

Rotterdam School of Management, Erasmus University

Responsible Management and Sustainability in Education & Research

PRME Report 2015-2016

March 2017

PRME

This is our **Sharing Information on Progress (SIP)**
Report on the Implementation of the **Principles for**
Responsible Management Education

Rotterdam School of Management
Erasmus University

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Dean's Message

I am proud to share with you Rotterdam School of Management, Erasmus University's 2015 2016 report on our activities over the past two years in social responsibility, sustainability, and ethics. Our activities are guided by the six PRME principles of Responsible Management Education (RME) and the UN Sustainable Development Goals (SDGs). As you will notice, responsibility and sustainability-related issues are increasingly enriching RSM's portfolio of activities – in our research as well as in our teaching, engagement and services.

RSM's new mission is to be a force for positive change in the world. As a global, top-ranked, and research-driven business school, it is our ambition to equip managers with the knowledge, skills, and motivation to conduct responsible and sustainable business operations. Our ambitious yet realistic strategic plan offers guidance for RSM on how to fully assume its responsibility and implement the requisite actions – with students, employees and business partners.

The UN Sustainable Development Goals (SDGs) provide an excellent framework for advancing the mindset and capabilities of our students, staff and faculty, so that these goals will be embedded in our research, education and services. In their future professional careers, our graduates will face a series of major socio-environmental challenges, from income-inequality driven social tensions, to climate change and the reduction of biodiversity. By educating future decision makers and leaders with the know-how to create a sustainable future, RSM is helping to ensure the continuity of sound business operations and lasting prosperity. RSM believes in integrating environmental, social and governance issues into its learning environment and activities and has always taught stakeholder management rather than shareholder management.

Over the past few years, RSM has taken a number of concrete measures to further strengthen our professionalism in this area. The main goal is to foster an open academic culture and an open organisational culture for everyone in the school, both research active and non-research active faculty and support staff alike.

As a result of our efforts, RSM is increasingly assuming the position of leader among business schools in the field of sustainability. One proof is the outcome of the 2016 Corporate Knights ranking of green MBA's, where RSM has taken a seventh global position, with a reward for 'most improved'. This is confirmation that we are truly implementing this philosophy in everything we do at RSM, and an achievement of which I am very proud.

Professor Steef van de Velde
Dean and Professor
Rotterdam School of Management
Erasmus University



About Rotterdam School of Management, Erasmus University

Rotterdam School of Management, Erasmus University (RSM) is ranked among Europe's top business schools. RSM provides ground-breaking research and education that furthers excellence in all aspects of management. The school is based in the international port city of Rotterdam – a vital nexus of business, logistics and trade. RSM's primary focus is on developing business leaders with international careers who carry their innovative mindset into a sustainable future, thanks to a first-class range of bachelor, master, MBA, PhD and executive programmes.

RSM was founded in 1970 by Royal Dutch Shell, Unilever, Philips, and a number of other Dutch companies, to meet the growing need for post-experience management education. In 1986, RSM joined forces with Erasmus University, which had similar strong ties with the corporate world and complementary expertise in the area of economics. In 2020, RSM will celebrate the 50th anniversary of the school.

Mission and values

The mission of RSM is to be a force for positive change in the world. Guided by the entrepreneurial tradition of Rotterdam and the Netherlands, RSM provides management research, education and societal engagement so people and organisations can thrive worldwide. We help students, academics and people in business become critical, creative, caring and collaborative thinkers and doers.

To fulfil its mission, RSM designs and delivers a balanced portfolio of activities and programmes from bachelor and master to MBA and executive development programmes in response to the needs of the international business community and across the full range of services, from knowledge creation to dissemination and application. All RSM's programmes are research-driven. To this end, RSM recruits, develops and retains faculty at the highest international levels, covering a broad range of disciplines in management research.

RSM Strategy: RSM 3.0 (2018)

RSM's ambition is to continue to maintain its position as a fully-fledged international business school firmly rooted in the corporate world and society, connected to and connecting its alumni. Improving RSM's reputation and ensuring financial viability are the overall strategic goals, where RSM acknowledges that reputation is only partly measured by the school's standing in the different rankings.

Rotterdam School of Management, Erasmus University:

- Is one of the seven Faculties of the Erasmus University Rotterdam (EUR).
- Is a top-ranked, international business school with a comprehensive portfolio of bachelor, (specialised) master, PhD, MBA, and executive programmes, covering all functional domains of the discipline of business administration and catering for students at various stages in their careers.
- Consists of a publicly-funded division (EUR faculty) in which the pre-experience programmes are based as well as a privately-funded division (a Limited Company whose shares are fully owned by EUR) in which the post-experience programmes are based.
- Is one of the larger business schools in Europe, with a total of around 8,600 students, 6,000 of whom are enrolled in the pre-experience BSc and MSc programmes. Another 2,600 are

served by one of the MBAs, specialised masters, or executive programmes. The school has approximately 34,000 alumni, 400 faculty (including 90 PhD candidates) and 200 support staff.

- Is part of a research university, which is reflected by the importance of academic research in all aspects of work; research is organised within the Erasmus Research Institute of Management (ERIM), a joint undertaking with the Erasmus School of Economics.
- Has been an active member of PIM and CEMS since 1989.
- RSM was the first public school in Europe to receive the prestigious AACSB Accreditation (1998) and is fully accredited by AMBA (1996) and EQUIS (1998), as well as by the Accreditation Organisation of the Netherlands and Flanders (NVAO) for all its degree programmes, and by the Royal Netherlands Academy for Arts and Sciences (KNAW) for its research and doctoral programmes. Accreditations are renewed on a regular basis – AMBA and EQUIS were renewed in 2014.

A factsheet with facts and figures is added as an appendix to this report.

Responsible Management and Sustainability at RSM

The world is looking for universities and business schools to demonstrate responsible leadership and to devise solutions to the wicked problems impacting society, economics and the environment. To this end, we are inspired by the Sustainable Development Goals (SDGs). At Erasmus University and RSM we understand the imperative of living within planetary boundaries.

The principal tasks of Erasmus University Rotterdam (EUR) are the generation and transfer of knowledge proceeding from a high degree of social engagement. To this end, the university pursues knowledge in an inquiring, critical, investigative and flexible manner, with a strong international orientation and based on the values of professionalism, teamwork and fair play.

In collaboration with RSM, Erasmus University recently established a special Erasmus Sustainability Hub. This hub aims to cluster and impact sustainability initiatives and groups of people on the Woudestein campus. By interlinking efforts within education, research, operations and outreach, we are better able to ascertain and implement the full potential of our organisational strengths for sustainability. The hub also aims to create an ongoing buzz on sustainability in order to foster cultural change, build awareness and improve environmental literacy. It initiates, drives and executes continuous improvement efforts within operations, finding creative solutions to environmental and social problems. The hub is an active central point for collaboration with corporate partners and other stakeholders.

RSM aims to equip students with the tools, attitudes and knowledge to become positive change agents and quality decision-makers in business around the world. That is why there is a strong focus on the values of global social responsibility, sustainability, and ethical behaviour in our curricula. Moreover, these values are specified as important attitude-related aspects of the learning outcomes for each of the programmes.

RSM's own development as a business school has seen the issue of responsible management and sustainability become increasingly integrated into its philosophy. RSM is actively committed to demonstrating and disseminating theories, models, and responsible practices that reinforce the connection between sustainable environments and value creation.

RSM's ambition sets priorities and action plans for the following:

1. Teaching: focuses on the inclusion of social and environmental sustainability elements in the full curricula.
2. Research: creates optimal boundary conditions for researchers studying social and environmental issues.
3. Operations: reduces the negative environmental impact of the actions and activities that enable the performance of teaching and research activities.

The commitment of RSM to Responsible Management and Sustainability has developed substantially over the years. This commitment is evidenced throughout the RSM business portfolio. Key to this is that RSM faculty members are actively driving elements of sustainability in their research and/or teaching. RSM is investing in its capacity for Responsible Management: RSM houses the first chair in Cradle to Cradle™ (C2C) and has recently installed a new endowed chair on International Business and Human Rights in collaboration with societal organisations. RSM research centres focus on key topics in collaboration with business and societal stakeholders. Internationally RSM is an active member of sustainability networks like the Alliance for Research on Corporate Sustainability (ARCS), the Academy of Business in Society (ABIS) and the Network for Business Sustainability (NBS). RSM collaborates with societal thought leaders like Commonland and actively infuses their vision and knowledge into its education programmes.

A crucial characteristic of responsibility and sustainability at RSM is in the way it is driven by our community. Important evidence of this unique RSM dynamic is the IWILL statements. Ultimo 2016 over 11,000 IWILL statements have been made by our students, faculty, staff and alumni. IWILL is a collective manifesto that expresses the spirit of the people of Rotterdam School of Management, Erasmus University.



Diversity and internationalism as drivers for RME and sustainability

To fulfil its mission, RSM designs and delivers a balanced portfolio of activities and programmes (Bachelor, Master, Doctoral, MBA and executive education) in response to the needs of the international business community and across the full range of services, from knowledge creation to dissemination and application. RSM recruits, develops and maintains an academic staff at the highest international levels, covering a broad range of disciplines in management research.

It is and always has been the explicit ambition of the school to be a leading player internationally. RSM fosters a culturally-diverse community. As such, it seeks international accreditations like AACSB, EQUIS, AMBA next to national accreditation, and features in the international rankings of the *Financial Times*, *Business Week*, and the *Economist* next to Dutch rankings. It also shows in the school's high-calibre partner network that includes top business schools from all over the world. Internationalisation is

present at all levels – from undergraduate to executive programmes, in the learning environment, our faculty and research, our staff and in our joint and double degree programmes.

RSM actively recruits international faculty and students from outside the Netherlands to create international classes in its programmes. Per ultimo 2016, 43% (407 faculty, 173 international) of our academic staff is international, a similar percentage to that of our student population. RSM employs 36% women (407 faculty, 147 female). Departments with a higher share of international staff are Strategic Management and Marketing Management. Currently, with over 80 nationalities in the school, we believe RSM is an exciting place for all our students, staff and business constituencies to study, work and live.

The Dutch are known worldwide as an outward-looking society, accepting of diversity, quick to embrace innovation, progressive, and cooperative. These are all values we share at RSM and which are reflected in the learning environment. In 2016, RSM appointed a dedicated associate dean for diversity, demonstrating RSM's strategic commitment to strengthening the diversity in our school. Students of diverse origins interact comfortably in our programmes, debating, creating and collaborating in a community of equals. Difference not only co-exists, it is an important part of learning: teaching methods are designed to develop students' ability to connect across diversity and communicate effectively cross-culturally.

In addition to working and studying in an international cohort, RSM students can take part in study exchanges with other leading business schools around the world. RSM's international partner schools share the responsibility of upholding the highest levels of academic excellence regionally and globally, and each strives to teach the value of international co-operation to its students. Many partner schools are academic members of the Global Alliance in Management Education (CEMS) and the Partnership in International Management (PIM). RSM is also a member of the Global Executive OneMBA consortium. Other partners are bilateral partner schools of one of RSM's BSc, MSc and MBA exchange programmes. Recently, RSM became part of the newly inaugurated Alliance of European and Chinese business schools (ACE), which is under EFMD (European Federation of Management Development) patronage. Founding members include twenty business schools from Europe and China.

Organising for Responsible Management: sustainable RSM

In addition to being engaged in core educational programmes, RSM infuses the central themes from the UN Global Compact's Principles for Responsible Management Education (PRME) into the school's curriculum, co-curricular activities and other initiatives. Our goal is to stimulate individuals to view sustainability as the foundation of business. From admissions to alumni years, students benefit from the integration of sustainability into classroom and out-of-class learning experiences.

The school's [sustainable RSM initiative](#) provides leadership, consultation and support for school activities and actions that focus on society and the environment; coupling sustainable stewardship with individual responsibility, which is essential for creating sustainable business. We foster a school culture defined by informed and responsible decision-making that reflects the crucial balance between economic, social and environmental priorities. Highly motivated students engage in projects and learning experiences, advancing sustainable outcomes in



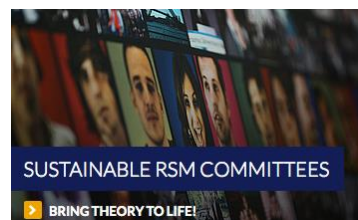
numerous ways. We accept Plato's encouragement to engage philosophy with a balance of Aristotle's call to learn by doing.

RSM's own development as a business school has seen the issue of sustainability become increasingly integrated into its philosophy. RSM is actively committed to demonstrating and disseminating theories, models, and practices that reinforce the connection between sustainable environments and value creation. Building on the entrepreneurial tradition of the city of Rotterdam and the Netherlands, RSM provides management education and societal engagement so people and organisations can thrive worldwide. We help students, academics and people in business become critical, creative, caring and collaborative thinkers and doers. RSM is a force for positive change in the world.

