



Report  
June 2022

# Principles for Responsible Management Education

Sharing information on progress

Montpellier  
Business School

**PRME** Principles for Responsible Management Education

an initiative of the



# /Summary

## The 6 Principles for Responsible Management Education Facts and figures

### Principle 1 | Purpose :

A word from the Dean  
A Committed school  
Our implications  
Strategy 2025 #Makingadifference

### Principle 2 | Values :

Our 3 Values  
The implementation of these values is recognized by strict labels  
We value global responsibility standards  
We value our students  
We value the communities we serve  
A sign of CSR ways

### Principle 3 | Method :

Educational frameworks  
Materials and additional schemes  
Resources and environment

### Principle 4 | Research :

Research at MBS  
MBS Research groups  
MBS Chairs

### Principle 5 | Partnership :

Closer relations with the Business world  
MBS Major corporate partners  
MBS Foundation  
MBS Alumni

### Principle 6 | Dialogue :

MBS campus level  
Local level  
National level

### Key objectives for the next five years



# The 6 Principles for Responsible Management Education

This report provides a summary of the significant progress and achievements made by Montpellier Business School (MBS) in the past two years, and more broadly, since becoming a signatory to the Principles for Responsible Management Education (PRME) in 2009. It is presented in accordance with the 6 key principles of PRME (Purpose, Values, Method, Research, Partnership, and Dialogue), each of which have some alignments with the 3 values of the School (Ethics, Openness and diversity, Global responsibility and performance) and our vision (to embody the power of inclusion for socially responsible leadership in a world in transition).



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

# Facts and figures

MBS is a strict **non-profit organization** by legal status. Moreover, it's an **EESPIG** (Private Higher Education Institution of General Interest). At MBS, we prepare the future committed decision makers of a responsible world. They are driven by the ethics of global performance, mindful of the social, societal and environmental impacts of their decisions on the world.

**Established :** 1897

**Students :** +3700 students (including 25% foreign students on campus from + 80 nationalities)

**Employees :** +300 collaborators (including 98 core faculty with 60% international professors)

**Located :** Campus MBS (2300 Avenue des Moulins, 34 080 Montpellier, France), Campus MBS Dakar (Route des Almadies, Dakar, Sénégal)

**Partner schools :** +180 international universities or business schools, +5000 Partner companies including +50 major partners

**Incubator :** +140 incubated startups

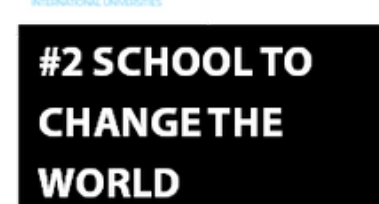
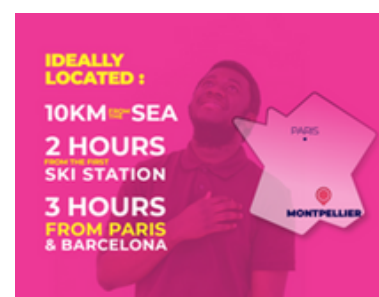
**Management programmes :** Grande Ecole Programme, Bachelor of International Business Administration, Masters of Science, Executive MBA, Doctorate in Business Administration

**Research :** 4 teaching and research departments, 9 research groups, 5 chairs, 2 labs

**Triple crown accreditation :** AACSB (since 2011), AMBA (since 2012), EQUIS (since 2019)

**Alumni network :** +19 000 alumni in over 90 countries

**PRME member :** Since 2009



# 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.*

## A WORD FROM THE DEAN

As a Grande Ecole of Management founded in 1897 by the Montpellier Chamber of Commerce and Industry, MBS is built on two major foundations:

Academic quality and an unwavering commitment to the core values of ethics, openness, diversity, responsibility, and global performance.



Today more than ever, MBS stands out for its strong convictions: we believe that diversity in all its forms is a richness and a strength for society as well as for businesses. We are strongly convinced that the sustainable success of any company depends on its economic, social, and environmental performance.

We believe in an inclusive world where all talents can express their full potential regardless of social, cultural or geographical background, gender or sexual orientation. We believe that being part of this diverse community is a source of strength for each of its members. This is why MBS brings together students from all social classes and from nearly 80 countries.

We believe that the greatest challenge for companies will be the sustainable, socially and environmentally responsible transformation of their strategy. This is why CSR and sustainable development issues are at the heart of our research activities and are covered in all of our programmes. This unique approach focuses on training managers and entrepreneurs with the ability to steer the financial, social, societal and environmental performance of their company.

When you choose MBS, you decide to become a socially responsible manager in a fast-changing world.

**Bruno Ducasse**  
Dean of Montpellier Business School



## A COMMITTED SCHOOL

MBS firmly believes that our differences are the future resources that will nourish high performing and responsible organisations. Among the international business schools, MBS seeks to embody the power of inclusion of diversity. MBS acts on a daily basis to empower its students to responsibly shape the future, in full recognition of the impact of their decisions on the world.

To achieve these convictions, MBS offers French and international students, who are unique in their diversity and their backgrounds, the quality of an internationally recognized French Grande Ecole of Management since 1897. Today, MBS is committed to training the groundbreakers of a sustainable economic transition.

**Prepare to change the future !**




## OUR IMPLICATIONS

For this purpose, MBS is an institution offering a new approach to training individuals for the responsibilities of senior management in anticipation of a future where inter- and multiculturalism, multilingualism, otherness and global citizenship will be the natural framework for all business activities.

The studies performed by our professors, who are also researchers, ensure that their teaching remains up-to-date in the constantly evolving field of management science. Research in CSR, management innovation and entrepreneurship is a top priority for our professors.

According to the Group's approach, this implies :

- An **educational structure** that makes it possible to train future leaders for the sustainable economy and develop a sense of responsibility and the ability to think critically, which fosters a spirit of responsible managerial and entrepreneurial innovation, a source of competitiveness.
- A **social footprint** shaped by a curriculum design that is inspired by the values of **diversity and global responsibility** with the goal of training responsible and successful future managers.
- A growing network of **international partners**, which fosters student and teacher exchanges; the creation of joint programs and degrees; and the creation of a recruitment center for international students.

- 
- The school's pioneering vision is to **offer opportunities for international and professional experiences** to all our students according to their plans and ambitions. Our students have the choice to **go abroad** for a minimum of 1 semester and up to 4 semesters. In addition to the **compulsory internships** to be carried out each year (1st year: 2 months internship + 2nd year: 4 months internship + 3rd year: 6 months internship for non apprentice students), all our students can, if they wish, carry out **a gap year** during their course.
  - Close ties with **hundreds of businesses**, guaranteeing the availability of over 800 **internships** in companies annually, supervised by a team of internship and job advisors who work with students and businesses throughout the year. Furthermore, partner businesses pay the apprenticeship tax and make donations to MBS's Foundation to back activities that support the Group's values.
  - The implementation of a true **Major Company Partner policy**, which through the **Montpellier Business Club currently unites 50 French and international firms** that fully support Montpellier Business School strategy.
  - Anticipation of companies' needs through offering more than **90 specializations in the Master program** that are immediately applicable and meet companies' current recruitment needs.
  - **Cooperative education and apprenticeship know-how**, with a team of more than ten advisors to address the needs of students and businesses and a cooperative education rhythm of 3 weeks in a company and 1 week in the classroom, providing student apprentices with assignments that carry greater responsibility and supporting the establishment of a center for e-learning and distance learning that allows students to participate in the entire academic program regardless of their location.
  - Tailored responses to individual and collective needs in **continuing professional education** with the Executive MBA programme, AMBA-accredited for meeting the highest standards of excellence among MBA programmes worldwide, and with specific continuing education programmes for companies of all sizes.
  - MBS has **a dynamic research policy** which is reflected in a constant effort to recruit the best researchers at national and international level and the development of research groups and chairs.



## STRATEGY 2025 #MAKINGADIFFERENCE

To consolidate our existing positions in terms of **academic and research quality, to strengthen our policy of inclusion, equal opportunities, diversity, our Corporate Social Responsibility (CSR) policy and to further develop our national and international dimension**, MBS has embarked on its 2020-2025 strategic plan.

It places academic quality and human scale at the heart of its non-profit economic model and assumes the pursuit of a reasoned and sustainable development through 4 strategic structuring areas :

- 1 #PROMOTING ITS VALUES** MBS reasserts through concrete action its unprecedented commitment to the general human, societal and environmental wellbeing.
- 2 #EMBODYING ITS DIFFERENCE** Deeply committed to the multiple aspects of CSR, MBS structures its high-level expertise around an academic offer including research, teaching, programmes, certifications, and business consulting.
- 3 #INSCREASING ITS REGIONAL ANCHOR** MBS affirms its territorial roots to better shine on the international scene.
- 4 #MEASURING ITS IMPACT** MBS chooses to measure its impact through indicators related to its pedagogical efficiency, the success of its graduates and the positive transformation of its client companies through innovative evaluation tools. This plan reflects the School's ambition to actively participate in building an open, socially responsible and sustainable economy and society.



## 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.*

MBS's **mission** is "to provide meaningful higher education programs to train managers who are empowered by their diversity, aware of their global responsibility to achieve their missions and able to adapt to changing local, national and international environments".

