, 57, p.101939.
- Gümüşay, A. & Reinecke, J. (2022). Researching for desirable futures: From real utopias to imagining alternatives. *Journal of Management Studies*, 59(1): 236-242.
- Hernes, T., & Schultz, M. (2020). Translating the distant into the present: How actors address distant past and future events through situated activity. *Organization Theory*, 1(1).
- Kim, A., Bansal, P., & Haugh, H. (2019). No time like the present: How a present time perspective can foster sustainable development. *Academy of Management Journal*, 62(2): 607–634.
- Orlikowski, W. J., & Yates, J. (2002). It's About Time: Temporal Structuring in Organizations. *Organization Science*, 13(6): 684-700.
- Slawinski, N., & Bansal, P. (2015). Short on time: Intertemporal tensions in business sustainability. *Organization Science*, 26: 531–549.

7. Climate Entrepreneurship & Social Movements

Desirée Pacheco and Jeffrey York

This session will address research at the intersection of entrepreneurship and social movements. We will discuss the role of “marginal” actors like entrepreneurs and activists in mobilizing within and outside of markets to address the climate crisis. Our discussion will consider how these actors are influenced by the institutional environment, and associated norms and value systems, as well as the strategies that they employ to bring about institutional change. We will also consider the challenges of social movements in the climate debate and the implications of this for entrepreneurship, and businesses more broadly.

Preparation Questions

- What unique theoretical insights do you believe come from understanding how social movements and businesses interact on issues around climate?
- Are there unanswered questions the readings triggered for you? If so, how might you design a study to explore them?
- Do you believe climate solutions will be primarily driven by new entrants or incumbent firms in the next decade? Why?
- Can entrepreneurs use markets to compensate for the low level of grassroots mobilization on climate change? If yes, what are important avenues or strategies to accomplish this? How might research explore this dynamic?

Required Readings:

Social movements

- McAdam, Doug. (2017). Social movement theory and the prospects for climate change activism in the United States. *Annual Review of Political Science*, 20: 189-208.
- Schifeling, T., & Hoffman, A.J. (2019). Bill McKibben's influence on U.S. climate change discourse: Shifting field-level debates through radical flanks effects. *Organization & Environment*, 32: 213-233.

Entrepreneurship and Social Movements/Social Norms

- Meek, W.R., Pacheco, D.F. and York, J.G. (2010). The impact of social norms on entrepreneurial action: Evidence from the environmental entrepreneurship context. *Journal of Business Venturing*, 25(5): 493-509.
- York, J.G., Hargrave, T.J. and Pacheco, D.F., (2016). Converging winds: Logic hybridization in the Colorado wind energy field. *Academy of Management Journal*, 59(2): 579-610

Optional/Additional Suggested Reading:

- Embry, E., Jones, J., & York, J. G. (2019). 21. Climate change and entrepreneurship. *Handbook of Inclusive Innovation*: 377.
- George, G., Merrill, R. K., & Schillebeeckx, S. J. (2021). Digital sustainability and entrepreneurship: How digital innovations are helping tackle climate change and sustainable development. *Entrepreneurship Theory and Practice*, 45(5): 999-1027.
- Hiatt, S.R., Grandy, J.B. and Lee, B.H. (2015). Organizational responses to public and private politics: An analysis of climate change activists and US oil and gas firms. *Organization Science*, 26(6): 1769-1786.
- Kaesehage, K., Leyshon, M., Ferns, G., & Leyshon, C. (2019). Seriously personal: The reasons that motivate entrepreneurs to address climate change. *Journal of Business Ethics*, 157: 1091-1109.
- Maehle, N., Otte, P.P., Huijben, B. and de Vries, J., (2021). Crowdfunding for climate change: Exploring the use of climate frames by environmental entrepreneurs. *Journal of Cleaner Production*, 314: 128040.
- MacKay, B., & Munro, I. (2012). Information Warfare and New Organizational Landscapes: An Inquiry into the ExxonMobil–Greenpeace Dispute over Climate Change. *Organization Studies*, 33: 1507-1536.
- Pacheco, D.F., York, J.G. and Hargrave, T.J. (2014). The coevolution of industries, social movements, and institutions: Wind power in the United States. *Organization Science*, 25(6): 1609-1632.
- York, J.G., Vedula, S. and Lenox, M.J. (2018). It's not easy building green: The impact of public policy, private actors, and regional logics on voluntary standards adoption. *Academy of Management Journal*, 61(4): 1492-1523.

