

## GROUPE SUP DE CO MONTPELLIER BUSINESS SCHOOL

---

### Sharing Information on Progress

March 2014



**PRME** *Directed to* Principles for Responsible  
Management Education

## Summary

<b>The 6 Principles for Responsible Management Education :</b>	<b>3</b>
<b>Renewal of the commitment</b>	<b>4</b>
<b>Mission and Values</b>	<b>5</b>
Mission statement:	5
Strategy:	5
Values:	5
Deployment of these values:	6
<b>Information on progress</b>	<b>7</b>
Principle 1   Purpose:	7
Principle 2   Values:	7
Principle 3   Method	8
Principle 4   Research	8
Principle 5   Partnership	9
Principle 6   Dialogue	10
<b>Key objectives for the next 24 months</b>	<b>11</b>
<b>APPENDIXES</b>	<b>12</b>
Appendix 1- Final course content	13
Appendix 2 – Library Resources	15
Appendix 3 – Research	18
Appendix 4 - Conferences	21

**The 6 Principles for Responsible Management Education :**



- **Principle 1 | Purpose:** We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.



- **Principle 2 | Values:** We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.



- **Principle 3 | Method:** We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.



- **Principle 4 | Research:** We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.



- **Principle 5 | Partnership:** We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.



- **Principle 6 | Dialogue:** We will facilitate and support dialog and debate among educators, students, business, government, consumers, media, civil society organisations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.



As institution of higher learning involved in the education of current and future managers Groupe Sup de Co Montpellier Business School is committed to engaging in a continuous process of improvement in the application of the Principles for Responsible Management Education, reporting on progress to all stakeholders and exchanging effective practices with other academic institutions.

We understand that our own organizational practices should serve as example of the values and attitudes we convey to our students.

We encourage other academic institutions, and associations to adopt and support these Principles.

**Didier JOURDAN**

Dean

Groupe Sup de Co Montpellier Business School

## **Mission and Values**

Montpellier Business School adopted a mission statement explaining its commitment to global responsibility and promotion of diversity:

### **Mission statement:**

Montpellier Business School “educates academically motivated students, strong in their diversity, to become managers concerned about their global responsibility, able to demonstrate an innovative and entrepreneurial spirit and adapt to rapidly changing local, national and international business environments”.

### **Strategy:**

The MBS strategy is to become the European Business school of the Languedoc-Roussillon region and be recognized internationally for the values it’s promoting (i.e., academic excellence, managerial innovation, responsibility and global performance), for its day to day activities and for the relationships it’s promoting with its stakeholders.



### **Values:**

1. We value global responsibility standards. As faculty, staff, and administrators, we value honesty, integrity, and dignity in our interactions with colleagues and students and seek to act in accord with the highest standards of professional ethics at all times. For these reasons, we have decided to follow the principles of the United Nations Global Compact and of the Principles of responsible Management Education.
2. We value our students. As faculty, staff, and administrators, we welcome the responsibility of working with students to facilitate their learning in a high quality educational environment, which facilitates the continuing process of gaining skills, information, knowledge and understanding through both individual and shared discovery. That applies regardless of nationalities, social background, disabilities, etc. Quite the contrary, we try to mix students in working groups in order for them to learn from their differences and synergies.
3. We value the communities we serve. Consistent with our heritage as part of the Chamber of Commerce & Industry of Montpellier, we recognize and appreciate the contributions that the region of Languedoc-Roussillon makes to GSCM in terms of students, resources, and opportunities for businesses to hire responsible managers, as well as for the personal development of each student. We participate to local development each year through students, through staff and through faculty in cooperating with NGOs, associations and firms.

Deployment of these values:

1. Global Responsibility awareness and international preparedness

Goal: The GSCM will continue to encourage its students, faculty, and staff to enhance their global responsibility awareness and maintain value honesty, integrity, and dignity in all interactions. In addition, GSCM will seek to work in accordance with highest standards of professionals ethics. The GSCM will also facilitate the opportunities to develop the attitudes and skills necessary to succeed in a diverse and interdependent world, at local, national and international level.

Major Priorities and Initiatives

1. The GSCM will actively seek demographic diversity in its student body and faculty.
2. The GSCM will continually review the undergraduate and graduate curricula to ensure that students are exposed to issues of global responsibility. These issues are covered in the majority of the core courses in the curricula.
3. The GSCM will provide students and faculty with opportunities to explore and experience cultures other than their own through study abroad programs, faculty mobility programs and/or internships.
4. The GSCM will work to increase funding dedicated for scholarships and other forms of assistance to high quality students from under-represented social groups.

2. Social Dimension:

GSCMBS has been granted the diversity label (AFNOR), which is awarded for institutions that fight against discrimination and educate all students regardless of their origins and social situations.