RSM's sustainability ambition sets priorities and action plans for the following:

1. Teaching: focuses on the inclusion of social and environmental sustainability elements in the full curricula. We stimulate individuals and organisations to lead with ambition, curiosity and courage; to create innovative ways of thinking and acting to advance society and business.
2. Research: creates optimal boundary conditions for researchers studying social and environmental issues. We enable thinkers and doers to challenge the status quo and develop new knowledge, understanding and practice for positive change.
3. Operations: reduces the negative environmental impact of actions and activities that enable the performance of teaching and research activities. We make sure that individuals and organisations care: about others, their environment and themselves. We encourage individuals and organisations to join forces to advance their mutual interest. Leadership on the basis of teamwork is the way to tackle small and large challenges and opportunities locally and globally.

To spark awareness and action within RSM's community (students, employees, and alumni) regarding social, cultural, environmental and economic issues, sustainable RSM has grown active ecosystem comprising a number of committees. These committees are designed for highly-motivated students and employees that sincerely desire to create positive change NOW who want to have a real and positive impact. They help students faculty refine their sense of responsibility, enhance their sustainability literacy and create real achievements with practical outcomes. Sustainable RSM Committees involve the international community and multiple stakeholders working together. Everyone studying, researching, or working in the business school can maximise their learning by engaging in an annual project with a clear objective. Active participants have the opportunity to learn from one another in diverse projects with specific roles and responsibilities. Examples of these RSM committees are the "Careers in Sustainability Panel Discussion Team", "Responsible Management Education Advocacy Team", "RSM Sustainability Forum Team", the "Sustainable City Festivals Research Team" and the "Sustainable Sales Operation Research Team".



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The annual RSM Sustainability Forum event is a premium activity and RME platform for all our stakeholders. It brings together businesses considering sustainability, and people working for sustainability wanting to get closer to business. In 2017, RSM will celebrate the fifth RSM Sustainability Forum which will again present a showcase of best practices and engage our audience in lively discussions during an afternoon event. The RSM Sustainability Forum on 10 April 2015 featured leaders from business, academia and society who demonstrated how different types of innovation can pave the way to sustainable business. The 2016 forum demonstrated that social sustainability makes a solid business case for corporations.



Within RSM's academic community, Sustainable RSM also serves as a bridge for RSM researchers to connect with two global partner research networks: the [Network for Business Sustainability \(NBS\)](#) and the [Alliance for Research in Corporate Sustainability \(ARCS\)](#). The objective of this is to spark rigorous academic research and valorisation with the goal of shaping management practice, proactive engagement and leadership in the business sector. One illustration of this is the upcoming [2017 annual research conference](#) of the prestigious ARCS network which will be held at RSM: the first time the conference has ever been held outside the U.S.

The introduction of [RSM Discovery](#)'s online video platform allows researchers to communicate how organisations can benefit from ground-breaking academic research into sustainability, leadership in times of crisis, and tackling global wicked problems among other salient topics. A list of videos produced in 2015 and 2016 is added to this report.

Businesses can and should play an important role in addressing and solving the grand challenges the world is facing. As a business school, we aspire to be a force for positive change in the world and contribute through our research, our educational programmes (by educating future and current responsible leaders), and engagement with industry and society.

An overview of the activities and results of our sustainable operations for responsible management education and research is presented at the end of this report.

Sustainable Development Goals (SDG's)

In order to show our commitment to the [UN Sustainable Development Goals](#) (SDG's), we will report our activities and results in our education and research grouped according to the seventeen SDG clusters.



Goal 1. End poverty in all its forms everywhere

Goal 2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture

Goal 3. Ensure healthy lives and promote well-being for all at all ages

Goal 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

Goal 5. Achieve gender equality and empower all women and girls

Goal 6. Ensure availability and sustainable management of water and sanitation for all

Goal 7. Ensure access to affordable, reliable, sustainable and modern energy for all

Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation

Goal 10. Reduce inequality within and among countries

Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable

Goal 12. Ensure sustainable consumption and production patterns

Goal 13. Take urgent action to combat climate change and its impacts*

Goal 14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development

Goal 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss

Goal 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

Goal 17. Strengthen the means of implementation and revitalise the Global Partnership for Sustainable Development

PRME Principles I & II - Purpose & Values



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.



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.

It is RSM's aim to teach students to become globally-responsible leaders. That is why there is considerable focus on the values of global social responsibility, sustainability and ethical behaviour in our curricula. Moreover, these values are specified as important attitude-related aspects of the learning outcomes for each of the programmes.

As an international business school, RSM has incorporated principles 1 and 2 throughout its portfolio of activities and programmes and our continuous improvement mechanisms. An example of our quality assurance is the annual strategic reflections on the master programmes. During these reflections, the academic leadership of the programmes discuss the progress on the agreed quality and improvement goals with the dean of degree programmes. Before these talks take place, evidence is produced to support an adequate annual assessment of the improvement dynamics in the programmes. The topics of responsibility and sustainability are included during these reflections.

Responsibility and Sustainability in Education

RSM offers two undergraduate three-year full-time bachelor programmes: Business Administration and International Business Administration. While both are comparable, Business Administration is a programme taught in Dutch and International Business Administration is taught in English and targeted at international students.

On top of our two bachelor programmes, RSM offers a diverse master and MBA portfolio with over twenty different Master of Science degree programmes.

There are eleven one-year full-time pre-experience Master of Science programmes, each with a study load of 1680 hours. These include: Accounting & Financial Management; Business Information Management; Strategic Entrepreneurship; Finance & Investments; Global Business & Sustainability; Human Resource Management; Management of Innovation; Marketing Management; Organisational Change & Consulting; Supply Chain Management; and Strategic Management.

Second, RSM offers a full-time pre-experience Master of Science in International Management/CEMS and a Master of Science in Business Administration/Master in Management, both with a study load of 2520 hours.

Third, there is a two-year part-time post-experience Master of Science in Business Administration, which offers a chance to specialise in one of five areas: Management of Change; Financial Management; New Business Innovation & Entrepreneurship; Strategic Management; and Leadership, Management & Governance. Additional post-experience specialised Master programmes at RSM are: the one year full-time or 18-month part-time Master in Financial Management; the 18-month part-time Master of Corporate Communication; and the one-year full-time or two-year part-time Master in Maritime Economics and Logistics. Last but not least, RSM offers a full-time MBA programme, an Executive MBA programme and a Global Executive OneMBA programme.

Over the years, topics and themes on Responsible Management Education (RME) and Sustainability have become more widely integrated into our education programmes. Because RSM has a wide portfolio of education programmes, the ways in which responsibility and sustainability is incorporated into the education portfolio shows a diverse pattern, depending on the different needs of different communities of learners, ranging from bachelor students all the way to the senior executives participating in our executive programmes. PRME principles are also very useful for implementation at multiple levels in our learning environments; at programme level, course level and class level.

RSM follows a continuous improvement logic for the development of its portfolio, based on AACSB learning-assurance principles. Depending on the career development of our students, the mix of course-embedded, curricular and extra-curricular elements on RME vary, depending on the specific Intended Learning Outcomes of the programme.

In our bachelor programmes, RME is included in the Intended Learning Outcomes of the programmes. RME is most often implemented at class level in core courses and other courses. Although the formal amount of ECTS connected to RME courses in our bachelor programmes in 2015 and 2016 is still modest, our faculty members pro-actively include topics, guest speakers and application examples in their teaching activities. On top of that, bachelor students have extensive opportunities to enrich their RME learning journey through group assignments during the programme and the many extra-curricular activities that the school and the student associations initiate and offer. This report provides an overview of this rich school-wide learning environment for all.

At the master level, RME is often more formally embedded in courses and electives and students are challenged to demonstrate their knowledge and skills. In our pre-experience masters, RME and sustainability counts for 6-10 ECTS on average, often provided through electives. Sustainability and RME topics are often included in the topics of the master theses in our school.

In our MBA programmes, sustainability is fully embedded in the curriculum. RSM is often honoured for the quality of sustainability elements in the MBA programmes. The Living Management approach is a good example of how course-embedded assurance is organised at RSM.

On top of that, master and MBA students have extensive opportunities to enrich their RME learning journey through the many extra-curricular activities available at the school including company projects, study trips and student organisations.

Responsible Management Education at programme level

Within the master programme portfolio, RSM offers one master programme uniquely targeted at Global Business and Sustainability. This programme is designed exclusively for young bachelor graduates who want to be part of the solution to today's sustainability challenges. The programme aims to create a new generation of leaders with the capacity to think critically about business strategies and develop new sustainable business models for the future. Students are brought into close contact with the global frontrunners in corporate sustainability, as well as with government organisations and organisations from the non-profit sector. With corporate social responsibility (CSR) filling the agendas of the world's most successful corporations, this master programme is the first in the world to address one of the most critical knowledge areas for international managers in the public, private and non-profit sectors.

The core programme of 22 ECTS is built around the foundations of sustainable business thinking. The 18 ECTS electives are focused on topics like 'Managing NGOs', 'Cradle to Cradle (Micheal Braungart)', 'Companies in ecologies and Climate change: UNFFFF', 'Corporations and justice'.

The following picture gives an overview of the structure of the curriculum of this master programme.



Another proof of the process of mainstreaming Sustainability and RME can be found in the design of new education programmes. RSM has a dynamic education portfolio. As part of our current strategic plan 2018, RSM is diversifying its education portfolio, both on campus and geographically. As part of this strategy, RSM has developed multiple new programmes, some in collaboration with other top business schools. When designing new programmes, RSM applies the PRME principles and the AACSB learning assurance principles. One good example of this is the new Advanced Master programme in Finance and Investment, which includes models on sustainability, ethics and stewardship. On average, 10-15 ECTS of new programme curricula is dedicated to sustainability-related topics.

Responsible Management Education at course level

Examples of Bachelor-level courses related to the central themes of this PRME report

International Business

Many firms engage in international investment and trade in order to explore new opportunities. The process of managing these activities is challenging. The more firms spread their value chain geographically, the more they encounter the need to simultaneously differentiate, standardise, and integrate international business activities. This course explores the challenges, dynamics and processes involved in understanding and managing international business activities. Building upon the literature on international business, the course is designed to help students develop the theoretical background and practical competence to make sound international investment and trade decisions.

Themes that are covered include:

- Understanding the theory on location advantages in international investment and trade;
- Understanding the global drivers of international business;
- Understanding the role of offshoring and international sourcing in international investment and trade;
- Understanding the context and process of foreign direct investment;
- Understanding the context of emerging economies;
- Understanding the impact of sustainability, ethics, and corporate social responsibility issues in international business.

Leadership, Sustainability and Governance

This course presents an overview of theories and concepts that describe the relationships between domestic and international firms and their environment. It addresses ways of doing business in a responsible way (both socially and environmentally). The course discusses global business practices and identifies and describes the different stakeholders in companies and their responsibilities towards different issues, one of which is sustainability. The functioning of organisations is discussed from a societal and ethical point of view, as such dealing with issues of sustainability in terms of social characteristics (i.e. in relationship with ethics) and with non-social issues such as environmental issues.

Research Training & Bachelor Thesis

Bachelor students conclude their studies with a thesis, which can be written in a chosen field. Themes in the field of ethics and sustainability are:

- Corporate branding and corporate social responsibility (IBA version);
- When more is less and less is more.

Examples of Master and MBA Level courses as related to the central themes of this report

Closed-Loop Supply Chains

MSc Supply Chain Management

Reverse Logistics refers to all logistic activities and processes that collect and return (used or unused) products or product parts in order to ensure a socio-economically and ecologically sustainable recovery. RSM is one of the leading research institutes in the field of Closed Loop Supply Chains. This means that the lectures contain the latest innovations in this field.

Companies in Ecologies

MSc Global Business & Stakeholder Management

This master elective explores state-of-the-art ideas concerning corporate sustainability and systems thinking. Students take a pro-active stance and utilise a challenging personalised and ecologically embedded format. Students will be required to maintain a 'field journal' or to undertake an individual project detailing a way to reduce their own ecological footprint, in addition to developing a strategic plan to help a company reduce its own footprint.

Corporations & Justice

MSc Global Business & Stakeholder Management

There is fierce debate over the role of markets and the moral limits to the pursuit of profit by modern corporate enterprise. Is there a corporate responsibility beyond making money? Is the 'free market' fair? Are there goods we should not try to provide via the market such as the adoption of children, human organs, or sexual services? What are these goods, and what is wrong with buying and selling them?

These are the questions addressed in this course that starts with a series of online lectures on political theories of justice, from Aristotle to John Rawls given by Harvard professor of government Michael Sandel. In our class meetings in Rotterdam, we refine this framework and apply it to major questions of markets and justice.

Doing Good Done Better: Effective Management of Philanthropic "NGO" organisations MSc Global Business & Stakeholder Management

The relation between businesses and non-profit organisations is developing: from a philanthropic act of charity to a full and strategic integration of CSR into the vision and mission of the corporation. On the other hand, the relation between business and non-profit organisations is shaped by the increasingly 'business-like behaviour' of non-profits. Work processes are becoming more formalised and professional, and many non-profits seek to have a relationship with businesses. The skills and knowledge needed, however, differ from those that are required in common business settings.

