11 online sessions

Thursday Jan 22nd to Thursday April 9th; 15:00-17:00 UK; 16:00-18:00 CET

Course coordinators:

Tima Bansal (Ivey School of Business, Western)
Fabrizio Ferraro (IESE Business School)
Jennifer Howard-Grenville (Cambridge Judge Business School)
Juliane Reinecke (Oxford Said Business School)

Contributing Faculty Members include:

Tima Bansal (Ivey School of Business, Western)
Rodolphe Durand (HEC Paris)
Fabrizio Ferraro (IESE Business School)
Caroline Flammer (Columbia University)
Jennifer Howard-Grenville (Cambridge Judge Business School)
Ioannis Ioannou (London Business School)
Desirée Pacheco (IESE Business School)
Juliane Reinecke (Oxford Saïd Business School)
Sara Soderstrom (University of Michigan)
Todd Schifeling (Temple University)
Jeffrey York (University of Colorado Boulder)

Course Description:

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

The specific aims of the course include:

- **Interdisciplinary Learning:** This PhD course is a collaborative effort led by expert faculty from within the 'Business Schools for Climate Leadership' network, and other leading scholars in the field of climate transition and management studies. It offers students a unique opportunity to learn from a diverse range of perspectives exploring various facets of the climate transition.
- **Current Research Insights:** This course introduces PhD students to existing research findings, frameworks and methods in the rapidly evolving field of Organization Theory and Strategy in relation to climate, which we label 'Organizing the Climate Transition.'

- **Identifying Research Gaps:** Students, guided by faculty, will critically assess existing literature, identify research gaps, and formulate research questions that contribute to addressing the complex organizational challenges presented by climate change.
- **Impactful scholarship:** The course seeks to share how researchers can become engaged scholars and undertake 'impactful theorizing' in order to help organizations achieve the climate transition.
- **Network with Peers and Experts:** Through the course and interactions around it, we aim to connect fellow PhD students from across the globe interested in this topic and establish meaningful connections with leading scholars, creating a professional network that can support your research and stimulate more rigorous, relevant, and collaborative work.

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

Course eligibility & requirements

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

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

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

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

We offer 11 online sessions of 2-hours duration over the period January 22nd to April 9th, 2026 that should serve as the backbone to this topic.

Local Faculty Coordinator

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

• *Approve students*: This is a research course which is intended to train the next generation of climate scholars. We ask that students have graduate-level training in organization theory, strategy, or management to participate, as well as an orientation toward research. Without knowing the students, it is difficult to ascertain their qualifications. At a minimum, the faculty coordinator would ensure that students were appropriately trained to benefit from the course and would confirm the names and contact information of students authorized to audit the course from your institution.

• *Supervise students through local Independent Project/Directed Reading formats*: In many schools, faculty and doctoral students have opportunities to work together through independent study or directed reading courses. If opting for this role, the local faculty could also decide to supervise a handful of students who want to audit the course to use it to kickstart a research project. Auditors have no course requirements, and conversely our volunteer teaching team does not have the capacity to review auditors' work. A local coordinator could choose to supervise a few students at their school, providing feedback on their research proposals or other work.

• *Offer the course to students as a registered course*. A faculty coordinator might want to offer the course to doctoral students at their school, where the students obtain credit for the course. While all of the core lectures would be delivered by the core teaching team, the local coordinator would be responsible for listing the course, accepting students, setting course requirements (typically a paper, perhaps additional sessions), delivering any additional content if any, and grading students. In essence, the local faculty member would benefit from the centrally provided core lectures, but could customize the course locally subject to the rules of their institution and their preferences.