### OUR 3 VALUES

At MBS, **three major families of institutional values** guide every aspect of the school's functioning and teaching and are reflected every day in all of its actions and commitments :

- **Ethics.** MBS prepares its students to think critically about the rules of human conduct. In other words, to constantly challenge mainstream actions with the individual's faculty to reflect on "doing the right thing" based on honesty, fairness and integrity.
- **Openness and diversity.** As a pioneering school at the forefront of inclusion policies, MBS believes that differences are powerful resources when they are combined to contribute collectively to positive transformations in our society.
- **Global responsibility and performance.** MBS prepares future decision-makers who are committed to a more responsible world, seeking not only economic but also social, societal, and environmental performance.

The Group's willingness to transmit its values serves as a source of strength, reinforcing the **school's distinctiveness, richness and performance**.

### THE IMPLEMENTATION OF THESE VALUES IS RECOGNIZED BY STRICT LABELS

Under associative status (law 1901), MBS is firmly and permanently a non-profit organisation.

- **EESPIG:** MBS has received, in 2017, the qualification of Private Higher Education Institution of General Interest (EESPIG). This label, issued by the French State, guarantees that all of its resources are exclusively allocated to the public service mission of higher education.
- **Diversity:** MBS was the first higher education institution to be awarded this State label, which is given to organisations that meet strict specifications, including the definition and implementation of a concrete and measurable diversity policy.
- **Professional Equality:** A state-owned label that rewards the exemplary and innovative practices adopted by an organisation in its approach of equality between women and men. MBS is the first higher education institution to obtain this label.
- **Global Compact:** As a signatory of the United Nations Global Compact, MBS has committed to adopting a socially responsible attitude by applying several principles in the areas of human rights, international labour standards and anti-corruption fight.
- **DD&RS Label:** Today, beyond its commitment to PRME and the UN Global Compact, MBS has just obtained in May 2022 the DD&RS Label - Sustainable Development and Social Responsibility - of higher education in 2022 for a period of four years.



In all disciplines, teachers establish a link between their **discipline** and Social & Environmental Responsibility, which should drive today's managers. The Master programme offers a specialization focused on CSR and social and solidarity economy professions, while in the Bachelor programme, Social and Environmental Responsibility are built into the learning project.

## WE VALUE ...

### Global responsibility standards

In all disciplines, teachers establish a link between their discipline and Social & Environmental Responsibility, which should drive today's managers. The Master programme offers a specialization focused on CSR and social and solidarity economy professions, while in the Bachelor programme, Social and Environmental Responsibility are built into the learning project.



## **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.

## **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 corporations 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.



## **A SIGN OF CSR WAYS**

### **The Sustainable Development & Social Responsibility Label (DD&RS Label)**

The DD&RS label on sustainable development and social responsibility testifies the strong commitment of the school around these areas. Created in 2015, by several universities and Business Schools, the Conférence des Grandes Écoles (CGE), the Conférence des Présidents d'Université (CPU), the Ministry in charge of sustainable development, the Ministry in charge of higher education and the Réseau des Étudiants pour une société écologique et solidaire (RESES), the label allows French higher education and research establishments to be recognised nationally and internationally for their sustainable development and social responsibility initiatives. It also enables institutions to increase their skills within a group of committed institutions by participating in the labelling committee and in audits of candidate institutions. This application was carried out in 2020-2021, mobilising all the MBS departments, led by 2 project managers and 1 referent per area :

**Strategy & Governance/ Training & Education/ Research & Innovation/  
Environmental management/ Social policy**

## Principle 3 | Method



*We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.*

### EDUCATIONAL FRAMEWORKS

MBS increases its teaching part related to global responsibility in its curricula and work on their organization and interaction during the programme. The Group integrates a variety of specialized classes on **CSR, sustainability, diversity, responsible management**, as well as dedicated sessions across all of its curricula within the different programmes. All of them have at least one programme objective which is CSR-oriented.

#### Bachelor Programme (BIBA)



The MBS BIBA degree prepares all student to implement international development strategies for organisations, to conduct activities in a multicultural context and **to contribute to the digital, environmental and societal transition.**

In the BIBA programme, MBS CSR-related courses are included from the very first year of the curriculum such as: "CSR, Diversity and Openness," "Business Ethics" and "Alternative Responsible Management".

The students also carry out 24 hours of a specific CSR challenge as part of their **"Sustainable Development Goals Hackathon"** module. This new course teaches **the challenges of economic, ecological and societal transition to achieve the United Nations Sustainable Development Goals (SDGs)** during 3 days. After raising awareness through the Climate Fresk workshop, the students worked in groups to solve real sustainable development problems in our region. The objective is to propose an organisational solution, in the form of a sustainable business plan that solves a concrete problem related to one of the 17 SDGs, posed by Occitanie actors. The best projects were selected by a professional jury and benefited from communication coaching to present the finalist projects at the grand final of the challenge in the form of short videos. During the final, the jury (chaired by a group of the hackathon's sponsors consisting of CEOs of associations, journalists, politicians, and professionals in various fields of sustainable development) selects the 3 best projects. And the MBS community chooses its favourite project by voting for its favourite videos.



In the second year, 60 hours of teaching are devoted to the module "Human Resources and diversity management" and "Responsible Marketing".

The **"HR and diversity management"** courses aim to discover and use concepts related to key human resources (HR) functions and ethics in human resources management (HRM). They also fuel understanding of international openness, multiculturalism and diversity concerning HRM. The stake is to become a manager able to align strategy, structure and corporate culture of his/her firm. The student combines efficiency and ethics with his/her team and adapts his/her actions in a context of international openness and multiculturalism.

The **"Responsible marketing"** courses start from the premise that the objectives of companies and organisations should not be purely profit driven. Likewise, marketing should not only be about selling products, services, or ideas to customers, at whatever the cost. Instead, companies and organisations and their marketing managers have a responsibility to do good for society, use scarce natural resources in a responsible way, and contribute to the general well-being of individual customers and their communities. Building on the basic foundations of marketing, and in particular the "marketing mix" framework, these courses aim to heighten the students' awareness regarding the higher moral obligations that a marketing manager ought to possess, that is, to employ marketing strategies and tactics with a concern for ethics, integrity, fairness, and justice in the marketplace.

In the third year, 60 hours of teaching are devoted to the module "Organisational Behavior & International Human Research Management " and "Managing Otherwise".

The **"International Human Research Management"** is an introduction to behaviour in organisations. As an introductory course, it aims to foster an awareness and understanding of behavioral phenomena occurring at the individual, interpersonal, group, and organisational level. Topics covered include personality, attitudes, decision making, motivation, diversity, cross-cultural issues, communication, leadership, power, group dynamics, conflict, ethics, organisational structure and design, organisational culture and managing change.

The **"Managing Otherwise"** in the Biba programme helps students discover alternative forms of organizing for sustainable development and asks students in a group project to create an alternative organisational form of their choice.

Please find below the list of PRME related classes in BIBA programme :

	Courses	CSR
BIBA	Business ethics	Strong
	Business law	Moderate
	Globalisation	Strong
	HR and diversity management	Strong
	Responsible Management	Strong
	Responsible Marketing mix	Strong
	SDG Hackathon	Strong
	Start Up Week	Strong
	Business model and value proposition	Moderate
	French Culture and Society	Strong
	Digital business	Moderate
	Managing otherwise	Strong

France

**2nd  
Best  
Management  
school's  
bachelor**

LE PARISIEN - 2021

France

**2nd  
Best  
Management  
school's  
bachelor**

CHALLENGES - 2020

In the world

**1st  
& only French  
Business school's**

Classified in the "shanghai  
ranking" - 2021

## Master Grande Ecole Programme (PGE)



After a recent reform of this programme, **the societal transition dimension** is included in 1/5 of the PGE course plan to prepare for **the managerial challenges of sustainable development**.

The mission of this programme is to train all students to take responsible strategic decisions in a complex environment and manage organisations to contribute to the digital, societal and environmental transition.

This represents :

- 100% of the courses address in **sustainable development and CSR issues** either through cases, discussions, examples, dedicated sessions, etc...
- More than 950 hours of courses offered on **the societal transition dimension of management** and 1 dedicated seminar each year,
- More than 290 hours of courses compulsorily followed by all students in the classic rhythm and more than 220 hours for alternating students who must in exchange demonstrate their increased competence on these subjects during their **company period**,
- 100% of students trained in the **climate collage and transversal skills related to change management and spear out diversity and inclusion**.

To illustrate this, we can mention many modules such as: "Corporate Social Responsibility and Ecosystems", "Diversity and Inclusion soft skills focus", "Seminar : Sustainable Development Goals Challenge" in the first year, "Alternative and Responsible Business Models", "HR and diversity management", "Seminar : International entrepreneurship" and others CSR courses in the second year, "HR and CSR management", "Sustainable innovation development" in the third year with 4 dedicated certificates piloted by the CSR research chairs of MBS such as "management and entrepreneurship in SSE companies", "Management of ecological and solidar transformation projects", "Diversity and inclusive management" and "Sustainable finance".

These certificates prepare students in professional careers such as chief sustainability officer, social and sustainable entrepreneurs or sustainable finance managers. Many of these classes include pedagogical innovation for sustainability such as systems thinking workshops, escape games and short movie making trainings to pitch sustainable business model solutions. And the Management of ecological and solidarity transformation projects certificate proposes a low tech study trip which helps students immerse themselves in nature and adopt innovative transformational pedagogy tools such as a deep time walk or personal ethics workshops.