In this elective, students act as a student consultant for a non-profit organisation. They advise and work together with managers, volunteers and other stakeholders, gaining insights into managing non-profits, business/non-profit relations, and the diversity of the non-profit field. Students are trained in how to consult, manage or govern non-profit organisations and collaborate with businesses and non-profits from a business point of view.

Ethics and Corporate Governance

MSc Finance & Investments

Students learn the meaning of Ethics, what the drivers are for misconduct, what the most important influences on ethical behaviour at work are and how this knowledge can be used for effectively managing ethical conduct in an organisation.

Global Business Strategies

MSc Global Business & Stakeholder Management

This course focuses on the logic behind the strategies of multinational corporations (MNCs) in order to assess the strengths and weaknesses of particular strategies, and the management of international operations. How do, or can, MNCs manage across borders, and what determines their performance? Beyond a focus on profitability, we consider broader performance implications in how MNCs either contain negative reputation effects that stem from their operations or, develop a positive image due to the way they handle the manifold issues appearing in front of them, from handling corrupt regimes and dealing with currency instability, to developing solutions for major issues like poverty, neglected diseases, catastrophes or hunger. In short, how can MNCs manage the trade-off between 'Risk' and 'Responsibility', and by doing so effectively manage highly multifaceted, uncertain strategies? Global Firm Strategies focuses on how MNCs create a sustainable corporate and competitive advantage. It deals with the operational challenges of MNCs, such as deciding upon entry strategies, making appropriate country risk analyses, engaging in lobbying relations with governments, implementing cross-cultural management systems, striking partnerships with stakeholders (such as governments and non-governmental organisations), aligning the varied departments within the firm (internal alignment), and outside the firm (external co-alignment) and dealing with cultural and institutional idiosyncrasies.

Management of Diversity and Inclusion

MSc Human Resource Management

In today's increasingly globalised world, managing a diverse workforce is one of the key challenges facing organisations. Effective leaders need to understand the facets of multiplicity (including ethnicity, race, gender, age, and religion) and manage a workforce that is positioned along a variety of dimensions. Through exploring the legal and practical aspects of diversity management, students become prepared for the challenges related to personnel management in modern organisations. Through empirical cases they learn to diagnose diversity dilemmas in the workplace and attempt to formulate creative solutions to those challenges.

Corporate Integrity

MSc Global Business & Stakeholder Management

The start of the twenty-first century revealed corporate scandals of perplexing magnitude, such as the Enron, Worldcom, and Parmalat debacles, leaving millions of shareholders and employees financially hurt. Recently, the global banking crisis has further sparked the quest for corporate integrity. Corporate scandals such as these make it clear that business conduct of low integrity hurts the interests of society in many different ways. It has also become increasingly clear that unethical business conduct can rarely be attributed to a few "bad apples" at the top. Instead, unethical behaviour is widespread and decision makers at various organisational levels have been found to lack integrity in their leadership. The course Corporate Integrity gives an in-depth treatment of the processes through which leadership of high integrity can be developed between managers, individual employees, divisions, organisations, and industry sectors. To build a clear understanding of what corporate integrity entails, this course builds on basic leadership and decision-making theories.

Cradle to Cradle

MSc Global Business & Stakeholder Management, MSc Supply Chain Management

Did you ever wonder what it is like to make a business case for a company that is dependent on resources that are becoming scarce? Or did you think of the effect of the (bad) indoor air quality on your work and the effects on the productivity within companies? This master elective by Michael Braungart's

Chair Cradle to Cradle for Innovation and Quality offers students the chance to learn more about Cradle to Cradle and the added value of this approach for our economy and ecology and their social and cultural aspects. The Cradle to Cradle design paradigm offers a positive approach for the environmental challenges that we are facing today. The Cradle to Cradle approach has proven that it is possible to produce products that do not harm people and the planet, but support their health while generating profit at the same time.

Climate Change Strategy Roleplay

MSc International Management/CEMS, MSc Global Business & Stakeholder Management

Climate change is one of today's most pressing issues, receiving international attention from political leaders, corporations, the media, advocacy groups, and the general public. In the future, it is likely to become even more pressing as the effects of climate change intensify resource competition, natural disasters, disease vectors, water and food scarcity, and refugee migration. According to Sir Nicholas Stern, former chief economist of the World Bank, the impact of climate change is likely to change the international business environment dramatically. However, future decision makers in international management and society insufficiently understand the business relevance of climate change. The Climate Change Strategy course and its Model United Nations Framework Convention on Climate Change (UNFCCC) form an innovative educational approach to closing this knowledge gap. Our goal is to broaden students' understanding of climate change, climate policy, and their impacts on the future of business.

Sustainability leadership and planetary boundaries

MSc Global Business & Stakeholder Management

The reality check for business leadership is that nine billion people simply cannot live well in this world if companies do not start leading new partnerships to co-create a safe operating space for humanity. In this course we consider how business leaders are taking this challenge seriously. Our goal is to broaden students' understanding of sustainability, allowing for a holistic recognition of the interconnectivity of issues and their impacts on the future of business. Students will be immersed in current developments within corporate sustainability and develop an understanding of what leadership for sustainability means and entails. Students learn that, while undoubtedly critical to the change process, sustainability leadership is not the sole preserve of chief executives. Instead, leadership is shown to be a quality residing in a diversity of actors each with their own distinctive capacity to influence the sustainability agenda.

World Trade Game

Discipline – General Management

At the kick-off of the part-time post-experience Master in Business Administration, all students play a professional one-day 'World Trade Game' in which trade and development issues of both developed and developing countries are simulated. The game underlines the interconnectedness of our world as a whole and makes students aware of the role of business in worldwide economic trade and development.

Social Enterprise Project

Discipline – Business Society Management

During the first semester, students of the part-time post-experience Master in Business Administration conduct research and advisory projects at "social enterprises", i.e. not-for-profit organisations that serve the common good. The goal is to get acquainted with, investigate, and provide advice regarding the

social, political, leadership, stakeholder management, and organisational challenges within these kinds of organisations. The SEP course was launched in 2013 and we have now engaged with some twenty organisations.

RSM Social Entrepreneurship Scholarship

We recently introduced a student scholarship for non-governmental and philanthropic organisations. The objective is to stimulate the business acumen of these organisations and stimulate the debate and cooperation with social enterprises during the master programme as a whole. Representatives of these organisations enjoy a considerable discount on the regular fee of the programme.

Sustainable Smart Energy Business

Discipline – Corporate Responsibility / Business Ethics

The energy business is capital intensive with very long investment horizons, and yet it is being forced into a series of swift and radical transformations. Fuelled by a mixture of regulatory changes, and advances in, for instance, renewable generation, storage, electric mobility, and on-going ICT innovations, these transformations have leaders in industry and politics looking for answers. RSM Executive Education and the Erasmus Centre for Future Energy Business have developed an in-depth executive curriculum for managers in the energy industry and managers in the procurement of energy that prepare participants to navigate and to shape the energy landscape of the future. Students will gain insights into future energy infrastructures broadly known as smart grids and the dynamics of energy markets. Students will gain the skills to develop actionable strategies for future energy policies and share them with leaders in industry. We review the present and the future of the energy landscape, analyse real world data and business cases, and demonstrate stakeholder behaviours with the help of big data analytics, simulations, and experiments. Based on our global network in business and academics, we are able to present concrete best practices, winning strategies, and realistic road maps. The interactive, case-based and data analytics approach ensures that participants and their company will get the most out of it.

Strategies for Low Income Markets

Discipline – Marketing / Corporate Responsibility / Business Ethics

The aim of this course is to have students put on the multiple hats of the researcher, the innovator, the consultant and the solution diviner. By the end of this programme students should be equipped with the skills to start planning how your business could tap into the potentially lucrative low income market. To this end the course will introduce participants to key concepts, theories and best case practices on serving and innovating for the low income emerging consumer. Students will also be introduced to several key concepts in the innovation literature around valuing diversity, frugal engineering, disruptive innovation, partnerships, networks and creating an innovative culture and structure within the firm. The importance of a non-market strategy and co-creation takes into account the management of social and political forces in the firm's environment, in addition to the core focus of trading. This underpins the entire learning process.

Creating Value from Values: Business and Sustainable Development

Discipline – General Management

Creating Value from Values is an introduction to business practices focused on the principles of sustainable development. The course explores how environmental and social performance do (and do not) go hand in hand with financial performance in a global economy. The course begins by examining the context of sustainable development at a global level, and the role the private sector is currently being called upon to play in improving the quality of life of the world's citizens. The course then moves

on to examine how sustainability issues are affecting a number of critical sectors; such as energy, agriculture and tourism. Finally, the course explores the role financial markets are playing in translating sustainable strategies into market value.

Business-Society Management (MBA)

“Business-Society Management” is an introductory course that explores the relationship between businesses and their goals, and the broader local and global society in which they operate. Social and environmental challenges such as food and energy security, air pollution, climate change, business ethics and risk management are increasingly recognised as boardroom issues that must be addressed strategically. The aim of the course is thus to familiarise future managers and entrepreneurs with the possible critical issues they may come to face in aligning their companies’ goals with those of society and for them to become innovative, ethical business leaders in sustainability. In the course, sustainability will be examined from a variety of different perspectives. The course will explore ecological questions, considering planetary boundaries and Sustainability Orientated Innovation. It will discuss stakeholder and other social issues by critically exploring the relationship between businesses and local communities. Furthermore, the course looks into the opportunities and challenges presented in social entrepreneurship, which has become increasingly popular for new ventures. Lastly, an important part for businesses is to know how to think strategically and communicate changes or crises that occur in relation to their ambition to be (or become) more sustainable. Accordingly, the course reflects on different communication styles and approaches that offer managers concrete tools to deal with these issues. By the end of the six weeks, students will understand the variety of sustainability challenges that businesses and managers are facing, they will be able to reflect on them, and they will be provided with concrete tools to deal with them.

Advanced Sustainability (MBA)

Whatever one’s personal views on the matter, sustainability is an issue that is becoming harder for businesses to ignore. Building on the introductory course of Business-Society Management, the Advanced Sustainability course explores strategic sustainability challenges and opportunities for companies in more detail. These strategic sustainability challenges and opportunities are the result of the increased expectation that companies should be ‘doing well by doing good’. As simple as this may sound, this actually assumes the possibility of merging hitherto separate values: making money while at the same time creating social and/or environmental value.

Crucial in understanding the specific dilemmas for companies in balancing environmental, social and economic values is to see how businesses across different industries and sectors deal with them. The ability for companies to strike a balance between such disparate values is important in a context that is becoming progressively hybridised. Not only do more and more for-profit companies try to incorporate social values in their strategies and production processes, non-profit and governmental organisations are under pressure to become more efficient and accountable.

Against this backdrop, the Advanced Sustainability course merges concepts from the academic literature with a hands-on practical approach that includes company visits and close-up interactions with the people dealing with sustainability issues on the ground. This combination of practical application, implementation and innovation with theoretical insights allows students to develop an in-depth understanding of the strategic and topical issues around sustainability as well as of ways of addressing these. The Advanced Sustainability course also examines the ins and outs of social entrepreneurship enabling students to see how social entrepreneurs (attempt to) strike a balance between social and/or environmental challenges while at the same time being economically viable, perhaps inspiring students in their own future ventures!

Sustainable Supply Chains (MBA)

Nowadays sustainability in supply chain management is regarded by more and more companies as a means of contributing to their long-term profitability while at the same time reducing the pressure they face from governmental institutions, non-governmental organisations (NGOs) and society.

This course looks at the financial, environmental and social aspects of sustainability as they connect to supply chain management.

The first part of the course focuses on risk and social responsibility in supply chains. Nowadays governmental regulatory bodies, non-governmental organisations (NGOs) and society put pressure on companies to make international supply chains more sustainable. Business, in their efforts to increase their value, undertake corporate responsibility initiatives that can backfire in regards to the firm's reputation. The second part of the course focuses on the environmental aspect of sustainable operations. Nowadays firms, in order to respond to government regulations regarding waste management and emissions, are changing the way that their supply chains operate. Designs for environment practices and closed-loop supply chains are a few of the strategies that they implement. The third part of the course explores the operations of humanitarian supply chains. Humanitarian organisations like the World Food Programme, the Red Cross and UNICEF operate in remote places that lack infrastructure and at the same time respond to disasters wherever and whenever they take place. In their efforts to make their global supply chains more efficient and as effective as possible, they build partnerships with private companies.

