



ATHENS UNIVERSITY *of* ECONOMICS & BUSINESS
mbainternational

First Activity Report on
Corporate Social Responsibility

May 2008





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Contact Information

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

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1. Introduction and Overview

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. This is maybe the greatest management challenge facing today's and tomorrow's business leaders.

The MBA International Program of the Athens University of Economics & Business (AUEB) 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. On the pages that follow, we present these developments, starting with the decision to join the United Nations Global Compact, which we consider instrumental for structuring and developing various initiatives in the area of CSR.

Structuring and developing CSR is a journey of discovery. We are very pleased of having started out on it and we hope that the achievements made so far will be of interest to our fellow organizations inside and outside (still) the Global Compact initiative. Our ambitions are high for the next steps of this journey, including a strong focus on approaching businesses of all types and sizes informing them about and integrating them into various activities in order to develop and reinforce their CSR edge.

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,

Welcome to the first activity report on Corporate Social Responsibility, which presents the efforts of promoting, developing and taking own action on CSR principles by the students, faculty and partners of AUEB's MBA International Program.



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 its 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.

The present report is a first account of our determination to take action for a better world through innovations in curriculum and other initiatives and activities that characterize a leading MBA Program.

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

Professor Gregory P. Prastacos

Rector, Athens University of Economics and Business



3. The CSR Journey of the MBA International Program

The Adherence to the United Nations Global Compact

The continuous growth and increased recognition of the MBA International Program of AUEB, and the important achievement in terms of obtaining the first full accreditation in Greece by AMBA - The Association of MBAs, has brought many innovations to the program. One of the most important has been the integration in the curriculum of courses dedicated to Business Ethics and Corporate Governance, and, following this, a much increased focus on CSR issues from various perspectives.



Searching for a way to structure existing activities related to CSR, and generate new ideas and initiatives with students and business partners, the Global Compact Initiative was presented to us initially by faculty members of one of our partner institutions, already a member. Besides this "networking effect" of the Global Compact, the triggering factor was then a great motivation from students to learn more about this initiative and prepare, as part of their graduation project, the terrain for a membership application.

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

- Interaction with the other national members. Some initial steps have been taken for discussing joint organization of events and collaborations, and during May 2008 the first joint meeting of the Greek members of the Global Compact will be held.
- Access to a vast database of leading companies world-wide reporting on their CSR policies and action plans. This is an invaluable source of information to our students and to Alumni who become more and more concerned and involved in CSR in their organizations. Moreover, the global coverage of member organizations is inspirational for our students that come from all parts of the world - from Canada and Colombia in the West to India



and China in the East, passing through Oman and Tanzania, not forgetting our many students from the countries in the Balkan and Black Sea region.

- Access to an important and continuously growing number of reports and publications through the Global Compact Data Base. Students actively searching for information on CSR issues, whether for completing their coursework or advancing on their various projects, find in this database both broad and deep information of high practical relevance.
- Continuous updates in the shape of the news links, and the list of events and conferences / workshops on the Global Compact Website helps keeping students and faculty up to date with all the recent developments.

In summary, we firmly believe that the membership in the United Nations Global Compact is highly beneficial for all types of educational institutions, and we actively promote the benefits of being a member to our partner Business Schools.

CSR Starts from the Top...

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 Management and Organization (www.aueb.gr/dba),
- The Department of Marketing and Communication (www.mbc.aueb.gr),
- The Department of Finance and Accounting (www.aislab.aueb.gr/acccfin),
- 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 make up the CSR Faculty Task Force that is responsible for suggesting actions and activities both within the formal structures of the MBA program, such as curriculum and MBA Graduation Projects, and specific extra-curricular activities including company days and key note speakers.



Moreover, 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. More details on the intervention by Mr. Bakshi are presented in section five of this report.

Under the Presidency of Mr. Takis Arapoglou, Chairman and CEO of the National Bank of Greece, the Business Advisory Council members are committed to strongly support the CSR initiatives in the MBA Program in several different ways in the future.

...It is Energized by the Students...