GSCMBS has diversified its social activities by implementing different programs:

For high school student:

- "Cordée de la réussite" (since 2009).
- Specific courses (culture, languages and methodology, etc...) for professional high-school diploma ("Excellence and App 'tude professional"), operating since 2011.
- "PHARES" from September 2012 (forward and beyond Disability For Successful Graduate Studies).

For students admitted to the GSCMBS programs:

- We have increased the number of financial and social aid
- We have set up a network of referees for counselling that can accommodate each student and adapt its curriculum according to their needs (disability, young parent, top athletes, illness, stress, etc.).
- We have opened the possibility for admitted students to follow the Master Programme as an apprentice (3 weeks in company / 1 week into the courses) and the tuition is paid by companies and salary is given to students (the number have increased from 129 during 2007/2008 to 630 for 2013/2014).



In 2013 – 2014, that represents 37.8% of the Master Program students that don't have their fees to pay. Their fees are paid by firms directly when they are in apprenticeship, or by Montpellier Business School foundation which grant 75 scholarships per year.

All these actions, as well as the integration into GSCMBS mission, teaching and research of Diversity related areas led to the Diversity Label that has been renewed in September 2012 and the creation in October 2011 of a department "Diversity and Social and Environmental Responsibility."

In May 2013, the Human resources department joined the Diversity and Social and Environmental Responsibility to form the Human Resources, Diversity and CSR Direction.

This new organization, drawn after Montpellier Business School change of legal status in January 2013, aims to integrate CSR and Diversity promotion in all field of our activity, including Human resources.

### **Information on progress**

#### **Principle 1 | Purpose:**

Montpellier Business School recruits its students on the basis of their personal competences in a process different from other French business schools.

During the entrance examination, students are evaluated on their academic skills in the written examinations. Then the oral examination is based on languages skills, and on personal competences.

Applicants are asked to tell the jury an experience they lived in the 18<sup>th</sup> last month. During this narrative account of themselves, the jury tries to identify theses competences: adaptability, ethics, responsibility, entrepreneurial behavior, etc.



Then we encourage students through their own associations' activities or in participating in MBS activities to gain competences and values related to sustainable development and global responsibility.

#### **Principle 2 | Values:**

Montpellier Business School increases courses related to global responsibility in its curricula and work on their organization and interaction during the program.

In the Bachelor and in Master Programs, students get an initiation to context and



definitions in their first year. Then they experiment the values in a real case, working in groups they don't, in relation with an association or organization. For example, some of them work with secondary school pupils in social precarious conditions. Others work on a project of raising awareness of a large public in Montpellier city over the sustainable development and how to change citizens' behavior.

In 2<sup>nd</sup> year students attend a module on Sustainable development and global responsibility. 45 hours of the program are dedicated to those concerns.

Then in last year, students can take a specialization relying business and organization strategies with CSR.

This specialization is provided by Mr. Laurent Raverat who is currently General inspector of the administration of the sustainable development in the French Ministry of Sustainable development<sup>1</sup>.

### Principle 3 | Method

Montpellier Business School developed large documentary resources in its library related to Sustainable development and global responsibility since the last two years.

The library is systematically involved in activities organized by Montpellier Business School on those topics, and provides videos, books, articles, and revues to students, staff and faculty.

Furthermore, an electronic textbook has been realized by the faculty in cooperation with the library, and its content is strongly related to corporate social responsibility. Actually, each faculty member



has integrated in its own content the link between scientific knowledge in his field and global responsibility.

Montpellier Business School settled a remote training center for its students to be able to learn when they are abroad or in internship. Two assistant professors have been recruited to help students in their e-learning. That includes corporate social responsibility contents.

### Principle 4 | Research

Research activities over sustainable development, corporate social responsibility and promotion of diversity increased since the last two years<sup>2</sup>.

In 2012, were concerned by one of the three topics above:

<sup>1</sup> The content of this course is provided in Appendix 1.

<sup>2</sup> The list of the publications concerned is in Appendix 3



7 articles over 52, i.e. 13.46% of the production of our faculty.

18 communications over 121, i.e. 14.9%

3 awards over 6, i.e. 50%

1 chapter over 19 i.e. 5.26%

This progression has been possible because of a volunteer recruitment of professors who oriented their researches of those topics totally linked with our mission and values.

#### Principle 5 | Partnership

Montpellier Business School based its partnership policy on the sharing of its core values.

In 2013, Montpellier Business School is supported by 33 major international or French firms. All of them help MBS to pursue its aim and had confirmed, in a formal contract that MBS values and pedagogical project are totally in line with their expectations in terms of human resources competences.

In this partnership contract, MBS made the commitment to support the firms' projects on corporate social responsibility, by providing trainees, apprentices, but also by providing the expertise of the faculty in these fields.