Strategies for low-income markets (MBA)

Global companies, NGOs, social entrepreneurs, and governments have undergone a dramatic shift in thinking around the 4 billion people that make up the Base of the Pyramid (BOP). GSK, Philips, Nestle, Pepsico, Unilever, Proctor and Gamble, Standard Bank, McCain Allianz, Swiss Re., and Barclays are just a few examples of firms experimenting and making strides in developing business models for low income markets, and in understanding what critical success factors are required. Businesses need to bear in mind that this market is infrastructurally marginalised, has limited disposable income and well defined needs, wants and desires that are quite different from the well-examined market which many firms are accustomed to serving. Fundamental changes in the operating environment, in competitor strategies, consumer needs and in technology is occurring at an ever-increasing pace, requiring a mind-set shift for firms wanting to compete in developing markets. An increasing number of firms across the globe have realised how critical it is to rethink the design, development, manufacturing, and distribution process in order to meet the needs and price points of consumers with limited resources in low income markets. The term 'frugal engineering' has entered the mainstream business language of firms competing across developing markets as a competitive advantage to be mastered. To enter this market successfully, a firm must therefore be prepared to challenge its core assumptions around how it organises its organisation, how it innovates, how it networks, how it researches to understand the market and, finally, how it designs and produces the goods and services so that it operates in a sustainable and profitable fashion. Building business at the base for firms involves innovation along the traditional value chain, innovation in business model design, and partnerships with multiple stakeholders including entrepreneurs in the low- income space. The underlying philosophy involves building prosperous and stable communities through job creation and the expansion of formal markets, which in turn creates optimal conditions within which the firm is able to do business. In this course we will review, apply and co-create new insights and frameworks (to understand), and methodologies and tools (to design, implement and improve) business models at the BOP that work. The ultimate aim is to innovate, implement, and scale economically-sustainable models that have a measurable impact on serving needs in low income markets, where "sustainable" means systemic funding from customer payments, donors, governments and/or companies to make it economically sustainable.

Fashionably sustainable or sustainably fashionable? Developing & marketing a sustainability strategy (MBA)

Managers are experts at managing traditional risk. Yet when it comes to managing – or developing effective systems to manage – social and environmental risk they often lack the expertise to do so. This course is designed to provide managers with tools to assist in that process. By the end of the course, participants will be able to: 1) Appraise a company's sustainability strategy and programme against international best practice, 2) Contribute to the development of a sustainability strategy based on international best practice, 3) Assist in the management of a sustainability programme or initiative, 4) Manage basic stakeholder engagement and dialogue, 5) Assess basic environmental, social and labour risks in a global supply chain, and develop strategies to mitigate risk and 6) Evaluate sustainability reporting in general against international best practice.

Although this course focuses on the fashion industry, the lessons learned are applicable to all industries. The issues covered include: business ethics, chemicals, consumption, communications, dyes, energy, environmental health and safety (EHS), fast fashion, fibres (too many to mention, and definitely some you've never heard of), greenhouse gas emissions, gender, human rights, labour, marketing, pollution, raw materials (cotton, fur, leather, oil, and timber), recycling, supply chains, stakeholders, sustainability, sustainable fashion, transparency, upcycling, waste, water, and workplace practices. The continuity resulting from focusing on one industry will provide everyone the opportunity to pursue interests in greater depth than otherwise possible. The course revolves around a week-long activity that unites lectures, activities and learning; that is, the development of an innovative communications strategy for an existing fashion company or product, which requires a keen business mind, strong research skills, an appreciation of supply chain issues, and a creative mind. Participants, in groups, will present this on the final day, to a small panel of specialist judges. Are you up for the challenge?

Cradle to Cradle and Circular economy (MBA)

With the Cradle to Cradle & Circular Economy elective students are taking the next step in developing their knowledge of sustainability strategies. Where most sustainability strategies today still focus on reducing a company's negative footprint, in this course we look at making a positive footprint. Academically, this can be referred to as 'regenerative sustainable development'. For business, it means: instead of adding a burden to doing business as usual, we're implementing a positive agenda to company strategies, business partnerships and customer relationships. An exciting and existing example is paint that cleans the air (produced by AkzoNobel) and during this course we will look at several other examples in the market today and discuss concepts for the future. We will look into the business benefits as well as the obstacles to implementing these alternative projects and/or company strategies. Would you prefer to make a great business out of contributing to society and the environment, rather than just postponing the damage a company has on the environment or on people? Then you are welcome to step into the Triple Top Line paradigm; the core of our theories and practice. You are happily invited to challenge us and your fellow students with a daring proposal for your individual assignment, by participating in fierce debates during lectures and by sharing bold ideas during the exercises.

All teachings are illustrated with existing products and services of companies that have implemented C2C and/or CE. After following this elective, students can: 1) Work with the Triple Top Line. Students will not only learn the theoretic fundamentals, but actively practice it. 2) Implement the Triple Top Line in a company and/or project with a TTL vision, TTL goals, transitional sub goals and (strategic) roadmaps.

Psychology of Sustainability (MBA)

Understanding how organisation members think about and interact with built and natural environments is crucial for developing and maintaining authentically sustainable organisations. We will approach sustainability's social, environmental, and economic pillars from a behavioural science perspective as we explore the ways in which businesses design, implement, and embed sustainability initiatives in their goal of pursuing long-term success.

Students 1) apply behavioural science theory and methodology to the human dimensions of climate change, 2) apply behaviour change theories and models to develop interventions that can influence environmental stewardship, 3) predict the likelihood of engaging in sustainability behaviour based upon psychosocial and situational factors and 4) analyse and critically evaluate approaches used to solve sustainability dilemmas within organisational contexts. This course is designed to be a combination of analytic and experiential learning. Class time will be comprised of interactive lectures and active-learning exercises (e.g., case discussions, simulations, problem solving).

Driving Sustainability on the 'Bottom line' (MBA)

"Creating Value from Values" examines the strategic business impact of environmental and social trends and business practices. The course explores how environmental and social performance do (and do not) go hand in hand with the bottom line business performance in a global economy with rapidly changing expectations and pressures. Sustainability approaches ranging from raw materials strategies to consumer marketing will be examined through the empirical lens of value creation across several different industries to gain an understanding of the strategic nature of sustainability in modern business strategy. This course seeks to provide a more detailed understanding of the "business case" for more environmentally and socially sustainable processes, products and business models in the larger business and societal context in which firms will be operating for the coming decades. Upon successful completion of the course, participants will have a basic, but rounded, awareness and knowledge of: 1) some critical environmental and social issues facing business, 2) specific challenges facing several business sectors and examples of business responses, 3) how businesses create value by addressing environmental and social challenges constructively and 4) How entrepreneurs and managers can contribute to business success that benefits a large scope of value-driving stakeholders. This course contributes to the overall programme/curriculum objectives by permitting participants to apply a broad range of tools and course materials in an applied business situation (cases), addressing global issues.

Kilimanjaro: Women Empowering Women (MBA)

Discipline - Leadership

There is probably no more appropriate place in the world to reflect on sustainability than on the slopes of Kilimanjaro, which is both the place from where our ancestors walked out and populated the world, and where the impact of mankind's continuing actions can be directly seen in the shrinking by-the-day glacier that crowns the mountain. Sustainability is more, though, than a theme for reflection as we ascend and talk. Using the conjoined themes of Sustainability and Leadership, this elective aims to help women realise that they can achieve goals that they set for themselves, reach heights that they never thought that they would reach, and also make a difference not only in their lives but also in the lives of others.

Global Residency #1 (OneMBA)

Discipline incorporation – Social Corporate Responsibility/Business Ethics

The first global residency for the Global Executive OneMBA programme focuses on sustainability-related topics. The impact of different models and examples of corporate social responsibility is discussed along

with the concept of “bottom of the pyramid” and responsible capitalism. Social sustainability and vulnerability and the impact of people movements across America become the benchmark to better understand the impact of social movements in Europe.

Global Residency #2 (OneMBA)

Discipline incorporation – Social Corporate Responsibility/Sustainability

The broader concept of sustainability challenges/opportunities is explored. Topics focus on the social, political, economic aspects of sustainability and corporate responsibility in Europe as affected by time and the consequences of human action/lack of action. A focus is on the aforementioned triple perspective on a European as well as global scale, with an emphasis on the impact of climate change. Corporate input is given on the challenge of food security - future scenario, and on the successful business model of a charity movement through public media.

Global Residency #3 (OneMBA)

Discipline incorporation - Social Corporate Responsibility/Sustainability.

Corporates provide insights on their sustainable supply chain processes, including cradle-to-cradle and successful Microfinancing initiatives in Brazil and Mexico. The OneMBA has an ongoing global residency #3 cooperation with a social initiative in Mexico City that partners with (volunteer) graphic designers, architects, illustrators, painters. These professionals work closely together with people who live in the under-served neighbourhoods of Puebla (barrios). Professionals and locals cooperatively strive to make the barrios a good, safe and beautiful place to live in again. Through intense cooperation, empowering the local people to be actively involved in the design (heritage story-telling), and the production of murals on local structures, the initiative has already achieved considerable success, reducing crime-rates and enhancing social community commitment.

Responsible Management Education in Executive Education Programmes

RSM's Open Programmes are designed for professionals at any stage in their career. The intensive, focused and fast format – 2 to 10 days – prepare participants for the future. With a wide variety of flexible, high-energy, career-transforming courses, there is always a relevant and interesting option to ensure individual and organisational success, now and in the future. Every open programme can be customised to a specific organisation and can be delivered in-house. Below are some examples of open programmes as related to the central themes of this report.

Performance through Inclusive Leadership

This accelerated four-day programme focuses on the core skills individuals need to deliver outstanding leadership performance that builds teams, and their business. The programme is designed to develop participants' practical skills, improve their personal power and ability to collaboratively design solutions quickly and effectively; to become more aware of how they engage others and develop more skilful approaches; to be able to consider all perspectives and connect different points of view; and to explore and discover how they can further evolve their leadership repertoire to be even more effective in challenging situations.

Sustainable Cultural Entrepreneurship

Managers in the cultural sector are in for a new challenge: cultural entrepreneurship. Grants stand under pressure and threaten art and culture to become priceless. For this sector, both the own survival and the artistic values are at stake. In this three-day programme participants explore new concepts for

cultural organisations and art institutions. Participants get the building blocks needed for a new strategy, in which artistic quality as a public interest is central. Participants will gain a toolkit with new business models and skills to build trust and confidence with an institutional step-by-step plan.

Women in Leadership

This two-day programme addresses the issues women encounter in business, particularly the challenges that women face when climbing the corporate ladder. Women in Leadership offers you the opportunity to access the latest best practices, learn about cutting-edge leadership research, compare experiences, and discuss your ideas and challenges with other professional women. You will participate in highly interactive lectures, small group discussions, storytelling and panel discussions. The result is a greater appreciation of the value that you and other women bring to business, more clarity and confidence in your personal ambitions, and the tools you need to take your vision to the top. This programme is designed to help participants explore and understand their own leadership style and how it aligns with their leadership strategy; to learn how to communicate effectively by investigating new perspectives on communication processes that will enhance their ability to understand and navigate complex interactions; to develop new perspectives on the meaning, value and importance of social networks both within a personal and organisational context; to boost their ability to support others who aim to achieve individual and organisational goals; and join RSM's network of professional women in leadership.

RSM Teaching Cases

The Case Development Centre (CDC) at RSM supports case-based management education by turning exceptional business and management experiences in sustainable business topics into powerful learning tools. The RSM CDC has developed a full portfolio of teaching cases, which are used by many teachers and pupils around the world. CDC was established in 2008 to meet the growing demand for customised management teaching cases. The [case catalogue](#) contains nearly 100 cases and grows by 15-20 new cases each year.



Cases are effective bridges for transferring responsible management knowledge. RSM develops business cases by working closely with academia and businesses. The cases bring first-hand knowledge of business practices to management education as well as other businesses, and are an effective way of communicating management theory to business practitioners. They are published through reputable outlets such as The Case Centre (formerly ecch) and Ivey Publishing, as well as popular media channels such as the *Financial Times*. Our cases have won major international case writing competitions, such as the ECCH Case Awards and the EFMD Case Writing Competition. Some of these award-winning cases are among the most popular management teaching materials.

How effective is it for businesses – and business students – to learn from the experiences of other businesses? Our case studies help to train and develop observant, inspired and pragmatic business leaders who can apply their own managerial knowledge in a sustainable and respectful way. The process of teaching a business case means academics and business and management students, from bachelor to senior executives, apply their fresh thinking, knowledge and experience to help them solve business challenges. Even the most complex business cases benefit from thorough exploration, sound

analysis and critical reflection, and the process becomes one that connects world-class research, education, and business.

The following list of RSM teaching cases provides a nice overview of our case portfolio on responsible management and sustainability. The cases are clustered according to the UN Sustainable Development Goals (SDG's).



Ensure healthy lives and promote well-being for all at all ages

Milanovic, A., Laker, M., Gupta, S., Hulsink, W, & Sousa, C. (2016).

[eGym – Make fitness your lifestyle.](#)

After the German fitness technology company eGym had its initial success, it launched a state-of-the-art new product but only met with disappointing sales. How should eGym deal with this new product that has eaten much of its capital to develop?

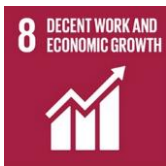


Achieve gender equality and empower all women and girls

Bevelander, D, Page, M, Nolan, J, Yue, T. (2015).

