

## COMMUNICATION ON ENGAGEMENT (COE)

EFMD

### Period covered by this Communication on Engagement

1 January 2016 - 31 December 2018

### Part I. Statement of Continued Support by the Chief Executive or Equivalent

*Brussels, 20 October 2019*

*To our stakeholders:*

*I am pleased to confirm that EFMD reaffirms its support to the United Nations Global Compact and its Ten Principles in the areas of Human Rights, Labour, Environment and Anti-Corruption. This is our Communication on Engagement with the United Nations Global Compact. We welcome feedback on its contents.*

*In this Communication of Engagement, we describe the actions that our organisation has taken to support the UN Global Compact and its Principles as suggested for an organisation like ours. We also commit to sharing this information with our stakeholders using our primary channels of communication.*



*Sincerely yours,*

*Prof. Eric Cornuel  
President, EFMD*



## **Part II. Description of Actions**

EFMD is a strong advocate of the social and environmental imperatives that must accompany business practices globally. Our commitment is to offer professionals and institutions involved with management learning and organisational development the opportunity to be part of a dynamic, relevant and diverse network, sharing the common objective of developing effective and socially responsible leaders and managers.

Through our activities, publications and projects, we aim to contribute to the advancement of goals related to human rights, responsible management, ethics, corporate sustainability, inclusive economy, poverty alleviation & mitigation of climate change.

### **A. Global Governance**

EFMD has initiated, managed, cooperated with or endorsed numerous multi-stakeholder organisations and initiatives active in the area of responsible business and management education.

#### **United Nations Global Compact**

In 2003, EFMD signed a partnership agreement with the United Nations Global Compact (UNGC) and launched the Global Responsibility Invitation which in turn led to the creation of the Globally Responsible Leadership Initiative (GRLI). Moreover, EFMD has worked closely with the UNGC as a founding member in the development and formulations of the Principles for Responsible Management Education (PRME). In 2016, EFMD reaffirmed its support to the UNGC and its Ten Principles in the areas of Human Rights, Labour, Environment and Anti-Corruption through the Communication of Engagement.

#### **GRLI**

As mentioned above, in 2003, EFMD signed a partnership agreement with the UNGC and launched the Global Responsibility Invitation, which in turn led to the creation of the Globally Responsible Leadership Initiative (GRLI). The GRLI exists to catalyze the development of globally responsible leadership and practice in business and society worldwide. Since its foundation by strategic partner EFMD and the United Nations Global Compact (UNGC) in 2004, the GRLI now also counts the Association to Advance Collegiate Schools of Business (AACSB) International as a long-term strategic partner (since 2013).

## **RRBM**

EFMD is supporting the dissemination of the White Paper on Responsible Research in Business and Management, led by a group of renowned scholars. The White Paper, the Principles and the Community present a vision of a future in which business schools and scholars worldwide have successfully transformed their research toward responsible science – defined as research that produces credible and reliable knowledge with either direct or indirect usefulness for addressing problems important to both business and society.

EFMD has helped to design and maintains the community website, which was launched in early 2017, and provides administrative and communication support to the network.

### **Business in Society Gateway**

The Business in Society Gateway is part of the strategic partnership between EFMD and the Academy of Business in Society (ABIS). The Gateway is a comprehensive online resource centre featuring thought leadership and educational materials on issues related to business in society.

### **SuliTest**

Since its formal launch in 2016, EFMD has supported the "Sustainability Literacy" Test which provides citizens and organisations with internationally recognised and locally relevant tools to engage learning and access the degree of awareness on sustainability challenges and solutions of their stakeholders, helping them to contribute to the SDGs.

## **PRME**

EFMD has worked closely with the UNGC since 2006 as a founding member in the development and formulations of The Principles for Responsible Management Education (PRME). The PRME initiative has grown to 650 business schools and management-related academic institutions from over 82 countries across the world.

### **B. EFMD Quality Services**

Ethics, Responsibility & Sustainability is fully embedded into both of the EFMD international accreditation systems: EQUIS – EFMD Quality Improvement System - institutional accreditation since January 2013, and EPAS – EFMD Programme Accreditation System - programme accreditation since January 2014.

EFMD was the first accreditation body to give such importance to the responsible management issues in its accreditation standards, being an active agent of change in the management development industry.



