

Paper Session
Program Session #: **1552** | Submission: **18304** | Sponsor(s): **(ONE)**
Scheduled: **Tuesday, Aug 13 2013 1:15PM - 2:45PM** at **WDW Coronado Springs
Resort in Fiesta 3**

The Green Supply Chain Management and the Green Mindfulness
Green Supply Chain

Chair: **Stephanie Bertels**; Simon Fraser U.;

Change agents shaping and environmental responsibility in the green supply chain management

Search Terms: Operations , Natural environment , Supply chain management

ONE: Negotiating Environmental Responsibility in the Supply Chain

Author: **Susannah M. Davis**; U. of Nottingham, China;

Author: **Dirk C. Moosmayer**; Nottingham U. Business School China;

This paper investigates the negotiation process over environmental responsibilities in Apple's global supply chain between a Chinese group of environmental NGOs and the world's most valuable brand. We apply a vocabulary structure approach to understanding developing norms of environmental supply chain responsibility. We analyze the vocabularies and rhetoric used by the organizations to better understand their underlying institutional logics, finding evidence of differing interpretations of key concepts related to environmental supply chain responsibility. Our paper demonstrates the value of linguistic approaches to understanding how norms and practices of environmental supply chain responsibility are developing in the Chinese context, and how civil society actors and corporations are contributing to their construction. Our study has implications for MNCs with supply chains in China as well as for NGOs and others with interest in environmental supply chain responsibility.

Search Terms: NGO , Environmental Responsibility , Supply Chain

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ONE: An Empirical study of natural resource based green supply chain management

Author: **Victor Guang Shi**; U. of Sheffield;

Author: **SC Lenny Koh**; U. of Sheffield;

Author: **James Baldwin**; U. of Sheffield;

Increasing specialization of supply chain functions in the business systems requires firm management of natural environmental issues beyond their organisational boundaries. A natural resource based green supply chain management model has been developed and empirically verified among sample of Chinese aluminum fabrication manufactures. Intra-organisational and inter- organisational environmental practices were found to have significant positive influence on environmental, operational and economic performances. Findings also demonstrate that firms can leverage their existing environmental capabilities

toward supply chains can increase influence on performance outcomes.

Search Terms: NRBV, GSCM, Environmental

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ONE: In, Out and Across: Change Agents Shaping the Sustainable Supply Chain

Author: **Anne Touboulic**; Cardiff Business School, UK;

Author: **Helen Walker**; Cardiff Business School, UK;

Author: **Craig R. Carter**; Arizona State U.;

This paper reports on the findings of a participative study exploring the actions and interactions of change agents around the implementation of sustainable practices in a supply chain. The lack of focus on the role of individuals in sustainable supply chain management (SSCM) has motivated this research. While there is a significant body of research looking at SSCM from the macro perspectives of firms, dyads, supply chains and networks, the micro dynamics of the change process for implementing sustainability remain less understood. In this article, the notion of change for sustainability and the role of change agents in this context is discussed and applied to the field of SSCM. We identify change agents inside the focal firm; outside and that are boundary spanning. It is shown that these agents have a key role to play in leading the way towards sustainability, specifically when it comes to making and giving sense to such a multifaceted issue. Our research shows the complexity of driving change for sustainability in an inter-organisational context, where subjective understandings, values, governance structures and power play a critical influence.

Search Terms: Change agents, Sustainable Supply Chain, Participative study

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ONE: Green Mindfulness in Environmental Management

Author: **Yi-Hui Ho**; Chang Jung Christian U.;

Author: **Chieh-Yu Lin**; Chang Jung Christian U.;

While environmental considerations have become a fundamental part of business strategies, there is a challenge for managers and academicians to explore the integration of environmental concepts and business operations. Although a number of studies on environmental management can be found in the literature, none of them applied the mindfulness concept to environmental management. Mindfulness is a way of working marked by a focus on the present, attention to operational detail, willingness to consider alternative perspectives and an interest in investigating and understanding failures. We argue that firms require mindfulness thinking in environmental management implementation. The main purpose of this paper is to explore the application of the mindfulness concept to environmental management. We will build a conceptual framework of antecedents and consequences of green mindfulness. A multilevel model is proposed that describes the influences of individual and organizational antecedents on green mindfulness as well as the

influences of green mindfulness on firms' performance.

Search Terms: organizational mindfulness , environmental management

Paper is NOT Available: Please contact the author(s).

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