The CSR focus and the membership in the Global Compact are emphasized from the very beginning of the MBA course. Students are informed during the integration weekend, where some of the activities also are designed to install respect for the environment. During the first semester a more detailed presentation and call for engagement is given to the students, where they are encouraged to propose activities based on their experiences and motivation. This has resulted in the formation of two Student Clubs the "Global Compact Initiative Club" and the "MBA International Green Club" reflecting a slightly different participation profile depending on whether Full Time or Executive MBA students are the initiators.



CSR issues were one of my high-interest areas when I joined the MBA. I now have the opportunity not only to learn more, but also to work close with faculty and fellow students developing and implementing actions with impact to our MBA and the wider business community.

Irene Daskalakis, MBA 2007

These clubs have organized participation in various events taking place in Athens and in Greece during the semesters. The student club members also meet with faculty in order to discuss new initiatives, and take responsibility for implementing and follow up on their execution.



...And Coached by Faculty

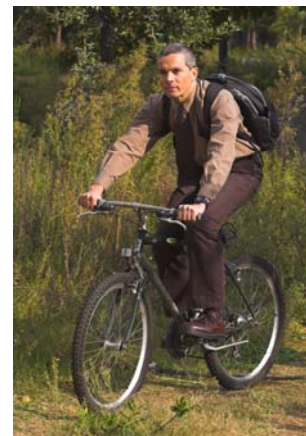
As already mentioned, the role of faculty is instrumental for developing, reinforcing and integrating the various CSR activities taking place in the MBA International Program of AUEB. Faculty's role can be summarized along three core axes:

- Developing their courses bearing CSR issues in mind and integrating them into the disciplinary curriculum striving for making CSR a truly transversal business occupation,
- Supervise student projects dedicated to CSR and emphasize the CSR dimensions in all student projects supervised,
- Support student activities and initiatives with their area expertise and through their contact networks in the scientific and business communities.

Besides these roles of faculty in general, the Faculty Relay for CSR issues (currently Associate Professor Klas Eric Soderquist) is responsible for:

- Presenting the Global Compact initiative to the students,
- Initiating the formation of the students clubs each academic year,
- Working with the students on a yearly action plan and conducting regular progress review meetings.

The faculty relay is also responsible for reporting the various CSR related activities to the MBA committee, and for preparing the yearly presentation of CSR activities to the Business Advisory Council.





4. Curriculum Development

All MBA students follow the dedicated to CSR course "Business Ethics and Corporate Governance". For the last three years the part on Business Ethics has been taught by Visiting Professor Chris Marsden, internationally renowned for his work on CSR issues within British Petroleum (BP) and later as Chair of the Business Group of Amnesty International UK. The part on Corporate Governance has been taught by Professor Spyros Lioukas, former Greek Ambassador to the OECD. Thee course is structured along lectures and case studies on stakeholder engagement, business ethics, management of environmental and social performance, governance modes and imperatives, and governance structures. Case studies analyzed and presented by student teams include Shell, Natwest Bank, Google in China, BP in Colombia, Enron and Parmalat.

Moreover, integration of CSR issues in core and elective MBA courses has been a priority over the last two academic years. The CSR Faculty Relay is responsible for discussing this with the faculty teaching the courses and then registering and sharing these developments with all faculty and students. This is a continuous process where the current state of advancement is presented in the below tables. For the next academic year, the CSR cases and examples used in various courses will also be presented apart from their course context, so as to be available to all students irrespective of their selection of electives.

In the below tables we show some examples of realized and planned efforts of reinforcing and integrating CSR issues in the MBA curriculum.