Ethics, Responsibility & Sustainability carries the same weight in the EQUIS standards framework as the two other transversal chapters: Internationalisation & Connections with Practice.

For EQUIS the overarching standards is: *“The School should have a clear understanding of its role as a “globally responsible citizen” and its contribution to ethics and sustainability. This understanding should be reflected in the School’s mission, strategy and activities. There should be evidence that the School’s contribution is reflected in its regular activities, covering education, research, interactions with businesses and managers, community outreach and its own operations.”*

A standard on ERS is also introduced in Chapter 3 (Programme Delivery & Operations) of EPAS: *“The Institution should provide students with a perspective of the role of ERS in modern management so that, as future managers, they contribute to societal well-being.”*

Since 2011 EFMD has run EDAF – EFMD Deans Across Frontiers – which is a development and mentoring system for business schools, assisting senior management teams from schools around the world, particularly at early stages of their development journey.

Responsible management, including ethical behaviour, social responsibility, sustainability, is one of the underpinning criteria in the EFMD quality improvement systems and should be embedded in business school policies and operations, teaching and research.

### **C. EFMD Impact Services**

The Business School Impact System, run as a joint venture between EFMD & FNEGE, identifies the tangible and intangible value that a business school brings to its local environment. At the heart of the BSIS measurement process is a framework of around 120 indicators covering seven dimensions: Financial, Educational, Business Development, Intellectual, Regional, Societal and Image Impact.

Part six of the BSIS assessment criteria guide fully focuses on Societal Impact, including corporate social responsibility, sustainable development, environmental management, and fostering diversity.

Part Six of the document stipulates that: “Because they [schools] are directly responsible for educating future managers, business schools have a strong challenge to take a clear stance on moral issues. Most now seek to raise their students’ awareness of the importance of ethical behaviour, corporate responsibility



and respect for sustainable development. In this way, they can serve as role models within their home environment."

Measuring the extent to which business schools act "as good citizens" and integrate these societal issues into their curricula and their internal management practices, is one of the underpinning values of the system.

#### **D. EFMD International Projects**

EFMD has been actively engaged in the design and submission of international projects implemented by universities and business schools from all over the world. The projects aim at capacitating the partner institutions to become the driving force for sustained social and environmental impact in their fields and regions.

##### **IMPALA: Impact of Latin American Universities**

In 2018, EFMD designed a project proposing the implementation of an alternative impact assessment framework for universities. IMPALA offers tools to understand and measure the social, economic and environmental impact of a university as a means of reinforcing an ethical decision-making approach. IMPALA is funded by the EU and implemented by 11 universities from Colombia, Panama and Cuba. The project is ongoing, and EFMD has the responsibility of the overall management and coordination of the project.

##### **EQUAL4Europe**

In 2018, EFMD collaborated with 6 European research institutions in the development of an EU funded project to address the gender inequality and underrepresentation of women in academic research. The project proposes the development of gender equality plans for research performing institutions and monitors the results of their implementation. The results are expected in 2022. EFMD is responsible for disseminating the results in its network and proposing ways to reinforce the issue in the quality accreditation process.

##### **UDIA: University Development and Innovation – Africa**

Starting in 2018, EFMD is a partner in an EU-funded project implemented by four universities in Angola and Mozambique. UDIA capacitates the African researchers to translate their academic work to social entrepreneurship projects for their communities and address pressing social problems. The project raises the issue of responsibility in academic research for real-life contribution. The project results are expected in 2019. EFMD is responsible of monitoring the quality of the project results in terms of relevance and sustainability.

## E. Conferences

During the course of 1 January 2016 – 31 December 2018, EFMD held or contributed to the following events that included sessions dedicated to responsible management education:

### 2016

- 2016 EFMD Conference for Deans & Directors General, Budapest, Hungary: a plenary session on "Business School Impact on Society."
- 2016 EFMD Annual Conference, Rome, Italy: a plenary session on "The Next Big Disruption and Its Impact on Society."
- 2016 EFMD Career Services Conference, Paris, France: a workshop session on "Career Services to Support Diversity."
- 2016 EFMD Executive Development Conference, Porto, Portugal: presentation of a case "Refugees in Executive Education at the Stockholm School of Economics."
- 2016 EFMD Middle East and Africa Conference, Cairo Egypt: a plenary session "Business School Experiences in Inclusive Economy from around the World."
- 2016 EFMD GN Americas Annual Conference, Buenos Aires, Argentina, was themed "Purpose and Responsibility: The Impact of Business Schools," including a Continuous Quality Improvement workshop co-organised with School of Management, Universidad de los Andes in Bogotá, Colombia.

