

San Francisco State University
Lam Family College of Business

Principles for Responsible Management Education (PRME)
SIP Report



2020



LAM FAMILY
COLLEGE of BUSINESS
SAN FRANCISCO STATE UNIVERSITY

INTRODUCTION

We are delighted to share this 2020 PRME progress report. There have been several important and exciting developments at SF State since the submission of the last report in 2017. Dr. Lynn Mahoney was appointed president of SF State in May 2019. She is the 14th president of the University, and the first woman to serve in that role in a permanent capacity.

The College of Business was formally renamed the Lam Family College of Business (LFCoB) in May 2019, in honor of a major donor to the University, Chris Larsen. At Larsen's recommendation, the college was named in honor of his wife's family, particularly his father-in-law, Quang Lam, who led his family in their escape from war and genocide in Cambodia. After a few years in refugee camps in Thailand and the Philippines, the Lam family immigrated to the U.S. and settled in the Bay Area. Larsen looks up to Quang Lam as someone who worked hard to give his family the American dream. Larsen sees his father-in-law's ingenuity, grit and determination as great examples of the attributes possessed by SF State students, thirty-seven percent of whom are the first in their families to attend college.

The College tagline, "Innovate Sustainably, Lead Responsibly" encapsulates our commitment to the **Principles of Responsible Management Education (PRME)**.

San Francisco State University's core values are equity and social justice, for which the institution has garnered a strong reputation. From the university's founding in 1899 focused on "radical" teaching methods, through the civil rights activist movements in the 1960s, and continuing into today's explorations of equity, social justice and environmental sustainability the University aspires to *true preparation for living a life of principle and value*.

SF State University delivers on these values through the institution's awareness and commitment to the socioeconomic diversity of its students, faculty and employees, recognizing the depth of the importance of values integration in extensive academic programs and campus-wide support systems for students, faculty, staff, local communities and global reaches. The LFCoB promotes initiatives to create and sustain meaningful opportunities for campus and external citizens to engage our students in discourse and activity to effect community and business values.

Vision Statement

We aspire to be one of the best public urban business schools by applying sustainability and ethical perspectives to our understanding of business practice, global leadership, innovation, the economy and society.

~ Lam Family College of Business, San Francisco State University
<https://cob.sfsu.edu/about#vision>

SF State's LFCoB has long emphasized ethics, social responsibility and sustainability in its teaching, faculty research, annual campus events, and independent student projects. The college offers a comprehensive series of graduate and undergraduate courses in Ethics and Sustainable Business. The college has graduate certificates in Sustainable Business and Ethics and Compliance, and a multidisciplinary graduate certificate in Ethical Artificial Intelligence. Each

of these certificates have been revised within the last year to place an ever-greater emphasis on equitable economies and the natural environment. The college successfully completed its intensive AACSB Review in 2020, and is fully AACSB accredited until 2024.

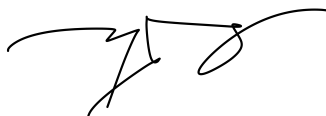
The LFCoB embraces ethical, socially responsible, and sustainability-focused best business practices. Students experience this emphasis in the classroom to embrace our campus' commitment to the natural environment, social equity and justice. For 30 years, the LFCoB curriculum has required all graduate and undergraduate students to take a culminating course on business ethics, society, and sustainability to prepare them for the challenges of business and its corresponding stakeholders.

The **Center for Ethical and Sustainable Business (CESB)** was launched in 2011. Over the past nine years, the CESB has focused on ethics and environmental business practice beyond the classroom through shared executive business experiences, executive education, external speaker and student organized events, and faculty research on the university campus. CESB hosts a number of events and projects, as discussed further in this report. The LFCoB's dedication to ethics, social responsibility, and environmental issues is featured each November during its annual ***Business Ethics Week***. In November 2019, we marked the 14th anniversary of this continually growing, focused series of industry speaker events and hands-on experiences with business ethics and sustainability in practice.

The LFCoB is particularly proud to have been ranked 16th in the world and 13th in the U.S. in the Aspen Institute's 2011-12 *Beyond Grey Pinstripes* survey. That was the last year that the BGP survey was administered. The survey measured how well institutions prepare students for environmental, social and ethical complexities of modern-day business.

We include in this report the numerous faculty research papers in published academic journals and outlets that focus on aspects of PRME's purpose. Further, a number of our LFCoB faculty have engaged our business, economics, and labor studies students in direct community efforts to effect positive economic, environmental and social change impacts. Because we know there is much more to do, we appreciate the opportunity to share our progress and to learn from other institutions that have also implemented the PRME.

Further, the LFCoB is honored to have so many faculty who place significant emphasis on ethics, corporate social responsibility and sustainability in the curriculum, and who, as a result of their commitment, voted to become one of the initial signatories in 2008 to the **Principles for Responsible Management Education (PRME)**.


04-27-2020
Yim-Yu Wong, Ph.D.
Interim Dean
Lam Family College of Business
San Francisco State University



SF State LFCoB SIP Report

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The Principles for Responsible Management Education

As institutions of higher learning involved in the education of current and future managers, the LFCoB, San Francisco State University, voluntarily commits to engaging in a continuous process of improvement in the following Principles and their application.

Principle 1

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

Principle 2

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

Principle 3

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

Principle 4

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

Principle 5

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

Principle 6

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

Our progress in each of these areas is delineated in the pages that follow.

Principle 1

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

SFSU and LFCoB's Values

SFSU has a long-term commitment to equity and social justice.

The LFCoB adopted the SF State Strategic Plan formulated in 2014 that embodies five core values underscoring its firm commitment to aspiring leadership in urban public universities. These included: *Courage*: “a willingness to be different and unique ... a commitment to social justice, to shared governance, and to academic freedom and to student, faculty and staff activism”

Life of the Mind: “a commitment to critical and collaborative thought, intellectual pluralism and action”

Equity: “principles of fairness and inclusion ... foster(ing) an environment of respect, diversity, support and dignity for faculty, staff and students”

Community: “purposeful ways when we collaborate with each other and the larger community”

Resilience: “radical and nimble thinking fosters resilience in people and families”

San Francisco State University has been recognized by the Association for the Advancement of Sustainability in Higher Education (AASHE) with a silver rating (2019) under the Sustainability Tracking Assessment and Rating System (STARS), achieving first place in the Water category. Further, *Princeton Review of Green Colleges* ranking is among the nation's top 353 environmentally responsible colleges and universities of 2,000 evaluated. And, the university ranked 136 among U.S. colleges and universities by the Sierra Club's Greenest Universities and listed in *Sierra* magazine's “Cool Schools” ranking in 2010, 2011, 2015, 2016, 2017, 2018 and 2019. These acknowledgements recognize educational institutions with a demonstrated dedication to sustainability and its impacts on people and communities in infrastructure, activities and initiatives, as well as impacts on students in those communities. In these rankings, SF State was recognized for a variety of environmental activities, including: a wide range of degree offerings related to sustainability, research opportunities available at each of our campus locations and centers, and campus-wide composting activities, energy efficiency, water consumption and efforts to encourage biking and public transportation. The SF State campus Sustainability Committee, with LFCoB representation, is focused on continuous improvement in each of these areas.

Our commitment to sustainable business, diversity, social justice and global partnerships echoes our core philosophy of responsible leadership. (<http://cob.sfsu.edu/about#vision>). SF State was ranked by the *Princeton Review* in the category, “Greatest Opportunity for Minority Students.” The commitment to social justice is reflected in our business curriculum, various student organizations, faculty and student research, CoB alumni and speaker programs, and faculty service activities to the San Francisco/Bay Area communities.

Center for Ethical and Sustainable Business (CESB)

(see <http://cob.sfsu.edu/sustainable-center>).

The Center for Ethical and Sustainable Business (CESB) was developed through the efforts of a number of CoB faculty to create a focus on ethics, corporate social responsibility and sustainable business practices in society for students and the business community in the San Francisco Bay Area. The vision for CESB is to be the Bay Area epicenter for integrating ethical, environmental and social sustainability business practices through engagement between San Francisco State University's LFCoB students and Bay Area businesses. CESB's primary purposes are to student education and engagement beyond the classroom, as well as serve as outreach to the business community and encourage scholarly research. The current CESB directors are Geoffrey Desa, Ph.D and Colin Johnson, Ph.D. LFCoB faculty members teaching business ethics, society and sustainability courses on the undergraduate and graduate level. The LFCoB's dedication to ethics, social responsibility, and environmental issues is delivered through CESB's auspices in a number of initiatives.

- ***Business Ethics Week.*** In November 2019, we marked the 14th anniversary of this continually growing, focused series of industry speaker events and hands-on experiences with business ethics and sustainability in practice. Beginning in 2006, one full week was dedicated to this focus, with two campus speaker events and in-class topical discussions by LFCoB faculty. The following year, Business Ethics Week was led by a faculty member to become more fully developed to include external corporate speakers or events on campus every day, business-to-student panel discussions, student ethics debate team panels, film screenings, student start-up innovations to solve environmental and community social equity issues, round table 'unplugged' speaker events, and film screenings. This annual event hosts business executives sharing their progressive ethical and socially/sustainability-focused initiatives in their industries. Up to three events each day are held in the main campus Library, and one event each evening at the Downtown MBA campus location. The annual Student Ethics Debate is highly popular during this annual week – two to three student organization teams compete by debating the ethical implications of an assigned business case study before a panel of industry and faculty judges and an audience of student peers. Faculty also host specific ethics/sustainability-related topics and activities in each of their classes during this annual events week. A list of activities/speakers/faculty topics by year is maintained on the CESB website (see : <https://cob.sfsu.edu/sustainable-center/business-ethics>)
- ***West Coast (B)enefit Corporations Forum.*** CESB hosted an initial forum in April 2012, bringing together Bay Area executives and B Corp founders at the downtown campus. California had recently become the seventh state to establish the legal entity known as Benefit Corporations, allowing companies to legally declare their fiduciary duty to the public benefit at large, as well as shareholders. The conference was designed to bring together CEOs and other executives from Bay Area Benefit Corporations and Certified B Corps, and faculty from business schools located throughout the western U.S.

(see <http://cob.sfsu.edu/sustainable-center/bcorp-forum>). The forum was attended by over 40 business faculty from the U.S. and over 50 CEOs and executives from Bay Area Certified B Corps and Benefit Corporations, along with various non-profit executives and local political officials. Students from the MBA program continue to engage with B Corporations in the classroom and well into their future careers.

- **Ethics & Compliance Workshops** have been annual initiatives to bring together executives, faculty and students through a series of focused engaging panel dialogues on the unique complexities and positive opportunities of linking ethical business practices with stakeholders since 2013. CESB has hosted six E&C workshops at the downtown campus. These are discussed further in the Principle 6 section. Each workshop focuses on a specific topic, with guest industry executives presenting and debating best business practices, with students attending to hear, learn and network. A list of the workshops and speakers by year is on the CESB website (see <http://cob.sfsu.edu/sustainable-center/events>).
- **Student Organizations** are the connective initiative of undergraduate and graduate business students, in and outside of the classroom who also connect with business leaders in developing business relationships around many of the annual Business Ethics Week events. Two MBA and several undergrad student organizations have been instrumental in working with CESB over the years:

- **Net Impact Student Organization and Alumni Chapter:**

Net Impact is a global nonprofit network of undergraduate, graduate/MBA students, and professionals focused on “*empowering a new generation to drive social and environmental change*” on campus and throughout their careers with over 200 global chapters, and over 80,000 members on six continents, including 80 graduate schools (<https://www.netimpact.org>). Net Impact states, “We believe that the business sector is a critical part of driving social and environmental change, and thus engage with a variety of big and small companies in their events and programs.” Its mission is “to improve the world by growing and strengthening a network of new leaders who are using the power of business to make a positive net social, environmental, and economic impact.” SFSU’s LFCoB chapter of Net Impact MBA student organization was formed in 2001 and has both current MBA students and alumni members. The SF State Net Impact chapter served as a co-sponsor for the Net Impact annual conference in San Jose, California in 2013. SF State students were active participants in planning panels and other activities for the conference, with 20 students and two professors attending. This is a student leadership organization that develops strong team skills in providing all students at SF State with a variety of opportunities to learn about environmental sustainability.

