



ATHENS UNIVERSITY *of* **ECONOMICS & BUSINESS**
mbainternational

Second Communication on Progress Report

Corporate Social Responsibility

May 2009





Table of Contents

Table of Contents and Contact Information.....	2
1. Introduction and Overview.....	3
2. A Word from the Rector.....	4
3. The MBA International Program at AUEB.....	5
4. The Structure for CSR in the MBA International.....	6
5. CSR-Initiatives and Events.....	9
6. Assisting Organizations to Implement CSR Initiatives.....	16
7. In Conclusion.....	17
Appendix 1 Detailed Workshop Program.....	18
Appendix 2 Academic Institutions in Support of CSR.....	20

Contact Information

We invite all readers of these pages to contact us for discussing and collaborating around issues related to Corporate Social Responsibility.

MBA International Program
Associate Prof. Klas Eric Soderquist, CSR Faculty Relay
Athens University of Economics and Business
Evelpidon 47 A & Lefkados 33
Gr 113 62 Athens, Greece

www.imba.aueb.gr

E-mail: soderq@aub.gr, Phone: +30 210 8203 660-662



1. Introduction and Overview

When pioneering, in 2005 - 2006, an explicit focus on Corporate Social Responsibility (CSR) in the Athens University of Economics and Business by introducing in the MBA International Program courses related to CSR and Corporate Governance, and joining the United Nations Global Compact, CSR was only emerging on the management agenda. Today, propelled by growing public awareness and the worrying stream of reports on the planet's reactions to the abusive effects of human activity, responsible and sustainable development has become a number one priority in businesses and public organizations alike. In the current economic turmoil, it is of utmost importance that CSR achievements are pursued and that new, more "intelligent" business models are developed. Only then will the economic actors emerge wiser from the crisis and even more focused on sustainability in development, governance, management and operations.

Within the MBA International Program at AUEB we pursue our efforts in order to contribute to the evolution of CSR. A strong CSR focus as a "permission to play" in all business sectors, in leadership, management and entrepreneurial activity is what we ambition to instill in our students. On the pages that follow, the present second Communication on Progress Report presents examples and snapshots of the various activities deployed.

As we wrote in this introduction of the 2008 report, structuring and developing CSR is a journey of discovery. We are keen to sustain what has been developed so far, and, of course, to move ahead by launching new ideas and initiatives. We hope that the information shared here will be of interest to our stakeholders and fellow organizations inside and outside (still) the Global Compact initiative.

We wish you a pleasant reading!

Dr. George Ioannou

Acting Director
MBA International Program



Dr. Klas Eric Soderquist

Responsible for Academic
Affairs and CSR Faculty
Relay





2. A Word from the Rector

Dear Reader,

The global economic crisis is putting tremendous pressure on enterprises, governments and individuals. In these difficult times, the role of academic institutions is to academically and practically support both sense-making and action-taking for minimizing the effects of the crisis and prepare the road to recovery. Today, therefore, it is more important than ever to emphasize Corporate Social Responsibility in its broadest sense.



In this second Communication on Progress Report of the MBA International Program of AUEB, we present our continuous efforts of promoting, developing and taking own action on CSR principles by our students, alumni, faculty and partners.

The Athens University of Economics and Business is the leading academic institution in Greece in the areas of Economics and Business Administration, and one of the finest ones in Europe. It is widely known for its strong research orientation, its excellent faculty and top students. Quite naturally therefore, our commitment to the pressing needs of our time to ensure the highest ethical and sustainability standards in all business endeavors could not be stronger.

I welcome all readers, local and global partners, current students and Alumni to help us expanding and developing the activities that have already been launched, and which you will learn more about in this report.

Professor Gregory P. Prastacos

Rector, Athens University of Economics and Business



3. The MBA International Program at AUEB

Studying in Greece, at the Athens University of Economics and Business, is a unique experience from many points of views. In a time of turbulent changes in the economy, in technology, business models and industry structures, the university combines a long tradition as the leading economics university in the country with a dynamic and forward-looking approach to business education.



In times of constant change you need to be abreast of developments and maintain a broad perspective. This is what AUEB's MBA International offers you.

*George Fatouros, MBA 2001.
Managing Director Australia & New Zealand, PZ Cussons, Ltd.*



This one-of-its-kind MBA in Southeastern Europe enriched my skills and gave me the opportunity to interact with leading organizations and business people through innovative approaches.

