

THE HONG KONG POLYTECHNIC UNIVERSITY DEPARTMENT OF MANAGEMENT AND MARKETING

Departmental Research Seminar

Stakeholder Strategy in Practice: Navigating Prioritization and Integration

By

Prof. Don Lange
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Date : 11 Mar 2025 (Tuesday)

Time : 10:30 am – 12 noon

Venue : M802, PolyU

Abstract

This is a conceptual exploration of dual paradigms within the stakeholder management literature—prioritization and integration. We propose a model that reconciles these approaches based on managerial decision-making across various scenarios. The model explains how managers navigate stakeholder interests, ranging from making trade-offs (prioritization) to attempting to satisfy all stakeholders simultaneously (integration). Managers respond to objective features of the decision situation, particularly resource limitations and structural imbalances among stakeholders. The conceptual model includes three primary factors that moderate these objective pressures, which can either dampen or intensify the main effect. These factors are Organizational Support for Integration; Managerial Skills and Disposition Favoring Integration; and the Manager's Internalization of the Conflict. The framework details how managers may shift along the prioritization-integration continuum based on specific decision scenarios and highlights within-subject variance, acknowledging that the same manager might employ different approaches in different contexts.

Prof. Don Lange is a professor of management and entrepreneurship and the Lincoln Professor of Management Ethics at Arizona State University (ASU). He has been with ASU's W. P. Carey School of Business since getting his Ph.D. in 2006 from the University of Texas at Austin. At ASU, he teaches managerial ethics in the MBA program and organization theory in the Ph.D. program. His research interests include bad behavior within organizations, corporate social (ir)responsibility, organizational reputation, and stakeholder strategy. His published work appears in top academic management journals including *Academy of Management Review*, *Academy of Management Journal*, *Strategic Management Journal*, *Organization Science*, and *Personnel Psychology*. He has served as Associate Editor at *Academy of Management Review* and as Program Chair of the Stakeholder Strategy Interest Group at the Strategic Management Society.

All interested are welcome.



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