- **Women in Business (MBA graduate student org):**

Women in Business is dedicated to advancing the leadership and networking development of women business students at San Francisco State University. They build interpersonal bonds around shared values and goals, and work as team partners with other students orgs to create events and programs that focus on connecting students with peers and members of the business community. In Fall 2017, WiB partnered with POW (see below), and another student org, Financial Analysis Management and Education (FAME) to serve as co-panelists with a campus-invited social equity finance speaker during Business Ethics Week 2017. They partnered with

Net Impact to host the Labor Voices speaker as well. And, WiB hosted a three-person panel of women executives on the topic of “Everyday Ethics in Business” during this same week.

- **Providing Opportunity for Women (POW)** (undergraduate student org):

This student org purpose is: “to cultivate leadership and business skills in young adults to inspire and prepare them to be the business leaders of the future. POW collaborates with the LEMO Foundation to establish mentoring programs for young men and women. POW members and leaders act as role models and facilitate business activities to teach skills such as public speaking and business design and planning. Our purpose is to prepare the next generation to fulfill the leadership roles of the future.” POW co-hosted events with WiB during Business Ethics Week 2017 and 2018 as noted above. (website: <http://www.powsfsu.org/project-pow.html>)

- **Economics Student Association (ESA)** (undergrad/graduate student org):

The Economics Student Association is a student association for undergraduate and graduate scholars at San Francisco State University with an interest in economics. The goal of the ESA is to foster a sense of community between students, faculty, and alumni, while promoting communication with external organizations and supporting student initiatives that go beyond the curriculum of the major. ESA has participated in the annual Student Ethics Debate, Business Ethics Week, between student orgs every year since 2012 (and won or lead the debates).

- **Black Business Students Association (BBSA)** (undergrad business student org):

The Black Business Students Association at San Francisco State University is dedicated to promoting academic and professional excellence. We empower black students by providing networking opportunities and resources for professional excellence. BBSA is a new student org in 2017, and hosted as debate discussion moderator during the Business Ethics Week 2017 student debate.

- **High School Student Summer Sustainability Camps** with faculty and industry speakers, have been offered half-days for one week during five summers, beginning in 2012, with funding from Silicon Valley Bank. Each camp is facilitated by volunteer faculty, MBA alum, and Bay Area company guest speakers to engage San Francisco Unified School District (SFUSD) public high school students in interactive exercises and case studies on the SFSU campus. The camp has hosted as many as 40 public high school juniors and seniors during the one week focus on business and sustainability practices (see <http://cob.sfsu.edu/sustainable-center/events>).

Summary

The LFCoB at San Francisco State University has created an organizational culture committed to developing the capabilities of university and high school students to be future generators of ethical, social and sustainable value for business and society. We effect this development through the CESB’s goals and activities, which are open to the university student and faculty community, as well as the San Francisco community at large. The LFCoB has created this culture through extracurricular educational programs in support of **Principle 1**.

Principle 2

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

Curriculum Goals

The core courses at both the undergraduate and graduate levels have stated learning goals. These goals reflect the importance placed on including social, ethical and environmental content in core courses, also reflecting our ongoing AACSB accreditation reviews. The learning outcomes demonstrate that each student will be aware of and understand ethical, global and social issues related to the operation of business surrounding key business decisions, use critical thinking and act responsibly. The majority of core courses at both the undergraduate and graduate level are expected to include content that relates to these goals. These goals are assessed by individual faculty teaching each designated course and by an internal learning and assessment committee each academic year. Further, the CoB courses have resulted in developing, implementing and measuring academic and institutional goals; strengthening concentrated and integrated core curriculum courses; and hiring faculty educated in and doing research in society, stakeholders, and sustainable business. More than 30 MBA courses across all LFCoB Departments include social, environmental or ethical content.

The undergraduate core curriculum includes the following learning goals:

Undergraduate students understand ethical, legal, political, social and environmental issues:

a. Ethical issues

- (1) Students will identify key concepts in business ethics;
- (2) Students will recognize the ethical dilemmas in specific business cases;
- (3) Students will analyze how ethical issues can affect the interests of different stakeholders;
- (4) Students will propose a business solution to the ethical dilemmas.

b. Legal, political, social and cultural issues

- (1) Students will recognize the relevant global issues including legal, political, social and cultural factors in specific management situations;
- (2) Students will analyze the impact of the global issues related to legal, political, social and cultural factors in specific management situations;
- (3) Students will demonstrate the ability to propose business solutions based on the analysis of global issues including legal, political, social and cultural factors.
- (4) Students will understand the ethical, legal, political, social and cultural environmental issues related to the operation of business.

Graduate students develop and also understand ethical, legal, political, social and environmental issues and are able to specifically meet the above learning goals and also:

- (1) Identify, articulate and disseminate the core organizational values related to *ethical, global and social awareness*

- (2) Evaluate ethical, global and social issues of each business option; make business decisions consistent with every stakeholder group, stakeholder needs, business values.

Courses in Business, Ethics, Society and Sustainability Areas

For over thirty years, the LFCoB has required each undergraduate student to take a specific course that covers the social, ethical, legal, political and environmental issues facing business. There are also additional popular elective courses in business ethics theory and practice, social innovation and entrepreneurship, and greening of business (undergrad classes 300-600 level). We don't list every undergraduate course that may have some ethical, social responsibility or sustainability topic incorporated by individual faculty. At the graduate level, a number of elective courses are offered that include these skills in specific and general functional areas of business, providing a choice for students to hone their specific areas of business study in environmental impacts, social entrepreneurial innovations, business ethics and stakeholder impacts, supply chain environmental footprints, and ethics specific to accounting. (Grad classes 700-800 level)

At the Undergraduate level, a selection of ethics and environmental sustainability courses:

Seminar on Business and Society (BUS 682) (capstone course)

Dialogues and case study analyses of business and its interaction with the ethical, legal, public policy, social, technological, and environmental effects on individual stakeholders in managing the business enterprise in domestic and global societies.

Ethics at Work: Business Impacts (BUS 440)

Analysis of applied ethical theory, decision-making and practice to workplace issues in business and related organizations using interactive learning case studies, class exercises, and student presentations.

Greening of Business (BUS 450)

Impact of business firms on the natural environment; forces driving businesses to become environmentally sustainable and types of approaches businesses are taking to respond to environmental issues.

Social Entrepreneurship (BUS 430)

Development of business skills to create innovative approaches to societal problems. financial sustainability. Emphasis on opportunity assessment, business models, strategy and social impact.

Sustainability and Innovation (BUS 655)

Challenges of creating a more sustainable society and the emerging opportunities for business to become an innovative force in addressing those problems.

Creativity and Innovation (MGMT 650)

Building innovative skills by breaking out of limiting patterns; integrating intuitive, rational, associative, sensory, motivational, and emotional intelligences; managing innovation through negotiating, collaborating, creating future scenarios.

Sustainable Supply Chain Management (DS 655)

Design and management of supply chains, cost-effectiveness, environmental and social responsibility. Includes global facility and network design, aggregate planning, transportation, inventory management.

Collective Bargaining (ECON 511)

Collective bargaining, legislation, labor unions; case studies in labor law.

Economic Development (ECON 620)

Analysis of the economic roles of domestic, private, and public sectors as well as international institutions such as the World Bank, the United Nations, and multinational corporations.

Natural Resource Economics (ECON 675)

Introduction to the economics of natural resources. Models of optimal depletion of nonrenewable resources and optimal use of renewable resources. Model application to energy, forests, fisheries, water, and climate change.

International Business and Multicultural Relations (IBUS 330)

International business: social, political, cultural and economic environments and their effects on functional management. Trade, global strategy, foreign direct investment, economic integration, foreign exchange, and the multinational enterprise.

Social Entrepreneurship in a Global Context (IBUS 676)

Examination of social entrepreneurship in a global context. Focus on new business models, micro-financing, and community-based entrepreneurship.

Information Security Management (ISYS 575)

Information security from a management perspective. Identification of organization's information assets, threats to these assets, information security strategy to protect assets.

Women and Work (LABR 343)

Position and roles of women in the productive activities of society: paid and unpaid. Patterns of household and workplace employment, discrimination in pay and working conditions, relevant laws, explanations for the evolution of patterns.

Diversity in the Workplace (LABR 525)

An overview of workplace diversity and strategies. Theoretical debates and issues related to race, ethnic origin, gender, sexual orientation, class, age, and disability. Individuals and organizations can maximize benefits through respecting and working with diversity.

International Labor (LABR 550) Analysis of labor's role in the developed economies, East and West, and in developing areas. Theoretical perspectives on international labor. Migration and population as they relate to labor. Impact of trade treaties on labor markets.

At the MBA/MSA/MA/Graduate Certificate/Economics Graduate level, a selection of courses offered in Ethics, Social Responsibility and Environmental Sustainability:

Business Ethics, Society & Sustainability (BUS 884)

Role and impact of business in society. Contemporary social, political, legal, and ethical issues that demonstrate mutual impact of economic and non-economic institutions both domestically and abroad.

Ethics and Compliance in Business (MGMT 850)

Focus on integrity, understanding and applying managerial ethical decision-making, understanding regulatory compliance as it relates to a variety of organizational functions, developing ethics training, and evaluating stakeholder impacts. Extensive use of decision-making application models through case studies and interactive exercises.

Business Management, Ecology, and Environmental Leadership (BUS 857)

Impact of business organizations on the natural environment. Approaches to effectively respond to environmental issues.

Innovation for Sustainability (MGMT 858)

Focus on business innovation to meet society's emerging needs. Practical knowledge and experience in understanding needs not met effectively by current business practices and in developing innovative business strategies to address them.

Strategies in Emerging & Developing Economies (IBUS 868)

Examination of the strategies and basic institutions underlying emerging markets in developing economies. Focus on strategies, business models, micro-financing, and community-based initiatives.

Accounting Ethics (ACCT 818)

Advanced topics in accounting ethics including the application of professional ethics and responsibilities in the accounting and business environment and an analysis of the underlying ethical reasoning.

Ethics and Contemporary Accounting Issues (ACCT 890)

Supervised independent and group research into contemporary topics and issues in accounting including international accounting standards and ethics, culminating in oral and written presentations.

Health Economics Analysis and Research (ECON 640/840)

Introduction to health economics; why health care is different from other goods; analysis of the US health care market; health in development and health evaluation.

Management Principles and Organizational Behavior (BUS 788)

The purpose of this class is to introduce students to theories and best practices of management and leadership, including employee rights and participation, workforce diversity, global environment, managerial ethics, corporate social responsibility.

Seminar in Organizational Design and Change (MGMT 842)

This class examines the utilization of behavioral science knowledge to enhance employee well-being, including high personal ethics, confidentiality of employee data.

Seminar in Leadership Patterns and Opportunities (MGMT 848)

This seminar blend managements and leadership theory to include ethics in executive decision-making, organizational structures that lead to corporate social responsibility, the ethics of control systems, and sustainable development.

Seminar in Strategic Management (BUS 890)

Students study and analyze ethical issues faced by business general managers in organizations and discuss frameworks for helping managers make ethical/moral decisions including a firm's social and environmental responsibilities.