SELECTED CORE COURSES	REALIZED or PLANNED Integration of CSR Issues
DS - 131 Financial Accounting and Reporting	REALIZED: Ethics in Accounting and Reporting Standards
DS - 181 Business Strategy	REALIZED: Non Profit Strategizing in Non Profit Organizations
DS - 701 International Business	REALIZED – Case Studies on Responsibility Charts in Global Operations
DS - 111 Organizational Behavior and HRM	PLANNED: Introduction to the Fundamentals of Labor Rights
DS - 141 Marketing Management	PLANNED: Ethical Marketing (e.g. in the 3 rd world)
DS - 161 Information Systems Management	PLANNED: Integrate more on Information Security, and Privacy Issues



SELECTED ELECTIVE COURSES	REALIZED or PLANNED Integration of CSR Issues
DS - 276 Quality Management	REALIZED: Student Projects on the interfaces between Quality and CSR.
DS - 300 Entrepreneurial Journey	REALIZED: Module on Social Entrepreneurship
DS-349 Doing Business in Balkans and Black Sea Region	REALIZED: Anticorruption Practices and Programs
DS - 621 Global Supply Chain Management	REALIZED: Responsible Global Sourcing and Reversed Logistics
DS - 314 Consumer Behavior	PLANNED: Ethical and Social Impacts from Advertising
DS - 348 Developing a Successful Business Plan	PLANNED: Integrating the Responsibility Dimension when Planning New Ventures
DS - 428 International Finance	PLANNED: Module on the Ethics of International Finance

As illustrations to some of the above realized integrations of CSR issues can be mentioned:

- Invitation of Dr Meena Galliara of the Narsee Monjee Institute of Management and Higher Studies, Bombay, India as a Visiting Professor of Social Entrepreneurship in the course the **Entrepreneurial Journey**. In this highly appreciated module, students were introduced to the opportunities and challenges facing social entrepreneurs, strategies used for managing social enterprises were presented, and business plans of social venture were reviewed and analyzed through case studies authored by Professor Galliara.
- Projects realized by the students taking the **Total Quality Management** course include "Overview and Business Benefits of the ISO 14000 Environmental Systems Certification", "Frameworks, Examples and Trends of CSR Reporting", "The CSR Aspects of the EFQM Excellence Model: Greek Examples", and "Job Hazard Analysis: Current State and Future Challenges". The presentations conducted in the class allowed for a rich exchange and debate on the related issues and their applications in various business contexts.
- In the course **Global Supply Chain Management** the issues of reversed logistics and responsible supply chain management are analyzed, both through readings and case studies. In particular, students realize a term paper in the course for which one of the topics is Corporate Responsibility and Supply Chain Management. Moreover, strong emphasis is placed on the systemic role of logistics in the enterprise and social system as a whole.



5. CSR-Related Events

A number of events with prominent guest speakers presenting their actions and views of Corporate Social Responsibility have been organized. All of them have been open to the MBA students, to the alumni and to PhD students, and AUEB faculty. Many of them have also been open to the business community, including those by Mr. F.W. de Klerk, Mr. Rakesh Bakshi and Dr. Meena Galliara. Below we give a brief account of two of these key note events.

February 21 2008: Social Entrepreneurship: The Case of India

Open Lecture by Dr. Meena Galliara, Professor at the Narsee Monjee Institute of Management Studies, Bombay, India.



The lecture was co-organized with the Embassy of India in Athens, and attended by his Excellency the Ambassador of India in Greece, Dr. Dilip Sinha. Professor Galliara presented a series of case studies of social entrepreneurship, with great social impact in India. She also presented the founding elements of social entrepreneurship and invited the participants to imagine what would be the most urgent acts of social entrepreneurship in Greece. This reflection continued in more depth in the classroom with the MBA students following the course in Entrepreneurship. Among the ideas generated by the students were "Skill Training and Livelihood Support for Immigrants", "Low Cost Housing", "Skill Training for Prisoners", and "Environmental Study program for School Children".

Professor Galliara is Chairperson, Social Enterprise Cell, of Narsee Monjee Institute of Management and Higher Studies, Bombay, India. The Cell is involved in building capacities and competencies of NGO staff through its short term and long-term training in areas of management of NGOs & social enterprises. It also provides consultancy in the areas of CSR, business development services and micro finance. For her contributions to teaching, research and society she has received several awards, including the prestigious 'Social Innovation Golden Peacock Award'.

See Appendix 1 for the flyer of the event.



