Publications from Chiu Centre dataset

We are thankful for the interviewees from over 100 organizations who have already participated in our research of businesses serving community. Here is a list of publications that draw on and were inspired by those interviews, with many more publications planned.

Documentary

Shankar, R., & Vagianos, S. (Producers), & Ridley, N. (Director) (2023). *Beyond profit: Seeking sustainability*. See https://www.youtube.com/watch?v=xzkn9Mm1X84. World premiere June 12, 2024; film festival accolades Wildsound (Los Angeles), CanadaShorts (Toronto).

This documentary describes two students on a quest in search of sustainability in business, exploring questions of profit maximization and corporate social responsibility. An Official Selection at the 2023 Canada Shorts Film Festival. Winner at the 2024 Environmental Film & Screenplay Festival.

Textbooks

Dyck, B., Caza, A., Aure, P. A. H., Leaman, J., Marcus, J., Jimenez, S., & Kato, A. (2026). *Management: Financial, Social, and Ecological Well-Being*. Sapajo Publishing and University of Manitoba Chiu Centre for Business Serving Community. (Free Open Educational Resource available at https://escholarship.umanitoba.ca/projects/management

This book introduces three approaches to management, including the "Social and Ecological Thought" approach linked to the Chiu Centre's vision. Co-authored by an international team of scholars, it is already used as a textbook in business schools across Canada, the USA, and the Philippines, offering a community-centred alternative to profit-focused management education.

Neubert, M., & Dyck, B. (2021). *Organizational Behavior: For a better tomorrow (2nd ed.)*. New York: John Wiley & Sons.

This book presents two approaches to Organizational Behaviour – "conventional" and "sustainable" – and describes both the practices and benefits of managing in ways that serve community within and beyond a business. A new edition will be coming out soon.

Reseach in scholarly journals

Shourkaei, M. M., & Dyck., B. (2026). Scaling sustainability in businesses with a post-growth orientation: An exploratory empirical study. *Organization*. https://doi.org/10.1177/135050842513508

This study examines a tension facing businesses that seek to sustainably serve community. On the one hand, there is a desire for such businesses to scale up. On

the other hand, there is recognition that scaling up may create negative externalities. This study identifies and describes four kinds of scaling these firms pursue: 1) Enhancement: continually improving the practice of sustainable values internally and in relations with stakeholders; 2) Expansion: increasing/right-sizing the number of stakeholders the firm offers its sustainable products/services to; 3) Bridging: connecting sustainable local producers with like-minded local customers; and 4) Collaboration: facilitating the diffusion of sustainable practices via building relationships and sharing resources with other businesses.

Dyck, B., Manchanda, R. V., Vagianos, S., & Bernardin, M. (2023). Sustainable marketing: An exploratory study of a sustain-centric, versus profit-centric, approach. *Business and Society Review,* 128(2), 195–216. https://doi.org/10. 1111/basr.12314

This study describes the 4 Ps of marketing (Product, Price, Place, Promotion) evident in the practices of sustainable firms that put social and ecological well-being ahead of maximizing financial well-being.

Dyck, B., & Vagianos, S. (2023). An exploratory study of Stewardship and Universal Family firms: The importance of universal care and benefaction. *Humanistic Management Journal*, 8: 29-48. https://doi.org/10.1007/s41463-023-00144-w

This study examines and compares two types of family firms that are well-poised to help address the social and ecological crises facing humankind. The findings show that Universal firms place greater emphasis on benefaction and universal care than Stewardship firms.

Graduate Theses/Dissertations

Shourkaei, M. M. (2023). *Alternative organizing for advancing social and ecological well-being: Essays on Fireweed Food Co-op.* (Doctoral dissertation, University of Manitoba). MSpace. umanitoba.ca (http://hdl.handle.net/1993/39031)

This dissertation examines Fireweed Food Co-op to understand how it has managed to stay true to its counter-cultural values to serve community and resist pressures to adopt mainstream practices. The first essay identifies three key habits that help: stay committed to a clear vision, accept that things won't always be perfect, and regularly reflect on and adjust practices. The second essay describes how Fireweed builds relationships, not through typical business networking or self-interested partnerships, but by fostering a genuine sense of care and community among its members.

Vagianos, S. (2022). *Social and ecological thought: A case study of Tall Grass Prairie Bread Co.* (Master's thesis, University of Manitoba). MSpace. umanitoba.ca (http://hdl.handle.net/1993/36719)

This study presents an example of how a business can succeed because it prioritizes people and the planet, not despite doing so. In addition to being a national leader in caring for nature by sourcing organic grains, Tall Grass Prairie Bakery is also a role

model in caring for people via its HR practices like paying a living wage. Its values and philosophy shape its everyday decisions and help it build genuine, long-term relationships with employees, suppliers, customers, and the larger community, relationships based on care rather than what each side can get out of the other. Stakeholders appreciate the relationships and wholesome goodness baked into every loaf of bread and cinnamon bun, and gladly support the business even if it means paying a bit more or accepting less convenience, thereby allowing the bakery to remain financially stable and reinforce its values.