Seminar in Financial Management (FIN 820)

Analysis and management of corporate financial risk exposure using financial derivatives, risk exposures, compensation schemes, conflicts of interest for credit rating agencies, and mortgage securities considerations.

Financial Analysis and Management (FIN 819)

Topics include the valuation of financial and real assets, risks and returns, agency issues, capital budgeting, capital structure, forecasting cash flows associated with environmental and social initiatives or with projects that have social or environmental risks.

Seminar in Investments (FIN 825)

This course introduces students to financial decision-making in areas such as stock and risky asset portfolio management, bond portfolio management, financial derivative investment, and market efficiency and behavioral finance. Differentiation made between legal but are not ethical issues.

Legal and Professional Responsibilities in Accounting (ACCT 804)

The course provides an in-depth examination of the role of accountants for public companies, and their responsibilities under the Securities Acts, state, regulations, and standards of professional conduct. Topics include: ethical issues, conflicts of interest.

Federal Income Taxation (ACCT 811)

This course provides discussions on ethics and professional responsibility in the backdrop of complex federal income tax system, temptations to cheat or create questionable interpretations of the tax law, legal consequences.

Seminar in International Business (IBUS 815)

The effects of globalization and their impact on management of international businesses, ethics cases (i.e., responsibilities of pharmaceutical companies' to AIDS patients in Southern Africa), and social impacts of outsourcing and off shoring.

Operations Analysis (BUS 786)

Operations management related to productivity, quality and decision-making in the operations of goods and services, cost savings associated with waste disposal, and ethical aspects of product quality.

Management Decision Making (DS 852)

The course includes case studies that require students to address some of the social and environmental implications of business decision-making. Examples include the social impact of plant closings, optimization of production and quality-of-life impacts.

Total Quality Systems (DS 854)

Total Quality Management (TQM), Baldrige National Quality Award criteria, ISO 9000 certification and Six Sigma quality concepts are covered. Course includes product liability, effects of ISO 14000 on the supply chain, and stakeholder goodwill.

Supply Chain Management (DS 855)

This course is an introduction to the techniques and concepts of Supply Chain Management, and the social, cultural, and environmental issues involved in plant location when outsourcing production, as well as customer relationship management (CRM).

Seminar in Project Management DS 856

Students understand the entire project life cycle, realize the importance of technical, human and organizational issues in managing a project and know how to plan, schedule and control a project's impacts (environmental, social and ethical issues).

Information Systems for Management (BUS 782)

Topics covered include: Role of information systems, data and knowledge management, internet infrastructure, information security, e-commerce, intranet and extranets, enterprise information systems, ethics, risks and compliance.

Information Systems for Strategic Advantage (IS 814)

Discussion of the economic and environmental implications of distributed systems, energy use in data centers, reduced need for physical facilities and equipment, and consideration of environmental life-cycle impacts of equipment. Also: governance and compliance, global issues and the digital divide, privacy

Seminar in Information System Resource Management (IS 882)

Topics covered in depth include an exploration of what it means to be an ethical CIO, IT governance issues such as Sarbanes-Oxley and CoBIT, the impact of information technology on society and IT globalization issues.

E-Commerce Systems (IS 871)

Topics include: privacy issues, implications for protecting customer information, mobile computing, impacts on society, environmental impacts.

Marketing Management and Multinational Operations (BUS 787)

Explores the global, social and economic environments of business influence marketing. Specific topics include social marketing for issues such as energy conservation, green washing, deceptive advertising, and ethical issues in market research, consumer privacy.

Strategic Marketing (MKTG 860)

Developing understanding of social responsibility in marketing. Cases on sustainable, socially responsible positioning, social marketing for health awareness, fairness in pricing, truth in advertising, planned obsolescence, targeting of children and vulnerable populations, competitive intelligence gathering.

Consumer Behavior (MKTG 861)

The course examines psychological, sociological, anthropological and economic processes affecting consumer choices and the implications of those factors for consumer and societal well-being.

Brand Management (MKTG 875)

This course focuses on strategies for building and maintaining brands, consumer responses and brand strategies. Topics include the harm to brands from boycotts and consumer campaigns motivated by the ethical and social conduct of the firm.

Marketing of High-Technology Products and Services (MKTG 885)

This course focuses on marketing high technology, uncertainty, social and ethical issues. Discussions focused on a stakeholder view of the dilemmas. Other topics include safety and environmental effects associated with technological uncertainty.

New Product Management Seminar (MKTG 888)

This course addresses the design and development of new products and innovations and exploration of products to address social needs, and evaluate the environmental effects of their product ideas.

Many other undergraduate and graduate courses include specific, interspersed curriculum topics on ethical, social, and environmental issues through the use of case studies and other content developed by individual faculty. We survey faculty each November to identify those course topics specifically discussed in class during the annual Business Ethics Week (recent listings at: <https://cob.sfsu.edu/sustainable-center/business-ethics/archive>).

Faculty focused on Ethics, Social Responsibility and Sustainability

The LFCoB has institutionalized its commitment to business ethics, social responsibility and sustainability by hiring full-time faculty members who specifically teach courses in the social, ethical and environmental aspects of business. These faculty have also been involved in individual Business Ethics Week events. We added two additional fulltime faculty in this area in Fall 2018, bringing the total number of management faculty focused on ethics and sustainability to 15. Many additional fulltime faculty and adjunct lecturers in other discipline areas of the LFCoB incorporate these values into their topical undergraduate and graduate courses.

Sally Baack, Professor, Management Department. She is a repeat winner of the Professor of the Year Award for the Lam Family College of Business, for her outstanding achievements in teaching, research and service. Professor Baack's research focuses on strategic management, ethical leadership and international competition. Professor Baack received her Ph.D. in International Strategic Management from the University of Southern California.

Robert Bonner, Assistant Professor, Management Department. Robert currently teaches the Seminar in Business Policy and Strategic Management (BUS 690) course and has published his primary pedagogical approach in the *Journal of Strategic Management Education*. His research explores the micro-foundations of strategy with a focus on the antecedents and outcomes of gender and diversity in the upper echelons of organizations. Robert received his Ph.D. in Management and Organization Studies from the University of Texas at San Antonio.

Geoff Desa, Associate Professor, Management Department and Co-Director of the Center for Ethical and Sustainable Business. His teaching focuses on business & society, strategic management, and social entrepreneurship. Geoff's research examines resource mobilization and venture development in the technology and social entrepreneurship sector. He received his Ph.D. in business from the University of Washington in Seattle with emphases in technology entrepreneurship, strategic management, and public affairs.

Ian Dunham, Assistant Professor, Management Department. He currently teaches the seminar course Business and Society (BUS 682). His main goal is to help students question conventional wisdom about social, ethical, environmental, and regulatory issues facing businesses by analyzing case studies and thinking critically about current events and macroeconomic trends. His research explores new ways of examining the impact of business on society and the natural environment. Specific interests include consumer finance and financial inclusion, entrepreneurship and environmental sustainability, and the ability of the private sector to innovate to alleviate poverty. Dr. Dunham received his Ph.D. in Geography and Urban Studies from Temple University.

Dayna Herbert Walker, Assistant Professor, Management Department. She teaches the seminar course Organization Design and Change. Inspired by people as 'works in progress,' Dayna researches employee development, including topics such as mentoring, leadership development, and leadership in the eyes of followers. She is especially interested in how childhood and adolescent family dynamics impact adult workplace relationships. Prof. Herbert Walker received her PhD. In Psychology from Claremont Graduate University.

Colin Johnson, Professor, Hospitality and Tourism Management. He has worked in many sectors of the hospitality industry including contract catering, airline catering, two, four and five star hotels, private members clubs, retail restaurants and was assistant catering manager at Manchester United Football Club. He has held faculty and management positions in seven colleges and Universities in the UK, Switzerland and the US. He was the dean at the Domino Carlton Tivoli Hotel Management School in Lucerne, Switzerland and dean and then founding director of research at the Lausanne Institute for Hospitality Research at the ecole hoteliere de Lausanne. Previous to joining San Francisco State University he served as professor and chair at San Jose State University. He has published in a number of leading hospitality and tourism journals including The Annals of Tourism Research, The Cornell Hotel and Restaurant Quarterly, and The International Journal of Hospitality Management and Managing Service Quality. He is on three editorial boards. His research interests include services internationalization, small and medium size enterprises and social entrepreneurship.

Priyanka Joshi, Assistant Professor, Management Department. Professor Joshi's research interests include leadership, business ethics, and entrepreneurship. She examines the role of cultural interdependence on tolerance of corruption in organizations. Her more recent work examines the role of gender in communication and its effects on numerous interpersonal outcomes, including effectiveness of physician-patient interactions, leadership attributions, and ability to obtain funds from venture capitalists. Prof. Joshi received her Ph.D. in Business Administration from the Marshall School of Business, University of Southern California

Denise Kleinrichert, Professor, Management Department. Dr. K is the Interim Associate Dean of the LFCoB, and teaches undergraduate and graduate courses in the areas of Business Ethics, and Business, Society and Sustainability, and Ethics & Compliance. She has published in the areas of corporate community initiatives, corporate social responsibility and accountability, sustainable business, MBA business education, and board director risk and transparency, and student attitudes regarding corporate responsibilities. She received her Ph.D. in Philosophy from the University of South Florida.

Antoaneta Petkova, Professor, Management Department. She teaches senior level strategy and entrepreneurship classes in the undergraduate and MBA programs. Her research focuses on the organizational processes that take place at the interface between young entrepreneurial firms and their stakeholders. Prof. Petkova received her PhD. in Business Administration from the University of Maryland.

Ronald Purser, Professor, Management Department. His scholarship currently focuses on mindfulness in organizations, and how Buddhist psychology and Buddhist social theory can inform social change and transformation. In addition, Prof. Purser writings have been exploring the challenges and issues of introducing mindfulness into secular contexts, particularly with regards to its encounter with modernity, Western consumer capitalism, and individualism. Prof. Purser received his PhD. in Management from Case Western Reserve University.

Verónica Rabelo, Assistant Professor, Management Department. She uses an intersectional and interdisciplinary lens to examine how aspects of social identity—including race/ethnicity,

gender/sexuality, and social class—shape experiences of mistreatment, mindfulness, and compassion in the workplace. She researches these topics from the perspectives of underrepresented, under-served, and under-studied communities, including employees who are people of color, immigrants, sexual minorities and/or lower-income. She also writes about strategies to make teaching and research methods more inclusive. Prof. Rabelo received her PhD in Psychology (Personality & Social Contexts; Gender & Feminist Psychology) Women's Studies from the University of Michigan, Ann Arbor.

Manely Sharifian, Assistant Professor, Management Department. She teaches business and society and strategy courses at SF State. Prof. Sharifian examines the industry and country conditions that stimulate clean technology patenting, and the political, economic, and firm-specific features of cleantech start-ups that attract investment capital. In her analyses, she controls for standard economic and policy features of country and regional contexts, focusing instead on how firm and management identities enable clean tech ventures to launch and succeed. She received her Ph.D. in business from the University of Alberta, Canada.

Oscar Stewart, Assistant Professor, Management Department. He teaches the Seminar in Business and Society, and his research focuses on the intersection of organizational theory, strategy and business ethics. His main research stream is focused on corporate irresponsibility and includes a theoretical account of corporate strategic irresponsibility, empirical exploration of corporate strategic irresponsibility's mechanisms, as well as an exploration of the determinants of corporate integrity violations in the pharmaceutical industry. Oscar received his Ph.D. from the University of North Carolina Charlotte's Interdisciplinary Organizational Science Program.

Tom Thomas, Professor and Chair of the Management Department. He teaches in the area of the Social, Political, Ethical and Legal Environment of Business and has taught courses in Business, Government, and Society, Environmental Management, and the Politics of Business Regulation. Professor Thomas's research has ranged from corporate political activity to sustainable business strategies to managing conflicts of interest. He received his Ph.D. (in Business & Public Policy) from University of California, Berkeley.