March 1 2006: The Market for Renewable Energy in India

Open Lecture by Mr. Rakesh Bakshi, Chairman and CEO,
RRB Consultants & Engineers Pvt. Ltd., New Delhi, India.



In this lecture, Mr. Bakshi illustrated how India's economic growth rate, of more than 8% per annum, can be sustained only through a sustainable development of the country's infrastructure. Through an accelerated deployment of Renewable Energy (RE) systems, a sizeable part of India's growing energy needs can be met in both urban and rural remote areas. India aims at becoming a global leader in RE technologies and during the last years has made impressive progress in deriving energy from waste and also harnessing of solar energy for a variety of applications in both solar photovoltaic and solar thermal areas. The country has placed emphasis on RE technologies meant for rural energy needs such as biogas, energy efficient wood burning stoves and RE based hybrid systems, having also made remarkable success in producing bio fuel from the Jatropha plant.

Mr. Rakesh Bakshi, widely known as the "Green Maharajah", is a global authority in the wind power industry and one the most prominent business figures in India, having contributed extensively to harnessing and promoting renewable for everyday energy needs. In recognition of his contributions, he has been bestowed with various awards, including the Padma Shri, one of India's high civilian awards, offered to him by the Indian government.

See Appendix 2 for the flyer of the event.

The India connection of the MBA International Program has evolved to become particularly strong, involving exchange of faculty and students. It also comprises a Special Entrepreneurship Program in partnership with the Narsee Monjee Institute of Management Studies, where a group of 5-10 Indian students follow a dedicated course program, make company visits and study projects for a duration of two months.

Other Events and Initiatives

By initiative of the student club, students and Alumni of the MBA International Program have participated in various events such as the *Outreach Day on Recycling* at the central Syntagma Square organized by the Greek Alumni Club of Columbia University (NY) and the Greek NGO Net Impact Hellas, and have organized a *fund raising campaign* for supporting the victims of the fire catastrophes in Greece in 2007.

Another initiative, among the first activities conducted related to the membership in the United Nations Global Compact, was the design and implementation of a student survey on CSR and the student interest in the related issues. Conducted as a Field Study Project already in 2006, by a team of three students with extensive experience of developing CSR initiatives in organizations, the survey showed a great interest among the students for developing both the course contents and extra-curricular activities related to CSR. Many of the activities deployed over the last years have been implemented as a result of the analysis of the results of this initial survey. The questionnaire is attached in Appendix 3.

Last but not least, an important internal initiative in the MBA Program and the entire Graduate Building of AUEB is the organization of a paper and battery recycling process. Recycling in Greece is still in its infancy, and therefore it is of additionally strong importance not only to encourage recycling activities, but also ensure that effective processes are being maintained. Making the university an additional access point for battery recycling is important as the number of points is still largely insufficient. Moreover, we have taken the necessary steps for ensuring that the paper being collected is truly recycled and does not end up in the general garbage treating process. Students and staff are reminded to adhere to the recycling effort by signs posted in the building.





6. Field Study Projects and Other Business Relations

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 or develop a business plan for their own entrepreneurial venture. It goes without saying that the FSPs are an important lever for enhancing CSR related business practices both for our students and for the sponsoring organizations. Examples of recent projects undertaken in the broader area of CSR are indicated below.

Project Finance in the Renewable Energy Sector

Sponsored by: HELLENIC BALCANIC HOLDING S.A.

The mission of this project was to analyze environment, structure, and financing opportunities for Eunice Energy, one of the first and largest private energy producers focusing on exploiting renewable energy sources in Greece. A financial model was developed and various scenarios evaluated. Recommendations for the financial management of the venture were provided leaning on the methods of project financing.



Project Finance in Educational Buildings

Sponsored by ELLINIKI TECHNODOMIKI TEB

The social need for an increasing number and improved quality of student residencies is urgent in Greece. The scope of this project was to examine and evaluate the execution of projects with respect to educational buildings (mainly dormitories) under the project finance scheme. The main body of the FSP was a market research for the housing facilities of the Greek universities, which currently cover only 3% of the existing market. The outcome was a financial model, which can be used for the evaluation of such projects.