[CROSSING THE DOTTED LINE: CULTURAL DIVIDES.](#)

A Turkish young woman at a Dutch-British firm is subject to constant teasing about her appearance by her male colleagues. She considers it harassment and even sexism, but the teasers say it is just good-willed humour. Is it really a form of sexism or is she over-reacting to cultural differences?



Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

Hoffman, A.N, & Gold, N. (2016).

[Sonic Restaurants: Does its Drive-In Business Model Limit Future Growth Potential?](#)

Sonic is an iconic American drive-in fast-food chain with thousands of franchise establishments across the US. As Sonic continues to expand, it enters urban environments where space is too scarce to make drive-ins possible. At the same time, the drive-in model does not have the same emotional appeal to international consumers.

Juknaite, A, Florian, P, Köhler, J, & Hulsink, W. (2015).

[Transfergo: chasing a billion Dollar dream.](#)

After TransferGo – an online money transfer platform – has made its mark in nearly every European country, it decides to take the leap outside of Europe. It cannot decide, however, whether to take the risk and expand radically or be conservative and expand incrementally.



Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

von Schmid, A, & Yue, T. (2016).

[Whom to Save: Ethics for Self-driving Cars.](#)

A software engineer is assigned to programme self-driving cars. But he realises that the ethical framework for programming the cars should be established before technical programming begins. Should a car protect the driver at the cost of other traffic users? Who is liable for damage done in an accident? Is it the driver, the programmer, or the government?

van der Star, G, Maas, A, & van Bruggen, G.H. (2016).

[OCRON: AGRIBUSINESS MARKETING.](#)

The Dutch agricultural technology firm Ocron has hired a star salesman from a different industry. When the CEO takes him on a sales visit to prospects in Saudi Arabia, the CEO starts to doubt the new employee's effectiveness. He wonders whether selling agricultural products are any different than regular sales and whether the new hire is the right choice.

Camacho, N.M.A, Costa, C, Amorim, G, & Esperança, J.P. (2016).

[Movvo: Marketing Location-Based Big Data](#)

The Portuguese startup Movvo uses technology to detect consumers' movement patterns in enclosed spaces. Now ready to bring its technology to the market, Movvo has to decide how to create value for which customer segment, how to overcome resistance to adoption, and how to ensure monetisation.

Gass, D, Sudi, A, Koning, R, Liu, C, Hulsink, W. (2016). [NETICLE](#)

[TECHNOLOGIES.](#)

Neticle is a social listening and business intelligence tool based on sentiment analysis technology. After becoming the market leader in Hungary, Neticle considers either entering another geographical area or extending its product portfolio. Both options present great opportunities but also risks.

Ghahvechi, A, & Hulsink, W. (2016).

[HOUSINGANYWHERE.COM.](#)

The Dutch student online platform HousingAnywhere begins to expand beyond its national borders. However, the investor is only willing to inject capital if HousingAnywhere changes its business model to a new one that the CEO finds problematic.

Greeven, M, Koene, B, Hou, S, Wei, W, Yue, T. (2016).

[ALIBABA'S GROWTH FRENZY: EXPANDING BY ACQUIRING.](#)

The Chinese Internet giant Alibaba has moved from organic growth to growing through massive M&As in the technology as well as non-technology sectors. Is this seemingly 'reckless' expansion really a lack of focus? What are the key challenges for such high-speed growth?

Greeven, M, Koene, B, Hou, S, Wei, W, Yue, T. (2016).

[ALIBABA'S GROWTH FRENZY: PIONEER IN CHINA'S INTERNET FINANCIAL SERVICE.](#)

The Chinese Internet giant Alibaba is transforming from an e-commerce player to a financial service provider. Why are Alibaba's Internet financial services innovative? What managerial challenges are there for an e-commerce company to run financial services? And what regulatory challenges are facing Alibaba?

Hoffman, A.N, & Gold, N. (2016).

[Facebook Inc.: Is its 100% Advertising Revenue Model Sustainable given the Rise of Mobile Ad-Blockers?](#)

Already for two years Facebook has seen a decline in its user growth rate in its domestic U.S. market, creating anxiety regarding revenue growth and the growth of the company itself, as Facebook is heavily reliant on advertising. Facebook has to expand its revenue sources and methods both by increasing advertising revenue from regions outside the US and by generating income from sources other than advertising.

Hoffman, A.N, & Gold, N. (2016).

[TARGET CORP'S TARNISHED REPUTATION: FAILURE IN CANADA AND A MASSIVE DATA BREACH.](#)

Target is a U.S. mass-market discount store. In a crowded market, it is eager to grow its business online. But two massive data breach incidents affected over 100 million of its customers and weakened its sales significantly. In order to keep its market share on a par with competitors such as Walmart and Amazon, Target clearly has challenges to be met.

Hoffman, A.N, & Gold, N. (2016).

[T-Mobile The 'Un-carrier': Good Strategy Despite Ethical Concerns.](#)

As a low cost price leader, T-Mobile invests heavily in the customer experience and service. While T-Mobile chalks up success after success, cases filed against it point to illegal labour practices and ethical non-compliance. To remain competitive, T-Mobile has to improve competencies in labour and employee relations.

Hoffman, A.N, & Gold, N. (2016).

[Uber: Feeling the Heat from Competitors and Regulators Worldwide.](#)

Uber gets entangled in many regulatory and legal hassles as it moves into new countries. It has to figure out how to sustain its lead in the heavily regulated and ever-changing car-sharing market. Moreover, despite a landslide market share Uber operates at a loss. How to lower costs and become profitable is another challenge for this young and aggressive company.

Antal, C, Baerlocher, L, Giovannone, G, & Hulsink, W. (2015). *Palo*.

<http://hdl.handle.net/1765/77530> Palo is a successful premium wooden eyewear brand. The expansion of the brand, however, is jeopardised by a

lack of financial resources and production delays, as well as internal team conflicts. Internal problems are coupled with increasing competition. Palo is losing momentum and its first mover advantage. Action is needed immediately if the company is to survive.

Cai, J, Dang, C, Tan, A, & Hulsink, W. (2015).

[INTI GAMES: LAUNCH HELIX IN AUSTRALIA OR WAIT?](#)

Inti Games plans to sell its outdoor sports product Helix to Australia after successfully selling it on the Dutch home market. But problematic productions in China have derailed the plan. Inti Games do not wish to lose the Australian market to competitors by delaying product delivery, nor do they wish to damage their reputation by introducing defective products to the market.

Dittmar, F, Plötz, R, Török, E.K, & Hulsink, W. (2015).

[Minibrake: retailing in Germany vs. Licensing in the U.S.](#)

MiniBrake – a German startup that produces a remote-controlled brake system for children’s bikes – is ready to sell its product to a mass market. Should it enter the home Germany market and rely on specialised bicycle stores to sell the product? Or should it license the technology to an established player in the U.S. who in turn would market and sell the product under their brand name?

Frick, M, Lovison, F, & Tschirky, P. (2015).

[Trekkssoft: sell direct everywhere.](#)

TrekksSoft, a Swiss company that offers an integrated software solution for online bookings in the tour and adventure segment, aspires to become a dominant player worldwide. With the second financing round approaching, TrekksSoft has to expand internationally fast to satisfy investors’ high growth expectations. The question is whether to first enter Mexico or Australia?

Oelrich, N, Yue, T, & Hulsink, W. (2015).

[Hi5: Arise from the Ashes?](#)

The success of Hi5 – a Dutch foundation aiming to tackle social injustice – has thrown the work-life balance of its employees out of sync. While the employees consider quitting, Hi5 finds itself unable to continue using its brand name due to legal complications. Facing these problems, the founder has to decide whether to discontinue Hi5 or to make a restart.

van Raaij, E.M, van den Ende, J.C.M, & Baumann, D. (2015).

[Airbus’s Supplier Portal: changing a business paradigm.](#)

With procurement volume determining 75 to 80 per cent of costs, Airbus depends heavily on its 1000 or more key suppliers. It introduced a portal to serve as an electronic marketplace for all interactions with its suppliers. With five years having passed, this portal needs either large investments or a total replacement in the near future. What should Airbus do and how?

Sousa, M, Comiteau, L. (2015).

[BUMPY ROAD AHEAD: AUTOMOTIVE INTERIORS MERGER THAT WASN'T.](#)

American Automotive acquires and merges with BarcelonaBrand Auto. What seemed to be a great strategic deal turns out to be an integration nightmare. What has gone wrong in this merger in such little time?

Zhang, Y, & Yang, S.Y. (2015).

[Chery Automobile: Chinese Firms catching up.](#)

Chery Automobile is a top Chinese car exporter. Due to the global financial crisis, intense competition and fast technological change, Chery has seen decreasing sales domestically and diminishing opportunities abroad. The carmaker needs to figure out the next stage of strategic development in adapting to the current and future environment.



Reduce inequality within and among countries

Akemu, A.O.P, & Whiteman, G.M. (2016).

[Fairphone: Organising for Sustained Social Impact.](#)

The Dutch social enterprise Fairphone aims to produce seriously cool smartphones while putting social values first. After delivering the first batch of orders to its fans, Fairphone now has to scale up production to become a “real” company. The question is how.



Make cities and human settlements inclusive, safe, resilient and sustainable

ter Meer, J, & Meijs, L.C.P.M. (2016).

[STICHTING PRESENT: SOCIAL IMPACT THROUGH LOCAL EMPOWERMENT.](#)

The Dutch social enterprise Stichting Present believes in local autonomy and empowerment. It has small national headquarters but 70 larger local franchises. However, many local Presents are struggling with fundraising. The headquarters doubt whether they should intervene.



Ensure sustainable consumption and production patterns

Hoffman, A.N, & Gold, N. (2016).

[UNILEVER: Making Sustainable Living Commonplace.](#)

Unilever’s long-term ambition of profitable, sustainable, and responsible growth becomes increasingly difficult in the volatile global environment of the new millennium, characterised by low growth, geopolitical challenges, and the increasing effects of climate change. How should Unilever move forward to fulfill its long-term ambition?

van 't Hooft, R., Behne, W, Pitinov, S, Dudas, F, & Hulsink, W. (2016).

[SHOULD QUEAL OUTSOURCE ITS PRODUCTION?](#)

As the Dutch powdered food supplements producer Queal grows, its production capacity becomes too small to cope with increasing demand. Queal has to decide whether to outsource production but bear high risk, low profit margins and reduced autonomy, or to produce in-house, requiring significant capital investments that they do not have.

Steiger, M, Tao, T, van Turnhout, B, Wang, W, Hulsink, W. (2016).

[OOSM: STAY HOME OR GO ABROAD?](#)

The Slovenian B2B digital signage startup OOSM decides to enter Western Europe because its home market is too small. However, OOSM only has a founding team from Slovenia, a technical team from Pakistan and the product is made in China. This combination does not look favourable to potential clients or investors. How can OOSM solve this problem?

PRME Principle III & IV Method & Research



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



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.

Sustainability events, activities and achievements at RSM have gained measurable outcomes during 2015 and 2016. You can feel the vibrancy, energy and growth: 1) in the business school, 2) on the Erasmus University campus, and 3) throughout the City of Rotterdam.

Activities and Achievements 2015-2016



End poverty in all its forms everywhere

8th Max Havelaar Lecture (28 October 2015) The dawn of a new era - Are the Sustainable Development Goals going to deliver? The year 2015 is a pivotal year for sustainable development. A new agenda for inclusive development will be concluded. 2015 highlights the finalization of the Millennium Development Goals (MDGs) and the start-up of the Sustainable Development Goals. The MDGs, to reduce world poverty and hunger by 50% amongst other goals by 2015, were agreed upon by the world community in 2000. At that time many were sceptical about the MDGs and considered them 'goals without means' with the lack of ambition. 15 years have passed and many initiatives have worked on the realization of these ambitions. It is now time for reflection. Have these ambitions been achieved? Which ones did and which ones didn't, and why?



End hunger, achieve food security and improved nutrition, and promote sustainable agriculture

RSM Alumna Alba Tiley Selected as WEF Global Shaper (March 17) Alba Tiley (RSM MSc Strategic Management 2010) has been selected by the World Economic Forum as one of its Global Shapers: young international leaders between the ages of 20-33 who are exceptional in their potential, their achievements, and their drive to make a contribution to their communities.



Alba emphasizes the value of cross-sector partnerships. "Today, I work at DSM managing our flagship partnership with the United Nations World Food Programme which focuses on leveraging DSM's expertise in nutritious foods with WFP's unmatched knowledge of beneficiaries, large-scale food aid distribution and government advocacy," she said. "My passion lies in the

relationship between different sectors of society and the impact they can achieve by working together.”

GrowX, 1.5-million-euro investment for RSM vertical farming entrepreneur (April 28, 2015). GrowX is an organisation focusing on enabling the growing of fresh food in Amsterdam, has received a €1.5 million investment to set up ‘vertical farms’ for growing food in cities. GrowX was co-founded by John Apesos, an MBA alumnus from RSM. The investment comes from the Amsterdam Climate & Energy Fund (AKEF), the City of Amsterdam’s sustainable investment fund, and the National Groenfonds, which promotes the development, management and conservation of nature and landscape in the Netherlands.



