Contents

List of Contributors  page vii
Chapter Summaries  xiv

PART I  THEORETICAL FOUNDATIONS OF
STAKEHOLDER THEORY

1  Stakeholder Theory  3
   Robert A. Phillips, Jay B. Barney, R. Edward Freeman, and Jeffrey S. Harrison

   Paul C. Godfrey and Ben Lewis

3  Critical Management Studies and Stakeholder Theory: Possibilities for a Critical Stakeholder Theory  35
   Michelle Greenwood and Raza Mir

4  Stakeholder Identification and Its Importance in the Value Creating System of Stakeholder Work  53
   Ronald K. Mitchell and Jae Hwan Lee

PART II  STAKEHOLDER THEORY AND SOCIETY

5  Sustainable Wealth Creation: Applying Instrumental Stakeholder Theory to the Improvement of Social Welfare  77
   Thomas M. Jones and Jeffrey S. Harrison

6  Connecting Stakeholder Theory to the Law and Public Policy  97
   Andrew C. Wicks, F.A. Elmore, and David Jonas

7  Shareholder Primacy vs. Stakeholder Theory: The Law as Constraint and Potential Enabler of Stakeholder Concern  117
   David Rönnegard and N. Craig Smith
8 Business, the Natural Environment, and Sustainability: A Stakeholder Theory Perspective 132
Jacob Hörisch and Stefan Schaltegger

PART III STAKEHOLDER THEORY IN THE BUSINESS DISCIPLINES

9 Motivating Boundary-Spanning Employees to Engage External Stakeholders: Insights from Stakeholder Marketing 147
CB Bhattacharya and Daniel Korschun

10 Stakeholder Value Equilibration and the Entrepreneurial Process 163
S. Venkataraman

11 Stakeholder Theory and Accounting 173
Samantha Miles

12 The Stakeholder Perspective in Strategic Management 189
Douglas A. Bosse and Trey Sutton

PART IV STAKEHOLDER THEORY IN EDUCATION AND PRACTICE

13 Stakeholder Theory in Management Education 211
Irene Henriques

14 The Practice of Stakeholder Engagement 227
Johanna Kujala and Sybille Sachs

PART V NEW VOICES IN STAKEHOLDER THINKING

15 Considering a Behavioral View of Stakeholders 245
Jonathan Bundy

16 Behavioral Stakeholder Theory 250
Donal Crilly

17 Sketches of New and Future Research on Stakeholder Management 256
Sinziana Dorobantu

18 Contextual Richness at the Core of New Stakeholder Research 264
Lite J. Nartey

Index 272