In a more general way, all the firms who are in contact with Montpellier Business School knows about its commitments and are made sensitive to the importance of sustainable development, responsible management and fight against discrimination.



Each student in a firm for a training period or an apprenticeship is asked to make an interview of managers dealing with the firm policy and its actual actions for equity and sustainability.

Moreover, all the firms working with MBS as a supplier or service provider attend to an information meeting with the Human resources, Diversity and CSR Director, in order to understand MBS policy, mission and values. They engage themselves in respecting those values, and in giving MBS all information needed to prove their commitment.

As well as high level partners, those firms are proposed to be helped in their reflections to improve themselves in the matters of equity or sustainability.

Principle 6 | Dialogue

Montpellier Business School is still one of the locations where debate stands in Montpellier and its area.

Since the last two years, a large number of conferences, debates, working groups took place in the School.

The aim is to let all the stakeholders the place to express their opinions and to construct with each other propositions and projects that can bring more progress for society.

Students, staff and faculty are obviously systematically invited to attend and participate in debates, and it still is occasions to fight prejudices.

Often, faculty or students are the presenters of those conferences and debates, especially when MBS is not only welcoming but organizing the debate.

It is the case of our Sustainability week, which takes place each year, the first week of April, but also for the conferences and workshops organized on Discriminations and Diversity<sup>3</sup>.

---

<sup>3</sup> List of conferences and workshops in Appendix 4

Montpellier Business School will keep its policy and improve all the actions it conduct for sustainability, equity and development of students skills in these matters in order to get an impact on society and firms when those students will graduate and enter on the labor market.

The key objectives for Montpellier Business School in the 24 next months are:

- Define indicators to evaluate the impact of its actions:

Except for our actions with secondary schools located in difficult areas, we do not have settled objectives indicators that can help us to know our impact and also to know in which direction we have to improve.

- On students: which are the competences and skills they really gained at the end of the program. That begins with the processes of learning goals and learning objectives.
- On staff and faculty: that also begins with inquiries about the comprehension of our mission and values, but must be improved.
- On stakeholders: we do not have any indicator about the efficiency of our actions in their directions (firms, associations, local community).

- Explain and communicate:

A study led by 8 members of our faculty show that our diversity promotion policy is not totally understand by our stakeholders, nor in its content, or in its goals, means and stakes. We shall have to improve our communication about those subjects.

That's linked with another objective we shall pursue in the next 24 months: Montpellier Business School doesn't have any annual report on its activity which could be published for transparency. That will be a continuous improvement goal.

- Ensure financial support to these actions

Montpellier Business School is quite different of others Business Schools in France on its financial structure and on the part of its budget it dedicates to financial aid and support to students, to NGOs and to awareness-raising activities.

Being able to continue all of these actions implies for MBS to raise new funds and financial resources. It also will be a key objective for the next 24 months.



## APPENDIXES

---

## Appendix 1- Final course content

Spécialisation Manager la Gouvernance par la RSE

---

**Responsable de la Spécialisation : Monsieur Laurent RAVERAT**

### **1/ La RSE : principes et gouvernance de l'entreprise.**

#### **1-1/ La RSE dans la mondialisation. 7H00**

- Pertinence de la thématique.
- Les entreprises et l'économie françaises dans la mondialisation.
- La «révolution numérique», les nouvelles formes de participation à la prise de décision et la RSE.

#### **1-2/ Principes, visions et valeurs. 7H00**

- L'émergence du concept.
- Ses « piliers » : l'éthique ; l'environnement ; les «droits humains» ; le développement durable ; les parties prenantes ; la valeur «réelle» de l'entreprise.

#### **1-3/ Principes de la RSE et gestion de l'entreprise. 4H00**

- Enjeux environnementaux ; enjeux socio-économiques;
- Le rôle du directeur RSE et/ou Développement durable.
- RSE et actionnariat.

#### **1-4/Gouvernance et parties prenantes. 7H00**

- Les pouvoirs publics et la RSE
- Les ONG et la RSE
- RSE et développement durable comme levier pour repenser la démocratie (sphère publique) et les fondements du dialogue social (sphères publique et privée ; représentativité ; participation.).

### **2/ RSE et GRH**

#### **2-1/ Le respect des droits humains. 7H00**

- Discriminations et marché du travail.
- L'égalité professionnelle Hommes/Femmes.
- La «gestion» du handicap.

#### **2-2/ RSE et dialogue social 21H00**

- la promotion du dialogue social comme partie intégrante d'une démarche de RSE.
  - ✓ démocratie sociale et RSE
  - ✓ dialogue social et RSE
- La démarche RSE comme outil de dynamisation du dialogue social.
- Les obstacles au dialogue social dans le cadre d'une démarche RSE.
  - ✓ Obstacles institutionnel et culturel.
  - ✓ Obstacles pratiques.