### 2017

- 2017 EFMD Conference for Deans & Directors General, Ljubljana, Slovenia: a plenary session on "The Precariat, Business and Education: Facing the Coming Revolt" and a plenary session on "Sustainable Development Goals – A Challenge for Business Schools?"
- 2017 EFMD Annual Conference, Berlin, Germany: a workshop entitled "The Role of Impact in the Strategic Agenda of a Business School" and a breakout session on "Why Are You in the Rankings? Measuring Responsible Research"
- 2017 EFMD Higher Education Research Conference, Leuven, Belgium: a keynote on "Responsible Research in Business and Management."

- 2017 EFMD GN Americas Annual Conference, New York City, USA: a plenary session “The Future of Work in a Globalized World” and a plenary session “Unconventional Leadership in a Complex World.”

## 2018

- 2018 EFMD Conference for Deans & Directors General, Munich, Germany: a workshop on "Ethical Management Challenges."
- 2018 EFMD Annual Conference, Copenhagen, Denmark: a session on “Preparing Business Schools for A Radically Different Future: A Call for Approaches and Examples” and “Rising up to the Challenges: Do Business Schools Equip Graduates with the Skills to Address the Grand Planetary Challenges?”
- 2018 EFMD Executive Development Conference, Lausanne, Switzerland: presentation of two Excellence in Practice Gold award-winning cases “Integration Programme Business Lead – A Fast-track for Educated Refugees into Business Life” & "Monocities: A Long Journey of Transformation."
- 2018 EFMD Marcom, External & Alumni Relations Conference, Berlin, Germany: at the plenary panel with start-ups, “Share The Meal” platform was presented.
- 2018 EFMD Doctoral Programme Conference, Frankfurt, Germany: a keynote speech on "Responsible Research in Business and Management."
- 2018 EFMD Middle East and Africa Conference, Abu Dhabi, United Arab Emirates, was devoted to an overarching theme: “Building Relevant Business Schools for the Middle East and Africa,” with sessions such as “Relevance to society or impact on society: how can business school help?” and “How to prepare responsible leaders”
- 2018 EFMD GN Americas Annual Conference, Bogota, Colombia: a plenary session on “Impact of Politics on Business Schools” as well as a session entitled “Townhall on the Role of Business Schools in Society."
- 2018 EFMD & EURAM Research Leadership Programme, Brussels, Belgium: a module on "Responsible Research in Business and Management."
- 2018 EOCCS Learning Community Symposium, Madrid, Spain: a session on "Online Programmes: Initiatives for Lifelong Learning."

- 2018 - 5th PRME Research Conference, Cologne, Germany: a presentation on online learning and its potential role in achieving the Sustainable Developmental Goals.
- 2018 Online Educa Berlin Conference, Berlin, Germany: an EFMD representative chaired a panel session on "Collaborating to Streamline Quality Course Creation."
- 30th Annual EAIE Conference and Exhibition, Geneva, Switzerland: BSIS Co-director, Michel Kalika and Carolyn Magnani, HEC Lausanne, presented a session entitled "Beyond numbers: measuring the impact of business schools". The session was chaired by Christopher Terrace, EFMD's Director of International Projects.

## **F. EFMD Awards & Competitions**

### **EFMD Case Writing Competition**

The EFMD Case Writing Competition encompasses several categories, which cover the responsible management and sustainability principles.

- Urban Transition Challenges, sponsored by Climate KIC: this category encourages case research and teaching that addresses European cities' solutions for the mitigation of and adaptation to climate change
- Sustainable Production Systems, sponsored by Climate KIC: this category encourages case research and teaching that addresses the reduction of the negative climate impact of production systems by decarbonising feedstocks, increasing production process efficiency, redesigning products and improving recycling opportunities.
- Corporate Social Responsibility, sponsored by Kedge Business School (2015-2017) and ESC PAU Business School (as of 2018): seeks cases addressing innovative ways companies are managing the demands for socially and environmentally responsible business practices. Cases can come from any disciplinary perspective (operations, strategy, finance)
- Responsible Leadership, sponsored by the University of San Diego, School of Business Administration: Cases which address challenges business leaders face as the operating environment of corporations becomes more complex are welcomed.