Analysis of Gas Supply Scenarios that Affect the East Mediterranean

Sponsored by DEPA, the Greek Natural Gas Public Corporation

Natural gas will probably become, in the next decades, the most important energy fuel in the world. Greece is going to play in the near future a very important role as south-eastern gas gate and hub of the European Union offering real solutions for diversity of supply and satisfying its own growing domestic demand. In this Field Study Project scenario planning methodologies has been used in order to study access and security of supply creating a unique model for DEPA. The factors that affect security of supply in east Mediterranean area have been identified and scenarios for the future evolution of supply and its wider societal effects have been predicted.



Investment Scenarios for the Creation of a Prototype Green Vacation Settlement

Sponsored by PROMITHEAS ATBE

The Employee Association of the Greek Social Insurance Institute (IKA), owns an area that spans 682.000 m² located in the beautiful outskirts of Istiaia in Northern Evia. The Association holds all the necessary rights to construct vacation homes in this area and this project consists of a feasibility study for developing a Green Village, with all that this involves in terms of environmental-friendly infrastructure, architecture, building material, and water and garbage management systems.





Guest Speakers and Other Initiatives Towards the Business Community

From our discussions with managers, and especially entrepreneurs and leaders of smaller businesses in South East Europe, we are sensing a strong need for making CSR accessible to practitioners and understandable to all employees and organizational stakeholders. This is the first step, enabling then the development of simple and effective action plans for CSR.

In terms of relations with the business community, invitations to learn more about the Global Compact initiative have been sent out to all companies sponsoring the Field Study Projects of the MBA International (sample letter Appendix 4). To our great satisfaction, several of these companies have engaged in a process of considering becoming members. Furthermore, our Alumni Association (www.i-mbalumni.com) actively pursues dissemination and support efforts in the companies and organizations where Alumni hold positions. These activities require continuous communication and follow up, and can be very rewarding for our students in the shape of Field Study Projects, company presentations, case studies and, at the end of the day, also job opportunities in the growing area of CSR.



Guest speakers from the business community have been regularly invited. The Career Development Office and the CSR student club have joined forces in organizing presentations by several successful entrepreneurs and business leaders, including:

- Mr. Yiannis Mandalas, Founder and CEO of Mastiha Shop a fast growing venture based on sustainable cultivation and production of Mastiha (a resinous sap produced from a specific variant of a Pistachio tree) in the island of Hios. Mr. Mandalas shared his passion for the development of local knowledge and sustainable local development in combination with a viable distribution and market business model that enable growth and job creation.
- Mr. George Korres Founder and Managing Director of Korres Natural Products. Besides presenting the key success factors of entrepreneurial activity and business growth, Mr. Korres emphasized the importance of responsible exploitation of natural resources and the responsibility that business leaders also must embrace towards their customers.



7. In Conclusion: Where We Stand and Where We Want to Go

In summary, the last two academic years have seen a quite satisfactory initiation and development of CSR related issues in our curriculum, through key note speakers, student projects, business relations, student clubs, and various other activities as outlined in these pages. Our main objective is to keep up and reinforce the momentum both through increased student engagement and out-reaching activities towards the business community.

For the next academic year, for example, the members of the student club have planned for a simple Guidebook for companies on the basic principles and activities related to CSR, with emphasis on environmental issues. Initially, the intention is to distribute this guidebook for free to the business partners of the MBA Programs.

An important initiative for reinforcing the presence of the CSR activities is also the planned addition of a CSR area to the MBA International website (www.imba.aueb.gr). The objective of this site is to group and present activities, and, maybe above all, provide a structured and extensive reference list of web and other sources of CSR topics for our students, Alumni and the broader business and academic community in Greece and internationally. As can be seen on the below prototype page, we also intend to integrate a regularly updated news space, the "CSR Monitor", for maintaining a dynamic presence of the site.

