



EABIS

European Academy
of Business in Society

Corporate Responsibility & Sustainability at the Business School:

**Meeting the EQUIS Criteria
and moving beyond**

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Member of the Board of EFMD**

Overview of Presentation

TWO KEY AREAS FOR DISCUSSION:

- 1. Educating and Developing Responsible Business Leaders - Integrating CR and Sustainability into the Curriculum**
- 2. Responsibility and Accountability of the Business School: Institutional Engagement in Environmental, Social and Governance Issues**

but first : an introduction



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INTRODUCTION

Navigating the Landscape of Business in Society

Issues:
(Pettigrew 2006)

- **Power/Accountability**
- **Legitimacy**
- **Responsibility**
- **Regulation**
- **Governance**



INTRODUCTION

Approaches:
(Lenssen, 2006)

- **Business Ethics**
(Normative)
- **Corporate Citizenship**
(Normative)
- **Corporate Social & Environmental Performance** (Descriptive)
- **Corporate (Social) Responsibility**
(Normative/Instrumental)



INTRODUCTION

Dimensions:
(Lenssen, 2006)

Micro:

- Stakeholder Management
- Issues Management

Macro:

- Social Contracts



INTRODUCTION

Brief History

	CONTEXT	ISSUES
1970s	OIL CRISIS LIMITS TO GROWTH	ENVIRONMENTAL ISSUES
1980s	SUPPLY ECONOMICS RETREAT OF THE STATE	MARKETS, COMPANIES & THE PUBLIC GOOD
1990s	ACCELERATED GLOBALIZATION	SOCIAL IMPACTS OF BUSINESS GLOBAL RESPONSIBILITY
± 2000	CORPORATE SCANDALS	CORPORATE GOVERNANCE BUSINESS ETHICS
	UN MILLENIUM GOALS	GLOBAL GOVERNANCE
2007	CLIMATE CHANGE	ENVIRONMENTAL SOCIAL GOVERNANCE ISSUES



Thematic Domains (eg. EABIS Colloquia)

- COMPETITIVENESS (MACRO – MICRO)
- STRATEGIC MANAGEMENT
- GLOBAL GOVERNANCE
- LEADERSHIP AND ORGANISATIONAL CHANGE
- CORPORATE REPUTATION
- CORPORATE FINANCE
- SOCIAL & ECONOMIC DEVELOPMENT
- CORPORATE GOVERNANCE



1. CR & Sustainability in the Curriculum

EQUIS STANDARDS

- Ch2: Programmes (Societal relevance, skills for stakeholder dialogue)
 - Ch3: Students (Ethics and values)
 - Ch4: Faculty (Diversity and Interdisciplinarity)
- Ch5: Research & Development (Thought leadership to stakeholders and society)
- Ch7: Contribution to the community (Corporate responsibility)
- Ch9: Internationalisation (Global responsibility and sustainable development)



Early Findings from EABIS-EFMD Survey

Based on initial data analysis of the 2007 EABIS-EFMD 2nd Survey of Corporate Responsibility Issues in Business School Teaching, Research and other initiatives...

Significant Growth In:

- Undergraduate foundation courses
- Dedicated programmes at Masters level
- Optional modules
- PhD Research
- [Research output in top journals]

Slow Growth In:

- Executive Education
- Dedicated MBA programmes and core courses



The Case for Executive Education

McKinsey Survey (2007)

CEOs on Strategy and Social-Environmental Issues

The Economist Survey (2008) on CR

- 70% of CEOs of global companies see these issues as very high / high priority
- compared to 33% five years ago
- Corporate leaders recognise the strategic importance but face problems in embedding...
- ... And admit that they need to focus on implementation and education



Mainstreaming in core courses

- **Strategy** : Resource Based (knowledge, relationships, capabilities), Industry Structure (regulatory environment, competitive structures) and Regional Strategies / Market Entry
- **Marketing** : Branding, Consumer behaviour, Product / Market development
- **Operations Management**: supply chain and distribution chain management, manufacturing/environmental management
- **Organisational Behaviour** : Organisational purpose, structure, culture, competencies and leadership
- **Finance** : Social / Environmental performance and financial performance, sustainable investment and risk assessment / management, ESG issues in equity research
- **Accounting** : Performance management/balanced scorecard, intangible asset accounting, reporting, triple balance sheet
- **Managerial economics**: integrated project economics, environmental economics, due diligence in investment decisions



Research Underpinning

Date	EABIS Events	Venue
9-10 Oct 2004	Professional Development Workshop	Fontainebleau, France
1-5 Nov 2004	PhD Doctoral Seminar	Copenhagen, Denmark
22 June 2005	Inter-disciplinarity in CSR Research	Cranfield, UK
6 July 2005	Developing Mainstream CR Cases – Launch conference	London, UK
19 July 2005	Enhancing Knowledge and Research on CSR - Identification of European CSR Research Priorities	Brussels, Belgium
19 Sept 2005	Social Entrepreneurs as Competitors and Partners in Global Markets	Barcelona, Spain
10 Oct 2005	Multi-Stakeholder Perspectives on CSR Research in Europe	Hertfordshire, UK
26 Oct 2005	Broadening the Scope of CSR Research in Europe	Copenhagen, Denmark
16 Nov 2005	Stakeholder Management - Insights from the Telecommunications & Financial Services Industries	Zurich, Switzerland
7 Dec 2005	Central & Eastern European Stakeholder Perspectives on CSR Research in Europe	Warsaw, Poland