Please find below the list of PRME related classes in Master PGE :

Master PGE	Courses	CSR
	Workshop in english on the theme of Interculturality	<i>Strong</i>
	Corporate Social Responsibility and Ecosystems	<i>Strong</i>
	Entrepreneurship, Innovation and Society	<i>Strong</i>
	Crosscultural Management & Negotiation	<i>Strong</i>
	Diversity and Inclusion soft skill: Understanding stereotypes	<i>Strong</i>
	Diversity and Inclusion soft skill: Solving ethical dilemmas in the workplace	<i>Strong</i>
	Seminar: Sustainable Development Goals Challenge Awareness: Climate Collage	<i>Strong</i>
	Human Resources and Diversity Management	<i>Strong</i>
	Diversity and Inclusion soft skill: Intercultural differences in fostering diverse and inclusive behavior	<i>Strong</i>
	Diversity and Inclusion soft skill: Adopting inclusive behaviours	<i>Strong</i>
	Business & Society	<i>Strong</i>
	Critical Management and Alternative Organisations	<i>Strong</i>
	Citizen & the Common Good	<i>Strong</i>
	Marketing for Alternative Organisations	<i>Strong</i>
	CSR & Sustainability Reporting	<i>Strong</i>
	Entrepreneurship and Systémique Change	<i>Strong</i>
	Alternative and Responsible Business Models	<i>Strong</i>
	Sustainable Finance with Bloomberg	<i>Strong</i>
	Ethical leadership in changing World	<i>Strong</i>
	Sustainability & Ethics in the digital economy	<i>Strong</i>

Seminar : International Entrepreneurship – Topic Frugal innovation	<i>Strong</i>
Specialisation Management Human Resources Manager	<i>Strong</i>
Specialisation Certificate - Managing and Undertaking in the SSE	<i>Strong</i>
Specialisation Certificate - Diversity and inclusive management	<i>Strong</i>
Specialisation Certificate – Management of ecological and social transition projects	<i>Strong</i>
Specialisation Certificate – Sustainable Finance	<i>Strong</i>
Seminar: Responsible and complex Leadership	<i>Strong</i>
Organisations and Transition Awareness: Climate Collage	<i>Strong</i>
Social and Responsible Entrepreneurship (Entrepreneurship specialisation)	<i>Strong</i>
Social Marketing (Marketing specialisation)	<i>Strong</i>
Foresight & Future Thinking (Strategy specialisation)	<i>Strong</i>
Environmental Accounting (Accounting control specialisation)	<i>Strong</i>
Microfinance (Finance specialisation)	
Green Innovation Management (Project management specialisation)	<i>Strong</i>
Alternative Marketing Channels (Sales and Business development specialisation)	<i>Strong</i>
Sustainable Supply Chain Management (Purchasing and Supply chain management specialisation)	<i>Strong</i>
Responsible Purchasing Management (Purchasing and Supply chain management specialisation)	<i>Strong</i>
Strategic Diversity Management (HR management specialisation)	<i>Strong</i>

In the world

**56th**  
Best Master in  
management

FINANTIAL TIMES - 2021

France

**10th**  
Best MSc in  
marketing &  
finance

QS RANKING - 2021

In the world

**1st**  
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Business school's

Classified in the "Shanghai  
ranking" - 2021

## Master of Science Programme (MSc)



In the Master of Science programmes, some courses are also **CSR-oriented** and related to the specificity of the programme itself. Currently, out of 10 MSc taught entirely at MBS, 5 integrate CSR subjects via specific courses: "MSc Sustainable & Inclusive Finance", "MSc Luxury Marketing in a Sustainable World", "MSc International Business", "MSc Entrepreneurship & Innovative Business Models", "MSc Supply Chain Management".

For examples:

The **MSc "Sustainable and Inclusive Finance"** aims to orient investment and financing decisions towards the achievement of the Sustainable Development Goals defined by the United Nations. This specialization aspires to train a new generation of managers willing to build new business models to address global social and environmental challenges through innovative solutions for the financial sector. This specialization is supported by the Chair of Social and Sustainable Finance and the Yunus Centre for Social Business & Financial Inclusion of MBS.

The **MSc "Luxury marketing in a Sustainable World"** is made up of the core values of MBS and the transition to a more sustainable world. This specialization aims to prepare and train future leaders responsible for luxury marketing. Studying luxury marketing in France, home of famous luxury brands (e.g. Hermès, Louis Vuitton, Dior and Chanel), and in the Montpellier region, with its rich tradition in tourism, hospitality, wine and gastronomy, is a programme that allow to learn more about French excellence and "know-how" and how to market luxury products in a sustainable world.

The **MSc "International Business"** is a programme that is constantly adapting to the changing business trends in the world. It aims to develop world-class business skills enabling students to perform in interwoven global economies using a multinational leadership perspective. It aims to develop a wide range of skills and attributes, including sustainability and equity.

Please find below the list of PRME related classes in MSc programme :

	Courses	CSR
MSC	Energy & Environmental Finance	Strong
	Responsible Finance : financial inclusion, microfinance & social innovation	Strong
	Ethics, responsible development, and regulation	Strong
	Social & cooperative banking	Moderate
	Microfinance	Strong
	Ethics, data protection and regulation	Strong
	Global marketing management	Moderate
	Digital marketing	Moderate
	Marketing for alternative organisation	Moderate
	Digital communication & social Media	Moderate
	Impact of digital, CSR, managerial innovation, internationalisation on the sector of food & wine	Strong
	Sustainability in the tourism industry	Strong
	Digital Business model	Moderate
	Digital Change	Moderate
	Information technology & value creation	Strong
	Organisational behaviour & change management	Moderate
	Sustainability & digital transformation	Strong
	Sustainable innovation development	Strong
	Innovation Management	Moderate
	Business ethics & CSR	Strong
	Supply chain and global operations	Moderate
	Sustainable Supply Chain	Strong
	Cross cultural management	Strong
	Corporate social responsibility	Strong
	Global supply chain: contemporary challenges	Strong
	International Human Resource Management	Moderate

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## Educative Education Programmes



At MBS, continuing education activities are currently based on two main activities: degree programmes (Executive MBA programme) and tailor-made activities (tailor-made certification programmes, tailor-made short courses and consulting activities). The Sustainable Development & CSR subjects appear under different headings.

The **Executive MBA programme** aims to develop the strategic vision and boost the career of leaders, experienced executives and entrepreneurs whatever their business sector. It all started with a conviction: in an ever changing world, the companies of tomorrow need to develop responsible management and organisational capacities to face the digital transformation. That is why our School has chosen to integrate CSR and responsible management practices at the very heart of its teaching.

In this Executive MBA programme, **a certificate focus on “CSR : Inclusive management & societal commitment”** is integrated into the curriculum. This one is dedicated to the sustainable development and CSR at 100%, this represents 140 hours of courses. It aims to develop participants' ability to design, implement and evaluate a corporate social responsibility approach to improve overall performance. It seeks to involve participants in the concrete implementation of an **inclusive management** around the development of a societal commitment in the company by carrying out a study project in teams.

The **Tailors-made continuing education programmes** focus on specific training actions designed at the request of a company on the basis of an expressed need. With recognised expertise in CSR, our teacher-researchers have been involved in **specific consultancy missions**, carrying out diagnoses and providing support on the subject.

The notion of CSR is notably addressed during many interventions (training modules, conferences, etc.) in “Strategy, Management and Human Resources” or on specific CSR courses such as, for example, in the following programmes: "BADGE Strategic Management Volkswagen", "Performance Innovation Management Banque Populaire du Sud", " Cycle of associated projects for Force U" and " Manager, business development Derichebourg". MBS also has a **CSR range of modules** that can be adapted to companies within the framework of its tailor-made activity. These modules are available in case of specific request and can be deployed following a consulting action in order to train employees on the subject.

Please find below the list of PRME related classes in EMBA programme :

	Courses	CSR
EMBA	CSR Certificate	Strong
	Droit social pour dirigeant	Moderate
	Management de la Diversité et Inclusion	Strong
	Supply chain and global operations	Moderate