Expectations and Assessment

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

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

Session Overview and Timings:

Session Number and Topic	Date and Time	Faculty
1. Introduction: The Need for Organizing the Climate Transition	Thursday, Jan 22nd, 2026 15:00-17:00 UK; 16:00-18:00 CET; 10:00-12:00 EST; 07:00-9:00 PST; 23:00-01:00 HKT	Jennifer Howard-Grenville - Cambridge Judge Business School Tima Bansal - Ivey Business School
2. Time and Climate Change	Thursday, Jan 29th, 2026 15:00-17:00 UK; 16:00-18:00 CET; 10:00-12:00 EST; 07:00-9:00 PST; 23:00-01:00 HKT	Juliane Reinecke - Saïd Business School - Oxford
3. Robust Action	Thursday, Feb 5th, 2026 15:00-17:00 UK; 16:00-18:00 CET; 10:00-12:00 EST; 07:00-9:00 PST; 23:00-01:00 HKT	Fabrizio Ferraro - IESE Business School
4. Applying a system lens to the climate transition	Thursday, Feb 12th, 2026 15:00-17:00 UK; 16:00-18:00 CET; 10:00-12:00 EST; 07:00-9:00 PST; 23:00-01:00 HKT	Tima Bansal - Ivey Business School
5. Why massive issues like climate change do not	Thursday, Feb 19th, 2026	Rodolphe Durand - HEC Paris

translate into corporate decisions	15:00-17:00 UK; 16:00-18:00 CET; 10:00-12:00 EST; 07:00-9:00 PST; 23:00-01:00 HKT	
6. The Role of the Financial Sector: Climate and Biodiversity	Thursday, Feb 26th, 2026 15:00-17:00 UK; 16:00-18:00 CET; 10:00-12:00 EST; 07:00-9:00 PST; 23:00-01:00 HKT	Caroline Flammer – Columbia University
7. Strategic Organizational Responses to a Changing Climate	Thursday, March 5th, 2026 15:00-17:00 UK; 16:00-18:00 CET; 10:00-12:00 EST; 07:00-9:00 PST; 23:00-01:00 HKT	Ioannis Ioannou - London Business School
8. Climate Entrepreneurship & Social Movements	Thursday, March 12th, 2026 15:00-17:00 UK; 16:00-18:00 CET; 10:00-12:00 EST; 07:00-9:00 PST; 23:00-01:00 HKT	Desirée Pacheco - IESE Business School Jeffrey G. York - Leeds School of Business - University of Colorado Boulder
9. Decarbonisation Technology Development: The Role of Organisations	Thursday, March 19th, 2026 15:00-17:00 UK; 16:00-18:00 CET; 10:00-12:00 EST; 07:00-9:00 PST; 23:00-01:00 HKT	Jennifer Howard-Grenville - Cambridge Judge Business School
10. Insider-Driven Change on Climate	Thursday, March 26th, 2026 15:00-17:00 UK; 16:00-18:00 CET; 10:00-12:00 EST;	Sara Soderstrom - University of Michigan

	07:00-9:00 PST; 23:00-01:00 HKT	Todd Schifeling – Temple University
11. Closing session	Thursday, April 9th, 2026 15:00-17:00 UK; 16:00-18:00 CET; 10:00-12:00 EST; 07:00-9:00 PST; 23:00-01:00 HKT	All contributing faculty

Session Descriptions and Reading Lists

Introduction: The Need for Organizing the Climate Transition

Jennifer Howard-Grenville and Tima Bansal

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

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

Required Readings:

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

Additional Readings:

- Hardin, G. (1968). The Tragedy of the Commons. *Science*, 162(3859), 1243-1248.

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

2. Time and Climate Change

Juliane Reinecke

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

Required Readings:

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

Additional Readings:

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

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

3. Robust Action (NEW)

Fabrizio Ferraro

This session explores robust action as a theoretical perspective to understand how we are tackling climate change, and other grand challenges. We will compare, and distinguish, robust action with other theoretical approaches. We will explore the state of the art of research on the three core strategies robust action relies on: participatory architecture, multivocal inscriptions, and distributed experimentation. While not all the articles assigned are empirically focused on climate change, we will discuss the potential for robust action to help us understand climate action, but also potentially offer guidance to organizations, NGOs, and Policymakers.

This session introduces robust action as a distinctive theoretical approach for understanding how organizations act under conditions of radical uncertainty, deep value conflict, and persistent complexity—conditions that are characteristic of climate change as a grand challenge. Rather than assuming consensus on goals, stable preferences, or linear pathways to impact, robust action suggests actors move forward by creating participatory architectures, sustaining multivocal interpretations, and enabling distributed experimentation.