Smita Trivedi, Assistant Professor, Management Department. Her teaching focuses on business and society/sustainable business in the management department at the LFCoB. She teaches the Seminar in Business and Society course. Her research is focused on business and poverty alleviation, and has conducted research in the areas of social and ethical bases of trust networks in business. Her publications have been in the areas of business ethics education, business and peace, and her dissertation focused on women entrepreneurs in the context of extreme and moderate poverty in India. Professor Trivedi received her Ph.D. in strategic management and public policy from the George Washington University School of Business.

Summary

The LFCoB at San Francisco State University has created a faculty presence and culture committed to teaching and developing educational support for ethical, social and sustainable value for students enrolled in LFCoB courses. We value the tenets of global social responsibility and the international initiatives of the United Nations Global Compact in support of **Principle 2**.

Principle 3

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

LFCoB Academic Degrees - Ethical, Social and/or Environmental Focus

One very good measure of the extent to which an MBA program is preparing future business leaders to be able to deal with social, ethical and environmental challenges is the earlier biennial *Beyond Grey Pinstripes Survey* conducted by the Aspen Institute. The survey measured how well institutions prepare students for environmental, social and ethical complexities of modern-day business. The LFCoB is particularly proud to have been ranked 16th in the world and 13th in the U.S. in the Aspen Institute's 2011-12 *Beyond Grey Pinstripes* survey. The biennial survey measured how well institutions prepare students for environmental, social and ethical complexities of modern-day business. The specific degree programs continued to be offered in the LFCoB is evolving to meet the contemporary needs of business, society and ethical leadership, and as embraced by the PRME.

In 2007, the COB developed the *MBA Emphasis in Sustainable Business*. Due to regulation changes from the CSU Chancellor's office, all Emphases in MBA programs have been phased out, to be replaced with Certificate programs. The LFCoB has two certificate programs, with an additional multidisciplinary graduate certificate program in Ethical AI.

Graduate Certificate in Ethics and Compliance

Launched in fall 2015, the Graduate *Certificate in Ethics and Compliance* provides academic credit coursework study towards professional credentials for Ethics and Compliance (E&C) specialists. The required three courses for the certificate are outlined above, and fully complete the requirements for the certificate program. E&C professionals work to prevent their organizations from committing errors that violate ethical standards of best practice or regulatory compliance. E&C specialists assess a company's potential adverse or ethical impacts on their stakeholders. These specialists may also use analytical tools, such as Enterprise Risk Management (ERM), to proactively measure the effectiveness of ethical practices and assess compliance with U.S. and global regulations by identifying specific situations of risk to an organization's stakeholders (i.e., employees, customers, suppliers, regulators and communities).

Two key areas of need for E&C specialists are leadership in instantiating internal control and strategic planning in various functional areas of a company. Their role is to reduce the risk of unethical or illegal activities by individuals working in organizations through the development of policies and procedures to prevent these ethical failures. E&C specialists must be able navigate within an organization to develop best practices as leaders in using ethical strategies and negotiation skills. Examples of tools developed by E&C specialists include developing and supporting corporate codes of conduct, employee training, regulatory compliance processes,

analytical assessment and forecasting, negotiation strategies, and advisement to top management and senior organizational leaders towards ethical corporate cultures.

Graduate Certificate in Sustainable Business

The Certificate in Sustainable Business prepares managers and entrepreneurs to help lead organizations toward financially viable business practices that contribute to a more equitable economy and a healthier natural environment. The program emphasizes three primary elements of business sustainability: an extensive and critical understanding of the role played by business in society and its impact on various stakeholders; ability to apply analytical frameworks and tools to assess the impacts of business organizations on their social and natural environment; and taking entrepreneurial approaches to address the challenges of reducing pollution, restoring ecosystem health, and enhancing economic equity. Students in the program learn how to articulate the business case for sustainability and inclusive prosperity; conceptualize innovative products and services; lead internal and external coalitions to address social innovation; and implement metrics to measure sustainability progress.

Program Learning Objectives:

1. To provide students a fundamental understanding of key Sustainable Business concepts and issues, including the evolution of scientific, economic, political/regulatory, and organizational/managerial principles and practices.
2. To provide students with specialized knowledge and skills to enable them to effectively manage organizations' environmental and social impacts in a rapidly evolving business environment.
3. To build students' capacity for creative, analytical and collaborative problem-solving through experiential exercises geared toward creating and managing environmentally restorative and social value-generating organizations.

Student Learning Outcomes:

Students completing the Certificate in Sustainable Business will possess these competencies:

1. The ability to identify and analyze sustainability challenges faced by business organizations.
2. The ability to engage constructively with stakeholders across internal and external organizational boundaries to identify and pursue opportunities for collaborative initiatives to reduce the adverse environmental impacts of business and develop financially sustainable approaches to creating social value.
3. The ability to envision, plan, and execute innovative solutions in complex, multi-stakeholder business settings.

Required Courses:

Course

BUS 884 BUS 857 MGMT 858

Title

Seminar in Business Ethics, Society and Sustainability
Business Management, Ecology and Environmental Leadership Innovation for Sustainability

In addition, a Graduate Certificate in Ethical AI has been launched. This is A multidisciplinary program integrating courses from the Computer Science and Philosophy Departments and the Lam Family College of Business.

Artificial Intelligence (AI) is becoming an integral technology in many areas (medicine, health, autonomous driving cars, business, loan approvals, law enforcement, distribution of government and health services, news filtering, etc.) and is often considered the driving force of a 4th technological revolution.

The impact of AI is expanding rapidly, but due to its complexity it offers challenges to ensuring proper, ethical, unbiased and transparent operations. This is evidenced by increasing reporting on the use and misuse of AI in government and media, and calls for greater scrutiny and oversight. Skills related to ethical use of AI will be more and more important for both developers and users of AI technology.

To address these needs, the Computer Science Department, Lam Family College of Business and Philosophy Department established a multi-college Graduate Certificate in Ethical AI (10 units). Our approach to this certificate is unique in its multidisciplinary and multi-college nature, which involves three critical areas necessary to understanding this subject:

- **AI Technologies and Applications:** courses in this core area focus on algorithmic and technical principles of AI and can be selected to fit the background of graduate students from Computer Science, Business or Philosophy.
- **Ethics and Compliance in Business:** focus on integrity, understanding and applying managerial ethical decision-making; understanding regulatory compliance as it relates to organizational functions; developing ethics training, and evaluating stakeholder impacts.
- **Ethics Principles:** courses on the ethical, political, and social ramifications of current and emerging uses of AI.
- **Self-reflection Research Paper:** the certificate program requires a culminating research paper to demonstrate student self-reflection on specific issues in AI ethics. Students take a 1-unit independent study in conjunction with this course, to be supervised by one of the faculty advisors (see below for a list of advisors).

Summary

The LFCoB at San Francisco State University has created educational curriculum studies for the ongoing development of our students to develop and support them as ethically responsible leaders in society through our ongoing curriculum development that engages students in support of **Principle 3**.

Principle 4

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

LFCoB Faculty Research – Peer Reviewed Publications

The LFCoB faculty actively engages in academic research on the intersection of business and society regarding issues specifically relating to the ethical, social, and environmental sustainability dimensions of business. Our faculty also present their research at innumerable academic and practitioner conferences on these topics, which such list would be too lengthy for purposes of this report. This report includes published peer reviewed articles and book chapters authored and co-authored by SF State LFCoB faculty. Faculty frequently use their research findings to add context and further depth to classroom discussions, thereby enhancing student understanding of business as it relates to the creation of ethical, social, environmental and equitable economic value in society. We list here our faculty academic, peer-reviewed publications from 2014 – 2019 on these topics.

Published research from our faculty:

Five-Year Summary of Peer and Editorial-Reviewed Journal Articles		
2014 - 2019		
	Article	Journal
	Accounting	
1	529 Plans: Federal Tax Benefits and State Tax Distinctions	<i>Journal of Taxation of Investments</i>
2	Accounting for Crime in the US: Race, Class and the Spectacle of Fear	<i>Critical Perspectives on Accounting</i>
3	Accounting Professor's Perspectives on Textbook Revisions	<i>Journal of Accounting Education</i>
4	An Overview of Investor Sentiment in Stock Market	<i>Journal of Contemporary Business Issues</i>
5	Anglo American Corporation and the South African State: A contextual analysis of annual reports 1917-1975.	<i>Accounting Auditing and Accountability Journal</i>
6	Anti-Inversion Regulations and Legislation Fail to Prevent the Exodus of U.S. Companies Abroad	<i>Taxes - The Tax Magazine</i>
7	Board Structure, Board Activity and Firm Performance	<i>Journal of International Business and Economy</i>

8	Child Tax Credit Now Higher, More Widely Available	<i>Journal of Accountancy</i>
9	Disclosure Responses to a Corruption Scandal: The Case of Siemens AG	<i>Journal of Business Ethics</i>
10	Effects of Language Vividness and Explanation Plausibility on Nonprofessional Investors' Reactions to Earnings Warnings	<i>Journal of Accounting and Finance</i>
11	Erosion of the 'Student Athlete' Ideal Forces Reexamination of the Tax Treatment of Athletes, Universities, and the NCAA	<i>Taxes - The Tax Magazine</i>
12	Fundamental Strength and Short-term Return Reversal	<i>Journal of Empirical Finance</i>
13	Hierarchy of Earnings Thresholds Based on Discretionary Accruals	<i>Advances in Accounting</i>
14	Implications of Firms Having Both Highly Negative Accruals and Cash Flows for Test of Accruals Anomaly	<i>Accounting Horizons</i>
15	Individual Retirement Accounts: Detailed Analysis of the Tax Rules and the Potential Impact of Tax Reform	<i>Taxes - The Tax Magazine</i>
16	Is Accounting Students' Writing Ability Related to Their Academic Performance?	<i>Journal of Education for Business</i>
17	Key Performance Indicators as Supplements to Earnings: Incremental informativeness, Demand Factors, Measurement Issues, and Properties of Their Forecasts	<i>Review of Accounting Studies</i>
18	LGBTQI+ Accountants: A Call for Oral History Research	<i>Sustainability Accounting, Management and Policy Journal</i>
19	Market Earnings Expectation, Measurement Error in Analysts' Consensus Forecasts and Prediction Of Stock Returns	<i>Accounting Research Journal</i>
20	Master Limited Partnerships: Tax Benefits Endure Even When Interest Rates Rise	<i>Journal of Taxation of Investments</i>
21	Percent Accruals and the Accrual Anomaly: Korean Evidence	<i>Pacific Basin Finance Journal</i>
22	Perceptions of Sustainability Reports: A Movement toward a Higher Standard of Reporting	<i>The International Journal of Sustainability Policy and Practice</i>
23	Presentation Formats of Other Comprehensive Income after Accounting Standards Update No. 2011-05	<i>Research in Accounting Regulation</i>
24	Reducing the Observed Curriculum Perception Gaps between Stakeholders	<i>Research in Higher Education Journal</i>
25	Reporting Order of Financial Statements in SEC Filings: Evidence from 10-K Filings of S&P 500 Entities.	<i>Research in Accounting Regulation</i>
26	Segment Data Decision-usefulness Model: An Exploration	<i>Journal of Accounting and Finance</i>
27	The Effects of Property Taxes and Public Service Benefits on Housing Values: A County-Level Analysis	<i>Advances in Taxation</i>
28	The Opportunistic Use of Pension Assumptions and Pension Cost Reporting	<i>Journal of Accounting and Finance</i>