Research Underpinning

Date	EABIS Events	Venue
15-16 Dec 2005	Conference SMEs and CSR: Identifying the Knowledge Gaps	Durham, UK
24 March 2006	Corporate Social Responsibility & the Changing Role of Government	Barcelona, Spain
31 March 2006	After Bologna: CR in the social sciences and humanities	Eichstätt, Germany
28 April 2006	EABIS 2006 Leaders Forum: assessment of research effectiveness	Brussels, Belgium
19 - 21 May 2006	PhD Workshop: "Locating your CSR Research"	Coventry, UK
3 July 2006	Political sciences and CR	Fontainebleau, France
22 - 25 Oct 2006	CBS Doctoral Seminar: Between Ethics and Profits	Copenhagen, Denmark
26 Oct 2006	CSR & SMEs Conference	Copenhagen, DK
27 Oct 2006	CSR & SMEs Research Scoping Meeting	Copenhagen, Denmark
20-21 Nov 2006	CR & Clusters of Innovation	Brussels, Belgium



Research Underpinning

Date	EABIS Events	Venue
12-13 Dec 2006	PhD Day: "How to Deliver Value from Best Practice in Managing Relationships with Stakeholders"	Cranfield, UK
17 Jan 2007	CR Research Case Studies Crossing Disciplinary, Stakeholder and Practitioner Boundaries	Cranfield, UK
8 February 2007	Strategic choices on global sourcing from emerging markets: Do codes of conduct do more harm than good?	Copenhagen, Denmark
16 May 2007	PhD Integration Day: BiS/CR in Management Disciplines	Fontainebleau, France
21 May 2007	Corporate Strategy and Social Responsibility	Fontainebleau, France
30 May 2007	Research Workshop: "From CSR to Business in Society and Global Governance"	Warwick, UK
18 June 2007	EABIS Annual Leaders Forum: Global Governance & the role of business in society	Brussels, Belgium
22 June 2007	Final Conference: "Good Practice in Stakeholder Management"	Zurich, Switzerland
15 May 2007	CSR & Civil Society: Research & Knowledge Development Scoping Workshop	Brussels, Belgium



Strategic Differentiation: INSEAD



VISION:

The evolution of business to become a positive global force for driving sustainable environmental, social and economic prosperity

MISSION:

Inspire and develop leaders and organisations to transform business and be builders of sustainable economic growth

VALUES:

- Diversity
- Equity
- Excellence
- Impact



Strategic Differentiation:

Kellogg School of Management

FOUR KEY FOUNDATIONS OF THE KELLOGG MBA:

- Intellectual Depth
- Experiential Learning
- Global Perspective
- Leadership and Social Responsibility



Strategic Differentiation

- **ESADE**, Barcelona – At the institutional level
- **RMS**, Rotterdam – At the MBA level
- **CBS**, Copenhagen – At the graduate level



Curriculum Development

1. **RESEARCH UNDERPINNING**
2. **LINKING RESEARCH EFFORTS INTERNALLY / EXTERNALLY**
3. **FACULTY DEVELOPMENT / PhD and DBA Research**
4. **UNDERGRADUATE FOUNDATION COURSE**
5. **GRADUATE CORE COURSES / MAINSTREAMING**
6. **DEDICATED PROGRAMMES**
7. **ELECTIVES**
8. **EXECUTIVE EDUCATION**
9. **EXPERIENTIAL LEARNING & OUTREACH**



2. Institutional Engagement

EQUIS STANDARDS

Ch1: Context, Governance and Strategy

- Mission: contribution to Society
- Governance: ethically and socially responsible governance
- Values: Core values refer to the School's role in society and its commitment to global responsibility
 - Strategic plans: Global responsibility
- Internationalisation: Global responsibility of business and business education

Ch7: Contribution to the community

- Policy of the school on social responsibility
- Ethical code
- Partnerships
- Environment
- Disadvantaged communities



Institutional Engagement

Walking the talk
And
Supporting
new forms of

- Experiential learning
- Joint up knowledge development
 - Research & Development



Promoting International Initiatives

The Kofi Annan Business School

- Vlerick Leuven Gent and Univ. of Utrecht supporting management education for high potential talent from developing countries
- Sponsorship of top students to attend MBA and Masters programmes before they return to apply knowledge and skills in their home nations

IMD MBA Discovery Expedition

- Entire MBA class tasked with providing and project management inputs to government officials around foreign direct investment
- Countries visited include Bosnia, Argentina and South Africa
- Has inspired student fund-raising ventures to support local community development programmes

London Business School

- Partnership with international institutions to promote a global competition to identify social entrepreneurship ventures

Monterrey Tech

- Partnership with World Bank for capacity building in public policy in Africa



Launching Local Initiatives

ESADE Alumni Giving Back & Pro Bono Consulting Programme

- ESADE corporate alumni dedicate time to advise local NGO managers in social initiative management
- Supported by ESADE faculty, the programme builds insight and awareness in alumni while providing expertise and knowledge transfer to the NGO community

Univ. of Cape Town / Duke Univ. Emerging Leaders Programme

- Pioneering programme to meet business education needs of rising leaders from historically disadvantaged communities
- In-depth engagement across public, private and non-profit sectors to nurture public transformational leadership

Rotterdam School of Management

- The "Greening" of the Business School Initiative



Integrated Approaches

HEC Paris

- Embedding sustainable development as a 5 year institutional strategy in education, research and governance

INSEAD Centre for Social Innovation

- Action research teams working around a common agenda in:
 - Environment / Sustainable Operations
 - Social Entrepreneurship
 - Humanitarian Research
 - Africa
 - Health Care Management
 - CSR and Ethics

London Business School

- Developing a 360° organisational strategy for sustainability