- Inclusive Business Models, sponsored by IMD: These firm-level case studies will provide insights into the effects inclusive business models have on communities, the environment and profitability and the factors that enable and constrain the scaling up of positive impacts.

The following cases won the Case Writing Competition between 2016 and 2018.

## 2016

- Category: Corporate Social Responsibility

Winner:

- Peter M. Bican and Carsten Guderian, WHU – Otto Beisheim School of Management. Case title: Martin Bauer Group: Corporate Social Responsibility with EinDollarBrille

- Category: Inclusive Business Models

Winner:

- Christopher Dula, Jonathan Chang and Lakshmi Appasamy, Singapore Management University. Case title: The Future for Children in Muntigunung: A Social Enterprise Project in Transition

- Category: Responsible Leadership

Winner:

- Lian Chee Koh, Ma Nang Laik and Zack Wang Zheng, Singapore Management University. Case title: Data Analytics at Alexandra Health System: A New Journey in the Healthcare Industry

- Category: Sustainable Production Systems

Winner:

- Andrey Shapenko, Moscow School of Management SKOLKOVO. Case title: Unilever Production Cluster in Tula: Zero Non-hazardous Waste to Landfill in Ten Months (A) & (B)

- Category: Urban Transition Challenges

Winner:

- Frieder Johann Weidenbach, Franziska Beck and Michael Krauss, Technical University of Munich. Case title: unu GmbH: Sharing is Caring – a suitable business model for e-scooters in Germany?

2017

- Category: Corporate Social Responsibility

Winner:

- Dima Jamali, American University of Beirut. Case title: Bank Audi: Leading through Sustainability

- Category: Inclusive Business Models

Winner:

- Indranil Bose and Gaurav Gupta, Indian Institute of Management Calcutta. Case title: Simsepay at Yes Bank: Creating Value Through an Un'Smart' Innovation

- Category: Responsible Leadership

Winner:

- Mahendra Gujarathi, Bentley University, and Samir Barua, Indian Institute of Management Ahmedabad. Case title: Wells Fargo: Setting the Stagecoach Thundering Again

- Category: Sustainable Production Systems

Winner:

- Peggy Cunningham, Dalhousie University. Case title: CarbonCure Technologies Inc. – Saving the World One Brick at a Time

- Category: Urban Transition Challenges

Winner:

- Joel Gehman, Neetu Sharma and Kristel Owens, University of Alberta. Case title: Edmonton City Centre Airport: A Sustainability Challenge for a Growing City

2018

- Category: Corporate Social Responsibility

Winner:

- Craig Smith, INSEAD, and Erin McCormick. Case title: Tata Motors (A): A History of Service in a New Era of Corporate Social Responsibility, and Tata Motors (B): More from Less for More



- Category: Inclusive Business Models

Winner:

- Ezequiel Reficco, EGADE Tecnológico de Monterrey, and Alfred Vernis, ESADE Business School. Case title: For&From: Inditex Group's Social Franchise

- Category: Responsible Leadership

Winner:

- Gianpiero Petriglieri, INSEAD, and Jaimie Stettin, The Business Romantic Society. Case title: Google and Project Maven (A): Big Tech, Government and the AI Arms Race, and Google and Project Maven (B): An Eventful Week in June

- Category: Sustainable Production Systems

Winner:

- Utkarsh Majmudar and Namrata Rana, Indian Institute of Management Udaipur. Case title: Dalmia Bharat: Social Return on Investment

- Category: Urban Transition Challenges

Winner:

- K.B.S. Kumar and Indu Perepu, ICFAI Business School. Case title: The Greater Manchester Waste Development Authority – Challenges in Sustainable Waste Management

### **EFMD Excellence in Practice Awards**

The EFMD Excellence in Practice (EiP) Awards recognise outstanding and impactful client-supplier partnerships in the domains of Leadership, Professional, Talent and Organisational Development. During the course of the reporting period, several cases in the area of corporate social responsibility, such as the following:

#### **2016**

Category: Talent Development

Amongst the Finalists:

- World Economic Forum (WEF) & INSEAD, Columbia University, London Business School, University of Pennsylvania Wharton School and CEIBS:



## "The World Economic Forum Global Leadership Fellows Programme: Agile Servant Leaders for the World"

### **2017**

Special Category: Ecosystem Development

Amongst the Finalists:

- Braskem & Center for Sustainability Studies (GVces) of Fundação Getulio Vargas (FGV): "Social Learning under GVces' Business Initiatives: The Case of Braskem Adaptation to Climate Change Strategy"
- Rural Health Care Foundation (RHCF) & Sudarshan Chemicals & S.P. Jain Institute of Management and Research (SPJIMR): "Eco-System for Creating Sustainable Development: Practice & Impact"
- The Vladimir Potanin Foundation & Moscow School of Management SKOLKOVO: "Transforming Institutions from the Inside Out: Training Russian Nonprofits for Impact"

### **2018**

Category: Talent Development

Gold winner:

- Epique & Hanken & SSE Executive Education: "Integration Programme Business Lead – A Fast-track for Educated Refugees into Business Life"

Category: Executive Development

Amongst the finalists:

- International Committee of the Red Cross (ICRC) & Management Research Group (MRG): "Changing Lives – Developing One Global Workforce of Humanitarian Leaders"

Special Category: Ecosystem Development

Gold winner:

- Monocities Development Fund & Moscow School of Management SKOLKOVO: "Monocities: A Long Journey of Transformation"



Silver winner:

- UK Government Department for Business Energy and Industrial Strategy & Lancaster University Management School: “Wave2 Growth Hub Programme: Designing and Delivering Small Business Support to Create Regional Economic Growth across England”

### **Outstanding Doctoral Research Awards**

Outstanding Doctoral Research Awards (ODRA) is a joint doctoral research award co-run by Emerald Group Publishing Ltd, publisher of the largest collection of international business and management journals, and EFMD. The Awards were given in 10 management-related subject areas – each sponsored by a leading journal from the Emerald portfolio.

During the course of the reporting period, several cases in the area of corporate social responsibility, such as the following:

#### **2016**

Category: Operations and Production Management

Winner:

- Dr Haley Allison Beer, University of Warwick. Thesis title: An exploration of people’s experiences of the performance measurement process in social enterprises

Highly Commended:

- Dr Christine Unterhitzberger, Liverpool John Moores University. Thesis title: Organisational Justice and its Impact on Project Performance: An Explanatory Framework in the Context of the Construction Industry

Category: Logistics and Supply Chain Management

Highly Commended:

- Dr Christopher Savage, University of Huddersfield. Thesis title: An investigation into the issues of developing a sustainable port-centric logistics hub: A study of Walvis-bay, Namibia

Category: Human Resources

Winner:

- Dr Rachelle Pascoe-Deslauriers, University of Strathclyde. Thesis title: Job displacement and the implications for job quality: An investigation of the job



transition process for public sector workers in Scotland, UK and Ontario, Canada in the Great Recession

**2017**

Category: Logistics and Supply Chain Management

Highly Commended:

- Dr Ifeyinwa Juliet Orji Ningbo, Dalian University of Technology China. Thesis title: Research on decision making approach for sustainable supplier selection and sustainable manufacturing costing

Category: Educational Leadership and Strategy

Winner:

- Professor Hajime Mitani, Vanderbilt University. Thesis title: Principals' Working Conditions, Job Stress, and Turnover Behaviors under NCLB Accountability Pressure

Category: Management and Governance

Winner:

- Dr Camille Meyer, Université libre de Bruxelles. Thesis title: Social Finance and the Commons

Highly Commended:

- Dr Zsuzsanna Géring, Corvinus University of Budapest. Thesis title: The online discourse of corporate social responsibility. What and how Hungarian medium-sized and large companies communicate about their corporate social role and responsibility
- Dr Jennifer Manning, Dublin Institute of Technology. Thesis title: Maya Women Organising in the Margins: A Post/Decolonial Feminist Approach

Category: Human Resources Management

Winner:

- Ms Shreyashi Chakraborty, Indian Institute of Management, Calcutta. Thesis title: Antecedents and Outcomes of Gender Diversity Management: An Exploratory Study in the Indian IT/ITeS Industry

Highly Commended:

- Dr Alexandra Köves, Corvinus University of Budapest. Thesis title: Back from the Future: Defining Sustainable Employment through Backcasting