## MATERIALS AND ADDITIONAL SCHEMES

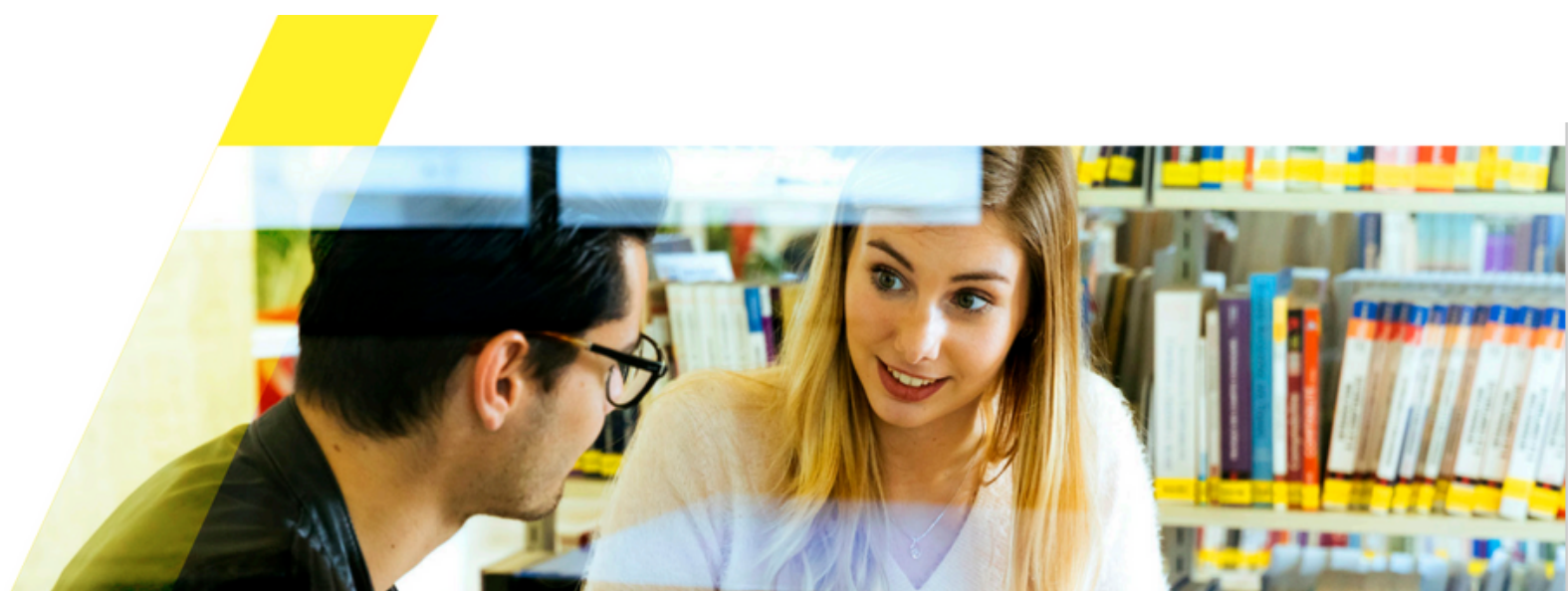
To promote effective learning experiences for responsible leadership, MBS continually reviews the undergraduate and graduate curricula to ensure that students are exposed to issues of global responsibility. These issues are covered in the majority of the core courses in the curricula and not forgetting the work of all MBS researchers. In addition, MBS provides students and faculty with opportunities to explore other cultures than their own through study abroad programs, faculty mobility programs, internships/apprenticeships and involvement in student associations.

### Documentary resources

MBS developed large **documentary resources** in its library related to Sustainable development and global responsibility since the last five years. The library is systematically involved in activities organized by MBS on those topics, and provides **videos, books, articles, and revues to students, staff and faculty. MBS professors** are actively involved in writing **case studies or teaching books** on topics related to their expertise in line with PRME principles.

To illustrate :

	Examples of documentary resources by MBS professors	Date
Latest relevant case studies	GAIDOS, A. (2021). La culture d'entreprise de Too Good To Go : comment concilier mission sociale et développement international ? Montpellier Business School : Centrale des Cas et des Médias Pédagogiques de Paris (CCMP).	2021
	HOANG, T. & LELIGOIS, B. (2021). Fair play finance: online digital game to review corporate and market finance. Montpellier Business School : Centrale des Cas et des Médias Pédagogiques de Paris (CCMP).	2021
	ETCHANCHU, H. (2019). Global Play Foundation (Mali): negotiating the future of education between multiple stakeholders. Montpellier Business School : Centrale des Cas et des Médias Pédagogiques de Paris (CCMP).	2019
	JOLY, MEYER, JAECK (2019). L'Oréal : une politique diversité et inclusion de toute(s) beauté(s). Montpellier Business School : Centrale des Cas et des Médias Pédagogiques de Paris (CCMP).	2019
	LE BELLAC Agnès & Jacqueline BOYSSELLE (2019) Association "Réfugiés : bienvenue !" : comment utiliser le marketing social pour venir en aide aux réfugiés ? Montpellier Business School : Centrale des Cas et des Médias Pédagogiques de Paris (CCMP).	2019
	LE BELLAC Agnès (2018). Comment émerger en BtoB grâce au marketing et à la communication dans l'univers complexe de la RSE ? Montpellier Business School : Centrale des Cas et des Médias Pédagogiques de Paris (CCMP).	2018
Latest published books, textbooks, teaching manuals	BOYSSELLE, J., GRANATA J., POURREAU C., HOANG V., COZARENCO A., DELIS M., HOLLEBEEK L., DU-MAZER C., MEYER M., MARAIS M. & ETCHANCHU H. (2020). Consequences of the COVID crisis. How to manage change effectively and sympathetically. White Paper, Montpellier Business School. Publishing Education.	2020
	DANA, L.P. & RATTEN, V. (Eds.). (2019). Societal entrepreneurship and competitiveness. Emerald Publishing, Bingley, UK.	2019
	VENKATESH, M. & DELGADO C. (2019). Social supply chain sustainability: measurement and performance outcomes from India. Springer.	2019





## Assurance of learning

In addition, strong Sustainable Development & CSR values are illustrated and present within each assurance of learning (AOL) of MBS whose 3rd area of students' competences is based on **ethics, diversity and global responsibility**. Students are expected to recognise, accept and promote the concepts of ethics and diversity in all their forms, in a spirit of openness to others and global responsibility. On average, 90% of students have exceeded expectations on this objective in the last 3 years.

## Other forms of CSR educational content

The Sustainable Development & CSR issues are also integrated into our programmes in other ways.

At the end of the course, students are required to **write a research paper or a thesis**. Among them, we have noticed a strong increase in the number of dissertation **subjects dealing with Sustainable development and CSR issues** such as: "CSR in an internationalization strategy: the case of SMEs/ETIs", "How can slow tourism become the future of ecotourism to respond to environmental and health issues", "The perception of the electric vehicle and its ecosystem in France",...

During **the apprenticeship or internship period**, MBS fosters the immersion of its students in a company to increase their **knowledge and skills in CSR**. During the last month of his/her work experience, the student is invited to self-assess via a **questionnaire of competences** integrating those related to the learning objectives such as "Ethics, diversity and global responsibility". This approach encourages the student to reflect on his or her **CSR skills and know-how**. The apprenticeship and internship **reports** must include a consideration of CSR within the employer companies. These are assessed for ECTS at the end of their year. For example, 1st year students must write a whole section in their placement report on "Identifying the place of CSR within the company".

The involvement of students in **student associations** is encouraged by MBS. This allows them to acquire **skills and values related to sustainable development and global responsibility** through their own associative activities while contributing to the dynamism of the institution. The associations have 600 m<sup>2</sup> of office space at their disposal. A rich cultural and social life, sport and relaxation are essential to student success. Currently, 21 associations involved in sport, cultural, community service and exchange perform over 60 projects per year and provide at least as many opportunities for students to get involved, feel fulfilled and push their limits.

Among them, 5 are directly linked to Sustainable Development & CSR :



**GAIA** : the MBS sustainable development association



**CARE ABOUT US** : the association for awareness and prevention of inappropriate behaviour in the student environment



**MON BUREAU SOLIDAIRE** : the charity and humanitarian association of MBS




**WORLD CO** : the international students association of the school



**MONTPELLIER'S TREASURES** : the responsible and fashion ethic association of the school

These associations have an average of 20 active members. Each member of the association is subject to a charter of good conduct and a set of rules for the life of the association that take into account the main principles of CSR. The objective of the associative commitment is the development of soft and hard skills in a spirit of solidarity and openness illustrated through the 17 SDGs. Involvement in an association offers a rich human experience and an opportunity for personal growth. It also requires management and administrative skills and helps students develop capacities they will need in their future professional lives. In addition, **a CSR referent** must be identified in each association in order to encourage the integration of the Sustainable Development & CSR issues into their activities.

Within the framework of the PGE and BIBA curriculum, events in the form of **educational challenges** take place every year in order to put students in situations that promote innovation and collective thinking. In addition to **the SDG Hackathon, the International entrepreneurship challenge** places students in groups to create, in 5 days, a startup responding to a CSR issue presented by a major MBS partner.



Finally, in 2020 MBS professors jointly created a **MOOC on Diversity and inclusive management**, hosted on FUN, in partnership with IAE and Montpellier University.

## **RESOURCES AND ENVIRONMENT**

MBS pays particular attention to the evolution and integration of its **Diversity & Inclusion policy** as well as its **Sustainable Development & CSR policy** in all its activities. That's why, **the Diversity & CSR department** coordinates all of its initiatives in these domains with different tools and bodies.

### **The CSR & Human Resources Team**

Within the Human Resources function, the CSR Division deploys several projects which address a range of **social issues** (Equal Opportunities; Social Openness and Health; Environmental Transition; Mobility and Transport).

This team leads many committees in discussing CSR & Diversity issues with professors and other internal or external stakeholders.

The HR & CSR Director with the CSR and Sustainable Development Manager attend many conferences in these fields to increase their network and partners. They are especially involved in the renewal of our different labels and rewards (Diversity, Equality and Sustainable Development & Social Responsibility labels),

Regarding **BSIS report**, a collective work between the quality department and CSR team is organized to collect data, analyse it and interview MBS stakeholders and the school's partners within the region to write an efficient report and provide both EFMD and FNEGE with the whole document. It then becomes a useful communication tool for the school itself but also for the region, as it points out the financial, economic and cultural impact of the school within the local territory.