**2-3/RSE et conditions de vie au travail. 12H00**

- Management de la santé et de la sécurité au travail.
- RSE et santé psychique au travail.
- RSE et «bien-être» des salariés (pratiques sportives par exemple).

**3/ Outils et méthodes de la RSE.**

**3-1/ Les principes et les méthodes de l'audit social et environnemental. 7H00**

**3-2/ Analyse d'un rapport de développement durable. 7H00**

- Bonnes pratiques et implications des parties prenantes.
- Diffusion et support du rapport.

**3-3/ Normes et évaluation de la RSE: ISO 26000 et AFAQ 26000. 7H00**

**3-4/ Reporting et RSE: comprendre et appliquer les obligations issues de l'article 225 de la loi Grenelle 2. 21H00**

- Indicateurs et reporting extra-financier: crédibilité et finalité.
- Liens avec le pilotage de l'activité et la performance globale de l'entreprise.
- Perspectives pour le reporting intégré au management de l'entreprise.

**4/ L'entreprise « responsable » dans son environnement public et politique.**

**4-1/ Le contexte législatif et politique. 15H00**

- La loi NRE
- Les lois Grenelle
- La responsabilité environnementale de l'entreprise comme vecteur de communication .

**4-2/ La RSE dans son environnement international. 7H00**

- Les négociations internationales sur le climat.
- « Rio +20 ».
- La transition énergétique et ses déterminants européens et mondiaux.

**4-3/ L'entreprise «responsable», acteur de son environnement politique, local, national et européen. 7H00**

- La RSE comme outil d'une stratégie d'influence
- La participation de l'entreprise à la prise de décision publique(les nouvelles formes de la démocratie:participation et délibération).

## Appendix 2 – Library Resources


















### Extract for a research on « Sustainable development »

#### Résultat de la recherche

91 titres trouvés pour la recherche 'développement durable' 






  [Affiner la recherche](#) [Faire une suggestion](#)

- +  Atlas mondial du développement durable (2002) / ANNE-MARIE SACQUET
- +  Le développement durable (2010)
- +  Oser le marketing durable (2009) / Christophe SEMPELS
- +  Développement durable: 21 patrons s'engagent (2002) / PIERRE DELAPORTE
- +  Stratégies d'entreprises en développement durable (2010) / Emmanuelle REYNAUD
- +  Communiquer sur le développement durable (2005) / Maud TIXIER
- +  Le développement durable (2010) / Sylvie BRUNEL
- +  L'intégration du développement durable au management quotidien d'une entreprise (2004) / Lise MOUTAMALLE
- +  Luxe et développement durable (2011) / Cécile Lochard
- +  RH et développement durable (2005) / Bernard CALISTI
- +  RSE et développement durable (2010) / Alain Jounot
- +  RSE et développement durable en PME (2012) 
- +  La boîte à outils Développement durable et RSE (2013) / Vincent Maymo
- +  Comptabilité et développement durable (2012) / Jacques Richard
- +  Le développement durable (2008) / MICHEL DION
- +  L'entreprise verte (2009) / Élisabeth Laville
- +  T.I.C. et développement durable (2010) / Sylvie Fauchaux
- +  Marketing et développement durable (2009) / Ganaël BASCOUL
- +  Responsabilité globale (2011) / André SOBCZAK
- +  VALEURS ET DEVELOPPEMENT DURABLE Questionnement sur la valeur économique (2004) / J PERRIN

- +  L'atlas du développement durable et responsable (2011)
- +  Ce que développement durable veut dire (2004) / Geneviève FERONE
- +  Développement durable et entreprises (2004) / Observatoire sur la responsabilité sociétale des entreprises
- +  Rio + 20 (2012) / Worldwatch institute
- +  Travailler pour le développement durable (2010) / Carine GUICHETEAU
- +  Valeurs vertes 
- +  Avis et rapports du conseil économique et social, N°8. Environnement et développement durable L'indispensable mobilisation des acteurs économiques et sociaux (2003) / Claude MARTINAND
- +  Les indicateurs clés de la RSE et du développement durable (2012) / Monique GOUIRAN
- +  Développement du secteur privé et des entreprises (2013) / Lois STEVENSON
- +  L'entrepreneur durable (2011) / VINCENT LACOLARE
- +  Rationalité africaine et développement économique (2013) / Charles Jean Marie MINYEM
- +  Bulletin de nouveautés, 20130408. RSE - Développement durable 
- +  DOMESTIQUER L'EFFET DE SERRE Energies et développement durable (2005) / Francis MEUNIER
- +  Hors-Série - 04/12/2012 - Développement durable (*Bulletin de La lettre M Hors-Série*)
- +  La methode M3C réussir un changement stable, dynamique et durable (2012) / Al Biscaccianti 
- +  N°1124-1125 - du 26 décembre 2012 au 7 janvier 2013 - Développement durable: comment faire de ses salariés des écocitoyens (*Bulletin de Entreprise & Carrières*) 
- +  N°2282 - 04/07/2013 - Le deuxième souffle du développement durable [Dossier] (*Bulletin de LSA*) 
- +  N°3080 - Première quinzaine - Les pays émergents - Le développement durable - La marque en France - Vers une 7e révolution agricole (*Bulletin de Problèmes Economiques*) 
- +  N°429 - avril 2013 - Développement durable [La transition en marche !] (*Bulletin de Le Monde dossiers & documents*)
- +  N°49 - avril-mai-juin 2013 - Cécile Cloarec [Directrice RH, communication et développement durable Groupe Monoprix] Parcours d'exception (*Bulletin de Revue RH&M*) 