Ensure healthy lives
and promote well-being
for all at all ages

Sustainable Food Discussion (15 September, 2015) Transition of our food system and consumer habits are necessary conditions for the realization of a sustainable society. Pinar Coskun, initiator of Sustainable Food Lab, discusses how students can be part of this movement through a living lab, where together we learn, experiment, design, and execute sustainable food management strategies from a consumer perspective within an urban environment.

RSM students design Heineken marketing campaign for 0.0% beer
How do you promote non-alcoholic beer among young adults? During a week-long boot camp, students from RSM were challenged to put their knowledge into action to design a marketing campaign for 0.0% beer. The project, which included guest lectures, a real-life business case, and boardroom presentations, took place at the Heineken Experience in Amsterdam in January 2015 as part of a core course in the MSc in Global Business & Sustainability Management programme, called ‘Sustainability Grand Challenges Boot Camp’.

Sustainable Food Lab Pinar Coskun, manager of Erasmus University Rotterdam’s Sustainable Food Lab (SFL@EUR) works together with students and visitors to develop food solutions.

“We challenge the system and change the food sector,” she said, “We’re inspiring people and each other while cooking



together with low CO2. We’ll make it happy, healthy and sustainable for the world,” said Coskun. “If 25,000 students do this, we’ll make a huge impact.” Sustainable Food Lab will collaborate with universities across Europe. Coskun said new students join with fresh ideas every year, and become active designers of future food. “Their contributions will be used as input for formulating sustainable food management strategies.” The SFL@EUR manager competed in this year’s I Will Award competition to help spread awareness of the Lab opening in August 2017. Sustainable RSM has been instrumental in the business model development and driving the creation of the Lab in the Mandeville Building in 2017. Sustainable RSM is coordinating

research projects with the lead of various RSM academic programmes to roll-out incrementally with the opening of the SFL@EUR.

Special feature project on Responsible Marketing research:

Breast cancer communications

(Stefano Puntoni, Steven Sweldens and Nader Tavassoli ((LBS))

The objective of the project was to explore how situationally induced changes in the accessibility of a personal identity may shift judgments of risk for medical conditions that are closely associated to the primed identity. The research focused on women's gender identity and perceived vulnerability to breast cancer. The studies document a counterintuitive effect: symbols and cues that increase the salience of one's gender identity can backfire and lead to less successful campaigns.

Impact: (1) The research alerts managers of breast cancer campaigns that cues commonly used in breast cancer advertisements, such as pink ribbons, can backfire and lead to lower memory for messages, lower perceived vulnerability, and lower donations. It also provides insights into how to avoid these problems. Since publication, we have been contacted by a number of healthcare organizations and cancer charities and provided pro-bono advice and training whenever possible (e.g., seminar for the UK's National Health Service); (2) The research gained wide exposure in prominent media outlets worldwide over an extended period of time. This exposure allowed us to sensitize a large number of women to the possibility that psychological defense mechanisms could prevent them from taking actions to either support cancer charities or ensure early cancer detection.



Ensure inclusive and equitable quality education and promote life-long learning opportunities for all

Sustainability Ambassador Danah Lee recipient of RSM MBA Sustainability Scholarship 2015 (February 11) The competition for the merit-based scholarship asks applicants to explain their approach to sustainability and their intentions. As a recipient of the RSM MBA Sustainability Scholarship, Danah intended to act as a 'sustainability ambassador' within the MBA programme, focusing on sustainable issues. Her plans for the year included: (1) Gaining as much hands-on experience as possible, through consulting projects or internships related to sustainable business; (2) networking with 'people who are passionate about sustainable business by attending related classes, club activities and events; and (3) sharing her experience by encouraging more Koreans to be aware of sustainable business practices.

RSM MBA Students Successful at One Planet MBA Sustainability Challenge (June 22-23, 2015) At a business school competition in the UK, students from the International Full-time MBA programme at RSM were runners-up during the final of the One Planet Sustainability Challenge 2015. The One Planet MBA Sustainability Challenge offers teams from international business schools the chance to develop practical solutions to a sustainability issue. The nine teams in the 2015 final – seven from the UK, one from France, and RSM from the Netherlands – were challenged to find a solution for social enterprise Blue

Venture to help the Vezo community of Madagascar to increase its socio-economic state, and to come up with recommendations to empower women in the organisation.

RSM Net Impact Awarded Gold Standing (July 3, 2015) The Graduate Net Impact Chapter of RSM was awarded Gold standing, a designation bestowed on top chapters, based on achievements in the past year. The RSM Net Impact Club is part of the RSM MBA Student Association which consists of participants of RSM's International Full-time MBA Programme.



RSM Discovery Research Podcast debut (16 August, 2015) Business professionals can now download podcasts to stay up-to-date with the latest management research from RSM. They can tune in and listen at any time of the day, wherever they are, with their preferred podcast player. RSM Discovery is an online research portal that makes it easier for businesses to get hold of – and understand – useful new research in all areas of management, including marketing, finance, operations, organisation and strategy. In the platform's short videos and management articles, RSM's world-class faculty members explain the practical implications of their latest research.

Erasmus Social Entrepreneurship Challenge (October 14 and 21, 2015) Erasmus University presented the Social Entrepreneurship Challenge! Erasmus



University joined the Clinton Global Initiative (CGI) consortium of colleges & universities. The initiative's aim is to support, mentor & provide funding to ideas of social student entrepreneurs. CGI was founded in 2008 and is active in over 145 countries and 875 schools around the world. Be part of the social movement and submit your business plan now! The focus areas are: Education, Environment and Climate Change, Peace and Human Rights, and Poverty Alleviation and Public Health.

Frontiers in Global Business & Sustainability (Series: 30 November 2016 & 18 January, 8 February 2017) RSM offers current students, alumni and the community at large the best in continued learning through three state-of-the-art masterclasses about Global Business & Sustainability. Each masterclass will blend theory and practical insight about a topical issue, as our faculty members team up with leading practitioners to deliver a series of unique evening masterclasses. These sessions will not only broaden knowledge on the latest developments in global business and sustainability, they will also serve as an opportunity for participants to share experiences and network. The topics of the three sessions are: 'Corporate Social Responsibility: DIY or Coproduction', 'Why Good People do bad things and how you can influence this', and lastly, 'Leading and making change through effective communication'. For details on the series, please go to [the website](#).



Achieve gender equality and empower all women and girls

Professor Dianne Bevelander's inaugural speech: The 8th summit women's ascent of organisations



Erasmus Centre for Women and Organisations

Speaking as Jane Eyre, Charlotte Brontë stated as long ago as 1846 that “women feel just as men feel; they need exercise for their faculties, and a field for their efforts, as much as their brothers do; they suffer from too rigid a restraint, to absolute a stagnation, precisely as men would suffer ...” and that “... it is thoughtless to condemn them, or laugh at them, if they seek to do more or learn more than custom has pronounced necessary for their sex.” Less than a year later in 1847, these views resulted in an attack on the character of Jane as the “personification of an unregenerate and undisciplined spirit” by Elizabeth Rigby in the leading literary and political periodical of the time – The Quarterly Review. I mention this as a preface to my inaugural address because the opinions raised by Jane Eyre are as relevant today as they were almost 170 years ago, and because the criticism of her character came from none other than another woman. Gender bias is as much a female issue as it is a male issue. Changing the gender paradigm will require extreme effort, commitment, and on-going attention from both men and women. Read full inaugural speech [here](#)

Women in Leadership Conference (11 February 2016) First academic centre dedicated to advancing women's careers opens during RSM's Women in Leadership Conference in Rotterdam in February 2016. Women in business should embrace the unique skills they have as leaders rather than emulate male role models, famed author and mountaineer Rebecca Stephens told a packed lecture theatre during RSM's Women in Leadership conference on Friday 5 February 2016... [Read more](#)

Saskia Bayerl appointed Associate Dean for Diversity (March 21, 2016) Dr Saskia Bayerl, Associate Professor at the Department of Organisation and Personnel Management at RSM has been appointed as Associate Dean for Diversity. Her two-year appointment will support the implementation of recommendations resulting from a report issued earlier this year by a diversity task force at RSM. Dr Bayerl will monitor the success of diversity measures implemented at RSM, give advice to the school's Executive Board, the academic department chairs, directors of administrative departments, and the Promotions and Tenure committee, and will liaise with diversity bodies inside and outside the university. This is a positive move for driving a sustainable workforce, gender equality and inclusion of all.

RSM Lecturer Wins VIVA400 Award for Innovation Education (17 November, 2015)

Researcher [Li An Phoa](#) from RSM was selected as the winner of the category 'world improvers' in VIVA400, a competition of 400 enterprising women. Phoa works on innovating educational systems. "The jury recognised that it's lifework what I do: doing what makes my heart sing and daring to do bold things, like canoeing rivers as protest against mega hydro dams, walking in wilderness areas and living without a home for ten years," she said.



Ensure access to water and sanitation for all

Core Course Sustainability Grand Challenges 2016: Polluted Rivers (with companies Boskalis & Van Oord, co-initiators of Ecoshape)

What is it about our way of doing business that is contributing to polluting rivers? What role can businesses play in solving polluted rivers? What responsibilities can businesses take? What opportunities for start-up social enterprises do polluted rivers offer? Led by course leader [Li An Phoa](#), students of the MSc Global Business & Sustainability have delved into answering these questions, taking up the challenge to create new business solutions to tackling our world's polluted rivers. Alongside traditional-style theoretical lectures of for instance [Dr. Steve Kennedy](#) on 'Sustainability Oriented Innovation', students engaged with experiential learning journeys, guest lectures and role-play to engage and understand the sustainability grand challenge from a range of perspectives.



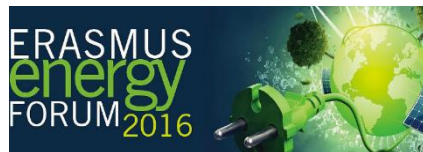
Ensure access to affordable, reliable, sustainable, and modern energy for all

GreenEUR Cinema: *SWITCH* (26 November) GreenEUR organized a free screening for sustainability-motivated students of the energy-transition documentary *SWITCH*, a movie that seeks to answer the question of "What is the future of energy?" In the film, geologist Dr. Scott Tinker travels around the world to find out what are the current state of different energy sources, and proposes an overview of how the world's transition into renewable energy will look like. After the screening, a discussion lead by Martijn Dragt (editor of the sustainable energy website [energiebrein.nl](#)) was held.

Sustainable Energy Lecture (March 23, 2016) During this two hour session Youri Callebout, marketing manager Benelux at Royal Philips inspired students with Philips' vision on sustainable LED lighting: circular and connected lighting. In addition, Ensys Rotterdam presented their core business, talk about solar energy market and how to combine this with social entrepreneurship. During this session, learned more about the solar energy & LED lighting market as well as social entrepreneurship. Twenty motivated students were offered the opportunity to participate in a business case with Ensys Rotterdam in April 2016.

Erasmus Energy Forum 2016 (18, 19 May)

This year's forum explored beyond the technology, the dreaming and debate about the future energy landscape. Speakers and participants at the two-day Erasmus Energy



Forum event in Rotterdam were calling for action and implementation of digital technologies in the transition to renewable and sustainable energy sources. The event was hosted by the Erasmus Centre for Future Energy Business (ECFEB), based at RSM, and took place in May 2016. A common theme from many speakers was a call for openness and sharing of information. It's time to accelerate the energy transition, they said; to set up a definitive course and lay out the challenges facing industry sectors after the first-ever universal, legally binding global climate deal at the Paris climate conference (COP21) in December 2015. Investors and the finance sector are now influencing the future energy landscape and forcing others to look ahead at how the transition will actually happen, because it will no doubt affect national economies, GDPs and the competitiveness of nations and continents.

Two concepts tie for honours in Erasmus Energy Business Award (May 19) Not one but two innovative businesses were chosen to receive the 2016 Erasmus Energy Business Award, for the best and most innovative sustainable business idea. Usually only one award is given. Judges considered two of the three shortlisted concepts equally excellent; both met their strict criteria and both deserved to win, they said. The two winners were: Geospin Smart Cities and Industries SCI Research Group's big data analytics for optimising the prediction of mobility and energy demands Blue Motion Energy BV's turbines that improve on the efficiency of power-generating marine current turbines by up to 70 per cent.



Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

Playing on Two Chessboards, ERIM Research Seminar (April 1) The Erasmus University hosted a Research Seminar by Frank den Hond on his paper Playing on Two Chessboards: Reputation Effects between Corporate Social Responsibility (CSR) and Corporate Political Activity (CPA) in Mandeville T10-67. The paper and corresponding research seminar advocate that whereas literature argues that CSR is 'political', they neglect the traditional political operations in order to ensure favourable political conditions. Synergies between CSR and corporate political activity (CPA) should be aligned in order to optimize firms' practices.