29	The Internal Attributes of Technology as Determinants of Economic Valuation of Technology	<i>International Journal of Technology Management</i>
30	The Opportunistic Use of Pension Assumptions and Pension Cost Reporting	<i>Journal of Accounting and Finance</i>
	Accounting and Finance	
	The Economic Implications of the Earnings Impact from Operating Lease Capitalization	<i>Advances in Accounting</i>
	Decision Sciences	
1	A Hierarchical Data Architecture for Sustainable Food Supply Chain Management and Planning	<i>Journal of Cleaner Production</i>
2	A Simple EOQ-Like Solution to an Inventory System with Compound Poisson and Deterministic Demand	<i>Journal of Supply Chain and Operations Management</i>
3	A Solution Framework for the Multimode Resource-constrained Cross-Dock Scheduling Problem	<i>Omega (Elsevier)</i>
4	A Two-Step Gradient Estimation Approach for Setting Supply Chain Operating Parameters	<i>Computers and Operations Research</i>
5	Assessing the Benefits of Labeling Postponement in an Export-Focused Winery	<i>International Journal of Production Research</i>
6	Assessing the Value of Modeling and Simulation in Healthcare: An Example Based on Increasing Access to Stroke Treatment	<i>Journal of the Operational Research Society</i>
7	Component Procurement and End Product Assembly in an Uncertain Supply and Demand Environment	<i>International Journal of Production Research</i>
8	Consistent Estimation for Partition-Wise Regression and Classification Models	<i>IEEE Transactions on Signal Processing</i>
9	Economic and Environment Assessment of Reusable Plastic	<i>International Journal of Production Economics</i>
10	Effects of Carbon Permits Allocation Methods on Remanufacturing Production Decisions	<i>Journal of Cleaner Production</i>
11	Effects of Demand Stimulation in Finished-goods Inventory Management in the U. S. Automobile Industry	<i>International Journal of Production Economics</i>
12	Emerging Social Entrepreneurial CSR Initiatives in Supply Chains: Exploratory Case Studies of Four Agriculturally Based Entrepreneurs.	<i>Journal of Corporate Citizenship</i>
13	Empirical Analysis and Simulation Modeling of a Canadian Seaport Transportation Network	<i>Journal of Supply Chain and Operations Management</i>
14	Experiential Undergraduate Operations Management Course Engages Students	<i>Journal of Supply Chain and Operations Management</i>
15	Forecasting, Regression and Simulation Models to Solve Traffic Problems in the State of Kerala	<i>Vikalpa: The Journal for Decision Makers</i>
16	Impacts of Manufacturer and Retailer's Price Leadership on Channel Customer Satisfaction Incentives	<i>International Journal of Production Economics</i>

17	Increasing Procurement Efficiency through Optimal E-Commerce Enablement	<i>Journal of Public Procurement</i>
18	Inventory Allocation Models for a Two-stage, Two-product, Capacitated Supplier and Retailer Problem with Random Demand	<i>International Journal of Production Economics</i>
19	Measuring Reliability of Transportation Networks Using Snapshots of Movements in the Network – An Analytical and Empirical Study	<i>Transportation Research Part B: Methodological</i>
20	Optimal Allocation of Programmatic Video Advertising Inventory	<i>Journal of Supply Chain and Operations Management</i>
21	Piecewise Quantile Autoregressive Modeling for Non-stationary Time Series	<i>Bernoulli</i>
22	Predicting Customer Overall Satisfaction: Big Data Evidence from Hotel Online Textual Reviews	<i>International Journal of Hospitality Management</i>
23	Segmented Model Selection in Quantile Regression using the Minimum Description Length Principle	<i>Journal of the American Statistical Association</i>
24	Simulating a More Efficient Bike Sharing System	<i>Journal of Supply Chain and Operations Management</i>
25	Simulating Student Flow through a University's General Education Curriculum	<i>Journal of Supply Chain and Operations Management</i>
26	Solving a Problem in Pediatric Patient Flow: The Importance of an Interdisciplinary Approach to Building a Model	<i>Journal of Nursing Administration</i>
27	Strategic Considerations behind the Network-Regional Airline Tie Ups – A Theoretical and Empirical Study	<i>Transportation Research Part B: Methodological</i>
28	Strategic Trade-off between Vessel Delay and Schedule Recovery: An Empirical Analysis of Container Liner Shipping	<i>Maritime Policy & Management</i>
29	Systems, Design and Value-for-money in the NHS: Mission Impossible?	<i>Future Healthcare Journal</i>
30	The Costs and Value of Modelling-based Design in Health Care Delivery: Five Case Studies from the US	<i>Health Systems</i>
31	The Impact of a Discharge Holding Area on the Throughput of a Pediatric Unit	<i>Service Science</i>
32	The Land-Network Problem: Ecosystem Carbon Balance in Planning Sustainable Agro-Food Supply Chains	<i>Journal of Cleaner Production</i>
33	Using an Active Learning Approach to Close the Loop	<i>Business Education and Accreditation</i>
	Decision Sciences/Management	
	Emerging Social Entrepreneurial CSR Initiatives in Supply Chains: Exploratory Case Studies of Four Agriculturally Based Entrepreneurs	<i>Journal of Corporate Citizenship</i>
	Economics	
1	Can California Coastal Managers Plan for Sea-level Rise in a Cost-effective Way?	<i>Journal of Environmental</i>

		<i>Planning and Management</i>
2	Caring from Afar: Asian H1B Migrant Workers and Aging Parents	<i>Journal of Cross-Cultural Gerontology</i>
3	Creating Neighborhood Recreational Space for Youth and Children in the Urban Environment: Play(ing in the) Streets in San Francisco	<i>Children and Youth Services Review</i>
4	Do Open Streets Initiatives Impact Local Businesses? The Case of Sunday Streets, San Francisco, California	<i>Journal of Transport and Health</i>
5	Does Student Loan Debt Contribute to Racial Wealth Gaps? A Decomposition Analysis	<i>Journal of Consumer Affairs</i>
6	Economic Growth and the CES Production Function with Human Capital	<i>Economics Bulletin</i>
7	Examining the Link between Crime and Unemployment: A Time Series Analysis for Canada	<i>Applied Economics</i>
8	Gender Differences in the Roles of Religious Support and Social Network Support in Reducing Depressive Symptoms among Older Korean Americans	<i>Journal of Social Service Research</i>
9	Gender Gap in Health Status of Children in the Context of One-Child Policy in China: Is It Sibling Rivalry or Son Preference?	<i>Journal of Family and Economic Issues</i>
10	Gender Wage Gap Accounting: The Role of Selection Bias	<i>Demography</i>
11	Gendered Impact of Solid Fuel Use on Acute Respiratory Infections in Children in China	<i>BMC Public Health</i>
12	How Accurately Do Structural Asymmetric First-Price Auction Estimates Represent True Valuations?	<i>Journal of Econometric Methods</i>
13	New Health Policy and Chronic Illnesses: A Commentary on Data and Evidence	<i>Economic and Political Weekly</i>
14	Normalized CES Supply-side System Approach: How to Replicate Klump, McAdam, and Willman (2007)	<i>Economics: The Open-Access, Open-Assessment E-Journal</i>
15	Paid Family Leave Effects on Breastfeeding: A Quasi-Experimental Study of US Policies	<i>American Journal of public health</i>
16	Risk Preferences and Child Investments: Evidence from Mexico	<i>Review of Economics of the Household</i>
17	Role of Cash and Costs of Inflation for Different Income Groups in the U.S.	<i>Economic Modelling</i>
18	The Impact of HIV Testing on Subjective Mortality and Fertility: Experimental Evidence from Malawi	<i>Economics Letters</i>
19	The Market Transfer Effect in the Hawaiian Longline Fishery: Why Correlation Does Not Imply Causation	<i>Journal of Ocean and Coastal Economics</i>
20	The Mental Health of Youth and Young Adults during the Transition to Adulthood in Egypt	<i>Demographic Research</i>
21	The Visible Host: Does Race Guide Airbnb Rental Rates in San Francisco?	<i>Journal of Housing Economics</i>
22	Racial Differences in Transitions to Marriage for Unmarried Mothers	<i>Journal of Family and Economic Issues</i>

23	Valuing Beaches in an Age of Retreat	<i>Shore and Beach</i>
24	Voting in Three-Alternative Committees: An Experiment	<i>Games</i>
25	Why Did Rich Families Increase Their Fertility? Inequality and Marketization of Child Care	<i>Journal of Economic Growth</i>
	Finance	
1	A High-Frequency Algorithmic Trading Strategy for Cryptocurrency	<i>Journal of Computer Information Systems</i>
2	A New Predictive Measure Using Agent-Based Behavioral Finance	<i>Computational Economics</i>
3	Abnormal Trading around Common Factor Pricing Models	<i>Review of Behavioral Finance</i>
4	Accounting Standards and Financial Market Stability: An Experimental Examination	<i>Economic Journal</i>
5	Asset Price Formation and Behavioral Biases	<i>Review of Behavioral Finance</i>
6	Bubbling with Excitement: An Experiment	<i>Review of Finance</i>
7	Buy and Hold versus Timing Strategies, The Winner Is	<i>The Journal of Portfolio Management</i>
8	Capital Structure Effects on the Prices of Individual Equity Call Options	<i>Journal of Financial Economics</i>
9	Contagious Investor Sentiment and International Markets	<i>The Journal of Portfolio Management</i>
10	Currency Crash and Speculative Currency Investment under Flexible Exchange Rates	<i>Assumption University of Thailand</i>
11	Disposition Effect and Analyst Forecast Dispersion	<i>Review of Quantitative Finance and Accounting</i>
12	Emerging Market Funds: They May Not Enhance Allocation	<i>Journal of Index Investing</i>
13	Environmental Risk Premiums and Price Effects in Commercial Real Estate Transactions	<i>The Appraisal Journal</i>
14	Information Diffusion and Momentum in Laboratory Market	<i>Journal of Behavioral Finance</i>
15	Merger Speculation in Financial Media: The Valuation of Investigative Reporting	<i>Journal of Behavioral Finance</i>
16	Narcissism and the Art Market Performance	<i>European Journal of Finance</i>
17	Stock Returns and VIX Futures Curve	<i>Journal of Wealth Management</i>
18	The Impact of Financial Risk on Business Risk	<i>International Journal of Business</i>
19	The Power Law within a Metropolitan Area	<i>Cities: The International Journal of Urban Policy and Planning</i>

20	The Term Structure of Credit Spreads and the Cross-section of Stock Returns	<i>Journal of Financial Economics</i>
21	Two Trees with Heterogeneous Beliefs: Spillover Effect of Disagreement	<i>Journal of Financial and Quantitative Analysis</i>
22	Understanding the Term Structure of Credit Default Swap Spreads	<i>Journal of Empirical Finance</i>
23	VIX Christmas Effect	<i>Journal of Alternative Investments</i>
24	Who Wins When Exchanges Compete? Evidence from Competition after Euro Conversion	<i>Review of Finance</i>
	Finance and International Business	
	Cointegration Relationships between Markets under Different Currency Systems: Post 2007 Financial Crisis	<i>Journal of Finance Issues</i>
	Hospitality & Tourism Management	
1	A Conjoint Analysis of Consumers' Preferences on Hotel Pricing and Resort Fees	<i>International Journal of Contemporary Hospitality Management</i>
2	As Time Goes By: Last Minute Momentum Booking and the Planned Vacation Process	<i>Information Technology & Tourism</i>
3	Attitudes, Perceptions, and Motivations of Eco-Sustainable NBA Fans	<i>e-Journal of Social & Behavioural Research in Business</i>
4	Competitive Advantage or Market Saturation: An In-Depth Comparison of Flash-Sale Sites through Content Analysis	<i>Journal of</i>
		<i>Hospitality Marketing and Management</i>
5	Consumer Generated Restaurant Ratings: A Preliminary Look at OpenTable.com	<i>Journal of New Business Ideas & Trends</i>
6	Deals Inside: Examining Restaurant Operators' Motives when Choosing Whether to Offer a Flash-sale	<i>Journal of Foodservice Business Research</i>
7	Framework for Success: Overcoming Contemporary Challenges of Western Expatriate Managers in the Chinese Hospitality Industry	<i>Journal of Human Resources in Hospitality and Tourism</i>
8	Job Placement Rates of First Generation Hospitality Students	<i>Journal of Hospitality & Tourism Education</i>
9	Minimum Wage Change Effects on Restaurant Pricing and Employment	<i>International Journal of Contemporary Hospitality Management</i>
10	Quality of Relationship on Information Technology Outsourcing for Organizational Success in Hospitality Industry	<i>Journal of Hospitality and Tourism Technology</i>