Belma Erkan, MBA 2004. Group Internal Audit, National Bank of Greece.

International Recognition and Orientation

Accredited by AMBA, the Association of MBAs, the MBA International is a program of highest international standard emphasizing depth, breadth and academic rigour of the curriculum in combination with a strong business orientation. Close ties to industry and international development, through Field Study Projects, international internships, international fellowships, study trips (to India, China...) and a prominent Business Advisory Council, are central to the successful application of the skills acquired in the classroom and key to career development and enhancement.

Specializations / Majors

The MBA International Program offers the possibility of majoring or specializing in a particular business area. With nine specializations/majors, including Finance, Marketing and Strategy, International Business, e-Business, Logistics and Entrepreneurship, our students shape their academic experience to meet their personal career goals.

Personal Development Program

Throughout the academic year, every participant undergoes a Personal Skills Development Program (PSD). This coaching and development program assists the participant to develop and improve his/her personal skills, such as communication, teamwork, stress management and negotiations, thus optimising the career enhancing outcome from the MBA class.



4. The Structure for CSR in the MBA International

Membership in the United Nations Global Compact

A member of the Global Compact since May 2006, the core benefits are the structuring framework that the 10 principles offer for organizing and developing initiatives, and the institutional "pressure" maintained to turn ambitions into practice and report on progress. The membership is instrumental for maintaining CSR issues continuously on top of the agenda in the MBA Program, and has brought several other advantages.



The most significant are the access to the global databases of leading companies and academic institutions reporting on their CSR policies and action plans, and of reports and publications by the UN Global Compact. Students find in these databases timely, broad and deep information of highest practical relevance.

The Global Compact Network Hellas



Launched in May 2008, by initiative of the Hellenic Network for CSR (www.csrhellas.org), the Global Compact Network Hellas currently comprises over 70 members. As an academic member, the MBA International has declared its availability to support the network and its individual members by developing case studies, conducting field research or co-organizing events.

Faculty is currently involved in a survey-based research on reversed logistics among the member companies and more joint initiatives are planned for 2009-10, including the development of a case study booklet based on good practices of the network members.



The Business Advisory Council

The guidance provided from our distinguished Business Advisor Council (BAC, <http://www.imba.aueb.gr/bac1.htm>) is invaluable in helping the program chart its course and preparing our students for exciting and rewarding careers. The BAC is composed of distinguished business and society profiles from Greece and abroad. Related to Corporate Social Responsibility, we have the great honor and pleasure of counting among its members Mr. F. W. de Klerk, Former President of South Africa, Nobel Prize winner and one of the main architects of South Africa's constitutional democracy, and Mr. Rakesh Bakshi, also known as the "Green Maharaja" for his contributions to renewable energy operations in India and globally. Both have honored our University with their presence, sharing their unique knowledge and experiences in seminars open to the public.

The MBA International Program Committee

The MBA International Program is governed by the Program Committee in which participate two faculty members from each of the four departments that operate the MBA program:

- The Department of Business Administration (www.aueb.gr/dba),
- The Department of Marketing and Communication (www.mbc.aueb.gr),
- The Department of Accounting and Finance (www.aislabs.aueb.gr/accfin),
- The Department of Management Science and Technology (Program Founding Department, www.dmst.aueb.gr).



Four senior Professors, one from each department, together with the Program Director and the CSR Faculty Relay supervise actions and activities within the formal structure of the MBA program, such as curriculum and MBA Graduation Projects.



The CSR Task Force

The CSR Faculty Relay, a group of faculty members, students, and administrative personnel from the marketing and career offices form the IMBA CSR Task Force, which coordinates activities at the operational level. The responsibilities of the task force include:

- Informing all new students about the CSR focus of the program in general and the membership in the Global Compact in particular. Students are initially informed during the integration weekend, where some of the activities also are designed to install respect for the environment, followed by a more detailed information session early during the first semester.
- Organizing events such as guest speaker sessions, seminars, or initiatives of charity nature,
- Maintaining, updating and developing the CSR area of the IMBA website,
- Interacting with the Global Compact and the Global Compact Hellas offices,
- Proposing, developing and implementing new CSR initiatives,
- Maintaining CSR high on the agenda of the MBA International Program by coordinating and communicating on all the various activities undertaken.
- Reporting the various CSR related activities to the MBA committee, to the Business Advisory Council, and to the UN Global Compact through the yearly report.