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
The Global Compact
Activities
Managers
Curriculum
Useful Weblinks
CSR Monitor Archive

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: MBACsr@aueb.gr

The C S R Monitor NEWS AND INFORMATION UPDATED REGULARLY
April 2008
The United Nations Global Compact Office and the Pacific Institute issued on April 4 a report of the inaugural working conference of "The CEO Water Mandate", which took place on 5-6 March 2008.
[Access the Report, the CEO Water Mandate and the Pacific Institute through the UN Global Compact Website](#)

Download CSR Activity Report



APPENDX 1

Flyer for the Open Lecture by Dr. Meena Galliara



Social Entrepreneurship: “The case of India”

Open Lecture by **Dr. Meena Galliara, Chairperson, Social Enterprise Cell, Narsee Monjee Institute of Management Studies, Mumbai, India**

*Thursday, 21st February 2008, at 18:30,
Antoniadou Amphitheatre (AUEB main building, 76 Patision Str)*

The concept of entrepreneurship has a long history in business, expressing a wide range of activities with the common denominator of **creating value through innovation**. As applied recently to social problems and concerns, **social entrepreneurship** refers for example to *combining management and operations in commercial enterprises with their resulting social impacts*, to *innovating for social impact* or still to *catalyzing social transformation* well beyond the social problems that are the initial focus of concern.

In India there is a strong belief that all three approaches to social entrepreneurship have considerable utility and India has been recognized internationally for being host of leading social entrepreneurs. These experiences will be illustrated in the presentation with the help of a number of case studies including:

- **Excel Industries.** A pioneer in the area of crop protection chemicals, its Environment and Biotech Division is deeply engaged in sustainable management of urban environment and agriculture.
- **Agrocel.** Another chemical company that presents front-line approaches to eco-production and fair trade.
- **Mahila Milan.** A citizens' initiative of community organization and micro-entrepreneurship awarded by the United Nations for success in Human Rights initiatives.

The cases will specifically focus on social entrepreneurship that have created innovative solutions to immediate social problems, and which have led to mobilization of ideas, capacities, resources and social arrangements required for long-term sustainability. These cases present **innovative efforts to solve persistent social problems** of poverty and marginalization. To some extent they have been successful in scaling up their impacts for catalyzing social transformation.



Professor Meena Galliara holds a Masters degree in Social Welfare Administration from Tata Institute of Social Sciences in Mumbai and her Doctoral research was in the area of Social Responsibility of the Corporate Sector towards Community Development.

Currently Dr. Galliara is Chairperson, Social Enterprise Cell, of Narsee Monjee Institute of Management and Higher Studies. The Cell is involved in building capacities and competencies of NGO staff through its short term and long-term training in areas of management of NGOs & social enterprises. The Cell also provides consultancy in the areas of CSR, business development services and micro finance. In 2004-2005, Dr. Galliara was adjudged as the Best Faculty of NMIMS. In recognition of her efforts in teaching, research, training and consultancy to NGOs, the Bombay Management Association conferred the Best Faculty Award to her in July 2005. In 2007, she designed the Part-Time MBA Program in Social Entrepreneurship for which NMIMS just won the prestigious 'Social Innovation Golden Peacock Award' in January 2008.

The event is co-organized with the Embassy of India in Athens



More information contact: Maria Doukaki, 2108203660, mdoukaki@aub.gr & imba@aub.gr



APPENDX 2

Flyer for the Open Lecture by Mr. Rakesh Bakshi

Wednesday, March 1st, 2006, 16:00-17:00

AUEB Evelpidon Building, Room 802

"The Market for Renewable Energy in India"

By Rakesh BAKSHI, LFIMA, FIE, FNAE

Chairman, RRB Consultants and Engineers Pvt. Ltd., New Delhi, India

India's economic growth rate of more than 8% per annum cannot be sustained unless commensurate infrastructure is developed. Through accelerated deployment of Renewable Energy (RE) systems, a sizeable part of India's growing energy needs can be met not only in urban areas but also in rural and remote areas. India aims at becoming a global leader in RE technologies and during the last years has made impressive progress in deriving energy from waste and also harnessing of solar energy for a variety of applications in both solar photovoltaic and solar thermal areas. The country has placed emphasis on RE technologies meant for rural energy needs such as biogas, energy efficient wood burning stoves and RE based hybrid systems, having also made remarkable success in producing bio fuel from the Jatropha plant. To conclude with, it is a great opportunity to invest and be a partner in this great RE exposition in India