11	Subordinates' Perceptions of Western Expatriate Hotel Managers in China: The Effects of Conflict Avoidance	<i>Journal of Human Resources in Hospitality and Tourism</i>
12	The Influence of Turkish Series on Azerbaijani Cinema: Analysis of the Formation of Tourist Identity 8 through Language and Culture	<i>Tourism and Hospitality Studies</i>
13	Turkish Coffee Enriched with Rose: A Promising Combination	<i>Italian Journal of Food Science</i>
	Hospitality & Tourism Management/Information Systems	
	A Text Mining and Multidimensional Sentiment Analysis of Online Restaurant Reviews	<i>Journal of Quality Assurance in Hospitality & Tourism</i>
	Information Systems / International Business / Marketing	
	Old Wine in New Places: A New Approach to Wine Consumer Behavior in Japan & China	<i>Journal of Behavioral and Social Sciences</i>
	Wine Tourism: Involvement and Intention of Potential Tourists to Visit California Wineries: East Vs West	<i>Journal of International Business and Economy</i>
	Information Systems / Management	
	'Big Fish' or 'Small Fish': How Institutional Theory and Resource Dependence Theory Explain Institutional Change in Organizational Field	<i>Journal of Marketing and Strategic Management</i>
	Information Systems	
1	A Conceptual Framework for Quality Healthcare Accessibility: A Scalable Approach for Big Data Technologies	<i>Information Systems Frontiers</i>
2	A Consumer Decision Making Model in M-Commerce: The Mediating Effects of Reputation Systems in Mobile App Purchases	<i>Information Resources Management Journal</i>
3	Behind the Scenes: Applying Social Network Analysis to Unfold Entrepreneurs' Investment Decisions	<i>International Journal of Entrepreneurship and Small Business</i>
4	Designing Utilization-based Spatial Healthcare Accessibility Decision Support Systems: A Case of a Regional Health Plan	<i>Decision Support Systems</i>
5	Mobile Device Adaptation Efforts: The Impact of Hedonic and Utilitarian Value	<i>Journal of Computer Information Systems</i>
6	Organizational Readiness in the Operations Management and Information Systems Disciplines: Concept Review and a Crisp Set Comparative Analysis	<i>Journal of Supply Chain and Operations Management</i>
7	Perceived Usefulness and Satisfaction of Mobile Phone for Users with Disabilities	<i>International Journal of Innovation and Technology Management</i>

8	Response to Delamater's Comment on "A Conceptual Framework for Quality Healthcare Accessibility: A Scalable Approach for Big Data Technologies"	<i>Information Systems Frontiers</i>
9	The Design of a Cloud-Based Website Parallel Archiving System	<i>Issues in Information Systems</i>
10	The Management of a Website's Historical Links and Documents	<i>Issues in Information Systems</i>
11	The Nature of Hybrid Community: An Exploratory Study of Open Source Software User Groups	<i>The Journal of Community Informatics</i>
12	The relationship between organizational resources and green IT/S adoption: A RBV approach	<i>Journal of International Technology and Information Management</i>
13	The Role of ICTs in Early Childhood Education in Jamaica: Early Observations from a One Laptop Per Child Project	<i>Caribbean Journal of Education</i>
14	The Underlying SCOOB Processes: Knowledge Micro Analysis, Exploratory Mapping Processes, and Action Threshold Management	<i>American Journal of Management</i>
	Information Systems / International Business	
	Analysing the Online Wine Tourism Strategies of American and Italian Wineries	<i>International Journal of Management and Enterprise Development</i>
	International Business	
1	Authenticity and Institutional Context: Studies of Individual Preference in China	<i>Journal of International Consumer Marketing</i>
2	Blind Spots in Global Strategy: Applications in Emerging Markets	<i>Cross Cultural and Strategic Management</i>
3	Co-creation and Higher Order Customer Engagement in Hospitality and Tourism Services: A Critical Review	<i>International Journal of Contemporary Hospitality Management</i>
4	Does It Pay to be Green? Financial Benefits of Environmental Labeling among Chinese Firms, 2000 - 2005	<i>Management and Organization Review</i>
5	East vis-à-vis West: The Evolution of Work Values within China Regions	<i>Thunderbird International Business Review</i>
6	How Knowledge Management Capabilities Help Leverage Knowledge Resources and Strategic Orientation for New Product Advantages in B2B High-Technology Firms	<i>Journal of Business-to-Business Marketing</i>
7	Intra-national Business	<i>Asia Pacific Journal of Management</i>
8	Mergers and Acquisitions in and out of Emerging Economies	<i>Journal of World Business</i>
9	Perceptions of Emerging Markets as an International Career Development Option	<i>International Journal of Interdisciplinary Research</i>

10	Profit or Legitimacy? What Drives Firms to Prioritize Social Stakeholders Over Economic Stakeholders?	<i>Asian Journal of Business Ethics</i>
11	Rough Diamonds in Emerging Markets: Legacy and Sustained High Performance	<i>Cross-Cultural and Strategic Management</i>
12	The Effects of Entrepreneurs' Moral Awareness and Ethical Behavior on Product Innovation of New Ventures: Evidence from China	<i>Chinese Management Studies</i>
13	The Growth of the Firm in (and out of) Emerging Economies	<i>Asia Pacific Journal of Management</i>
14	The Need for Speed: Unfamiliar Problems, Capability Rigidity, and Ad Hoc Processes in Organizations	<i>Industrial and Corporate Change</i>
	International Business/Marketing	
	Product Design: Consumer's Trade Off Between Form and Function	<i>Journal of Consumer Marketing</i>
	Management	
1	"They Really Don't Want to see us": How Cleaners Experience Invisible 'Dirty' Work	<i>Journal of Vocational Behavior</i>
2	(Missing) Knowledge about Sexual Assault Resources: Undermining Military Mental Health	<i>Violence and Victims</i>
3	40 Years (and Counting): Steven Kerr Reflections after the "Folly"	<i>Journal of Management Inquiry</i>
4	Abusive Supervision and Job-oriented Constructive Deviance in the Hotel Industry: Test of a Nonlinear Mediation and Moderated Curvilinear Model	<i>International Journal of Contemporary Hospitality Management</i>
5	Academic Reading: Comparing Students' and Faculty Perceptions of its Value, Practice and Pedagogy	<i>Journal of College Reading and Learning</i>
6	An Exploration of Academic Reading Proficiency at the University Level: A Cross-Sectional Study of 848 Undergraduates	<i>Literacy Research and Instruction</i>
7	Analysis of Student Use of Video in a Flipped Classroom	<i>Tech Trends</i>
	Attachment Theory at Work: A Review and Directions for Future Research	<i>Journal of Organizational Behavior</i>
8	Baltimore Is burning: Can I-O Psychologists Help Extinguish the Flames?	<i>Industrial and Organizational Psychology</i>
	Believing Is Becoming: The Role of Leader Developmental Efficacy In Leader Self-Development	<i>Journal of Leadership and Organizational Studies</i>
9	Beyond Blaming the Victim: Toward a More Progressive Understanding of Workplace Mistreatment	<i>Industrial and Organizational Psychology</i>
10	Citizen Science for Urban Forest Management? Predicting the Data Density and Richness of Urban Forest Volunteered Geographic Information	<i>Urban Science</i>
11	Clearing the Muddled Path between Traditional and Contemporary Mindfulness	<i>Mindfulness</i>
12	Collateral Damage: Military Sexual Trauma and Help-seeking Barriers	<i>Psychology of Violence</i>

13	Conditions of Visibility: An Intersectional Examination of Black Women's Belongingness and Distinctiveness at Work	<i>Journal of Vocational Behavior</i>
14	Confessions of a Mindwandering MBSR Student: Remembering Social Amnesia	<i>Self & Society</i>
15	Critical Perspectives on Corporate Mindfulness	<i>Journal of Management, Spirituality and Religion</i>
16	Drishtee: Balancing Social Mission and Financial Sustainability in Rural India	<i>The International Journal of Entrepreneurship and Innovation</i>
17	Disruptive Women – Social Entrepreneurs with a Mission to Change the Face of Business	<i>Journal of Academic Perspectives</i>
18	Empowering Employee Sustainability: Perceived Organizational Support Toward the Environment	<i>Journal of Business Ethics</i>
19	Energy Security Discourses and Environmental Protection Measures in U.S. Federal Energy Legislation: An Introductory Exploration	<i>The Extractive Industries and Society</i>
20	Enhancing Employee Creativity via Individual Skill Development and Team Knowledge Sharing: Influences of Dual-focused Transformational Leadership	<i>Journal of Organizational Behavior</i>
21	Extreme Recruiting Approaches Emerge as the Battle for Top Talent Increases	<i>Work Solutions Review</i>
22	Faith, Theoria and OMT: A Christian and a Buddhist Walk into a Business School	<i>Academy of Management Perspectives</i>
23	From Distrust to Distress: Associations among Military Sexual Assault, Organizational Trust, and Occupational Health	<i>Psychology of Violence</i>
24	Gender Stereotyping and Harassment: A “Catch-22” for Women in the Workplace	<i>Psychology, Public Policy, and Law</i>
25	Going Against the Grain Works: An Attributional Perspective of Perceived Ethical Leadership	<i>Journal of Business Ethics</i>
26	How to Judge What Can't Be Seen and Touched? The Contingent Effect of Media Reputation on Young Firms' Access to Venture Capital	<i>Corporate Reputation Review</i>
27	Innovating via Building Absorptive Capacity: Interactive Effects of Top Management Support of Learning, Employee Learning Orientation and Decentralization Structure	<i>Creativity and Innovation Management</i>
28	Landscapes of Financial Exclusion: Alternative Financial Service Providers and the Dual Financial Service Delivery System	<i>Business and Society Review</i>
29	Mindfulness in the Boardroom	<i>Tricycle: The Buddhist Review</i>
30	Mindfulness Is Inherently Political Because Existential-Material Exposure to Vulnerability Arrives without Choice as a Promise of #Makingrefuge Shared-Indifference	<i>Journal of Global Buddhism</i>
31	Navigating the Dual Financial Service System: Neighborhood Level Predictors of Access to Brick-and-Mortar Financial Services	<i>The California Geographer</i>