- Dr Eduardo Oliveira, University of Porto. Thesis title: Ageism in the workplace: Stereotype threat, work disengagement and organizational disidentification among older workers

Category: Health Care Management

Highly Commended:

- Dr Caterina Cavicchi, University of Ferrara. Thesis title: Sustainable development operationalization in healthcare organizations and the role of intellectual capital

Category: Marketing

Winner:

- Ms Dionne Nickerson, Georgia Institute of Technology. Thesis title: “Does It Pay to Be Virtuous? Examining Whether and Why Firms Benefit from Their CSR Initiatives”

**2018**

Category: Operations and Production Management

Highly Commended:

- Dr Amy Benstead, Lancaster University. Thesis title: Research: Reshoring and Modern Slavery in the supply chain: case study evidence and action research in the Textiles and Fashion Industry

Category: Logistics and Supply Chain Management

Highly Commended:

- Dr Seongtae Kim, University of Hull. Thesis title: The impact of ethical sourcing on financial performance: An event study analysis

## **G. Publications**

EFMD has published several books and reports that touch upon responsible management and business in the period from January 2016 to December 2018.

**2016**

### **Responsible Innovation by Philippe de Woot**

EFMD also supported the publication of *Responsible Innovation* by Philippe de Woot (Greenleaf Publishing).

The conclusions and recommendations were: a need to transform our increasing creativity into real progress for humankind; creation of a proper climate and culture to develop strong entrepreneurial drive, and foremost, giving this entrepreneurial drive its ethical and societal dimensions. In *Responsible Innovation*, Philippe De Woot challenged conventional ways of thinking. This book has the power to shift accepted norms in our ways of doing business.

### **Africa: The Management Education Challenge, Volume 1, by Howard Thomas**

This is the first of the two volumes, sponsored by EFMD and GMAC, aimed at understanding and examining the challenges involved in the significant growth of management education across the African continent. The common perception of Africa is as a global growth region, and a continent on the move, with a parallel, huge demand for managerial skills to leverage the potential for economic growth.

The authors, through a fine-grained, face-to-face, interview process, explore the perspectives, and interactions between, management educators and other business, and government stakeholders as they seek to close the management education gap across Africa. Reflecting sensibly on the past evolution of alternative management education approaches in Africa, and the current landscape and its challenges, the book concludes by questioning whether a more communitarian, less individualistic, African-focused approach to management education should be created.

### **The Gender Gap in European Business School: a Leadership Perspective**

In 2014 EFMD, together with EQUAL and 11 European business schools, initiated and funded a research project which sought to identify answers to the following question: Why do men continue to overtake women on the academic career ladder?

A team of researchers from Copenhagen Business School, Denmark, and Jönköping International Business School, Sweden, collected survey data from 108 deans and directors of EFMD member business schools and interviewed in-depth 23 business school leaders (e.g. deans, HR-managers, department chairs) at four different business schools.

The results, published on April 2016, revealed that the majority of European business school leaders are fully committed to the principle of gender equality and regard the lack of faculty gender diversity as a problem for both the quality of education and the reputation of their schools. However, the data indicate that the proportion of female business academics is barely increasing because business school leaders don't know enough about the key factors contributing to the leaks in the pipeline of female business academics.



2017

**Africa: The Management Education Challenge Volume 2 by Howard Thomas**

This is the second of the two volumes, sponsored by EFMD and GMAC, aimed at understanding and examining the challenges involved in the significant growth of management education across the African continent. The common perception of Africa is as a global growth region, and a continent on the move, with a parallel, colossal demand for managerial skills to leverage the potential for economic growth.

The authors, through a fine-grained, face-to-face, interview process, explore the perspectives, and interactions between, management educators and other business, and government stakeholders as they seek to close the management education gap across Africa.

**The Entrepreneur's Guide to Building a Successful Business by Jonathan T. Scott**

The new guidebook, published in October, is the latest addition to EFMD's Sustainable Business portfolio of free education/training materials. The publication is available as a free download and aims to enable and promote responsible and sustainable business development and growth.

Based on advice from hundreds of business owners and operators in 14 countries, the Entrepreneur's Guide to Building a Successful Business was the culmination of a four-year study by Jonathan Scott that examined the numerous success and failure factors involved in running a small business.