The MBA International was an ideal environment to familiarize myself with CSR issues. Today as a graduate, I have the possibility to propose and apply in practice a range of CSR initiatives both in my working environment and also in the I-MBA Alumni Association, working closely with my fellow graduates and University faculty.

Apostolos Boutos, MBA 2008
Manager - Group Internal Audit, Piraeus Bank Group.
President of the IMBA Alumni Association.





5. CSR Initiatives and Events

In this section we present an indicative overview of initiatives and events that have been developed over the last year. These include evolutions in the curriculum, organizational and management issues within the program, student assignments and projects in collaboration with business, and events such as seminars and guest speakers.

Developing the MBA Curriculum

The compulsory, dedicated to CSR course "Business Ethics and Corporate Governance" was partly renewed in 2008 reinforcing the global stakeholder perspective and introducing new cases. The part on Business Ethics was taught by Visiting Prof. Stelios Zyglidopoulos of Judge Business School, University of Cambridge, while the part on Corporate Governance was taught by Prof. Spyros Lioukas, former Greek Ambassador to the OECD. Case studies analyzed and presented by student teams include Shell, Brent Spar, Enron, Parmalat and Arcelor - Mittal.

Moreover, the integration of CSR issues in core and elective MBA courses has been pursued. Examples of CSR activities in selected courses are presented and analyzed below.

Indicative Courses	Integration of CSR Issues
Business Strategy	Strategizing in Non Profit Organizations
Marketing Management	Green Marketing: Current State and Impacts
Data, Models and Decisions	Student Essay "Ethics in Decision-Making"
International Business	Ethical Aspects of Global Operations – Export of high norms to 3 rd world operations
Global Supply Chain Management	Responsible Global Sourcing and Reversed Logistics
Entrepreneurial Journey	Sustainable Entrepreneurship and Green Technology Opportunities
Developing a Successful Business Plan	Integrating the Responsibility Dimension when Planning New Ventures
Establishing & Sustaining Effective Managerial Interaction	Gender Issues: Effective Interactions between Male and Female Managers
Business in Balkans and Black Sea Region	Anticorruption Practices and Programs
Digital Marketing	Permission Marketing and Social Rights of Consumers
E-Commerce and Inter-Organizational Networks	Equal Opportunity in e-Commerce and e-Retailing
Quality Management	Student Projects on the Interfaces between Quality and CSR



As illustrations to some of the above CSR topics can be mentioned:

- In the course **Business in the Balkans and Black Sea Region**, one of the modules is dedicated to the problem of corruption in these markets. Several activities are deployed including: Definitions of corruption according to the European Bank for Reconstruction and Development (EBRD); Discussion about guidelines for handling corruption; Teaching of a case study of corruption in Ukraine with student team work and discussion; and Invitation of a guest speaker presenting his/her company's policy and approach to dealing with corruption, followed by a Q&A session. Students thus get a comprehensive and multi-perspective view of the issues of corruption and are equipped with a conceptual framework and tools for dealing with the problem in their future business practice.
- During the **Entrepreneurial Journey** students are introduced to social and sustainable entrepreneurship. Moreover, environmentally friendly technology, sustainable development and "Green Economy" are presented and discussed from an entrepreneurial perspective. In particular, Visiting Professor Tom Schwarz brings several case studies from the US, and relates the economic crisis and the policy shift in the US to the use of entrepreneurial skills within the growing market of green/sustainable development.
- In the new course **Establishing & Sustaining Effective Managerial Interaction** one among several issues related to CSR is the focus on women in business leadership and management. Guest speakers and student assignments for reflection are the main pedagogical means developed. Topics treated include "Being a woman manager", "Women and their position in hierarchies", "Characteristics of woman managers and woman superiors", and "Managerial behaviors and tools suggested for women". Among the guest speakers can be mentioned Mrs Annia Spiliopoulos Eliades, MBA Harvard, who shares here experiences as a woman entrepreneur, former consultant with BCG, and manager in EMI.
- In the **International Business** course, the problematic of adapting or making evolve local practices in host countries is discussed. Through case studies (Nike, Gucci, McDonalds...), readings and group discussions the issue of how developed practices can be best exported for raising awareness and standard is also treated.
- In **E-Commerce and Inter-Organizational Networks** the aspects of Electronic Commerce and Electronic Business in providing equal opportunities to disabled people, people living in isolated areas, and poor people are presented, illustrated and discussed. Issues include information search, social communication, e-commerce and entertainment.