### **The Diversity & Professional Equality Policy**

MBS has always been perceived as a pioneer in diversity, and the labels received for more than 10 years by AFNOR are evidence of this deep commitment. MBS was the 1st higher education institution in France to apply and be granted the **Diversity Label**.

For the first time in 2018 and 2021, MBS has issued a Diversity & Professional Equality policy inspired by the values mentioned above. This policy relies on **5 pillars which are commons for employees and students** :

**1- Guarantee zero discrimination**

**2- Strengthen equity and equality of opportunity by supporting who need it most**

**3- Learning how to manage diversity**

**4- Developing inclusive practices by attracting and supporting talent from diverse backgrounds**

**5- Listening to all individuals and allowing all stakeholders to express themselves**

The priority actions for **students** are as follows :

	Area	Devices
<b>Prior to the curriculum</b>	Offer mechanisms for raising awareness of higher education	<p><b>The trail to success, "pathway to the Master"</b>, offers a variety of activities such as tutoring, cultural trips, and visits to companies and universities.</p> <p><b>The PHARES program</b> (Beyond Disability, Moving Forward and Succeeding in Higher Education) brings together secondary level students with disabilities from the Montpellier area and MBS students for a tutoring program providing an insight into higher education.</p> <p><b>The Excellence and Professional Aptitude Course (EAP)</b> allows students with a vocational baccalaureate who are enrolled in a BTS in a partner high school, to have 200 hours of additional instruction in general culture and English.</p>
<b>At the entry point of the school</b>	Attract and recruit talent from all social backgrounds	<p><b>Free of charge</b> for students with Crous scholarships.</p> <p><b>Orals for competitive exams based on the personal skills</b> of the candidates, without consideration of general culture.</p> <p><b>Diversification of access to MBS programs</b> (preparatory courses, admission on the basis of qualifications, professional training, apprenticeship, international, elite-level athletes).</p>

<p><b>During the curriculum</b></p>	<p>Provide a proactive social policy</p>	<p><b>The Diversity topic</b> is included in all education programs and in many research works.</p> <p><b>The development of actions through apprenticeship</b> is the first lever for equal opportunities.</p> <p><b>Financial aids for studies</b> are available to students from modest backgrounds so that tuition fees do not represent an obstacle to pursuing studies at MBS.</p> <p><b>Living expenses assistance</b> is offered to MBS students to help them balance their monthly budget.</p> <p><b>Support for students with disabilities</b> is implemented by individualized follow-up measures and specific accommodations for students with disabilities.</p> <p><b>The fight against sexism and sexual violence</b> becomes a priority issue with the establishment of a network referents and an anonymous listening system run by specialized lawyers via a dedicated platform</p>
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And also for **collaborators** by the challenges which face in Human Resources Management activity :

- Harmonize performance evaluation systems and improve the transparency of our practices
- Aim for equity in remuneration
- Ensure individual follow-up of people in fragile situations
- Strengthen the integration of non-French speaking international staff
- Going the extra mile to support people with disabilities
- Ensure the continuous improvement of the working environment
- Manage access to training
- Deploy a system to measure job satisfaction in the broadest sense

## The Diversity & Inclusion Lab

The objective of the Diversity & Inclusion Lab is to promote the MBS's **values of Diversity & Inclusion** through different actions in partnership with various school stakeholders. Some key actions of the lab include :

- Conducting surveys (ex: survey on the influence of gender stereotypes and gender roles in higher education, in partnership with the AFMD and the CGE).
- Participating in working groups organized by the AFMD where academics and practitioners developed together guidelines of good practices.

- 
- Designing and animating conferences and seminars for students or employees.
  - Building, innovative, teaching tools (ex : a MOOC “Management of diversity & inclusion”).

For example, in 2020-2021, the Diversity & Inclusion Lab contributed to raise awareness of MBS's employees and students about gender-based and sexual violence. It also worked on the promotion of the association L'Autre Cercle support for LGBT+ community.


## The Sustainability Lab

To make sure that **everybody is part of the school's engagement** in CSR issues and considerations, the Sustainability Lab has been created in 2020 as an evolution of the sustainable development commission. Its main objective is to enhance the implementation of **MBS's environmental values** into educational activities, on the campus and to submit new ideas to reinforce MBS's positioning in sustainable development with its corporate connections, partners and in educational activities.

The activities of the lab are in line with the mission of the PRME and the UN sustainable development goals:

- it works on **the ecological transformation of the campus and its activities,**
- it includes all **initiatives of pedagogy and research.**

The Sustainability Lab has nearly 40 members who bring together the main service areas within MBS to engage in **this platform of dialogue**. The vision of the Lab is to engage in ideas and action initiatives, that is, members not only brainstorm about how to transform our functioning, research and pedagogy but also are empowered to take the responsibility for implementing several project ideas at the school. Project highlights include a partnership with the Shift Project, a leading French lobbying association for sustainable transition to develop a competency framework that integrates student competencies around social and environmental transition. Members of the sustainability lab have contributed to the development of this competency framework and help organize training workshops for all faculty members to facilitate the integration of Sustainable Development & Social Responsibility topics in their classes. Another highlight included a four day training of 15 MBS professors on pedagogy and research for the sustainability transition.



This training enabled professors to create strong skills and relations to further sustainability and pedagogical innovation at the school. They now act as ambassadors on PRME topics to help other colleagues increase their skills and accompany them in transforming their curricula.

MBS acts to motivate its staff to share the same values and are on board to implement CSR activities and projects. **Programme directors** are also encouraged to integrate CSR projects into their curriculum to raise the students' awareness of CSR significance in business, all the more so as the school prepares managers that must be conscious of ethical behaviours in business management and entrepreneurship. Being socially responsible is part of the school's mission, and faculty prepare the students to become agile and have an ethical behaviour.

### Climate Strategy

In 2020, MBS carried out a carbon assessment of the CO2 emissions generated by all its activities. This work was carried out in consultation with student and faculty representatives and led to the creation of **a climate strategy focusing on 6 areas:**



1- Sustainable food on campus



2- Energy management and control of buildings



3- Softer and/or shared mobility for employees and students



4- Green IT usage, responsible digital transition



5- Optimisation of waste management channels on campus



6- Training and awareness-raising for employees and students on the challenges of the ecological transition

## Principle 4 I 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.*

MBS is furthering a dynamic research policy which has resulted in a constant effort to recruit the best researchers at national and international level. Thanks to its committed research but also driven by the conviction that the sustainable success of any company depends on the consideration of its economic, societal and environmental performance, the Group pays particular attention to the subjects of sustainable, socially responsible and eco-responsible transformation of corporate strategies. Indeed, from 2015 to 2020, approximately **25% of our annual intellectual contributions are related to Sustainable Development & CSR.**

### RESEARCH AT MBS

This can be seen through the number of publications in peer-reviewed journals referenced in the National Center for Scientific Research list (~800 titles). Our faculty members have published in peer-reviewed journals such as (but not limited to) :

Academy of Management Perspectives; Academy of Management Review; Ecological Economics; Economic History Review; Economic Theory; Energy Journal; Entrepreneurship: Theory and Practice; European Journal of Operational Research; Human Relations; International Journal of Production Economics; Journal of Banking and Finance; Journal of Business Ethics; Journal of Business Venturing; Journal of Comparative Economics; Journal of Consumer Research; Journal of Economic Dynamics & Control; Journal of Management Studies; Journal of Marketing Research; Journal of Money, Credit and Banking Human Resource Management; Science ; Management Science ; MIS Quarterly; Nature ; Operations Research; Organization; Organization Science; Research Policy; Review of Finance.

Our research activities cover all traditional areas of management research. Research activities are based on the work of permanent academics. MBS's academics are also **part of the LabEx Entreprendre**. This LabEx is the only laboratory which is specialised on this topic in France, within the framework of the call for projects of the "Investments for the Future".

Our researchers play an important role in editorial activities and in the organisation of annual conferences such as **the Interdisciplinary European Conference on Entrepreneurship Research (IECER) and the International Finance Conference (IFC)**.

MBS organises three types of research seminars: methodology, working papers presentations and presentations from non-MBS academics.

MBS's research activity covers **all the disciplines of Management Science** (finance, management, marketing, entrepreneurship, human resources, etc.) and is in line with **the values of our school** (ethics, openness and diversity, global performance and responsibility). A significant part of the academic production is devoted to approaches that combine MBS's values and business concerns. The teaching staff is recognised for its work on key topics related to these research issues (CSR, Diversity, Social Entrepreneurship, Microfinance, Energy and Sustainable Development, etc.).