- +  N°544 - novembre 2013 - L'entreprise sous influences - Lionel Cellier [Un DRH [développement durable](#)] - Hervé Sérieyx [Bénévolat, le grand retour] - Pierre Tuvi "Au Japon, le peu de mobilité externe reste la règle" [Auteur de "12 clés pour comprendre le monde asiatique"] (*Bulletin de Personnel*) 
  - +  PROSPECTIVES POUR UN [DEVELOPPEMENT DURABLE](#): QUELLE POLITIQUE DE COOPERATION AVEC LES PAYS DE L'UNION ECONOMIQUE ET MONETAIRE OUEST-AFRICAIN? (1999) / J. CAYET
  - +  TRANSPORTS URBAINS ET [DEVELOPPEMENT DURABLE](#) (1995) / Collectif
  - +  Les start-up high tech (2000) / Michel BERNASCONI
  - +  La logistique [durable](#) (2013) / Joëlle MORANA
  - +  Manager : (2013) / Éric Davalle
  - +  Marketing [durable](#) (2013) / Rita FAHD
  - +  Les 7 clés du marketing [durable](#) (2012) / Elizabeth Pastore-Reiss
  - +  [Développement](#), gouvernance, globalisation (2012) / Bernard HOURS
  - +  Financer la création et le [développement](#) de son entreprise (2005) / Claude-Annie DUPLAT
  - +  Piloter un [développement](#) responsable (2009) / Olivier DUBIGEON
  - +  100 exercices et études de cas pour la Formation (2009) / Lionel BELLENGER
  - +  Action commerciale Hors-Série
  - +  Action commerciale 
  - +  ANSEA. La décennie prodigieuse. Essai sur le [développement](#) en Asie du sud-est. (1994) / D. BESSON
  - +  APPORT DES TECHNOLOGIES DE L'INFORMATION ET DE LA COMMUNICATION AU [DEVELOPPEMENT](#) DE LA CULTURE TECHNIQUE DANS LE CURSUS D'UNE ECOLE SUPERIEURE DE COMMERCE - n°19 (04/2004) (2004) / Lionel PRADELIER
  - +  Atlas de l'Amérique latine (2006) / Olivier DABENE
  - +  CONTRIBUTION DE LA FRANCE AU PROGRES DES PAYS EN [DEVELOPPEMENT](#) (LA) (2001) / F COURSIN
  - +  COOPERATION SANITAIRE FRANCAISE DANS LES PAYS EN [DEVELOPPEMENT](#) (LA) (2006) / Marc GENTILINI
  - +  ENTREPRISES, [DEVELOPPEMENT](#) ECONOMIQUE ET ESPACE URBAIN (2000) / C. DEMAZIERE
- 
- +  ENTREPRISES ET [DEVELOPPEMENT](#) ECONOMIQUE LOCAL (2004) / P POMMIER
  - +  EVENEMENTS CULTURELS ET [DEVELOPPEMENT](#) LOCAL (1998) / P. DECHARTRE
  - +  DE L'EXODE À LA MOBILISATION DES COMPÉTENCES DANS LE CADRE D'UN VÉRITABLE CO-[DEVELOPPEMENT](#) (2001) / Mireille Raunet
  - +  La finance [durable](#) (2011)
  - +  FONCTION PUBLIQUE TERRITORIALE, ACTEUR DE LA DECENTRALISATION, DE L'AMENAGEMENT DU TERRITOIRE ET DU [DEVELOPPEMENT](#) LOCAL (LA) (2000) / MA ROGNARD
  - +  Gestion stratégique (1996) / Jean-Pierre BRECHET
  - +  HISTOIRE DU [DEVELOPPEMENT](#) ECONOMIQUE XVIIIe ET XXe SIECLES (1989) / P.J. BERNARD
  - +  LAMAÎTRISE FONCIÈRE : CLÉ DU [DEVELOPPEMENT](#) RURAL (2005) / Jean-Pierre Boisson
  - +  LANGUEDOC-ROUSSILLON 2000-2020 Schéma Régional d'Aménagement et de [Développement](#) du Territoire adopté par le Conseil Régional séance plénière du 20 octobre 1999 (2000) / REGION LANGUEDOC ROUSSILLON
  - +  LIBERALISATION COMMERCIALE ET EVOLUTION DES ECONOMIES DU SUD DE LA MEDITERRANEE (Région et [Développement](#) n°19-2004) (2004) / sous dir. CATIN M.
  - +  Maîtriser la croissance des PME (2003) / Gust HERREWIJN
  - +  N°1156 - 03-09/09/2013 - Alternants Quelle transition vers l'emploi [durable](#)? - Réforme des retraites [Le compte pénibilité] - Enjeux : François Fatoux [Délégué général de l'Observatoire sur la responsabilité sociétale des entreprises (ORSE)] "La parentalité masculine est un levier pour l'égalité entre hommes et femmes" (*Bulletin de Entreprise & Carrières*) 
  - +  N°1544 - du 4 décembre au 10 décembre 2013 - Vols touristiques hiver 2013-2014 La nouvelle donne [L'évolution du partenariat entre les TO et les compagnies aériennes - L'analyse des plans de vols des voyagistes - Les départs de 25 aéroports français] - Voyages de noces [Quand les clients dictent les tendances] - Les 9 clés pour réussir sa levée de fonds [[Développement](#)] - Le Sénégal [La piste nature et découverte] (*Bulletin de Tour Hebdo*) 
  - +  N°1713 - décembre 2012 - Ville [durable](#): terrain de rencontres (*Bulletin de Environnement magazine*)
  - +  N°219 - septembre 2013 - [Création de valeur] Les achats, un atout concurrentiel [ redesign - coûts - fournisseurs - innovation achats - performance - création de valeur entreprise - co-[développement](#) - sourcing valeur - concurrence surcoût] (*Bulletin de La Lettre des achats*) 
  - +  N°3082 - Première quinzaine - Allemagne ses choix, ses défis - Comment monter en gamme pour une PMI - Mesurer le [développement](#) - L'insertion professionnelle des docteurs (*Bulletin de Problèmes Economiques*) 
  - +  N°337 - décembre 2013 - janvier 2014 - Jean Muller [dg délégué commerce et [développement](#), JCDecaux] élu manager commercial 2013 [Trophées Action commerciale] (*Bulletin de Action commerciale*) 