Developing and Diffusing Knowledge about CSR

- On November 11-12 the MBA International organized a two-day Executive Workshop entitled "**Building Sustainable Business and Competitive Advantage through CSR**". Besides attracting Executives from companies and organizations, the seminar was open to the MBA students and AUEB faculty enabling fruitful interaction and networking. Workshop leader was Mrs Sharon Jackson, Director Carlton Consultancy Ltd and Associate Faculty at the Cranfield School of Management.



Mrs Jackson has worked 15 years in global commerce in senior roles and since 2001 she has developed ground-breaking Corporate Responsibility Leadership Programs for directors and senior managers which are delivered in wilderness and mountainous places of natural beauty in Europe, Australia and China. We are delighted to integrate Sharon Jackson in the MBA International Program and plan together future events and activities.

The workshop focused on practical guidance and tools to make CSR policy a reality in day-to-day business activity and longer term organizational development. Best-in-class, global case studies were showcased as inspirational examples. Through use of simulations, role play and group exercises the objective of the learning programme was to convert knowledge and intention in to deliverable action. Appendix 1 contains the detailed program, and the seminar flyer is available on www.imba.aueb.gr/news/news105.htm.

- The Research Laboratory ALARM (Athens Laboratory of Research in Marketing, www.alarm.aueb.gr) in collaboration with the Centre for Sustainability & Excellence (www.cse-net.org) organized on January 22 2009 an event presenting two national surveys in Greece related to the practice of Cause Related Marketing and Green Marketing in enterprises and organizations.



The Director of ALARM, Professor George Avlonitis, teaches Marketing Management in the MBA International, integrating aspects of CSR and Marketing, based on his important scientific work in this area.



- In June 2008, after the completion and submission of the first Communication of Progress report to the UN Global Compact, the MBA International published, in both electronic and printed form, its first Corporate Social Responsibility Activity Report. Building on the first COP, this report has become a very important addition to our information and communication efforts, and has gained much appreciation from students, faculty, Business Advisory Council, business community and other stakeholders. A truly first-of-its-kind initiative, the synthesis and presentation of our CSR activities proved instrumental for further enhancing such efforts by creating awareness of this strategic orientation of our program.



- Over the last year, a new area devoted to CSR has been developed on the MBA International Program website. The url www.imba.aueb.gr/csr is the "homepage" of the CSR area, providing a general introduction and overview to our CSR related activities.



IMBA CSR
Introduction
The Global Compact
Activities
Managers
Curriculum
Useful Weblinks
CSR Monitor Archive



Download Activity Report

AUEB - Athens University of Economics and Business MBA International Program

programs	faculty&research	The AUEB experience	corporate relations
Full Time MBA Part Time MBA Doctoral Program Executive Education	Faculty Research Laboratories Publications Newsletters	The Institution Facilities and Services Athens, Greece! The AUEB Advantage IMBA CSR	Career Office Field Study Project Business Advisory Council Sponsors International Fellowships

The AUEB Experience > IMBA CSR > Introduction

IMBA CSR

INTRODUCTION

Corporate Social Responsibility (CSR) has advanced towards the top of the management agenda over the last decade, propelled by a growing public awareness that business activities have to be sustainable along the dimensions of governance, human rights, and environmental respect. The responsibility for this falls heavily on today's and tomorrow's business leaders.

The MBA International Program has initiated a range of activities in order to infuse and reinforce the imperative of responsible and sustainable development among students, faculty, alumni and the business community. We invite all visitors of these pages to contact us for discussing and collaborating around the issues of CSR.
Contact: IMBAcsr@aueb.gr

The C S R Monitor NEWS AND INFORMATION UPDATED REGULARLY

April 2009 Update

The MIT Sloan School Sustainability Initiative

If the economic crisis can bring something good, it would be the emergence of new business models built on the imperative of sustainability. A sustainability focus might also act as a lever for development. "Working on sustainability releases new levels of emotional commitment and excitement in firms" says Rebecca Henderson, Co-Founder of the Sustainability Lab at MIT. "Sustainability Takeaways" and other resources are available from the [Sustainability Initiative homepage](#) at the Sloan School.