8. Climate as an arena for Quantification, Ranking, Performativity

Paolo Quattrone

Recent years have witnessed the explosion of initiatives aimed at giving greater visibility to how organizations relate to Environmental, Social and Governance issues (ESG). The list of these initiatives is long. From the Global Reporting Initiative (GRI) to more recent regulatory attempts such as the establishment of the International Sustainability Standard Board (ISSB), these all seek to enlarge the realm of the measurable and to establish legitimate measures that provide legitimacy to those who adopt them. Often, they are sponsored by the very same corporations which will then be subject to the visibility gaze of the proposed metrics. Always, they aim for greater transparency, commensuration, and objectivity. They seem to ignore that calls for greater transparency, commensuration and objectivity always fail, and despite their failure they are always invoked to solve issues of market efficiency, equity, fairness, and sustainability.

With this lecture we will go through the literature that has long studied calculative practices, from accounting to the sociology of quantification and beyond. We will venture into the history, present and future of these practices and provide material to discuss their properties, from the disciplinary power of numbers to their magical allure and enchantments. We will conclude with a call for rethinking the epistemology underpinning current regulatory approaches to ESG measurement and discuss whether accounting can save the world and provide tools for imagining a better future.

Required Readings:

- Espeland, W., and Stevens, M. (2008). A Sociology of Quantification. *European Journal of Sociology*, XLIX: 401-436
- Quattrone, P., Ronzani, M., Jancsary, D., & Höllerer, M. A. (2021). Beyond the Visible, the Material and the Performative: Shifting Perspectives on the Visual in Organization Studies. *Organization Studies*, 42: 1197-1218.
- Quattrone, P. (2022). Seeking transparency makes one blind: how to rethink disclosure, account for nature and make corporations sustainable. *Accounting, Auditing & Accountability Journal*, Vol. 35: 547-566.
- Slager, R., & Gond, J.-P. (2022). The Politics of Reactivity: Ambivalence in corporate responses to corporate social responsibility ratings. *Organization Studies*, 43: 59-80.

Optional:

- Power, M. (1997). *The Audit Society: Rituals of Verification*. Oxford: Oxford University Press.

9. Insider-Driven Change on Climate

Jennifer Howard-Grenville and Sarah Soderstrom

This session focuses on the role of individuals and groups, acting within or across organizations, as they seek to drive change around climate issues. We leverage the literature on insider driven change, including that on 'issue selling,' both generally and as it has been applied to the study of making

change on environmental/sustainability and climate issues. We consider how students can help attend to the importance of individual and collective agency in their research on the multilevel and complex transitions that are needed for organizations to act effectively on climate change. What are the benefits and limits to issue selling, and (how) can it be directed to transform business as usual?

Required Readings:

Heucher, K., Alt, E., Soderstrom, S., Scully, M. & Glavas, A. (Forthcoming). Catalyzing action on social and environmental challenges: An integrative review of insider social change agents. *Academy of Management Annals*, forthcoming.

Howard-Grenville, J. (2007). Developing issue selling effectiveness over time: Issue selling as resourcing. *Organization Science*, 18: 560-577.

Schifeling, T., & Soderstrom, S. (2022). Advancing reform: Embedded activism to develop climate solutions. *Academy of Management Journal*, 65(6), 1775-1803.

Optional:

Alt, E., & Craig, J. B. (2016). Selling issues with solutions: Igniting social intrapreneurship in for-profit organizations. *Journal of Management Studies*, 53(5), 794-820.

Bansal, P. (2003). From issues to actions: The importance of individual concerns and organizational values in responding to natural environmental issues. *Organization Science*, 14(5), 510-527.

Slager, R., Chuah, K., Gond, J. P., Furnari, S., & Homanen, M. (2023). Tailor-to-target: configuring collaborative shareholder engagements on climate change. *Management Science*.

Wickert, C., & De Bakker, F. G. (2018). Pitching for social change: Toward a relational approach to selling and buying social issues. *Academy of Management Discoveries*, 4(1), 50-73.

10. Closing Session