RSM Sustainability Forum 2015 (April 10) More than 220 attendees gathered in the EUR Forumzaal for the third annual RSM Sustainability Forum on Friday April 10 2015. The Forum



was organised by Sustainable RSM with a team including members of STAR, RSM MBA Career Development and the MSc GBSM. It explored the reciprocal relationship between innovation and sustainability in driving new growth for business, and new value for all stakeholders. The event was moderated by RSM Professor Henk Volberda, Director of ERIM Research Centre Inscope and one of Europe's most-respected academics in the field of innovation, entrepreneurship and competitiveness in business. Professor Volberda welcomed RSM Dean, Professor Steef van de Velde, who opened the Forum.

Sustainability Career Panel 2015 (June 2) The RSM Sustainability Career Panel 2015 enabled students to ask alumni who work in the field of sustainability how they can best pursue a sustainable career. Moderator Dorothy Grandia started the event by asking some thought-provoking questions to the panel members, and then a Q&A session allowed the attendees to pose more specific questions. Matthias Narr (Engagement Specialist at Robeco), Alba Tiley (UN Partnerships & Sustainability Manager at DSM), Leen Zevenbergen (Co-Founder & Board Member B Lab), Joost Notenboom (Senior Consultant Climate Change & Sustainability at KPMG) and Timon Vervoorn (Senior Staff Cleantech and Sustainability at EY) were the alumni who took place in the panel.

RSM Graduate Finds Innovative Social Enterprise (July 1) Each year, the RSM Distinguished Alumni Awards are presented to outstanding alumni from RSM's various former and current English and Dutch programmes who have shown excellence in business, and for their contribution to society. Alumnus Stef van Dongen won RSM Distinguished Young Leader Award. Van Dongen, who graduated from RSM's MSc programme in Business-Society Management in 2007, started up social enterprise Enviu, which creates innovations and ventures that address some of the world's large social and environmental issues. Van Dongen also helped kick-start various sustainable innovation and social impact projects. "Stef is an inspirational leader, who founded a very successful enterprise that

takes many initiatives worldwide to support entrepreneurial solutions to societal problems in countries such as India, Ghana, and Brazil,” says Prof. Rob van Tulder.

U.Lab: Transforming Business, Society, and Self – a free online course (August 17)
Sustainable RSM and Impact HUB Rotterdam join forces to amplify the benefits of a free online course called U.Lab: Transforming Business, Society and Self. The course involves experiential learning for students

and employees. The objective is to put the learner into the driver's seat of innovation and change. The project is intended to be a vehicle for civic engagement and cross-sectoral change; transforming business, society and self.



Open Conversation: Careers in Sustainability and CSR (17 September) Global firms are increasingly incorporating Corporate Social Responsibility into their business practices. Rebecca Scholten, Corporate Responsibility Consultant at EY (Ernst and Young), engaged in an open conversation centred on the theme of Corporate Social Responsibility (CSR), discussing career paths for students wishing to pursue careers in Sustainability or CSR.

Cultural Limits to Sustainable Growth
(13 January) first Oikos Rotterdam
Lecture. The first lecture Oikos
Rotterdam lecture was presented by

Emeritus Professor Slawomir (Slawek) Magala who taught Cross-cultural Management at RSM. Professor Magala focused on critical approaches to management studies and the role of sustainability in business.



Social Entrepreneurship Masterclass Kick-Off (March 1) The Social Entrepreneurship Masterclass is an event designed for the proactive, socially conscious student who strives to make the world a better place. SEM organized inspirational talks with speakers from startups and bigger corporations who promote social causes. Talented students are given the opportunity to develop and realize their own socially relevant concept. Students present their concept in front of a jury of venture capitalists, social entrepreneurs and corporate representatives. The winning team was awarded 500€ as well as the chance to bring their idea to life.

Sustainable Marketing – Second oikos Rotterdam lecture (18 February) How can sustainable marketing and business models help people realise a desired sustainable lifestyle? Guest speaker, Jan Looman involved participants in an interactive talk on Sustainable Marketing, arguing that traditional marketing approaches are becoming obsolete. Among other things, the discussion positions the ‘attitude-behaviour gap’ in relation to sustainable consumer behaviour. Participants examined several practical examples and findings from recent RSM student sustainable marketing master theses, and engaged in debate on best practices of sustainable marketing examples.

I WILL AWARD (3 March) 60 entries competed for the 2016 I WILL Award, worth €15,000. Around 40 came from groups and 20 from individuals, with a mix of submissions from current students, alumni, staff members, faculty and the wider RSM community. Each one of the I WILL Award entries is a plan for an idea full of willpower that has



the potential to change society. The final six entries were selected from the 60; and they presented at the I WILL Get in the Ring event on Thursday 3 March 2016 in the Erasmus Paviljoen at RSM. The I WILL Award is a competition organised every other year by RSM's goal-setting and forward-thinking initiative, I WILL. It recognized and celebrates ambition, and the jury wanted ideas that have potential to become inspirational and serve as an example for the rest of the world. They can be plans that come from the worlds of academia, business, media, sports or public services, but they must have the potential to make a tangible impact in a society or community.

RSM master student's essay wins invitation to international symposium (June 13) An invitation to an all-expenses-paid three-day international symposium on economic growth in Switzerland was the prize for master student and Sustainable RSM member Anuj Narayanan Kannankutty for his essay on alternatives to economic growth. It was one of the 100 essays chosen from 900 submitted to the St. Gallen Wings of Excellence Award, a global competition for students at graduate and postgraduate level. Anuj, from the MSc Business Administration Master in Management programme at RSM, attended the Leaders of Tomorrow symposium at the University of St. Gallen (HSG). The event is billed as 'the world's premier opportunity for intergenerational debates' and he heard speakers from business, academia, NGOs and politics on the subject of 'Economic growth'. [Click here for the full article.](#)

Sustainable Business Models (15 July) 20 students from various master and bachelor programmes at RSM, Erasmus School of Economics and Delft University of Technology worked with Rabobank to find sustainable shared value solutions for organisations such as Thermae 2000, Bravis Hospital and Van Uden. The seven-week tailor-made course combined education, practice and competition, and challenged student teams to think about how companies can improve their value creation and social, ecological and economic impact. The Rabobank Sustainability Case was organised by RSM and Dutch multinational banking and financial services company Rabobank to create awareness for and co-operation between business, leadership and universities to create shared value, a way of

doing business which creates value for business and society. The project concluded with team presentations.

Building the social enterprise sector (20 July) The reality of building and sustaining innovative businesses – and working with investors – were tackled in an intensive seven-day workshop for MBA candidates at RSM in July. The workshop is a result of a partnership between RSM and Impact Business Leaders (IBL), a company dedicated to building the social enterprise sector. The 'IBL@RSM: Sustainability & Social Enterprise' programme provides career counselling, familiarisation with the social enterprise and sustainable business sector, and career opportunities for professionals who want to move into social enterprise, impact investing, or sustainable business.

Corporate Knights 2016 Better World MBA ranking, (13 October) the only major global ranking to evaluate graduate business programmes on their integration of sustainability into the education of future business leaders. RSM is ranked 7th this year, coming from a 33rd position in 2015, and offers four MBA programmes. The Better World MBA ranking evaluates the top 100 programmes on the 2016 FT Global MBA ranking, and invites all other accredited (AMBA, AACSB, EQUIS) programmes to opt-in. Compared to traditional MBA rankings, this ranking is designed to help students and corporate leaders identify programmes that have the infrastructure to support sustainability skills and knowledge. This year, media and research company Corporate Knights evaluated 123 programmes. "Business schools have a major role to play in preparing the leaders of the future to solve the people-planet-prosperity equation. We are pleased to see an increasing number of business schools stepping up to the plate on this front and look forward to continued progress," said Toby Heaps, CEO of Corporate Knights

The Magazine for Clean Capitalism

Corporate Knights

Scale-Up Dashboard 2016 (26 November). After several years of decline, the number of fast-growing companies in the Netherlands is on the rise. What's more, there is substantial growth in the number of start-up companies that can evolve into scale-ups. These are the latest findings of the Scale-Up Dashboard 2016 at RSM and the Erasmus Centre for Entrepreneurship (ECE). The Scale-Up Dashboard is an annual study of fast-growing companies in the Netherlands carried out under the leadership of Justin Jansen, Professor of Corporate Entrepreneurship at RSM. A fast-growing company, or scale-up, is a company with at least 10 employees that has grown by at least 20 per cent per year over a three-year period.

**SCALE-UP
DASHBOARD
2016**



RSM  ERASMUS
UNIVERSITY  ERASMUS
CENTRE FOR
ENTREPRENEURSHIP

Parttime master students investigate management in social organisations (20 December 2016)

Almost 25 social enterprise projects were presented by participants of the Parttime Master Bedrijfskunde programme at RSM on Tuesday 20 December. Students investigated management elements of several organisations for three months, followed by presentations of their findings, and awards were presented for the best. In teams of four or five, programme participants from the Class of 2018 completed the bedrijfsproject (business project) as part of the Parttime Master Bedrijfskunde curriculum. In this course, students of the part-time, Dutch-taught programme researched four aspects of management – organisational theory, strategy, managerial methodology and financial analysis – in organisations that 'add social value'. The bedrijfsprojecten are co-ordinated by Prof. Rob van Tulder, Professor of International Business Society Management at RSM.



Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

Sustainable Architecture: Polak Building Opens (September 1) RSM welcomed its first sustainable building: Polak Building. The interior of the Polak building is made from natural and sustainable materials like oak. The atrium in the building has a glass roof with solar cells. In addition, the building has a sustainable climate control system, optimized insulation, natural ventilation and minimal technical installation.

RSM Alumna Receives AACSB's Inaugural Influential Leaders Award (22 September



2016) Meiny Prins, a Distinguished Alumna from RSM, has been recognised as one of the first 100 AACSB Influential Leaders. Meiny Prins is CEO of Priva BV, a world market leader in climate control and process management in the greenhouse horticultural sector, in non-residential buildings and in industry. She graduated from RSM's Parttime Master Bedrijfskunde in 2002, and was elected Dutch business woman of the year in 2009. She was awarded RSM's own Distinguished Alumni Award in 2011. She is a sought-after authority in her field and is considered by the Dutch government to be a leading voice on sustainability issues.

Article in Huffington Post (9 November) by RSM Associate Professor Frank Wijen - Sustainable RSM Academic Coordinator. Dr. Frank Wijen has an article "Trade-offs in the Adoption of Sustainability Standards" in the 9 November Huffington Post Business blog. In the article he asks, "How sustainable is sustainability? Some people might ask this question ironically, drawing attention to the lack of a standard definition of a word. It can mean quite different things to different people in different industry sectors and geographies, and even to people working in the same field but on opposite sides of the fence."

Guest Lecture: How Business, Environmental Issues, Economics and Politics Intercept (18 November) Professor David W. Cash discussed ways to integrate clean energy policies, environmental policy, economic growth and innovation. Prof. Cash talked about the intersection of business, environmental issues, economics and politics. David Cash, an American environmental expert, studied at Yale and Harvard. He has conducted applied research focusing on bridging knowledge and action, and exploring how science and technical information can inform decision-making related to environmental and sustainable development matters.

Sustainable Fashion Workshop (13 January) As part of the New Fashion Academy at Erasmus University on 13/14 January, the Sustainable Fashion Committee and the New Fashion Society collaborated to invite Ellen Sillekens, a well-known designer, consultant and researcher in the field of textiles and

sustainable fashion in the Netherlands to facilitate a workshop. Ellen challenged a full room of student participants to think innovatively on the question, “how can we redefine the textile supply chain to make it more sustainable and what is the value of post-consumer textile waste?” The workshop provided an interactive conclusion with the full group discussing the value of textiles previously regarded as waste and how to remodel a circular and more sustainable fashion supply chain. Students shared realisations that there is no simple solution to sustainable textile production and there are issues that are really difficult to address and quantify, however they also shared innovative ideas for sustainable outcomes during the closing debate.

Unloved food app wins innovation prize for EMBA students at RSM (25 January) Students who partnered up during their Executive MBA programme at RSM won an innovation competition in The Hague. Mark Durno and Bart Lutens won the student category of The Hague Innovators Challenge 2016, which looked for the best innovative solutions that contribute to international social issues. The two students created a concept app, ‘Edibles’ that will stop food waste by creating a web-based market for food that is about to pass its sell-by date, or looks less than perfect.

2.7-million-euro environmental grant for Erasmus University (25 February) Erasmus University Rotterdam (EUR) will receive 2.7 million euros for the sustainability of the Woudestein Campus. It is a European grant, which will be spread over three years. Erasmus University is the first European university to receive this type of grant. The university will be using the money to achieve the energy goals of the university. Within four years, energy consumption in comparison with 2005 data will be decreased by one-third. If this goes as planned, then a total of 3,250 tonnes less greenhouse gas will be emitted annually, which is approximately equivalent to the annual emissions of 400 Dutch households.

Combining Sustainability and Global Success – third oikos Rotterdam lecture (March 15) Richard ter Steege, who played a key role in Interface’s transformation from a conventional business model to a sustainable one, spoke at the third edition of the oikos Sustainability Lecture Series. Mr. Steege shed light on the innovative solutions that Interface has implemented, the challenges they faced on their mission for sustainability and why it is profitable for a company to make this kind of a shift.