The "Useful Weblinks" area, listing International as well as Greek organizations and initiatives in CSR, has proven particularly useful for MBA students, alumni and AUEB students in general. Many of those links contain CSR news and knowledge portals, essential to access for students' projects and assignments.

Moreover, in order to maintain a dynamic presence and increase traffic on the CSR area of the site, the "CSR Monitor" is a monthly updated news area where various studies, events and news items are analysed and linked to. Focus is on highlighting studies and analytical reports from other academic institutions, research institutes, global consulting firms and, last but not least, from the Global Compact.

IMBA CSR Monitor Archive

The C S R Monitor Archive

NEWS AND INFORMATION UPDATED REGULARLY

March 2009 Update	On the Difficulties of Securing Financing for Renewable Energy Projects The crisis and the lowest-in-years oil prices are no good news for clean energy investments. All is not gloom, however, reports recent research at the Wharton School. The volatility of the oil price, compared to the stable foresights of renewable energy investments, might still play in favour of the latter. Top Business School Wharton regularly publishes research with intriguing insights into environmental and ethics aspects of business. A simple registration enables access to the content. Access the Business Ethics area.
February 2009 Update	McKinsey & Company publishes new report "Pathways to a Low-Carbon Economy" The ambitious and necessary targets for reducing emissions of greenhouse gases must be matched by technical and economic feasibility of different target levels. In this newly published report, McKinsey & Company supported by ten leading global companies and organisations including The Carbon Trust, ClimateWorks, Enel, Entergy, Holcim, Honeywell, Shell, Vattenfall, Volvo, and WWF, provides a quantitative basis for such discussions. Access summary and full report (after registration) from the McKinsey.com site.
January 2009 Update	The Year of Climate Change: Letter to all UN Global Compact Participants The UN Secretary-General has called 2009 the "Year of Climate Change" - and for good reason. This year, crucial negotiations are scheduled related to the forging of a new global framework for climate change. As a key stakeholder in this global crisis, the business community is mobilizing, understanding that any meaningful progress must involve the private sector. We hope you will join this historic call-to-action. Read the Letter.
December 2008 Update	The Hellenic Center for Corporate Social Responsibility is a business-driven membership non-profit organization, whose mission is to promote the meaning of CSR to both the business community and the social environment. Among the various activities of the center can be found the collection, edition and presentation of innovative best CSR practices in Greek companies. In December, new editions of the Best Practice Catalogues and the SME CSR Guide have been published. Best practices are also available on-line (Greek language only).



- The active role played by the Direction of AUEB and the IMBA faculty is also reflected in various participations in CSR related committees and events. To mention only a few, the University Rector, Professor Gregory Prastacos, is one of the distinguished jury members for the 2009 CEO & CSR Awards organized by the yearly event CEO & CSR Money Conference in collaboration with Eurocharity, a non-for profit information and knowledge broker organization focusing on CSR in Greece.

Professor Spyros Lioukas and Associate Professor Eric Soderquist are members of the Scientific Advisory Board of the CRI Hellas initiative (<http://www.cri.org.gr>). The Corporate Responsibility Institute is a non-for-profit organization, which represents the Corporate Responsibility Index in Greece in collaboration with BITC (Business in the Community), a global organization acting in the area of CSR. In April 2009, the first CRI awards were given in Greece, following an extensive audit procedure by certified CRI auditors.

Walk the Talk - Integrating CSR in the Management and Operations of the University

Initiated by the leadership of the Athens University of Economics and Business, and leaning on the initial experiences gained within the MBA International Program and the Department of Management Science and Technology (member entities of the Global Compact), 2008 saw the formation of a university-wide Steering Committee for CSR. With participation of faculty, administrative and technical personnel, and under the direct leadership of the Rector, the Committee has developed an action plan that initially focuses on environmental issues and on actions to facility the life at the university for individuals with special needs.

Among the actions already deployed can be mentioned a university-wide recycling program for paper, toners and batteries, and an energy saving campaign focusing on replacement of lightning and optimisation of heating/air conditioning equipment.





Another result of the committee's work is the drafting of a general guiding framework for academic institutions with respect to their responsible conduct (see appendix 2). Inspired by various existing frameworks, in particular the United Nations Principles for Responsible Management Education (PREME), and benchmarking with fellow institutions internationally and CSR experts, this framework is currently formulated as a kind of check list for academic institutions' engagement in terms of teaching, research, outreach activities, and own management and operations. Besides using this framework as our own guidebook for expanding and improving CSR, we also aim at disseminating it in the broader academic community.