Rakesh Bakshi was born in London, U.K. on June 4, 1958. He is a first class Graduate in Mechanical Engineering with Postgraduate qualifications in Computer Science and Foreign Trade. Rakesh Bakshi is acknowledged as a pioneer in the field of non-conventional energy sources in India, having contributed extensively to harnessing and promoting renewable for everyday energy needs. In recognition of his immense contribution, Rakesh Bakshi has been bestowed with various awards, including the Padma Shri, one of India's high civilian awards, offered to him by the Indian government. He currently holds the position of Chairman (RRB Consultants and Engineers Pvt. Ltd.), Managing Director (Solchrome Systems India Ltd) and Managing Director (Vestas RRB India Ltd.)

Presentation Details: The event will take place in the AUEB Evelpidon Building (Evelpidon 47A & Lefkados 33), 8th Floor, Room 802. The presentation will cover around 60 minutes and will be followed by a brief discussion and questions. For further details and registration please contact Ms Maria Doukaki (imba@aueb.gr, tel. 210 8203 659).



APPENDX 3

Questionnaire on CSR issues in view of joining the Global Compact

1. Which of the following core values does social responsibility entail?
(check all that apply)
 - Environment
 - Human rights
 - Labor standards
 - Anti-corruption

2. Have you ever done voluntary work?
 - Yes
 - No

3. In recent years, environmental issues such as the climate change, the depletion of the ozone layer, deforestation and water scarcity have received increasing attention. How concerned are you about such issues?
 - Very concerned
 - Somewhat concerned
 - Not so concerned
 - Not concerned at all

4. In which of the following activities have you been involved at least once so far? (check all that apply)
 - Forest / park / town / neighborhood clean-up
 - Rally / demonstration against pollution / animal abuse
 - Drawing / photography / movie theme contests
 - Concert / fund-raising event
 - Other – please specify _____

5. Have you ever been a member of an environmental organization, such as Greenpeace, World Wildlife Foundation or others?
 - Yes
 - No

6. Have you ever donated money to such organizations?
 - Yes
 - No



7. Imagine your friend(s) littering in a public space. What are you going to do about it?

- Insist that they pick it up
- Set an example by picking it up yourself
- Remind them about the effects of their behavior
- Nothing

8. Do you recycle?

- Yes, always
- Yes, but only occasionally
- No, never

9. Do you smoke?

- Yes, frequently
- Yes, occasionally
- I did, but I gave up
- No, I never smoked

10. How concerned do you think the I-MBA is in terms of the following elements of environmental responsibility?

	Not at all	Only slightly	Reasonably concerned	Very concerned
Electricity saving	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Paper saving	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Office supplies' saving	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Number of trash cans	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

11. Do you think that the overall curriculum of the Program sufficiently stresses the importance of Corporate Social Responsibility for future managers?

- Yes, it does enough
- No, it should do more
- Not interested / Not sure

12. Have you ever noticed within the I-MBA any human rights abuses? (check all that apply)

- Obstruction of privacy
- Limited free speech
- Verbal abuse
- Physical abuse
- Other – please specify _____