<b>MBS faculty awards given for research excellence in Sustainable Development &amp; CSR (journal publications, conference participation, etc.)</b>
Etchanchu Helen, 2021: received an acknowledgement of her exceptional service to the Journal of Business Ethics and academic community as a reviewer.
Venkatesh Mani, 2020: Mani Venkatesh's book, "Supply Chain Social Sustainability for Manufacturing, Measurement and Performance Outcomes from India", is among the most used publications on SpringerLink that relate to one or more of the United Nations Sustainable Development Goals (SDGs). The SDG in question is SDG12 Responsible Consumption and Production.
Cozarenco Anastasia, 2019: Cozarenco A., Hartarska V. & Szafarz A. 2019. Too many cooks spoil the broth: the conflicting impacts of subsidies and deposits on the cost efficiency of microfinance institutions. American Economic Association (ASSA), 4-6 January, Atlanta, U.S.A. (Best Paper Award: The Warren Samuels Award of the Association for Social Economics).
Etchanchu Helen, 2019: included in the University of Bath's list of the most influential faculty thinkers on responsible business issues.
Balbo Laurie, 2018. Gallin S. 2017. Effects of participation in an online weight loss support community on eating behaviours: the mediating role of sensitivity to social influence. PhD thesis/PhD thesis. (Thesis supervisor in collaboration with MC. Lichtlé. U. de Montpellier, France). (Prize for the best French thesis in digital marketing by Audencia Business School, France).
Laguir Issam, 2018. for the article "CSR disclosure and sustainable supplier management: a small to medium-sized enterprises perspective" as the best contribution in the track "MSME and Sustainable Development Goals (SDG) at the International Council for Small Business (ICSB). (Best Conference Paper Award)
El Shoubaki Aliaa, Cozarenco A., Lasch F. & Dana L.-P., 2017. Support for life partners and growth of women's businesses. Entrepreneurship research: Past, Present & Future, 10-12 may, Paris School of Business, France. [European Management Review featured best paper award].
- Leyva de la Hiz Dante Ignacio, 2016. Doctoral Prize (national level, Spain), second prize for the best doctoral thesis in corporate social responsibility and sustainability.

**50%**  
of research  
publications

Dedicated to CSR,  
innovation, sustainable  
development and  
entrepreneurship

In the world

**1st**  
& only French  
Business  
school's

Classified in the  
"shanghai ranking" - 2021

Research groups play a major role in the organization and development of research at MBS. Research adopts a modern strategy based on **interdisciplinary research groups** fostering strong cooperation between internal and external faculty members-researchers. Research groups are dynamic and evolving with researchers who can contribute simultaneously to several groups. Organizationally, they are holacratic and setting up to capture synergies and create a scientific body spirit.

MBS is strong with its **9 research groups** :

- Entrepreneurship entry mode and survival
- Business survival and growth
- Inter-organisational and interpersonal relations in the SMEs context
- Health, entrepreneurship and psychological markers
- Entrepreneurial economics
- Accounting for sustainability and innovation
- Design, creative thinking and innovation
- Management & Organisation of Sustainable Transformations (MOST)
- Health & Innovation for Society

Among these groups, **two of them focus their work on CSR & Sustainable Development issues.**

### **Management & Organization of Sustainable Transformations (MOST)**

MOST is a group of management and organization scholars with shared interests in understanding, explaining, and envisioning organizational and societal change towards more **socio-ecologically sustainable futures**. The group congregates a diverse set of research agendas including, but not limited to, the study of business ethics, business and society, critical management, corporate social responsibility, regulation and governance, social entrepreneurship and innovation, inclusive organizations and organizing, health and well-being in organizations, socio-ecological systems, and processes of resilience and transformation. Collectively, professors strive to engage and integrate multiple theoretical perspectives in management studies – e.g. theories of organization, strategy, innovation or entrepreneurship – and from multiple other scientific fields (e.g. ethics, economics, psychology, sociology and the natural sciences) to understand sustainable transformations in novel ways.

This research group aims at addressing (without restriction) the following themes/questions :

- 
- How do organizations create value for their stakeholders, for society, and for natural ecosystems ?
  - How do organizations such as businesses, public actors, nonprofit organizations, civil society, and social movements dialogue, compete and cooperate with each other to generate a sustainable economy and society?
  - How do organizations respond to institutional demands and pressures for more sustainability and responsibility?
  - How do organizations engage with and manage socio-political tensions and paradoxes related to ethical sustainability choices ?
  - How do organizations engage in ethical debates on what constitutes value, and what is valuable, in processes of resilience and transformation ?
  - How do organizations cope with and adapt to social, ecological, and economic adversities ?
  - How do organizations support or hamper processes of societal change towards sustainable futures ?
  - How do individual members of organizations make decisions that are (environmentally, socially and ethically) sustainable for the stakeholders and for the organization ?

## Accounting for Sustainability & Innovation

The Accounting for Sustainability & Innovation research group can play a major role in **the development of sustainable business models**. It comprises internal and external practices and mechanisms devoted to measure, monitor, represent and communicate the wider performance of an organization including environmental, social, economic, innovation and operations aspects and their interrelationships.

The aim of the research group is to address all issues related to this area including new developments in sustainability accounting, the role and use of accounting systems for sustainability, operations and innovation strategies, the integration of sustainability, operations and innovation into performance measurement systems, the linkage between business strategy, sustainable strategy, innovation strategy, operations strategy and corporate governance as well as the role of accounting, finance and innovation departments for organizational change towards sustainability and innovation, and their relationship with the CSR/sustainability/innovation.

In addition to these research groups, MBS has **five chairs** and **four of them are focused on the CSR topics**. The chairs are a valuable link between the worlds of research, teaching and business.

### **Communication & Organizing for Sustainability Transformation chair (COAST)**

Created in 2020, the COAST chair studies and supports **processes of societal change and transition to reach the UN sustainable development goals (SDGs)**, particularly SDGs 7, 11, 12, 13, 14, 15, and 17. The chair associates two important axis that are inseparable to succeed sustainable transformation: The **“Communication”** axis analyses and acts upon belief systems and meaning structures; and the **“Organizing”** axis studies and challenges socio-economic structures to promote ecological, inclusive and just forms of prosperity. Based on its expertise in systems thinking and strategic communication, the chair brings together businesses, public and civil society actors to transform their practices and collaborations in line with recent scientific advances on sustainable development. Their areas of intervention are :

- Teach new management logics around sustainable transformation
- Educate in systems thinking and complex project management
- Assess organizational impacts on low-carbon economies and on stakeholders
- Experiment with new narratives, new structures and strategic tools of environmental governance through action research
- Bring together transdisciplinary players and inform the general public to transform the economy of tomorrow

### **Inclusive Management & Societal Commitment chair (MIND)**

The MIND chair focuses on the social aspect of CSR & inclusive management (gender equality, digital inclusion etc.). This chair promotes **inclusive management of stakeholders** as a lever of societal commitment that can lead organizations to rethink their strategies and methods regarding **the promotion of diversity and the sharing of commonalities**. Their areas of intervention are :

- Implementation of diversity and inclusion policies within the company
- Implementation of CSR policies and new forms of organisation
- Transforming managerial practices
- Defining the company's societal mission
- Measuring the company's societal impact

## Social & Sustainable Finance chair

Created in October 2020, the Social & Sustainable Finance chair of MBS has the objective to promote social finance, in particular **microfinance and social banking, and sustainable finance**, which aims to direct the flow of financial capital toward **projects focused on the achievement of the 17 sustainable development goals** defined by the United Nations in 2015. With this objective, the activities of the chair are structured around three axes: teaching, research, and events. The mission of the chair is to promote social and sustainable finance through teaching, research, and events, with private and academic partners with focus on two main topics :

- Microfinance and social banking
- ESG and socially responsible investments

## Social Entrepreneurship & Inclusion chair

This chair was created in March 2019. It brings together an ecosystem of large and small companies, higher education and research institutions, SSE organizations, institutions, entrepreneurial support organisations, etc. The chair's mission is to promote social and inclusive entrepreneurship through research, teaching and training activities with **a strong social impact**. The chair in Social Entrepreneurship & Inclusion also attempts to support unemployed people to contribute to a more inclusive economy. It has four main goals :

- To work and bring together the different stakeholders in order to improve the inclusion of people in difficulties.
- To stimulate and promote new initiatives to meet the challenge of environmental transition.
- To promote a new and more inclusive economy in order to reduce inequalities.
- To contribute to the local economy by improving our “investing impact”.



## Pegase chair

The Pegase Chair is the first French Chair dedicated to the economy and management of air transport and aerospace. Its ambition is to strengthen the links between the academic world and air transport and aerospace companies. The main research projects of the Chair's members are grouped into several research areas, including themes related to the environmental, social and technological transition:

- Competitive and cooperative strategies in air transport and aerospace
- International issues in air transport and aerospace
- Financial and accounting issues in the airline and aerospace sectors
- **Diversity and CSR issues in aviation and aerospace**
- Consumer behaviour in the airline and aerospace industries
- Innovation and digitalization issues in air transport and aerospace

## A CENTRE DEDICATED TO SOCIAL BUSINESS

Based on the activities of the Social & Sustainable Finance chair and the Social Entrepreneurship & Inclusion Chair, MBS launched the « **Yunus Centre for Social Business and Financial Inclusion** » in October 2019.

### Yunus Centre for Social Business 1 Financial Inclusion

This Centre is an academic hub created in partnership with the Yunus Centre in Dhaka (Bangladesh). It trains students and raises awareness of **social business**.

The Yunus Centre's mission also includes the development of research by disseminating new knowledge on this topic. These activities involve collaboration with associations and companies in order to create **an ecosystem of social and solidarity economy project leaders** within the school.

As an example, the Yunus Centre for Social Innovation & Financial Inclusion at MBS participates in the Project Social Enterprise through Virtual Environments and Remote Entrepreneurship. This SEVERE project, funded by the European Commission under the ERASMUS+ scheme, involves higher education institutions from 6 different countries. It aims to develop a transnational programme for nurturing entrepreneurial mind-sets and skills in order to encourage active citizenship and social entrepreneurship.