Social Impact Donations by the IMBA Events Club

- In our MBA's effort to operate as a socially responsible organization, the Events Club, organized by the students, took a series of initiatives on the occasion of Christmas 2008. In the spirit of Christmas, a Charity Party was organized with the objective to make a donation to the non-profit organization "Kivotos tou Kosmou" ("Arc of the World"). This organization is devoted to caring for abandoned children. Recently it undertook the initiative to build a home for indigent mothers and children, to which our donation was made. The party took place on December 11 2008 and even if the scene in Athens was turbulent, due to youth protests in the center of the city, the result exceeded expectations. More specifically, around 180 people -current IMBA students, alumni and several faculty members- attended the event. The great time we had along with the successful outcome reinforced the commitment to organize similar activities in favor of the community in the future.
- A second initiative was the donation the 1st Elementary School of Ilion for children with special needs. With this donation the school managed to buy extracurricular books to offer to the children as Christmas gifts.



6. Assisting Organizations to Implement CSR Initiatives

The Field Study Projects (credit-awarding Masters Thesis Projects) is a capstone requirement of The MBA International Program (www.imba.aueb.gr/fsp1). Conducted in collaboration with enterprises, teams of MBA students having completed their coursework undertake an applied project in a sponsoring organization. The FSPs are an important lever for enhancing CSR related business practices both for our students and for the sponsoring organizations. Recent projects undertaken in the broader area of CSR include:

- **Developing a Financial Model for IPO in the London Stock Exchange**

Sponsored by: Eunice Energy Group

Eunice Energy Group is a leading investor, developer and producer of renewable energy in Greece. The Company has successfully delivered its first two projects on time and on budget with total capacity of 46MW. Eunice has another 14 projects of different sizes in the pipeline with estimated production capacity in 2013 of 535 MW. In this Field Study Project, students developed a financial model in support of an IPO in the London Stock Exchange.



- **Creating an e-Banking Youth Portal**

Sponsored by: National Bank of Greece

A market research was conducted in order to determine structure, design and content of a youth portal for e-banking that should become a reference point for young people by offering them value added content and services. Relying on a quantitative survey as well as focus groups, the results provided new knowledge about consumer behavior in the specific context.

Moreover, starting from the current academic year, a new option for the Masters Thesis has been introduced in the shape of a CSR Action. Normally undertaken as a group project, the CSR Action can involve collaboration with one or more NGOs in setting up a joint event or organizing a campaign or other societal action. There is a formal requirement that the outcome of the project is useful to the wider community and not only to one or a few companies or organizations. Hence, it has to be disseminated appropriately before final evaluation.



7. In Conclusion

In summary, the last academic year has seen a satisfactory pursuit of a range of activities and initiatives for developing and anchoring Corporate Social Responsibility in the MBA International Program of the Athens University of Economics and Business. Thanks to the commitment of students, faculty, the leadership of the university, business partners and other stakeholder we have been able not only to maintain but also to expand the focus on CSR.

We are thus highly motivated to keep up and reinforce the momentum both through increased student engagement and out-reaching activities towards the business community, especially related to the Global Compact Network Hellas and in collaboration with our Alumni Association. Important steps have also been taken towards institution-wide activities, which will increase the scale and thus the impact of the efforts deployed.

For the next academic year, for example, AUEB will be preparing for, and hopefully also join the United Nations Principles for Responsible Management Education. As mentioned in this report, we have already benchmarked with the PMRE criteria in our development of the CSR Support Template (appendix 2). Moreover, we aim at increasing international cooperation and benchmarking with partner institutions and MBA Programs in the area of Corporate Social Responsibility.





Appendix 1. Detailed Workshop Program "Building Sustainable Business and Competitive Advantage through CSR"

Day 1 11/11/08	Content	Learning Activities	Learning outcomes
6.00 – 6.20	Introduction to key concepts	Presentation	Set the scene
6. 20 – 8.40 (including break)	Stakeholder identification, mapping and communication	<p>Presentation – stakeholder theory. What is a stakeholder?</p> <p>Practical, interactive exercise, participants mapping their own stakeholders using the tools provided.</p> <p>Presentation of case study examples</p>	<p>How to prioritise stakeholders and apply appropriate communication strategy.</p> <p>Understanding risk and opportunity in relation to stakeholder expectations.</p> <p>Understand contemporary business concept of holistic business as a coalition of stakeholders.</p> <p>Benchmarking examples of global best practice</p>
8.40 – 9.00	Session 1 closing discussion	Recap, summary.	Hooks to take forward to session 2.