We will position robust action in relation to adjacent perspectives in organization theory and strategy and examine both its promises and its limits for climate action. While several of the

empirical cases we read will not be about climate change, the session will focus climate governance as a unifying lens to ask: *What kinds of action are possible on climate when agreement is partial, futures are unknowable, and evaluation criteria remain contested?*

Required Readings:

- Ferraro, F., Etzion, D., & Gehman, J. 2015. Tackling Grand Challenges Pragmatically: Robust Action Revisited. Organization Studies, 36: 363–390.
- Gehman, J., Etzion, D., & Ferraro, F. 2022. Robust Action: Advancing a Distinctive Approach to Grand Challenges. Research in the Sociology of Organizations, 79: 259–278.
- Savaget, Paulo, Thomas Roulet, and Marc Ventresca. 2024. "Experimentation in Wicked Situations: How Activists Construct Pragmatic Action Frames." Organization Studies DOI: 10.1177/01708406241261460.
- Porter, A.J., Tuertscher, P., & Huysman, M. 2020. Saving Our Oceans: Scaling the Impact of Robust Action Through Crowdsourcing. Journal of Management Studies, 56:246–286.
- Reinecke, Juliane, and Jimmy Donaghey. 2025. "From Constructive Ambiguity to Escalating Commitment: The Evolution of the Bangladesh Accord as a Transnational Institution for Collective Action." Administrative Science Quarterly 70 (3): 733–71. DOI: 10.1177/00018392251331027.
- If you can, skim these two papers as well:
    - Trachtman, Samuel, Irem Inal, and Jonas Meckling. 2025. "Building Winning Climate Coalitions: Evidence from U.S. States." Energy Policy 203 (114628): 114628. DOI: 10.1016/j.enpol.2025.114628.
    - Krlev, Gorgi. 2022. "The Hiding Hand, Persistent Fragile Action, and Sustainable Development." Pp. 101–15 in Civil Society: Concepts, Challenges, Contexts. Cham: Springer International Publishing.

Additional Readings if you want to learn more:

- Massa, F.G. & O'Mahony, S. 2021. Order from Chaos: How Networked Activists Self-Organize by Creating a Participation Architecture. Administrative Science Quarterly, 66: 1037-1083.
- Couture, Fannie, Paula Jarzabkowski, and Jane K. Lê. 2023. "Triggers, Traps, and Disconnect: How Governance Obstacles Hinder Progress on Grand Challenges." Academy of Management Journal 66 (6): 1651–80. DOI: 10.5465/amj.2020.1716.
- Drori, Israel, Kerstin Neumann, Eero Vaara, Kees Boersma, Yiannis Kyratsis, Estefania Santacreu-Vasut, and Roy Suddaby. 2025. "Grand Challenges and the Rhetoric of Collective Action." The Academy of Management Perspectives 39 (1): 7–21. DOI: 10.5465/amp.2024.0333.

- Canales, Rodrigo, Mikaela Bradbury, Anthony Sheldon, and Charlie Cannon. 2024. "Evidence in Practice: How Structural and Programmatic Scaffolds Enable Collaboration in International Development." Administrative science quarterly 69 (3): 655–710. DOI: 10.1177/00018392241241483.
- Rilinger, Georg. 2022. "Discursive Multivocality: How the Proliferation of Economic Language Can Undermine the Political Influence of Economists." Socio-Economic Review 20 (4): 1991–2015. DOI: 10.1093/ser/mwac004.
- Talebian, Marziyeh, Asma Fattoum-Guedri, and Rick Molz. 2025. "Navigating Grand Challenges: How Environmental Dynamism Shapes Robust Action and Business Model Innovation." Strategic entrepreneurship journal. DOI: 10.1002/sej.70001.
- Etzion, D., Gehman, J., Ferraro, F., & Avidan, M. 2017. Unleashing Sustainability Transformations through Robust Action. Journal of Cleaner Production, 140: 167–178.