## 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.*

### CLOSER RELATIONS WITH THE BUSINESS WORLD

Since 1987, MBS has always been closed to the business world. The school supports the development of companies in their territories and gives the opportunity **to hire the executives, train the employees and benefit from cutting-edge research on specific business issues like CSR**. This privileged link a source of value creation, innovation and performance so that can meet the economic and societal challenges of today and tomorrow.

The main goal with these key partners is to maintain, diversify and develop closer relations with them for at least the three following main reasons :

- **First of all, because companies are part of the DNA of MBS.** Companies participate in the governance of MBS, which was founded by entrepreneurs - members of the Chamber of Commerce and Industry of Montpellier - who wanted their region to have an institution of higher education specializing in the fields of business and management. Thus was born the ESC Montpellier on July 16, 1897 (Official Gazette of July 22, 1897). This institution later became the Montpellier Business School (in 1987) to integrate the various undergraduate and continuing professional development programmes that had developed over the past decades both around and with the Business School.
- **Secondly, because the permanent and organized presence of companies in the educational process guarantees that the teaching and research activities of MBS are adapted to current and future management and business management realities.** Close ties between companies and schools of management are essential for students and teachers. Indeed, this closeness, which should be akin to osmosis, ensures that the students' education will be concrete and in line with the developments in management they encounter in the professional assignments integrated into their studies, during the course of their many and varied internships or employment and in the courses and conferences given by company managers.



Close ties with businesses also ensure relevance for students who take the apprenticeship path to complete the programmes. It also guarantees that the lessons given by the faculty of MBS will be based on research that is also tied to the realities of entrepreneurial pragmatism in an internationalized business environment. Students in the Group's programmes will thus take their first productive steps in their future professions and begin to build great resumes even before they graduate.

- **And finally, because MBS must serve as a driver of business development through applicable research.** Companies contribute to the quality of our education programmes, and we, through the generation of new knowledge, particularly in “management innovation and entrepreneurship,” our specialty fields, help companies discover new levers of economic performance compatible with the values of diversity, social and environmental responsibility. We achieve this fair and natural return to companies through offering them consulting and training activities, which we adapt to each company and each market.

## MBS MAJOR CORPORATE PARTNERS

Some businesses have decided to move beyond simple partnerships on different projects and have become Major Partners. Some companies have decided to go beyond simple partnerships on different projects and have become major partners. They all **share the same values** and the same desire to develop privileged links.

### **The Advisory Board**

The Advisory Board of MBS gathers **50 managers, holders of major partnerships**, gathered around their common challenges of attracting talents and training their employees. They meet regularly to discuss the challenges, practices and strategic directions of the School. This Advisory Board is represented in the MBS Governance.



## The Partner Club members

The Partner Club members are invited to participate in different educational bodies, lending their expertise to help the institute constantly improve its programmes in line with changes in the profession.

Examples on major partners who contribute to our CSR actions and commitments :

<b>AIR FRANCE</b>	Supporting our actions for equal opportunities in Africa: paying for scholarships.
<b>SAGE</b>	Very committed to the subject of diversity and inclusion, SAGE became the first partner to financially support the "Inclusive Management & Social Commitment" (MIND) research chair. An action plan is underway.
<b>LA POSTE</b>	One of the financially supports the MIND Chair. In addition, Valerie Crespo is President of the MBS Foundation.
<b>AG2R</b>	The first partner to support the Social Entrepreneurship and inclusion Chair (ESI) and contributes to the financing of the MBS Impact Programme.
<b>LIDL</b>	The last major partnership signed with MBS. It wished to contribute to our CSR actions (Diversity, Equal Opportunities) by financing 1 scholarship over 3 years in order to commit itself to the MBS Foundation.
<b>AUCHAN</b>	Offers a new support to student associations to promote actions around "food solidarity".
<b>CAISSE EPARGNE</b>	The savings bank is the first donor to the MBS Foundation and is very active with us on many subjects of the school.
<b>SOCIETE GENERALE</b>	One of the big donors for the MBS Foundation.

They also meet regularly to share about their issues, practices and strategic orientations. The services offered to Major Corporate Partners include :

Career Centre	To promote your business, your positions and opportunities
	To recruit trainees, apprentices and graduates
	To participate in a privileged way in school events
Executive Education	A privileged access to the executive education offer
	A privileged access to the executive educational programme
Research and Pedagogy	To become a member of the Advisory Board and the Business Partner Club
	To contribute to education programmes (conferences, courses)
	To participate in juries (Admission and VAE)
	To collaborate on research topics in Management Science and Administration
Employer Brand	Come meet our students
	Benefit from an optimised visibility
	Lead Conferences
	Be the special guest at our school events

## MBS Foundation

Since 2007, the MBS Foundation, under the aegis of the Fondation de France, has been working alongside MBS **to embody its values of diversity and equal opportunities for students**. It was founded by Société Générale, Groupe Languedoc Mutualité, Sanofi-Aventis Research & Development, FDi Groupe, Lenovo France SAS and Royal Canin SA. The following groups have also joined: BEC Frères, Haribo, Groupama Méditerranée and Orchestra.



The DNA of MBS is a combination of humanism, openness, social responsibility and sustainable performance. In this way, the Foundation has been leading initiatives in favor of deserving students from France and developing countries and supporting the school's young graduates in their business start-up projects. To do this, she offers merit scholarships, international scholarships and business start-up scholarships.



Beyond its **social vocation**, the MBS Foundation also has a **societal mission**. It acts as a privileged link between the corporate and educational worlds. The MBS Foundation enables companies and institutions to support research, participate in educational innovation and build, together, a more socially responsible future.

In 2018, MBS participated in a study together with CGE and AFMD professional associations to measure student perceptions and gender stereotypes. MBS also contributes to the group work of the AFMD on the organization and measurement of inclusive management.

### **MBS Alumni Association**

With more than 19,093 graduates in France and abroad, the MBS Alumni Association aims to develop and strengthen the **network of its members around the world**. In January 2020, a partnership agreement was signed between MBS and MBS Alumni, concerning the transfer of employees and financial means.



The MBS Alumni Association, composed of 14 active volunteer members, is supported by an internal MBS Alumni department, in charge of implementing the actions and strategy of the association as defined in the agreement. Like the advisory board, the members of the Bureau actively participate in the functioning of the school and its strategic orientations. MBS Alumni has several objectives :

- Create and develop a sense of belonging
- Develop the employability of alumni
- Promote the network at national and international level
- To be part of the equal opportunities policy led by MBS
- Create synergies between the different stakeholders
- Participate in the development of the School and its reputation
- Develop new services to alumni

## Principle 6 | Dialogue



*We will facilitate and support dialogue 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.*

### MBS CAMPUS LEVEL

MBS is still one of the locations where debate stands in Montpellier and its area. Since the last 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.

#### The Sustainable Development Meetings

In partnership with the Open Diplomacy Institute, MBS has hosted 2 stages of the Sustainable Development Meetings (September 2020 - "Transforming capitalism, let's transform our companies", October 2021 - "Building inclusive societies"). These Meetings are **an opportunity for citizens to debate with all the decision-makers and experts of the ecological and solidarity transition**. By putting the three pillars of sustainable development at the heart of the debate: environmental, social and economic issues.



#### The Inclusion Campus

During the academic year 2020-2021, MBS welcomed the 1st Montpellier class of the Inclusion Campus. Driven by the Ministry of Labour and its Minister Muriel Pénicaud, the Inclusion Campus aims **to support in all territories the managers of VSEs, SMEs and ETIs who wish to promote or strengthen an inclusive approach.**



## The ClimatSup Business partnership

MBS participated in a major national cooperative effort to transform business school curricula for sustainable development. **Led by the Shift Project, the leading think tank on the energy transition in France**, and in partnership with Audencia Business School, MBS



contributed to the development of a new competency framework for business students that focuses especially on climate, natural resources, biodiversity, social inclusion, justice and ethical issues in business. **We co-organized**, together with other business schools, corporate partners, the Campus de la Transition and the Shift project, **several roundtables and trainings** of our teacher-researchers on these issues.

### Partnership with the Transition Campus

Thanks to our academic partnership with the Transition Campus, 15 MBS professors could benefit from a **4-day training on pedagogy and research for social and environmental transition (SET)**. This training included a



study trip to the Transition Campus in the Paris region where professors experimented with a sobriety lifestyle and tasted delicious vegan meals. Beyond these professors who act now as ambassadors for integrating sustainability into our research and teaching, this partnership allowed us to train all of our faculty on the climate crisis thanks to a workshop with a climate scientist which we organized in the context of the ClimatSupBusiness Project to deepen our curriculum transformation for SET issues

### The Sustainability Development Week

Often, **faculty, MBS collaborators and 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 Development Week, which takes place each year in April, but also for the conferences and workshops organized on Discriminations and Diversity. For 2022, this week will offer more than 15 events about the 17SDG (conferences, workshops, challenges, debate, show, cinema, services...).



## COP2 Etudiante

In 2020-2021, the Gaia association launched the Student COP2 by mobilising **12 MBS volunteers (students, teacher-researchers and collaborators) in working sessions on 3 axes** of reflection: "Teaching: training on climate and ecologic



issues", "Research: better understanding for better action", and "Consumption on campus". It brought together nearly 600 French institutions to discuss and define a timetable for joint and coordinated action **to respond to the climate emergency and accelerate the ecological transition : the Grenoble Agreement.**

## The TEDxMontpellierBS student association

MBS student associations also play an important role in **raising awareness on CSR topics** among students. For example, the TEDxMontpellierBS association organised a TEDx with speakers highlighting the economic, social and environmental transition and the foundations of MBS in 2020.