Day 2 12/11/08	Content	Learning Activities	Learning outcomes
6.00 – 6.20	Recap and reflect on session 1.	Discussion	Bring forward links and hooks from session 1.
6.20 – 7.20	<p>Practical Ethics in Daily decision-making.</p> <p>Incorporating ethical dimension into every day decisions.</p> <p>Application to supply chain, innovation, recruitment and retention, reputation and risk.</p>	<p>Presentation – ethics theory. Decision making tool.</p> <p>Examples – ethical dilemmas</p> <p>Video – Cisco in China – ethical issue. Discussion</p> <p>Report/Evidence; Booz Allen Hamilton / Aspen Institute report on corporate values and the affect on bottom line.</p>	<p>Understanding the consequences of managing decision processes and dilemmas both financially and reputationally.</p> <p>Recognition of the value of authenticity and congruent integrity.</p> <p>Understand direct link between poor governance and weak ethics on the one hand and risks and growth on the other.</p>
Break			



Day 2 continued	Content	Learning Activities	Learning outcomes
7.30 – 8.00	Stakeholders' Values and the impact on the bottom line	<p>Introduce Tool - Stakeholder Perception Appraisal (SPA) which illustrates link between stakeholder perception and ROI.</p> <p>Discuss what can a Manager do to intervene when SPA is low? What are warning signs?</p> <p>How will I know if things are starting to go wrong?</p> <p>Personal accountability, leading by example.</p>	<p>Understand stakeholder management as a business strategy similar to traditional marketing function.</p> <p>Gain insight in to necessity to managing different viewpoints whilst maintaining own integrity.</p> <p>Reflective understanding to question myth vs reality and to challenge own organisational propaganda.</p>
8.00 – 8.30	Group Exercise – Good Business Advice Surgery Participants to bring examples of business challenges for the group to resolve using new learning from the 2 sessions	Interactive discussion – possible break out group format or panel format TBC.	Learning in to action. Application of theory to day-to-day reality.
8.30 – 9.00	Action plan How I can make policy a reality?	<p>Discuss - summarise Policy into action</p> <p>Balancing short term results with long term.</p> <p>Be clear about licence to operate</p>	Commitment to follow up 1 month later
9.00	CLOSE		



Appendix 2. Academic Institutions in Support of Corporate Social Responsibility

Universities and academic institutions add critical dimensions to the effort of developing and spreading knowledge and practices of Corporate Social Responsibility (CSR). They play an important role in shaping future business leaders and educating them in the importance of responsible professional conduct and citizenship.

Academia's central missions, to train, educate and conduct research, can be strongly coloured by a CSR imperative. Moreover, in the wider spectrum of university activities, CSR can be a core thematic area in developing relationships with business community, interacting with alumni, conducting societal actions and in the very internal operations of the institution itself.

Below are listed four indicative areas of activities, with some specific examples of actions that can be taken within each. These areas and action examples can be used both for inspiring a CSR orientation in higher educational institutions, and for evaluating internally and comparing / benchmarking such activities. They are compiled from examples from leading universities and are inspired also by the United Nations Global Compact and the UN Principles for Responsible Management Education (<http://www.unprme.org>).

1. Education and Training

- Integration of CSR issues in the curriculum through dedicated courses, e.g., Business Ethics, Environmental Management, Corporate Governance, Sustainable Development, Labour Relations Management, etc.,
- Integration of CSR in existing courses, as a more or less integrated part of the traditional content, e.g., through case studies, guest speakers or dedicated modules. Examples of course where integration of CSR themes can be of particular importance are Strategic Management, HRM and OB, Marketing Management, International Business, Innovation Management, Entrepreneurship, Accounting and Auditing, Operations Management, Quality Management, Risk Management, etc.,
- In general, CSR issues are normally best taught through interactive learning models, including projects, case studies, team exercises, business games, cross-discipline and cross-level activities, e.g., the set up of larger projects involving under- and post-grad students as well as full-time and part-time students working over a longer period of time than a traditional course normally offers.,
- The applied nature of CSR makes it particularly important to offer or integrate in continuous education programs, executive training modules and executive masters programs. Dedicated programs, e.g., Environmental Management, can also be a way to go for some institutions if they develop particularly strong related competency and profiling,
- CSR should be the focus of student projects, e.g., company internships, field study or field consulting projects, and graduation projects. This will give hands-on experience to the students, enhance the understanding of how companies approach and manage CSR, and also develop ties with faculty supervising the projects enabling further leverage effects in research and teaching,
- Visiting faculty and student programs can be particularly useful in order to spread and exchange knowledge and reinforce the global nature of the CSR problematic. Training expertise in CSR thematic is still comparatively limited in relation to "traditional" disciplines, rendering exchange even more important.