- +  N°5358 - Population, mondialisation et développement, quelles dynamiques ? (*Bulletin de Etudes de la documentation française*, N°5358 [19/11/2012]) 
- +  N°762 - juillet - août 2013 - L'innovation est un moteur de développement [Dossier] (*Bulletin de RB Revue-Banque.fr*) 
- +  N°949 - novembre 2012 - Ville durable: les nouveaux quartiers branchés (*Bulletin de Industrie & Technologies*) 

- +  La nouvelle distribution (2003) / Cédric DUCROCQ
- +  ONLINE BUSINESS DEVELOPPEMENT SERVICES FOR ENTREPRENEURS : AN EXPLORATORY STUDY - n°2000-05 (2000) (2000) / D.) VOLERY (T. EVANS
- +  POLITIQUE SPATIALE DE RECHERCHE ET DE DEVELOPPEMENT INDUSTRIEL (LA) (2004) / Alain POMPIDOU
- +  Sociétés de conseil (1997) / David H. MAISTER
- +  Stratégie pour la création d'entreprise (2007) / Robert PAPIN 
- +  STRATEGIE POUR LA CREATION D'ENTREPRISECréation - Reprise - Développement (2007) / Robert PAPIN
- +  SUBVENTIONS A LA RECHERCHE ET DEVELOPPEMENT (LES)(ANALYSE CHIFFRES CLES DU SESSI n°245) (2003) / SESSI
- +  TOURISME ASSOCIATIF EN MILIEU RURAL, SOURCE DE DEVELOPPEMENT LOCAL ET DE COHESION SOCIALE (LE) (2006) / MARCON JEAN-PIERRE
- +  TOURISME ET DEVELOPPEMENT: REGARDS CROISES (2007) / CHRISTIAN BATAILLOU
- +  VEILLE TECHNOLOGIQUE ET COMPETITIVITEL'intelligence économique au service du développement industriel. (1995) / H. DOU
- +  VILLE ET L'ENTREPRISE AUJOURD'HUI EN EUROPE Typologie des initiatives locales de développement économique (LA VIE) (2000) / X. CAUQUIL

---

## Appendix 3 – Research

List of publications linked with Diversity, CSR or sustainable development in Research Report 2012

---

### Articles :

Faure G., Le Coq J.-F., Vagneron I., Soto G. & Kessari M.-E. 2012. Stratégie des organisations de producteurs de café au Costa Rica face aux certifications environnementales et sociales. *Cahiers Agricultures*, 21(2-3): 162-168.