4. Applying a systems lens to the climate transition

Tima Bansal

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

In this session, we will unpack what is meant by a systems logic. Although a systems logic is central to many other disciplines, from art, to agriculture, to architecture, it has remained at the periphery of management and organization studies. Systems theorizing brings into view dimensions that have been undertheorized in management and organization studies, including time, space, and scale. A systems perspective opens up new pathways of theorizing, placing researchers in a better place to not only understand the complex nature of climate change, but also offer novel insights on tackling it.

Required Readings:

Systems Theory

- Akoff, Russell. https://www.youtube.com/watch?v=OqEeIG8aPPk (approx. 12 minutes).
- Grewatsch, S., Kennedy, S., & Bansal, P. (2023). Tackling wicked problems in strategic management with systems thinking. *Strategic Organization*, *21*(3), 721-732.

Risk & Resilience

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

Scale

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

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

Rodolphe Durand

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

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

Required Readings:

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

- Bansal, P., Durand, R., Kreutzer, M., Kunisch, S., & McGahan, A. M. (2024). Strategy can no Longer Ignore Planetary Boundaries: A Call for Tackling Strategy's Ecological Fallacy. *Journal of Management Studies*.

6. The Role of the Financial Sector: Climate and Biodiversity

Caroline Flammer

We will discuss the evolving role of the financial sector in the climate transition and the protection of nature. We will start by exploring the interrelationship between climate change and nature loss, and the private sector's possibilities and limitations to help mitigate these system-level challenges. We will then discuss the financing of innovative solutions in climate tech, nature-based solutions, renewable energy, and others. A special focus will be given to financing solutions for sustainable development in lower-income, high-risk markets where capital is most needed.

Required Readings:

- Flammer Caroline, Thomas Giroux, and Geoffrey M. Heal. (2025). Biodiversity Finance, Journal of Financial Economics, 164: 1-15.
- Flammer Caroline, Thomas Giroux, and Geoffrey M. Heal. (2025). Blended Finance, working paper: https://papers.ssrn.com/sol3/papers.cfm?abstract_id=4770779 .

Additional Readings:

- Garel, Alexandre, Arthur Romec, Zacharias Sautner, and Alexander F. Wagner. "Do investors care about biodiversity?" *Review of Finance* 28, no.4 (2024): 1151–1186. https://academic.oup.com/rof/article/28/4/1151/7645412 (https://papers.ssrn.com/sol3/papers.cfm?abstract_id=4398110)

7. Strategic Organizational Responses to a Changing Climate

Ioannis Ioannou

Climate change forces strategy and organization scholars to confront risks and dynamics that do not behave like the shocks or uncertainties typically studied in our field. Firms operate under rising physical risks, uneven and politically contested transition pressures, and tightening planetary boundaries that shape what "strategy" can meaningfully achieve. They also act through organizational processes, routines, and political behaviour that can either reinforce or destabilize the status quo. This session examines how

firms navigate these tensions and how their choices reveal deeper assumptions about purpose, time, risk, and responsibility.

We explore several foundational themes. First, climate risk has a systemic character: firms both contribute to it and remain exposed to it. Second, the climate transition pushes firms into multi-dimensional strategic portfolios—mitigation, adaptation, and political action—that reflect competing temporal horizons and conflicting incentives. Third, capabilities, governance structures, and internal processes shape whether firms respond with incremental adjustments or with more transformative strategies. Finally, narratives, power, and organizational politics shape how climate issues gain traction inside firms—or get absorbed into business-as-usual.

Students will use the readings as provocations to question the adequacy of existing strategy and organization theories, to consider how firms interpret and respond to climate pressures, and to think creatively about what a theory of the firm and of strategy might require in a world defined by irreversible environmental thresholds. The goal is to push beyond descriptive accounts of corporate behaviour and to open space for conceptual innovation that links firm-level action with systemic climate outcomes.