2. Research

- Mirroring the approach to education and training, again integration in ongoing and established research is much recommended, besides conducting dedicated research on CSR issues,
- CSR Research should of course be evaluated with normal academic research criteria for peer-reviewed publications in journals, communications in conferences, academic citations, etc. It is particularly important the CSR related research is published in mainstream disciplinary journals and conferences and not limited to narrow specialized outlets only,
- Although academic rigour is a permission-to-play criterion for research, the applied dimension of CSR research is of utmost importance as this research is particularly expected to inspire and drive action,
- Research of "technical support" character, involving companies and organizations and focusing on tools, methods, and instruments should be emphasized,
- CSR research might be more productive if it is conducted within a dedicated lab or research unit that also plays a role of coordinating CSR research that still can take place in other research entities.

3. Responsible Internal Management

- Being often large and "people intensive" organizations, academic institutions need to develop internal policies and programs for ethical conduct and environmental responsibility,
- An Ethics Committee can draw up guidelines for non-discrimination and labour rights, and act as a guarantee for transparency and equal treatment of both students and personnel. It can reserve a specific focus for facilitating access to the institution for people with disabilities,
- An Environmental Committee can develop policies and actions with respect to energy and resource saving, responsible purchasing, waste reduction, and recycling of all consumables and equipment that transit through the institution, ranging from paper, plastic, glass... to hardware, lab equipment, electrical appliances, furniture and heavier equipment...
- An internal chart of ethical and environmental conduct, to be signed by all internal stakeholders, can be an effective way of spreading the CSR message and reminding all about the importance and necessity of taking individual day-to-day responsibility.

4. Networking and Dissemination

- Faculty and students are active in conducting or participating in seminars and presentations, they publish actively in CSR related areas also outside the traditional academic publishing channels, e.g., in reports, books, press, blogs...
- The institution acts as network partner and activity coordinator of CSR events and activities with local and global partners from industry, organizations and academia,
- The institution ensures some celebrity support, e.g., as key note addresses in seminars, events, graduation ceremonies, advisory councils...
- The institution leverages the CSR thematic by organizing career days, sports or cultural events, and any other running institutional events under the "auspice" of CSR or some aspect of CSR,
- The institution approaches and interacts with various partners such as NGOs, ministries, youth groups, media, think tanks, etc. in order to reinforce the spread and impact of CSR activities and design and implement joint actions,



- Students, faculty and staff participate in awareness and clean-up campaigns, such as “Keep your neighbourhood clean”, civic initiatives (green parades/races), excursions to nature sites, tree planting...
- The alumni network is actively involved in CSR activities and alumni are approached systematically when support for various activities, including, of course training and research, are being planned,
- Students are encouraged to form interest groups or clubs, that might facilitate and also “brand” their engagement in CSR activities,
- The institution can provide infrastructure for seminars, dissemination and training for companies that are in the beginning of their CSR efforts, especially for SMEs.

Postscript:

Strategy and Structure of the CSR Activities

It is of utmost importance that all the activity areas listed above are supported by the top management of the institution and that the wide spectrum of actions and responsibilities are integrated in the existing management systems and procedures of the academic institution.

- Education and research issues would normally be coordinated by the Department Chairs and implemented by individual faculty in collaboration with students,
- Program issues would be coordinated by the Program Directors in collaboration with faculty and students,
- Administrators at various levels would contribute to the management of company, society and alumni relations,
- Last but not least, centralized committees, such as for ethics and environment, would be lead by the Rectors/Deans and the implementation of organization-wide issue would rely on clear responsibilities of the related administrative and technical service departments coupled with reporting and follow-up procedures.