Marais M. 2012. CEO rhetorical strategies for corporate social responsibility (CSR). *Society and Business Review*, 7(3): 223-243.

Young S. & Marais M. 2012. A multi-level perspective of CSR reporting: the implications of national institutions and industry risk characteristics. *Corporate Governance: An International Review*, 20(5): 432-450.

Ghera S. 2012. Orientation parties prenantes de l'entreprise: validation d'une échelle de mesure. *Economies et Sociétés*, 34.

Gurău C., Pascual-Espuny C. & Ranchhod A. 2012. Business strategies incorporating sustainable development principles: Toward an application of the functional economy. In N.J. Delener (Ed.), *Service science research, strategy, and innovation: Dynamic knowledge management methods*: 342-350. Hershey, Pennsylvania, IGI-Global.

Ohana M., Swaton S. & Meyer M. 2012. Decision-making in social enterprises: Exploring the link between employee participation and organizational commitment. *Nonprofit and Voluntary Sector Quarterly*. [Doi:10.1177/0899764012451368]

Meyer M., Billaudeau V. & Glémain P. 2012. Dynamique des banques coopératives dans les expérimentations du microcrédit personnel: vers une nouvelle stratégie bancaire solidaire? *Revue des Sciences de Gestion*, 6(258): 101-108.

### Communications :

Laguir I. & El Baz J. 2012. Implication familiale, responsabilité sociale de l'entreprise (RSE) et performance: le cas des entreprises familiales françaises du CAC 40. **Reseau International de recherche sur les Organisations et le Développement Durable (RIODD)**, May 22-23, Nantes. France.

Temri L., Giordano G. & Kessari M.-E. 2012. Innovation et développement durable dans les entreprises agroalimentaires du Languedoc-Roussillon. **Ecole d'Été du Réseau de Recherche sur l'Innovation (RRI)**, August 29-September 1, Montpellier, France.

Da Fonseca M.-C. & Levasseur L. 2012. Le Développement Durable: quel mode de gouvernance des dynamiques inter-organisationnelles territorialisées? *Annual Young Researchers' Conference in Economics and Management (AAJEG)*, October 25-26, Amiens, France.

- Bourdil M. 2012. La mise en place d'un label de responsabilité sociale dans les centres d'appels. Conférence Internationale sur la Responsabilité des Entreprises, April 28-30, Agadir,
- Laguir I. & El Baz J. 2012. Crise et pratiques RSE dans les établissements de crédit français: une opportunité ou une menace? Association pour le Développement et l'Enseignement de la Responsabilité Sociale des Entreprises (ADERSE), March 29-30, Nice, France
- Marais M. 2012. CEO rhetorical strategies for corporate social responsibility (CSR): Searching for legitimacy in the midst of stakeholder pressures. Association pour le Développement de l'Enseignement et de la Recherche sur la Responsabilité Sociale de l'Entreprise (ADERSE), March 29-30, Nice, France.
- Pascual-Espuny C. 2012. Etude des conditions d'émergence d'un discours environnemental performatif suite aux pressions exercées par la société civile. Congrès de l'ACFAS, May 8-9, Montréal, Canada.
- Ghera S. & Brulhart F. 2012. Orientation parties prenantes, proactivité environnementale et rentabilité: une approche spécifique du lien entre performance sociale et performance économique. Association Internationale de Management Stratégique (AIMS), June 4-6, Lille, France.
- Laguir I. & El Baz J. 2012. Crisis, performance and corporate social responsibility (CSR) in the French banking industry: An exploratory study. International Association for Accounting Education and Research (IAAER), June 20-21, Amsterdam, Netherlands.
- El Baz J., Laguir I., Marais M. & Staglianò R. 2012. Corporate social responsibility (CSR) in SMEs: Understanding differences between France and Morocco in the food-processing industry. International Council for Small Business (ICSB), June 10-13, Wellington, New Zealand.
- Marais M. & Reynaud E. 2012. Envers qui les dirigeants sont-ils responsables? Association Internationale de Management Stratégique (AIMS), June 4-6, Lille, France.
- Ghera S. & Brulhart F. 2012. Stakeholder orientation, environmental proactivity, and profitability: Understanding performance links. Academy of Management (AOM), August 3-7, Boston, MA, USA.
- Kessari M.-E., Temri L. & Giordano G. 2012. Les coopératives 'naturellement plus responsables'? Le cas des coopératives agricoles languedociennes? Société Française d'Economie Rurale, November 6-7, Paris, France.
- Kessari M.-E., Wampfler B. & Le Coq J.-F. 2012. Les coopératives du commerce équitable: une diversité de modèles menant à des tensions dans le système équitable. Le cas des coopératives de café du Costa Rica certifiées par le système FLO. Société Française d'Economie Rurale, November 6-7, Paris, France.
- Andiappan M. 2012. Quick decisions, quick morals? The direct and moderating effects of temporal constraint and situational factors in moral decision making. European Academy of Management (EURAM), June 6-8, Rotterdam, Netherlands.
- Meyer M. & Ohana M. 2012. Les perceptions d'injustice distributive des employés des organisations à but non lucratif ont-elles un impact sur leurs attitudes et comportements au travail? Association Internationale de Psychologie du Travail de Langue Française (AIPTLF), July 10-13, Lyon, France.