Required readings:

- Li, X. (2025). Physical climate change exposure and firms' adaptation strategy. *Strategic Management Journal*, 46(3), 750–789.
- Li, X., & Flammer, C. (2025). *Climate risk exposure and firms' climate strategies*. NBER Working Paper No. 34276, National Bureau of Economic Research.
- Unter, K. M. M., Park, S., & Rivera, J. (2024). Business response strategies to climate change: An integrative and research frontiers outlook. *Organization & Environment*, 37(2), 325–357.
- Bansal, P., Durand, R., Kreutzer, M., Kunisch, S., & McGahan, A. (2025). Strategy can no longer ignore planetary boundaries: A call for tackling strategy's ecological fallacy. *Journal of Management Studies*, 62(2), 965–985.
- Ortiz-Avram, D., Ovcharova, N., & Engelmann, A. (2024). Dynamic capabilities for sustainability: Toward a typology based on dimensions of sustainability-oriented innovation and stakeholder integration. *Business Strategy and the Environment*, 33(4), 2969–3004.
- Eccles, R. G., Ioannou, I., & Serafeim, G. (2014). The impact of corporate sustainability on organizational processes and performance. *Management Science*, 60(11), 2835–2857.
- Wright, C., & Nyberg, D. (2017). An inconvenient truth: How organizations translate climate change into business as usual. *Academy of Management Journal*, 60(5), 1633–1661.

Students should come <u>prepared to discuss</u> the following questions:

- Using Li (2025), Li & Flammer (2025), and Unter et al. (2024), how would you characterize the portfolio of corporate climate strategies available to firms (mitigation, adaptation, political) under different combinations of physical and transition climate risk? What do their findings collectively suggest about which strategies firms actually prioritize, and what this reveals about capability constraints and managerial time horizons?
- How do Bansal et al. (2025) and Ortiz-Avram et al. (2024) challenge or extend core assumptions in strategy and dynamic capabilities once planetary boundaries and climate change are taken seriously? What would it mean, in concrete terms, for the types of capabilities identified by Ortiz-Avram et al. to be explicitly designed to operate within planetary boundaries, rather than treating the biophysical environment as an exogenous backdrop?
- Eccles et al. (2014) document changes in processes and performance associated with a sustainability orientation, while Wright & Nyberg (2017) show how climate concerns are translated into business-as-usual narratives and practices. In light of the patterns documented by Li & Flammer (2025), how do you make sense of the coexistence of these "positive" process and performance effects with persistent short-termism, under-investment in mitigation, and anti-climate political strategies?
- Looking across all the readings, what implicit theory of the firm emerges with respect to climate change: is the firm primarily a short-term risk manager, a steward of common-pool resources, a political actor defending its current business model, or something else? How do differences in assumptions about purpose, time horizon, and stakeholders shape the kinds of climate strategies that are considered legitimate or rational?
- Suppose you were to design a theory of strategy that takes seriously (a) climate risk as systemic and path-dependent, (b) planetary boundaries as hard constraints, and (c) organizational processes, capabilities, and politics as central to climate response. Which concepts from the assigned readings would you retain, which would you discard or fundamentally revise, and what new constructs or levels of analysis would you need to introduce?

8. Climate Entrepreneurship & Social Movements

Desirée Pacheco and Jeffrey York

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

of social movements in the climate debate and the implications of this for entrepreneurship, and businesses more broadly.

Preparation Questions

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

Required Readings:

Social movements

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

Entrepreneurship and Social Movements/Social Norms

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

Optional/Additional Suggested Reading:

- Embry, E., Jones, J., & York, J. G. (2019). 21. Climate change and entrepreneurship. *Handbook of Inclusive Innovation:* 377.
- George, G., Merrill, R. K., & Schillebeeckx, S. J. (2021). Digital sustainability and entrepreneurship: How digital innovations are helping tackle climate change and sustainable development. *Entrepreneurship Theory and Practice*, *45*(5): 999-1027.
- Hiatt, S.R., Grandy, J.B. and Lee, B.H. (2015). Organizational responses to public and private politics: An analysis of climate change activists and US oil and gas firms. *Organization Science*, 26(6): 1769-1786.