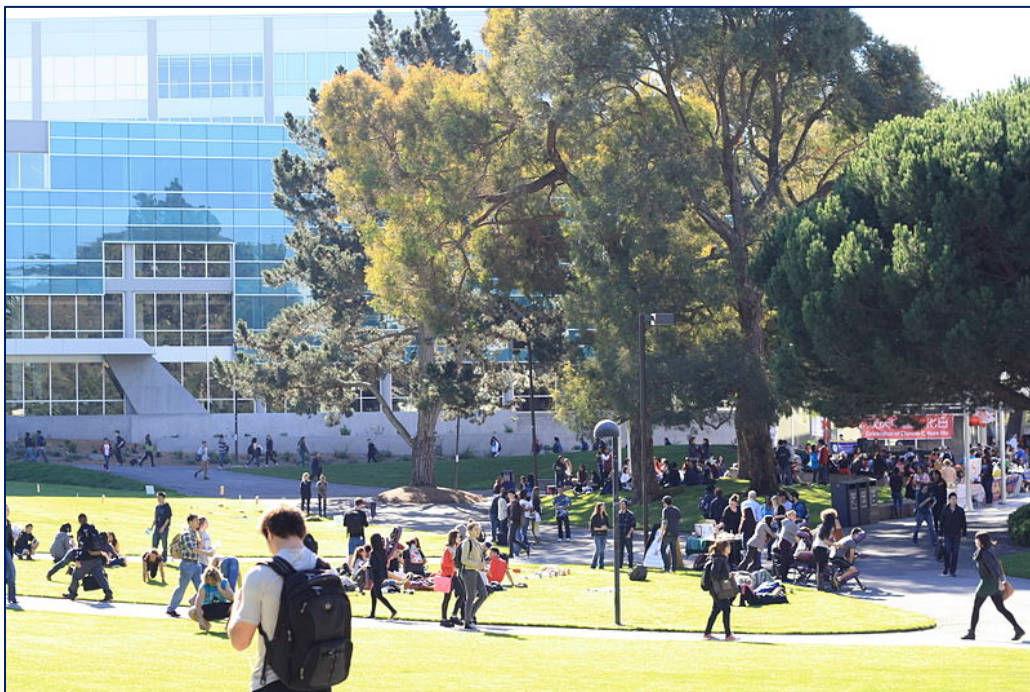
32	Operationalizing Peace through Commerce: Toward an Empirical Approach	<i>Business Horizons</i>
33	Organization OR Environment? Disentangling Employees' Rationales behind Organizational Citizenship Behavior for the Environment	<i>Organization and Environment</i>
	Paying It Forward? The Mixed Effects of Organizational Inducements on Executive Mentoring	<i>Human Resource Management</i>
34	Proximate Landscapes of Economic Inclusion in Southeastern Pennsylvania	<i>The Professional Geographer</i>
35	Repairing Leaks in the Pipeline: A Social Closure Perspective on Underrepresented Racial/Ethnic Minority Recruitment and Retention in Business Schools	<i>Academy of Management Learning & Education</i>
36	See Something, Do Something: Predicting Sexual Assault Bystander Intentions in the US Military	<i>American Journal of Community Psychology</i>
37	Sexual Assault Training in the Military: Evaluating Efforts to End the "Invisible War"	<i>American Journal of Community Psychology</i>
38	Sexual Harassment against Men: Examining the Roles of Feminist Activism, Sexuality, and Organizational Context	<i>Psychology of Men & Masculinities</i>
39	Something Old, Something New: Reframing the Integration of Social Capital into Strategic HRM Research	<i>Academy of Management Perspectives</i>
40	Speak Up When Water Is Murky: An Uncertainty-Based Model Linking Perceived Organizational Politics to Employee Voice	<i>Journal of Management</i>
41	Speaking to Distant Others: The Use of Abstraction in Communication	<i>Social and Personality Psychology Science</i>
	Standing Out or Blending In? The Formation of New Firms' Legitimacy and Reputation under Different Levels of Market Uncertainty	<i>Corporate Reputation Review</i>
42	Student Perceptions of a Flipped Classroom Management Course	<i>Journal of Applied Research in Higher Education</i>
43	Teaching Mindfulness to Undergraduates: A Survey and Photovoice Study	<i>Journal of Transformative Education</i>
44	The Financial Services Environment and Schools' Savings Rates in the San Francisco Kindergarten to College (K2C) Program	<i>Journal of Consumer Affairs</i>
45	The Generationally Relevant Case Method: An Alternative Approach to Case-Based Undergraduate Level Management Instruction	<i>Journal of Strategic Management Education</i>
46	The Impact of Balance-focused Attitudes on Job Stress: Gender Differences Evidenced in American and Chinese Samples	<i>International Journal of Psychology</i>
47	The Impact of Cost of Capital Reductions on Regulated Water Utilities in England and Wales: An Analysis of Isomorphism and Stakeholder Outcomes	<i>Journal of Management and Governance</i>
48	The Reasons Why HR and Talent Management Must Champion the Use of Metrics	<i>Drake Business Review</i>
49	Transformation through Inquiry: Mindfulness for the Neoliberal Self	<i>Tikkun</i>

50	Transformational Leadership and Employee Voice Behavior: A Pygmalion Mechanism	<i>Journal of Organizational Behavior</i>
51	Two Sides of the Same Coin: Gender Harassment and Heterosexist Harassment in LGBTQ Work Lives	<i>Law and Human Behavior</i>
52	Virtual Ethnography: Corporate Virtual Diversity Communication	<i>Qualitative Research in Organizations and Management</i>
53	Volunteered Geographic Information, Urban Forests, & Environmental Justice	<i>Computers, Environment and Urban Systems</i>
54	White Privilege and the Mindfulness Movement	<i>Turning Wheel Media</i>
	Within Person Change in Leader Identity Moderated by Learning Goal Orientation	<i>Journal of Leadership and Organizational Studies</i>
	Marketing	
1	Assessing the Effectiveness of Marketing Strategies in Tourist Hotels: An Illustration Using a Multi-Method Approach in Taiwan	<i>Journal of Travel and Tourism Marketing</i>
2	Authority Relinquishment in Agency Relationships	<i>Journal of Marketing</i>
3	Beyond Form and Function: Why Do Consumers Value Product Design?	<i>Journal of Business Research</i>
4	Consumer Perceptions of Product Creativity, Coolness, Value and Attitude	<i>Journal of Business Research</i>
5	Effects of Multitier Private Labels on Marketing National Brands	<i>Journal of Product and Brand Management</i>
6	Enhancing Relationships with Brands using Product Design	<i>Journal of Product Innovation Management</i>
7	How Much More (or Less) Is a Brand Worth When Made in a Low Labor-cost Country? It Depends upon Who and Where You Ask	<i>Journal of Promotion Management</i>
8	Information Exchange in Social Networks for Health Care	<i>Journal of Consumer Marketing</i>
9	Interracial Couples in Ads: Do Consumers' Gender and Racial Differences Affect Their Reactions?	<i>Journal of Current Issues and Research in Advertising</i>
10	Leveraging Trends in Online Searches for Product Features in Market Response Modeling.	<i>Journal of Marketing</i>
11	Measurement of Tourist Hotels' Productive Efficiency, Occupancy, and Catering Service Effectiveness Using a Modified Two-stage DEA Model in Taiwan	<i>Omega (Elsevier)</i>
12	Measuring the Experience of Off Price Fashion Shopping: Scale Development and Validation	<i>Journal of Fashion Marketing and Management</i>
13	Men and Women Watching and Reading: Gender and Information Processing Opportunity Effects in Advertising	<i>Journal of Marketing Communications</i>

14	Nature and Relationship Between Corporate Social Performance and Firm Size: A Cross-National Study	<i>Social Responsibility Journal</i>
15	Performative Structures, American Exceptionalism, and the Legitimation of Free Trade	<i>Marketing Theory</i>
16	Older Relationships, Brand Equity, Firm Performance: A Resource-Based Perspective	<i>Journal of Business Research</i>
17	The Interplay of Innovation, Brand, and Marketing Mix Variables in Line Extensions	<i>Journal of the Academy of Marketing</i>
		<i>Science</i>
18	The Trade-off between Quantity and Quality of Information in Gender Responses to Advertising	<i>Journal of Promotion Management</i>
19	Tolerance for Cheating from the Classroom to the Boardroom: A Study of Underlying Personal Cultural Drivers	<i>Journal of Marketing Education</i>
20	Uncovering Patterns of Product Co-consideration: A Case Study of Online Vehicle Price Quote Request Data	<i>Journal of Interactive Marketing</i>
21	When Might Consumers Choose Superior Sustainability Despite a Trade-off with Other Valued Product Attributes?	<i>Journal of Business Ethics</i>

Summary

The LFCoB at San Francisco State University provides a supportive faculty research environment for development of conceptual and empirical inquiry that advances the academic study of business, society, ethics, and sustainability through peer reviewed scholarly journals, book chapters and conference proceedings focused on the creation of sustainable social, environmental and economic value in support of **Principle 4**.



Principle 5

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

The LFCoB hosts a number of Continuing Service Learning (CSL) projects, internships, events, and workshops and that are collaborative relationships with business corporations and organizations, as well as business professionals, to share knowledge about best practices and challenges in ethical, social and environmental learning, responsibility and practice for our students. These projects develop campus and community value by developing awareness of the challenges to meet global social and environmental issues that provide skill-building for university students, faculty, business leaders, and the community.

Ethics and Compliance Workshops

The Center for Ethical and Sustainable Business (CESB) hosts industry outreach workshops for existing and those seeking professional roles in ethics and compliance. These are formal educational executive workshops, with students, alumni and faculty invited to attend. A core resource group of Ethics & Compliance executives from healthcare, biotech, pharma, technology, and hospitality industries assisted Prof. Denise Kleinrichert, in developing a series of workshops based on specific expertise in ethics and compliance, with a focus on upper and midcareer professionals, their staff members and our students (undergrad and MBA).

Ethics & Compliance Workshops have been annual initiatives since 2013 with focused engaging panel dialogues on the unique complexities and positive opportunities of linking ethical business practices with stakeholders. CESB has been at the forefront in the Bay Area in bringing ethics and compliance education curriculum and workshops to SF State students and the business community. Each Downtown Campus workshop has been developed in a collaborative effort between the CESB director and the business community to reach graduate and undergraduate students in shared educational best practices. Past workshops were collaborative with Kaiser Permanente, Wells Fargo, Salesforce.com, Questcor Pharmaceuticals, Deloitte & Touche, PriceWaterhouseCoopers, Blue Shield, Holland America, Hilton, and City of San Francisco Department on the Status of Women.

- CESB has hosted six E&C workshops at the downtown campus. Each workshop focuses on a specific topic, with industry executives presenting and debating best business practices, with colleagues and students attending to hear, learn and network. A list of the workshops and speakers by year is on the [CESB website](#).
- [Ethics and Compliance Roundtable: Cyber Security, May 4, 2018](#)
- [Privacy & Security: Concerns, Trends and Employment in Ethics & Compliance Workshop, April 29, 2016](#)
- [Ethics & Compliance: Hospitality and Tourism Industries, Thurs., Nov. 7, 2014](#)
- [Ethics & Compliance: Healthcare and Pharmaceutical Practices, Wed., Nov. 5, 2014](#)
- [Ethics & Compliance: Medical Health & Pharmaceutical Practices, Mon., Apr. 24, 2014](#)
- [Culture of Ethics & Compliance: FCPA and Global Bribery Challenges, Wed., Nov. 6, 2013](#)

Women's Emerging Leadership Forum

The Women's Emerging Leadership Forum is an annual event that has taken place over the last six years. This popular event brings together top women executives and aspiring leaders to share knowledge and experiences regarding equity in the workplace and career advancement challenges to help participants enhance their leadership skills, learn how to take advantage of opportunities for career and personal growth, and expand their professional networks. The last event took place on Friday, October 11, 2019, with the subject "Women Leaders in Innovation" (see <https://execed.sfsu.edu/programs/welf>)

Community Service Learning (CSL)

Community Service Learning (CSL) projects are prevalent on the SF State campus (see <https://icce.sfsu.edu/message-faculty-director>). The LFCoB's Economics Department and Labor Studies Department faculty have embraced this program by connecting their students with business/organizational entities to interact with managers to work towards extending student and faculty knowledge of the social and/or environmental challenges to embracing local and global responsibilities.