## The Climate Fresk

Since the 2020-2021 academic year, we organize a climate workshop so that all ("new and old") incoming students are **educated about climate change** and



sustainable development from the very beginning of their academic program. We offer this workshop in partnership with the Climate Fresk association. We also trained professors and staff to become facilitators of the climate Fresk. Our goal is that all professors and staff at MBS will follow this workshop. The fact that staff can also become a facilitator of this workshop has created **interesting new ways of relating and dialogue between admin staff and students.**

## LOCAL LEVEL

At the territorial level, MBS is involved in several networks and working groups that support a **sustainable approach in the Hérault region.** MBS is identified as a major player in economic and societal development and concretizes its action by the participation of its teacher-researchers and administrative staff in several projects led by local authorities and companies of different sizes.

## The Fondation Agir Contre l'Exclusion by FACE Hérault

MBS is a member of the board of the Fondation Agir Contre l'Exclusion (FACE Hérault), a laboratory of ideas and innovations. FACE is committed to **the fight against all forms**



of exclusion. Its expertise is reflected in actions carried out in the company, for employment, education, daily life and in the territories in priority areas of the city, with hundreds of thousands of beneficiaries.

## The Confederation of Small and Medium Enterprises of Hérault (CPME34)

MBS participates in the **CSR working group** of the CPME 34.

Thereby, MBS participates in the support and promotion of



**CSR initiatives carried out by companies in the region.** In 2019-2020, 12 students from MBS participated in the creation of the Distinctions of Responsible Companies which aims at highlighting the innovative CSR approaches carried by the entrepreneurs of the department.

## The MEDEF of Hérault

MBS also participates in the CSR work carried out by the MEDEF of Hérault. On June 2020, Bruno Ducasse, the dean of MBS, and Professor Magali Marais participated in a



conference led by **the local newspaper Midi Libre on the theme "Resilience, CSR, Confidence, companies are reinventing themselves"**.

## The Club Ecole Entreprises by the Rectorate of the Montpellier Academy

MBS participates in the Club Ecole Entreprises led by the Rectorate of the Academy of Montpellier. This Club's mission is **to introduce middle and high school students to the different sectors of**



**companies in the region** in order to participate in an active orientation process.

## The Cordée de la Réussite

Within **the framework of the Cordée de la Réussite "Le fil d'Arianne pourquoi pas moi?"**, MBS mobilises 150 students each year **to help 500 secondary school students discover higher education courses of study.**



These students come from 5 middle schools and 5 high schools in the Montpellier Academy, partners of MBS for more than 10 years.

## National scheme "Hérault, one chance, companies commit"

MBS has joined the club of signatory companies of the national scheme "France, one chance, companies commit". As such, in the Hérault region, MBS has positioned itself along with 128 other companies to contribute to a series of actions with the main objective of **promoting growth in the department that links the economic and social aspects, guaranteeing social cohesion.**

The approach is broken down into four main areas and a series of 13 commitments:

- Discovering the company to train and recruit well
- Creating bridges to sustainable employment for the most vulnerable
- Supporting people living in priority areas
- Access to basic products and services for the most disadvantaged



## The Network Commission of the CCI Hérault

In 2020, MBS joined the CSR working group of the Hérault Chamber of Commerce and Industry (CCI) and initiated the creation of a **CSR observatory for the department.**



The desire to accompany companies towards greater societal commitment led to the creation of an initial inventory via a questionnaire administered to 145 companies of various sizes. This questionnaire was created by several researchers from MBS and Montpellier Management Research (MRM). Three areas of investigation were selected:

- 1st part : Management and human relations
- 2nd part : Environment and involvement in local development
- 3rd part : Competition and supplier relations & customer/consumer relations



## NATIONAL LEVEL

MBS also works on the construction of a responsible society by acting with national networks of actors.

### The Conférence des Grandes Ecoles (CGE)

MBS is a member of **the Conférence des Grandes Ecoles (CGE)** and within this association participates in several **working groups related to Diversity, Sustainable Development, Disability, Equality between Women and Men**. These working groups allow MBS professionals to meet their counterparts from other higher education institutions and to pool good practices on these themes in order to meet, or even exceed, the national guidelines taken by our supervisory ministry on Higher Education and Research.



### The Collective for the Integration of Social Responsibility and Sustainable Development in Higher Education (CIRSES)

MBS is also a member of the Collective for the Integration of Social Responsibility and Sustainable Development in Higher Education (CIRSES). This national association was created in 2013 by **the CSR & Sustainable Development managers of higher education institutions in order to pursue three objectives :**



- Support people in charge of the Sustainable Development & Social Responsibility (DD&RS) mission in higher education institutions,
- Contribute to the influence of Sustainable Development & Social Responsibility initiatives of higher education institutions,
- To be the benchmark for practices on Sustainable Development & Social Responsibility in French higher education and research.





## Association Française des Managers de la Diversité (AFMD)

Finally, MBS is a member of the Association Française des Managers de la Diversité (AFMD). The AFMD is positioned as **a benchmark player, pioneer and committed to**



**diversity and inclusion in organizations.** AFMD's mission is to enable each manager to integrate diversity issues into its operational practice by promoting exchanges, creating links and joint actions; educating actors of diversity and members of the Association to improve their practices; promoting and disseminating the research, knowledge and knowledge produced.





# Key objectives for the next five years

## "ACT FOR CHANGE" COURSE OF EXCELLENCE

A course of excellence outside the curriculum has been developed and will soon be open to student volunteers. They will benefit from additional lessons intended to prepare them **to be champions of environmental and social transformation of businesses and organizations**. It will confront students with the great challenges of our time and allow them to better understand the new forms of businesses, markets and industries that will emerge in the near future. The course will alternate meetings with high-level experts and debates around the refocusing of our society on human interactions. MBS thus intends to support women and men wishing to take on a role of leader and ambassador in sustainable development or CSR. The first intake of this course will take place in the 2022-23 academic year.

## SPECIALIZED COURSES

Based on its research and its specialist teacher-researchers, MBS will create MSc's and a portfolio of professional training including Executive Bachelors dedicated **to leading the digital, social and environmental transition**. These courses will complement the existing BIBA and the PGE in order to train in responsible economic transition, at any level of diploma and at any time in professional life.

## DUAL-DEGREE “ENGINEER-MANAGER-TRANSFORMER” TRAINING

MBS will **launch hybrid Engineer-Manager training courses on transformation themes: ecological transformation and digital transformation**. These programs will be set up in collaboration with local and international engineering schools.

In a world in transition and faced with the complexity and increasing fluctuation of economic, social and ecological environments, MBS chooses to rely on its convictions to put in place its new strategic plan for 2025.



## PROMOTION OF ITS VALUES OF OPENNESS AND INCLUSION

A pioneer in social openness, MBS wishes to reaffirm through action its differentiating commitment in **the service of the general interest**. By 2025, the school is aiming for a campus with 5,000 students, 30% of whom are internationals and 35% are students from modest CSPs. The school will assume a reasoned development plan. The sustainable growth of its workforce will be driven by the opening of new programs on the themes of digital and ecological transition as well as by the development of post-bac activities in France and internationally.

## CREATION OF THE IMPACTS RESEARCH CENTER

MBS strategic plan for the next five years foresees the creation of **a research center on business environmental and social transition**. This research center will combine all CSR, sustainability, diversity, social entrepreneurship activities at MBS. Moreover, it will organize the student track of excellence. To embody its difference, the school will structure its CSR expertise around a new area of excellence "IMPACTS" which stands for Inclusive Management, Prosperity And Collective Transformation for Sustainability. Today, nearly 25% of MBS research publications include issues related to CSR/ sustainability and MBS is also one of the Grandes Ecoles which deploys the largest number of teaching hours on this topic. *"Our goal now is to structure our expertise around a high-level area "* Bruno Ducasse.

## INCREASING ITS FOOTPRINT LOCALLY AND INTERNATIONALLY

By 2025, MBS will continue to **internationalize its courses, research and recruitments with a consolidated presence on 3 continents** (Africa, Asia & America). At the same time, MBS will also strengthen its links with **regional companies**, to develop its support in terms of training and advice. *"The objective is to increase the local influence of the school, which will benefit by 2023 from a new 20,000 m2 eco-campus »* Bruno Ducasse.



## MEASURE ITS IMPACT IN ORDER TO ADOPT A RESPONSIBLE AND AGILE POSTURE

In order to stay concrete and adopt an agile posture, MBS will put in place instruments to measure the impact of its strategy on the lives of its students and the evolution of the society in which they operate. "The objective is to be able to measure the societal impact of higher education with the establishment of the first observatory of diversity" reveals Bruno Ducasse. MBS will set up **the RIX index (Responsibility Index)** in order to support SMEs and midcaps in the region in their social and environmental transformation.



### PRINCIPLES FOR RESPONSIBLE MANAGEMENT EDUCATION

Sharing information on progress  
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Montpellier Business School  
2300 Avenue des Moulins,  
34080 Montpellier, FRANCE

Telephone : +(33) 04.67.10.25.00  
<https://www.montpellier-bs.com/>