13. Have you ever noticed within the I-MBA any infringement of labor rights' standards?
(check all that apply)
- Recruitment, promotion or rewarding discrimination
 - Forced or compulsory labor (including overtime)
 - Violation of legal breaks, holidays and vacation days
 - Other – please specify _____
14. Have you ever noticed within the I-MBA any type of corruption? (check all that apply)
- Extortion
 - Bribery
 - Fraud
 - Favoritism
 - Other – please specify _____
15. Do you think that the I-MBA should adhere to the principles of the United Nations Global Compact?
- Yes
 - Undecided
 - No
16. Several EU countries have banned smoking in closed public spaces, such as offices, restaurants or bars. Would you support such a law in your country?
- Yes
 - Undecided
 - No
17. Would you support a similar regulation referring to all the I-MBA classrooms, laboratories, offices and corridors?
- Yes
 - Undecided
 - No
18. If the Program premises were equipped with trashcans that enable the recycling of paper, plastic and glass, would you make proper use of them?
- Definitely, I would always be careful
 - I would try to
 - No, it is not my concern



19. In order to limit paper waste, would you accept to follow specific paper handling rules?

- Definitely, I would always be careful
- I would try to
- No, it is not my concern

20. Regarding questions 15-19, please specify the primary reason for your reluctance, in case you answered “No” or “Undecided / I would try to”.

21. For you, which of the following is usually the major source of responsible behaviour?

- Personal beliefs
- Peer pressure
- Signed academic regulations
- Top management coercion

22. The I-MBA considers instating a new students’ club concerned with social responsibility and especially environmental issues – the Green Club. How would you define your potential role within this club?

- Leadership position
- Membership
- Occasional participation
- No involvement whatsoever

23. Please specify which respondent category you belong to:

- Student
- Full-time
- National
- Faculty
- Part-time
- International
- Administrative Staff

24. Please specify your gender:

- F
- M

25. Please specify which age group you belong to:

- 21 years old and under
- 21 - 25
- 25 - 30
- 30 - 40
- 40 - 50
- 50 and over



APPENDX 4

Letter to Companies about CSR in general and the Global Compact in Particular

Dear Partner/Sponsor / ...,

We would like to take the opportunity to introduce you to the United Nations Global Compact Initiative, a global partnership that seeks participation from the public and private sector to support principles of social responsibility. We hope this information will be of interest to you, as it can help your company derive maximum benefit and value out of what is now the world's foremost voluntary corporate citizenship initiative. Currently, this partnership has 2,900 participants and other stakeholders from 90 countries

The Initiative was launched by the United Nations (UN) in 2000 with the objective to advance responsible corporate citizenship so that business companies — in partnership with other social actors — can help realize a more sustainable and inclusive global economy. Currently, companies from all regions of the world, international labour and civil society organizations are engaged in the Global Compact. The International MBA Program at the Athens University of Economics & Business has the privilege of being the only academic institution in Greece to be member of this global community!

As part of our activities vis-à-vis this Initiative, we are attempting to promote the increasingly important aspect of social and corporate responsibility in Greece, by targeting businesses all around the country, informing them on the importance of responsible citizenship, and facilitating cross-sectoral collaboration, discussion and sharing of good practices. Currently in Greece, there are 10 organizations (public and private) that are members, which include Coca-Cola, Akritas S.A, Piraeus Bank, Titan Cement Company, Emporiki Bank, Quality Net Foundation, Eucumenical Hellenism, Consolidated Contractors International Co. and Hellenic Network for Corporate Social Responsibility. In this year's work plan, one of our targets is to fortify the presence of the Greek private sector in this partnership. We believe that your organization would be an excellent candidate for the Global Compact Initiative.

There are numerous benefits from participating in the Global Compact. These include:

Demonstrating leadership by advancing responsible corporate citizenship, producing practical solutions to specific problems related to business ethics and ecological sustainability, and promoting and sharing good practices of corporate responsibility that improve employee morale, productivity and operational efficiencies.

In case you are interested to learn more on the subject of Corporate Social Responsibility, and find out ways your company can engage in this initiative, please do not hesitate to contact us. Our institution has created a Committee composed of students and professors, actively working on spreading awareness and interest in the above mentioned issues. We who would be glad to discuss with you, listen to your concerns, and assist you in finding answers and solutions for a better common future.

We hope you will consider the opportunity to become part of this global movement and hope to soon be able to collaborate with you on programs and activities in Greece and elsewhere.

Kind regards,

Signed accordingly by the Director or the CSR Relay of the MBA International Program