- Kaesehage, K., Leyshon, M., Ferns, G., & Leyshon, C. (2019). Seriously personal: The reasons that motivate entrepreneurs to address climate change. *Journal of Business Ethics*, *157:* 1091-1109.
- Maehle, N., Otte, P.P., Huijben, B. and de Vries, J., (2021). Crowdfunding for climate change: Exploring the use of climate frames by environmental entrepreneurs. *Journal of Cleaner Production*, *314:* 128040.
- MacKay, B., & Munro, I. (2012). Information Warfare and New Organizational Landscapes: An Inquiry into the ExxonMobil–Greenpeace Dispute over Climate Change. Organization Studies, 33: 1507-1536.
- Pacheco, D.F., York, J.G. and Hargrave, T.J. (2014). The coevolution of industries, social movements, and institutions: Wind power in the United States. *Organization Science*, *25*(6): 1609-1632.
- York, J.G., Vedula, S. and Lenox, M.J. (2018). It's not easy building green: The impact of public policy, private actors, and regional logics on voluntary standards adoption. *Academy of Management Journal*, *61*(4): 1492-1523.

9. DecarbonisationTechnology Development:The Role of Organisations (NEW)

Jennifer Howard-Grenville

Required Readings:

- Pinske et al 2024
- Borup, M., Brown, N., Konrad, K. & Van Lente, H. (2006). "The Sociology of Expectations in Science and Technology." Technology Analysis & Strategic Management, 18(3-4), 285-298.
- Geels, F. W. (2018). Low-carbon transition via system reconfiguration? A socio-technical whole system analysis of passenger mobility in Great Britain (1990–2016). Energy research & social science, 46, 86-102.

Optional Readings

- Kivimaa, P., Laakso, S., Lonkila, A., & Kaljonen, M. (2021). Moving beyond disruptive innovation: A review of disruption in sustainability transitions. Environmental Innovation and Societal Transitions, 38, 110-126.
- Magnusson, T., & Werner, V. (2023). Conceptualisations of incumbent firms in sustainability transitions: Insights from organisation theory and a systematic literature review. Business Strategy and the Environment, 32(2), 903-919.

- Pereira, G. I., Niesten, E., & Pinkse, J. (2022). Sustainable energy systems in the making: A study on business model adaptation in incumbent utilities. Technological Forecasting and Social Change, 174, 121207.

10. Insider-Driven Change on Climate

Sarah Soderstrom and Todd Schifeling

This session focuses on the role of individuals and groups, acting within or across organizations, as they seek to drive change around climate issues. We leverage the literature on insider driven change, including that on 'issue selling,' both generally and as it has been applied to the study of making change on environmental/sustainability and climate issues. We consider how students can help attend to the importance of individual and collective agency in their research on the multilevel and complex transitions that are needed for organizations to act effectively on climate change. What are the benefits and limits to issue selling, and (how) can it be directed to transform business as usual?

Required Readings:

- Heucher, K., Alt, E., Soderstrom, S., Scully, M. & Glavas, A. (Forthcoming). Catalyzing action on social and environmental challenges: An integrative review of insider social change agents. A*cademy of Management Annals*, forthcoming.
- Howard-Grenville, J. (2007). Developing issue selling effectiveness over time: Issue selling as resourcing. *Organization Science,* 18: 560-577.
- Schifeling, T., & Soderstrom, S. (2022). Advancing reform: Embedded activism to develop climate solutions. *Academy of Management Journal*, *65*(6), 1775-1803.

Optional:

- Alt, E., & Craig, J. B. (2016). Selling issues with solutions: Igniting social intrapreneurship in for-profit organizations. *Journal of Management Studies*, *53*(5), 794-820.
- Bansal, P. (2003). From issues to actions: The importance of individual concerns and organizational values in responding to natural environmental issues. *Organization Science*, *14*(5), 510-527.
- Slager, R., Chuah, K., Gond, J. P., Furnari, S., & Homanen, M. (2023). Tailor-to-target: configuring collaborative shareholder engagements on climate change. *Management Science*.
- Wickert, C., & De Bakker, F. G. (2018). Pitching for social change: Toward a relational approach to selling and buying social issues. *Academy of Management Discoveries*, *4*(1), 50-73.

11. Closing Session