- Dr. Anoshua Chaudhuri has used her Health Economics Research class (mixed undergrad/grad students) to engage a community service learning component for students in 2016-2020 who partnered with local nonprofit health agencies to gather or analyze data that would help the agency's cause, continued funding and sustainability in the community.
- Dr. Sepideh Modrek runs the Health Equity Institute Internship program for graduate students where students are matched to faculty research projects for one semester on a public health related topic related to health equity, builds student research skills, and works under faculty mentoring supervision.
- Dr. Venoo Kakar served as Economics Dept. Faculty Advisor to the student teams from SFSU that competed in the National Level UpToUs competition. The purpose of UpToUs is to raise awareness of our country's long-term fiscal challenges and how they could affect our economic future and to encourage students to make their voices heard on these critical issues.
- Dr. John Logan, Chair of Labor Studies, had students serve internships to develop greater insights into the economic, equity and social challenges in employment:
 - Office of Labor Standards Enforcement for the City of San Francisco
 - Young Workers United (worked on outreach to young and immigrant workers on issues related to paid sick leave and predictable scheduling)
 - Chinese Progressive Association (shadowed an attorney working on "wage theft" cases concerning Chinese workers in the city)
 - Hotel and Restaurant Employees Union and Earth Justice and the Service Employees International Union (at San Francisco airport)

Summary

The LFCoB at San Francisco State University continuously engages with business and the community to provide meaningful dialogues to our faculty, students, and other stakeholders. Our faculty seek opportunities for direct interaction with leaders in our society to understand and help solve social and environmental challenges in support of **Principle 5**.

Principle 6

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

LFCoB Advisory Board

The purpose of the LFCoB Advisory Board is to enable effective partnership between the business community and the College in order to ensure that:

1. Our curriculum and programming reflect the current and future needs of the business community so that our graduates become significant contributors;
2. Our students are exposed in meaningful ways to businesses during their course of study in the appropriate balance of theory and practice;
3. The LFCoB provides appropriate mentoring, internship opportunities and job placement opportunities for students;
4. Our faculty remain current in their fields and have opportunities to contribute to the body of knowledge in these fields through meaningful research projects;
5. The LFCoB contributes to the competitiveness, growth and overall success of the business community; and
6. The LFCoB develops funding sources to enable investment for expansion.

The LFCoB Advisory Board is comprised of individuals with significant experience and expertise in a diverse set of business and professional disciplines representative of the San Francisco Bay Area, with a focus on the global nature of the Bay Area's business environment. The Advisory Board meets formally two to three times per year. In the interim, members work with the CoB, individually or in groups, based on their skills and interests, to achieve best practices goals.

Center for Ethical and Sustainable Business

The CoB was created as a regional *Center for Ethical and Sustainable Business* (CESB) in 2012 to leverage the growing momentum among businesses to implement socially and environmentally responsible business practices. Our tagline, *Where Responsibility Meets Opportunity*, reflects our mission to promote positive social and environmental change by leveraging the dynamic energy of private enterprise towards adding student interaction with real world challenges.

CESB serves as an innovative hub for social and environmental teaching, debate, outreach to the Bay Area business community and research. CESB:

- Builds long-term partnerships with local organizations to support managerial and executive-level training and development.

- Identifies and communicates best practices, supporting the development of industry-specific sustainability strategies and programs.
- Integrates undergraduate and graduate student academic experience through hands-on engagement, internships and career opportunities with Bay Area businesses and other organizations.
- Conducts and seeks publishing support for applied research using regional business data gathered through focus groups, interviews and surveys.

Business Ethics Week (annual event)

Business Ethics Week started in November 2006. Over the years, more than 5,000 business students have heard from more than 150 business and industry experts on topics related to business ethics, corporate social responsibility, social entrepreneurship, and environmental sustainability. Over 50 percent of faculty have integrated ethics-related modules or speakers into their classes during that week. The weeklong activities have expanded each year, with the 14th year anniversary occurring in November 2019. The annual program has been institutionalized through the creation of a LFCoB committee, with faculty and lecturer representatives from each department sourcing business and organizational speakers and events.

Business Ethics Week events have included:

- Bean-to-Bar Sustainability - Greg D'Alesandre & Cynthia Jonasson, Dandelion Chocolate
- Kale Yay! Food Ethics & Sustainability - Tim Shaw, SF State Vista Room Chef
- Ethics of an Open Information Platform - Samantha Lien, Communications Manager & Jacob Rogers, Legal Counsel, Wikimedia Foundation
- Student Ethics Debate: Social Media Ethics - Economics Students Association (Jordan Pauley and Alexander Nguyen) and Black Business Students Association at SFSU (Rajada Ealey and Bresheena Baseel)
- Emerging Global Economies - Elizabeth Chasia, MCE Social Capital, supported by student groups WiB, POW and FAME.
- Young Professionals in Corporate Compliance & Risk - Westley Wong, Esq., Arvita Tripathi, Vineti, and Jacqueline Bornino, Deloitte
- Solar Electric Vehicle Team @ SF State! - Joseph Contreras, student, SEVT
- Film: Smartest Guys in the Room & Q&A with Dr. Kleinrichert
- Labor Voices - Kohl Gill, Founder, supported by student groups WiB and Net Impact.
- Sustainability & Tech - George Denise (SF State alum), Director of Sustainability and Jonathan Leder, Oracle
- Everyday Ethics in Business - Ellen Martin, Closed Loop Partners; Carolyn Kenady, Former HR Executive, Yelp and Cisco Systems; & Kelley Hinds, Assoc. Director of Sustainability & Compliance, Roche, supported by student group WiB.
- Violations in Foreign Corrupt Practices Act - Deep Sengupta, Principal, Fedex Trade & Customs Advisory Services
- Can Cities Ethically Yet Successfully Partner With Private Interests? - Jose Cisneros, San Francisco City Treasurer, In Conversation With Tina Caratan, CPA, Accounting Lecturer

- Environmental Sustainability And Employee Engagement At Genentech - Katie Excoffier, Environmental Sustainability Manager, Genentech
- In Defense Of Ethics: Customer Acquisition Cost And Lifetime Value For Start-Up Entrepreneurs - Paul Mackinaw, Founder and Principal of Leancog
- Social Entrepreneurship -Unplugged, Bruce Paton, Ph.D. And Geoff Desa, Ph.D.
- Ethics In Banking, A Community Bank Perspective - Ed Obuchowski, Chief Executive Officer And Director, Bank Of San Francisco; Lisa Lau, Chief Financial Officer, Bank Of San Francisco; Saleem Buqeileh, Senior Residential Lender, Bank Of San Francisco
- Ethics Case Study Student Debate On Animal Cloning: The Case Of The Cloned Cats, Moderator: Economics Professor Philip King, Judges: Aaron Anderson, Ph.D., Annie Longworth + Three student teams
- Helping You Navigate Moral And Ethical Standards In Business - Christian Jurinka, Chief Engagement Officer And Co-Founder, Attack! Marketing; Michelle Mulkey, Senior VP, Fleishman Hillard; Neil Chaudhari, CEO And Director Of Strategy, Propane Studio; Mike Zlatoper, Managing Director, Mekanism
- Thinking Outside The Plastic Bubble: Entrepreneurship At An Eco-Startup - Paul Tasner, Co-Founder & CEO of Pulpworks
- Ethical Relationships: It's Not All About You - Liz Walker, President, Reliable Property Management
- Being Well And Doing Good - Vince Siciliano, President & CEO, New Resource Bank
- Changing The Face Of Energy For A More Secure And Sustainable Future - Matt Ross, Chief Marketing Officer, Bloom Energy
- Making Food Supply Chains Efficient, Responsive And Sustainable - Riccardo Accorsi, Ph.D., "Energy Balance In Sustainable Food Supply Chain Processes" and Renzo Akkerman, Ph.D., "Modeling Water Reuse In The Food Industry—Opportunities And Challenges"
- Ethics Student/Faculty Debate – “Experimenting on Monkeys” - Faculty vs. Students
- Ethical Marketing Of Investment Products: An Oxymoron? - Panelists: Shaba Rashid, VP of Investments, Wells Fargo; Advisors; Kirk Dizon, Co-Founder & Partner, Sentinel Dome Partners; Jullia Quazi, Dir. & Co-Head, BMO U.S. Healthcare Investment Team
- How To Deal With Ethics In An Internationally Known Organization - Tama Bistran, Controller, Monterey Bay Aquarium
- "Money For Nothing—Inside The Federal Reserve" Film Screening - Followed By Skype Q&A With Director Jim Bruce
- “Artificial Intelligence & The Environment”: Technological advances to minimize waste, Chris Levaggi, Recology
- Artificial Intelligence & Ethics: Advances in Electric Vehicles and Automation
- “Ethical Finance & Technology”: Professor Todd Feldman, Finance & Professor Buddy Ungson, International Business
- “Sustainability@SFSU”: Caitlin Steele, Director of Sustainability and Energy
- “Creating Regenerative Ecosystems”: Screening: The Biggest Little Farm
- “Circular Economies and Ethical Supply Chains”: Una Hrnjak, Global Sustainability Initiatives at The GAP, Inc.
- “Reimagining Capitalism”: Conversations with Professor Sep Modrek, Economics & Professor Oscar Stewart, Management

- “Inclusion Starts at the Top”: Moire Rasmussen, CEO Action for Diversity and Inclusion & PwC
- “Speaking Up and Speaking For: The Conscriptation of Political Representatives”, Professor Wendy Salkin, Stanford University

 <p>The Center for Ethical and Sustainable Business Presents</p> <p>BUSINESS ETHICS WEEK</p> <p>NOVEMBER 18–22, 2019</p> <p>For full details about events, visit cob.sfsu.edu/business-ethics</p>	Theme	Attendance
	AI & Technology	224
	Natural Environment	295
	Social Justice	310
	Cumulative	829 attendees

524 students attended events for Business Ethics Week, with some attending multiple sessions.

Session	Day	Time	Location	Theme	Sub-Theme	Attendance By Event*
1	Monday	12:30-1:30	Main	AI & Technology	Recycling	81
2	Monday	6:30-7:30	Main	AI & Technology	Ethical Finance	71
3	Tuesday	12:30-1:30	Main	Natural Environment	Sustainability @ SFSU	93
4	Tuesday	3:30-5:30	Main	Natural Environment	Regenerating Ecosystems	93
5	Tuesday	5:15-6:15	DTC	Natural Environment	Reimagining Capitalism - Environment	48
6	Tuesday	6:30-7:30	Main	Natural Environment	Circular Supply Chains	61
7	Wednesday	12:30-1:30	Main	Social Justice	Knowledge Ethics and Transparency	100
8	Wednesday	3:30-5:30	Main	Social Justice	Reimagining Capitalism - Inclusion	107
9	Wednesday	6:30-7:30	Main	Social Justice	Inclusion at the Top	42
10	Thursday	6:30-7:30	Main	Social Justice	Speaking for Others	61
11	Friday	6:30-7:30	Main	AI & Technology	Ethics of AI	72

Aspen Institute Business & Society Symposium

The LFCoB has committed to and participated in the annual convenings of the Aspen Institute’s biannual meetings (each Fall and Summer 2013-2019) with a representative group (Former Dean Linda Oubre, Interim Dean Yim-Yu Wong, Interim Associate Dean Denise Kleinrichert, Management Department Chair Tom Thomas, faculty members Ryan Smith, Oscar Stewart and Ian Dunham have attended past events). The symposium offers dialogue and debate between academics and the business community on graduate and undergraduate education through storytelling, case studies and teaching/curriculum development. Aspen Institute’s mission is: *Aligning Business with the Long-term Health of Society*. SF State LFCoB emphasizes integrating social and environmental stewardship into curricula and research.

Summary

The LFCoB, SFSU facilitates and supports dialogue and debate among educators, business, students, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability in support of **Principle 6**.