Swaton S., Meyer M. & Akhabbar A. 2012. Appliquer la RSE dans les entreprises sociales: simple formalité ou source de pérennité? Journées de l'Association d'Economie Sociale, September 13-14, Aix-en-Provence, France.

Meyer M., Ohana M. & Swaton S. 2012. Faut-il sauver la démocratie dans les entreprises de l'économie sociale? Association pour la Recherche Interdisciplinaire sur le Management des Entreprises (ARIMHE), November 30, Paris, France.

### **Acknowledgements :**

Mars 2012 : Dr. Magalie Marais obtient le 2ème prix de thèse remis par l'Association pour le Développement de l'Enseignement et de la Recherche sur la Responsabilité Sociale de l'Entreprise (ADERSE). - Marais M. 2012. Comprendre la marge de manœuvre des dirigeants mandataires sociaux pour l'engagement stratégique socialement responsable des entreprises françaises cotées. Exploration multi-méthodes. Thèse de Doctorat, Université Paul Cézanne, France.

Mars 2012 : Dr. Magalie Marais obtient un prix d'excellence pour sa communication à la conférence de l'Association pour le Développement de l'Enseignement et de la Recherche sur la Responsabilité Sociale de l'Entreprise (ADERSE). - Marais M. 2012. CEO rhetorical strategies for corporate social responsibility (CSR): Searching for legitimacy in the midst of stakeholder pressures. Association pour le Développement de l'Enseignement et de la Recherche sur la Responsabilité Sociale de l'Entreprise (ADERSE), March 29-30, Nice, France.

Novembre 2012 : Dr. Magalie Marais est lauréate du prix de thèse transdisciplinaire remis par la Fondation Nationale pour l'Enseignement de la Gestion des Entreprises (FNEGE). - Marais M. 2012. Comprendre la marge de manoeuvre des dirigeants mandataires sociaux pour l'engagement stratégique socialement responsable des entreprises françaises cotées. Exploration multiméthodes. Thèse de Doctorat, Université Paul Cézanne, France.

### **Chapters:**

Sentis P. 2012. La Finance durable existe-t-elle? In Le Flanchec A., Uzan O. & Doucin M. (Eds.), Responsabilité sociale de l'entreprise et gouvernance mondiale. Paris, Economica.

---

## Appendix 4 - Conferences

### List of conferences, workshops and debates

---

1<sup>st</sup> March 2012: Sodexo: Diversification stratégique: les clés du succès d'une entreprise internationale - Conférence

22 March 2012 : Médiation en entreprise : comprendre les mécanismes et pouvoir y recourir - Débat

27 March 2012 : Les enjeux mondiaux actuels du Développement durable - Conférence

27 March 2012 : La dette publique française et le citoyen – Débat

28 March 2012 : Les innovations responsables – Débat

29 March 2012 : Comprendre le handicap – Débat

25 October 2012 : Manager la Diversité - Workshop

14 November 2012 : Le manager opérationnel au sein d'un grand groupe : l'intrapreneuriat comme moteur du développement – Conférence

29 Novembre 2012 : Les addictions dans le monde du travail – Conférence

17 January 2013 : Diversity and globalization – Conference

6 February 2013 : Comprendre le Handicap – Débat

7 February 2013: Solidarité internationale et Développement – Conférence

8 February 2013 : Responsabilité sociétale en environnementale et nouveaux métiers – Conférence

18 April 2013 : Approche des marchés émergents – Conférence

22 November 2013 : Diversité et Performance globale – Conférence Débat

4 December 2013 : Gestion du stress en entreprise – Conférence

6 December 2013 : Innovation – Ken Jacob, Bose corporation. – Conférence Débat

22 Janvier 2014: Comment retrouver la croissance – Débat