2018

**Rethinking the Business Models of Business Schools: A Critical Review and Change Agenda by Kai Peters, Richard R. Smith, and Howard Thomas**

Management education growth and the rise in accompanying business schools over the last few decades are fueled by global economic development, coupled with the promise of success in business careers. Recently, questions have been raised about the value and relevance of a traditional business school education.

In this book, the authors examine the current model and the pressure points of business schools by considering the evolution of business school offerings; give insight on funding and value orientation, and the potential challenges these may raise for some schools; and finally, after reviewing the current landscape of business school mergers, alliances and failures, they reflect on innovation considerations for the business school business model.

The book was published by Emerald Group Publishing, supported by EFMD and GMAC.



## **Latin America: Management Education's Growth and Future Pathways by Gabriela Alvarado, Howard Thomas, Lynne Thomas, Alex Wilson**

With the strong and continuing support of EFMD and GMAC, the authors explore and explain the landscape of management education, its growth patterns and future developments. Through a series of personal interviews with Deans and management educators, the authors examine the contextual and cultural realities of education for management in Latin America.

They explore the historical background, current state and prospects for management education on the continent and they try to identify the specific character and identity of Latin American Management Education models.

### **Sustainable Business Book Series**

EFMD works with the Center for Industrial Productivity and Sustainability ([www.cipsfoundation.com](http://www.cipsfoundation.com)) and the Product-Life Institute, Europe's oldest sustainability-based think tank and consultancy ([www.product-life.org](http://www.product-life.org)), to provide business communities with proven, training-based books, manuals, and videos to help managers engineer a more sustainable future for their companies.

A key component of our education portfolio is The Sustainable Business, an award-winning introduction to sustainability that is distributed as a free download in numerous languages.

### **Global Focus Magazine**

The Global Focus magazine has featured numerous contributions related to responsible management, ethics, sustainability, inclusive economy, human rights or mitigation of climate change in the period from January 2016 to December 2018.

#### **2016**

##### **Equipping Managers to Help the World**

Alexandra Santos and Mathabo le Roux explain how a UN initiative is encouraging business schools to prepare students for tackling poverty and other development challenges equipping managers to help the world.

##### **Crossing the New Frontiers**

EFMD GN Deans Across Frontiers (EDAF) was launched in 2011 to assist promising business schools to develop further through a mentoring programme. Jaona

Ranaivoson and Jean-François Fiorina describe the experience of one such school in Madagascar.

### **Does Africa Need an “African” Management Education Model?**

Howard Thomas, Michelle Lee, Lynne Thomas and Alexander Wilson ask if Africa can (and should) develop its style of management education.

### **Looking on the Bright Side**

Raymond Saner and Lichia Yiu argue that despite worrying times, initiatives such as the sustainable development goals, responsible business conduct and business diplomacy management can provide a winning formula for shared prosperity.

### **Sustainable Business**

The world is facing many complex issues that threaten our collective wellbeing and prosperity. Cecilie Hultmann asks how these risks will affect the future business landscape. And can they be turned into opportunities for business innovation?

### **Refugees welcome**

Edeltraud Hanappi-Egger describes how Vienna University of Economics and Business and other Austrian universities offer a wide range of activities and initiatives for refugees.

### **Gender: Ms—ed opportunities for business schools?**

Gender equity has been an issue in business schools (and many other places) for a long time. But Dianne Bevelander and Michael Page wonder why it has taken so long to address it and what the way forward might be.

## **2017**

### **Living in a new world**

A New world order is slowly beginning to emerge around us. Matthew Gitsham, Joanne Lawrence and Martin Lockett look at some of the responses we will need to develop to deal with it.

### **Casting light in the shadows**

Do not be lulled by today’s strong management education market, says Johan Roos. Business schools still need to find a grander vision of hope, change and community to counter emerging shadows.

### **Why care about impact?**

The impact, or otherwise, of academic research in management and business is a current hot topic, but Peter McKiernan and William Glick suggest a cooler, more measured approach.

### **Threat or opportunity?**

Hamid Bouchikhi wonders if Western business schools will find the rapid growth of business education in emerging countries a happy hunting ground or a potential threat to their current supremacy.

### **Working women: a path to success**

Women have undoubtedly begun to make progress in their struggle for equality in career progression. But there is still a long way to go, say Fiona Dent and Viki Holton. Here they offer women several practical tools, ideas and suggestions that will contribute to the management of their career success.

