

## Who is involved?

Schaltegger, Stefan; Harms, Dorli; Windolph, Sarah Elena

*Published in:*

13th Annual Conference of the European Academy of Management (EURAM)

*Publication date:*

2013

*Document Version*

Publisher's PDF, also known as Version of record

[Link to publication](#)

*Citation for pulished version (APA):*

Schaltegger, S., Harms, D., & Windolph, S. E. (2013). Who is involved? Integrating Corporate Functions into Sustainability Management. In 13th Annual Conference of the European Academy of Management (EURAM): EURAM Proceedings European Academy of Management.

## General rights

Copyright and moral rights for the publications made accessible in the public portal are retained by the authors and/or other copyright owners and it is a condition of accessing publications that users recognise and abide by the legal requirements associated with these rights.

- Users may download and print one copy of any publication from the public portal for the purpose of private study or research.
- You may not further distribute the material or use it for any profit-making activity or commercial gain
- You may freely distribute the URL identifying the publication in the public portal ?

## Take down policy

If you believe that this document breaches copyright please contact us providing details, and we will remove access to the work immediately and investigate your claim.

## **2329 - WHO IS INVOLVED? – INTEGRATING CORPORATE FUNCTIONS INTO SUSTAINABILITY MANAGEMENT**

Authors : Stefan Schaltegger - LEUPHANA UNIVERSITY LUENEBURG, Dorli Harms - LEUPHANA UNIVERSITY LUENEBURG, Sarah Elena Windolph - LEUPHANA UNIVERSITY LUENEBURG

Friday, June 28, 2013 - Slot 7 (15:00 - 16:30)

B3 Floor - Room 3B 23

Companies are nowadays broadly required to contribute to sustainable development. However, since companies are divided into specialised departments or functional units, it is hardly possible to determine “the” engagement of a company. Instead, the contribution of the different functional units can vary. Thus, it is reasonable to analyse sustainability management not only on a corporate level but also to focus on the departmental level. Based on management literature on functional units as well as on approaches explaining environmental or sustainability-oriented behaviour in organisational and consumer contexts, this paper aims at developing a conceptual framework for the involvement of functional units in sustainability management. It assembles three constituent parts of involvement: being affected, promoting and engaging. Adapting a concept from consumer research, these constituent parts can furthermore be allocated to a cognitive-affective component and a behavioural component. Building on this model the paper provides propositions as initiation for further research that can also form a basis for addressing practical implications. Understanding the involvement of functional units can be considered as important to develop recommendations on how to increase their engagement and, thus, the contribution of the whole company to sustainable development.

Keywords : sustainability; involvement; functional unit