### **Sustainability-driven innovation**

PhD programmes are under increasing pressure to train researchers who help to solve critical societal challenges. Sally Randles, Annemieke Roobeek, Sally Jeanrenaud and Simon Pickard propose that sustainability-driven innovation, a new model for collaborative PhD training and research, offers a valuable framework for inspiring new approaches.

### **'Inclusive growth and prosperity' – for whom?**

Instead of prosperity, the last decade has delivered inequality, insecurity, and the rise of nationalism and populism. Simon Caulkin argues that this is a secular challenge that business, and especially managers, must face head on.

### **Creating impact with purpose**

Patricia Bradshaw and Erin Elaine Casey describe how the BSIS process has helped herald the impact of the Sobey School in Canada, the first business school in North America to utilise the system.

## **2018**

### **Responsible Research**

Imagine a world in which business schools, management scholars and social scientists worldwide have transformed their research toward producing useful and credible knowledge that addresses problems important to business and society.

### **Building a human rights framework for business education**

Businesses face an increasing range of human rights issues that can directly impact their core business strategies. But, argue Dorothee Baumann-Pauly and Michael Posner, business education needs to catch up with this emerging field.

### **Those green shoots may not really be spring**

As growth returns after a long financial winter, economic hope, as well as spring, is in the air. But, says Simon Caulkin, it is impossible not to notice the contrast between



the warming of the economic climate and the clouds lowering on the social and emotional front.

### **The impact of BSIS**

Ramon O’Callaghan and José Varejão outline the positive effects of a BSIS (Business School Impact System) study.

## **EFMD Blog & Social Media Outreach**

Between 2016-2018, the EFMD blog featured numerous posts linked to RME, which were also then shared via EFMD's social media outreach. Posts included:

### **2016**

- Leadership Is Changing; Leaders Are Not
- The Global Business School Network (GBSN) and EFMD Convened Joint Conference on Markets Shaping Management Education in Africa
- More Than Just Learning: Developing Leaders of the Digital World
- Leading Global Networks Initiate Collaboratory for Responsible Management Education
- “What Happens if a Business School Disappears? The Intellectual Foundation of BSIS”
- Open Educational Resources and Practices for e-Leadership Skills
- Relevant and Impactful Research - Share Good Practices and Experiences with Experts and Peers
- Discover Tomorrow's Business School
- Closing the Gender Gap in European Business Schools
- Engaging with Responsible and Ethical Management
- Roadmap for the Diffusion of Climate Innovation in European Business

### **2017**

- The Business of Impact: Does Anyone Use Management Research?
- Entrepreneur's Guide to Building a Successful Business
- Developing Opportunities and Talent for Growth: The 2017 EFMD Middle East and Africa Conference
  
- Leadership training and trainers: the challenge and the opportunity in the digital age
- New Sustainability Literacy Test Module: "Rebalancing Society"
- Recruiting, Managing and Developing Doctoral Talent
- Higher Education, New Technologies and Innovations Conference

- CEIBS Reveals Its Local and International Impact
- Saint Mary's Sobey School of Business Unveils Economic Impact to the Region Thanks to BSIS
- Gender Equality: We Still Don't Practise What We Preach
- Decision-Making: The Cult of Haste and the Curse of Waste
- Challenges Women Face in the Business School Application Journey
- Deans Collaborate Toward Innovative and Responsible Management Education
- Green Growth and "Impact Travel" in Curricula
- How Do HR Professionals Perceive the Effectiveness of Leadership Development in Their Organisations?
- PRME Statement in Defense of Universal Values and Principles as Preconditions for Responsible Management Education
- The Future MBA: 100 Ideas for Making Sustainability the Business of Business Education
- 2017 Global Forum for Responsible Management Education
- Almost 2 Billion Euros: This is the Annual Impact of Eight Business Schools on the Economy of their Region

## 2018

- Special issue: Achieving Sustainable Development – Call for submissions!
- Developing leaders in the Norwegian wilderness – University of Exeter Business School
- It's time to get flexible and personal to deliver impactful executive education
- Are our doctoral programmes fit for purpose and the future?
- BSIS: IAE Savoie Mont Blanc Unveils €116.2 Million Impact on the Region
- St. Gallen Re-assessed by Business School Impact System
- The iaelyon School of Management Increases Its Impact on the Region by 38%