Erasmus Sustainability Days (22, 23, 24 March)
Together with five student organizations, part of Erasmus Involved, namely Enactus EUR, GreenEUR, Solve Consulting, The Kembé Foundation and CEMS



Club Rotterdam; and powered by Vandebron, the Erasmus Sustainability Days ambition was to raise awareness about the value of sustainability in business. The Opening Ceremony hosted former Prime Minister Jan Peter Balkenende. Subsequently, Michiel Dijkman, known to be the Head of Corporate Affairs at Samsung Electronics Benelux, gave a speech about sustainability and how it has become a vital core competency of Samsung. After the Opening Ceremony, different lectures, workshops and case competitions were held by the partnering organizations and their respective participating companies. Specifically, the companies brought executives and guest speakers to present a seminar about the company, and talk about how they've placed sustainability in their mission, vision and strategy. To close the event, a panel discussion about circular economy. Students had the unique opportunity to take part in the debate hosted by 4 guest speakers where they shall share their knowledge about circular economy and how it has finally become a practice.

CEMS V4 Conference 2016 (April 20-22) The conference combined theory and practice: through the involvement of global corporations present in the region, the V4 Conference elaborated on how the academic concept of disruptive innovation is done in real life. The conference combined two topics of strategic management: innovation processes of large companies and Prof. C.M. Christensen's concept of disruptive innovation.

RSM Sustainability Career Panel (May 17) Five RSM graduates of MSc and MBA programmes; Tim Vervoorn, Aouatif Tawik, John Apesos, Yeiji Park and Alex Daley returned to campus prepared to answer questions about career paths in sustainability. A wonderful dialogue between panel guests and audience participants made it quickly apparent that a career in sustainability can be accessed through many different entry points. Students were encouraged to continue seeking the wisdom and experience of RSM alumni; helping one another pave the way to a sustainable future. Important take-aways: (1) make connections and be active with the RSM Alumni Office, (2) get involved in co-curricular projects and experiential learning activities like those offered by sustainable RSM; building literacy and equipping a toolbox for a career in sustainability ahead.

Sustainability Award for RSM

Distinguished alumnus (6 September)
Feike Sijbesma, distinguished alumnus of RSM, and CEO and chairman of the managing board of DSM has received the “Duurzaam Lintje” (Sustainable Ribbon) award for his role combining business with care for society and the planet. The jury of the award praised Feike Sijbesma for advancing the belief that companies have the responsibility to play a greater role in returning benefit to society. DSM provided assistance to the ASVO school in Amsterdam with the installation of solar panels on the roof of the school.



Reduce inequality within and among countries

Film and Debate Night: Fair trade – Close Yet Far Away (May 9) May 9 is Global Fair Trade Day. In this respect, Rotterdam Fairtrade organized a theme night. The movie ‘Going Fair: Bananas in Peru’ premiered and afterwards, Sven Jense lead the debate with local and regional politicians, (sustainable) business representatives, Erasmus University and NGO’s on fair trade in Rotterdam and the rest of the world.

RSM Students Explore Digital Inclusiveness for Samsung (16 December) The challenge, ‘Creating Societal Value’ with Samsung Electronics took place earlier this autumn as part of the first core course of the MSc Global Business and Sustainability at RSM. A project that focused student minds on creating societal value for an international electronics company by addressing youth unemployment, digital inclusiveness and education has produced results that are under consideration for use by the company itself. Michiel Dijkman, head of Public Affairs & Corporate Social Responsibility for Samsung Electronics in the Benelux countries said: “The creative ideas of the students are very valuable for Samsung’s CSR strategy in the Benelux. I am currently verifying their ideas for 2016.”

Clinton Global Initiative -CGI (1-3 April) RSM International Business Administration (IBA) students Elias Kock, Lilith van der Hulst, and Tonie van der Giessen, Moritz Trapp, and Antonio Malatesta represent team OrganoBike and were selected to participate in the Clinton Global Initiative at the University of California, Berkeley. Undergraduate and graduate students from around the world gather annually to discuss and begin implementing projects in one of five focus areas: Education, Environment and Climate Change, Poverty Alleviation, Peace and Human Rights, and Public Health. The OrganoBike team committed to create an organic produce delivery service to reduce unemployment of young people in the Netherlands. Troubled youth often face difficulty in securing employment due to inability to present previous job experience; the bicycle delivery service will provide tangible experience and thus assimilate young people into the job market.

Shared Value Creation exclusive seminar by Harvard professor Michael Porter (20 May) Around 200 business professionals, alumni and students from RSM explored shared value creation with Professor Michael Porter on Friday 20 May. The world-leading economist and strategist from Harvard Business School came to Rotterdam to lead an exclusive seminar exploring how organisations can tackle societal problems through profitable business models. The event took place at the Van Nelle Fabriek in Rotterdam, and was co-organised by RSM and Focus Conferences. With a particular focus on health care, the seminar featured speakers from two organisations which, with Professor Porter's input, have made or are making the shift to creating shared value in the area of well-being and health: Nestlé and Erasmus MC. They were joined by experts from academia and practice during a final panel discussion moderated by Rick Nieman, author and journalist. Read the full report [here](#).

RSM Distinguished Alumni Awards 2016 (7 October) Three members of the 30,000-strong global alumni network from RSM have been honoured with RSM Distinguished Alumni Awards at the RSM Leadership Summit 2016 on Friday 7 October in Rotterdam's historic Van Nelle Fabriek. Each year, RSM Distinguished Alumni Awards are presented to outstanding RSM alumni who have shown excellence in business, and for their contribution to society. This year, three recipients were recognised for business achievement, entrepreneurial spirit and social impact respectively. They were chosen by the RSM community from a shortlist of nine nominees exemplifying leadership and RSM's values, and represent its breadth and diversity. Recipient of the Business Achievement Award: Christine Lim (International Full-time MBA 2010). Recipient of the Entrepreneurial Spirit Award: Roos de Wit-Goedhart (Executive MBA 2009, MSc BA Business Society Management 2003 and Bedrijfswetenschappen doctoraal BSM, 2003). Recipient of the Social Impact Award: Debby van der Schuit (MSc International Management/CEMS 2010).

Max Havelaar Lecture (2 November) Business and Inclusive Development' was the theme of this year's annual Max Havelaar lecture, hosted by the Partnerships Resource Centre at RSM, together with Max Havelaar and Young & Fair. The keynote presentation was delivered by Pavan Sukhdev, the world-renowned environmental economist whose fields of study include the green economy and international finance, and Joseph Ogutu, Director of Strategy & Innovation at Safaricom, a leading mobile network provider, well-known for making financial services accessible to low-income households in Kenya.



Make cities and human settlements inclusive, safe,

Official Opening Erasmus Sustainability Hub (January 15) The Erasmus Sustainability Hub is founded to accelerate Erasmus' transition towards a sustainable university. It is intended to be the place where all the groups and initiatives of Erasmus University that are sustainability-related meet, with a simultaneous focus on environmental as social sustainability. The official opening was lead by former University President Pauline van der Meer Mohr. With RSM being the



resilient and sustainable

largest student body on the Woudestein campus, it was anticipated many RSM students would be interacting with and driving Hub activities.

RSM Students Cycle to Help Pacific Islanders (July 18) A two-day cycling tour through the Netherlands organised by students at RSM will raise money to preserve the unique but diminishing culture of the population of a volcanic Pacific island. The RSM Charity Club has organised the tour for a team of 10 MBA and EMBA students to raise funds for a non-profit organisation helping the Tao, an aboriginal tribe on the Taiwanese island of Lan-yu in the Pacific Ocean.

MSc GBS Alumni Reunion (2 November) Alumni from the sustainability management master programme at RSM returned to campus in early November to share their professional and personal journey after graduating from RSM. The event was attended by about 25 RSM alumni and staff members. The alumni were from RSM's MSc Global Business & Sustainability programme (GBS), formerly known as the MSc in Global Business & Stakeholder Management. Heleen Westerman (alumna 2000) and Lonneke Roza (alumna 2009) told their fellow alumni about where their careers had led them since completing their master studies at RSM.

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Ensure sustainable consumption and production patterns

Style, Save, Sustain (January 21) The *STYLE, SAVE and SUSTAIN* Fashion Fair was created and sponsored by the New Fashion Society of Erasmus University Rotterdam. Students were able to create new styles by buying and selling second hand clothing offered by their peers, thereby responding to the world's need for the effective use and re-use of resources. The NFS promoted an effective selling system, which is "impacted by two key values: affordability and transparency".

RSM Cuts Paper Consumption by Half in Four Years (January 22). RSM has reduced its paper consumption by almost half over the timeframe 2010-2015. 'sustainable RSM' began tracking just how much paper was used in its printers and copiers in Mandeville (T) and Bayle (J) buildings in 2010. The reduction in usage of paper was a result of a combination of installing multi-use printers with two-sided printing onto recycled paper as the default setting, and staff and faculty members at RSM choosing digital communications instead of printing.

Warm Sweater Day (February 6) The Kyoto Protocol, which came into force in 2005, is aimed at reducing the global emissions of greenhouse gases, which cause climate change. Warm Sweater Day (Warme Truiendag in Dutch) on Friday, 6 February aims to remind people of the agreements made worldwide. On this day, the EUR thermostat was lowered by 2°C across the campus, and everyone was asked to wear warm clothes. The university used 12% less energy than on a normal day.

Social Fashionistas – The Fashion Clothes Swap (April 28) The Fashion Clothes Swap was an initiative fuelled by the Erasmus Sustainability Hub. The idea behind the initiative is that people can experience the 'new clothes' feeling by swapping them with each other instead of purchasing them in retail stores. This way, both the purchasing urge and the world's need for the effective use and re-use of resources are satisfied.

Social Entrepreneurship Case Leads to Oikos Competition Win (July 13) PhD student Ona Akemu of RSM and former RSM Professor Gail Whiteman won first prize in the social entrepreneurship track of the 12th annual oikos Case Writing Competition for their case *Fairphone: Organising for Sustained Social Impact*. The case, written in collaboration with Tao Yue from RSM's Case Development Centre, examines the emergence of and challenges facing start-up social enterprise Fairphone, based in Amsterdam, the Netherlands.

Erasmug Launch (October 5) The Erasmug is an initiative launched by the Erasmus Sustainability Hub. It is a reusable mug and therefore minimizes waste. Several discount deals are available at food and drink establishments on campus when students possess an Erasmug, to also economically incentivize students to minimize their waste.

Sustainable Winter Fair (15 December) The Erasmus Sustainability Hub organized the Sustainable Winter Fair. There was a contest that awarded the ugliest Christmas sweater with a sustainable goodie bag, and several sustainable stalls with various activities or merchandise.

EMBA Students Fight Food Waste in *The Hague Innovation Contest* (18 December) Mark Durno and Bart Lutters from the Executive MBA Class of 2016 at RSM) reached the finals of the student category of The Hague Innovators Contest 2016 with their concept “EDIBLE”. EDIBLE is an auction platform for ‘unloved food’ that will otherwise become waste. The Hague Innovators Contest is an initiative of the City of The Hague, the Netherlands. The competition encourages organisations, foundations and students to present new ideas about current global challenges, particularly concepts that link disciplines and sectors.

Better and Greener Fashion Night (March 10) The sustainable RSM Fashion committee engaged students in an evening programme, “Pioneers in Fashion: Better and Greener” at het Nieuwe Instituut. The event began with various presentations that addressed strategies to make the fashion world better and greener: from local textile production, to creative recycling, back to new ways of sales and public relations. In collaboration with Annemieke Koster (Enschede Textielstad), fashion designers Conny Groenewegen, Barbara Langendijk, Martijn van Strien, and Anna Telcs (Not Just A Label). After the presentations, a discussion between the speakers and the public commenced in order to collectively establish an action list to realize better and greener fashion. The evening programme was part of the ‘What’s next? The Future of the Fashion Industry’ symposium.

RSM Sustainability Forum 2016 (April 22) The event theme, ‘The Social Face of Sustainability’, attracted around 200 executives and students to the Erasmus Centre for Entrepreneurship in the Rotterdam Science Tower, and took a closer look at the social aspect of sustainable business, one of the three factors that define sustainability. Participants explored what constitutes the social face of sustainable business and the business case for endorsing it during presentations led by practitioners from a variety of international organisations including Samsung, Enviu, Except, ABN AMRO, Ahold, EY (Ernst & Young), Delta Lloyd and Robeco. The event was moderated by Muriel Arts, co-founder and director of the Flow Foundation. Investing in the social aspect of sustainability is less about philanthropy than it is a solid business case for companies. “Consumers are demanding sustainable products,” said Truus Huisman, vice-president of sustainable business and communications for Unilever Europe. “But for a company to achieve its sustainability goals it needs all three pillars in place: the economic, the environmental, and the social.” Huisman's comments were part of her keynote address at the RSM Sustainability Forum 2016 hosted by RSM and presented by sustainable RSM and MSC GBS STAR.

RSM's Partnerships Research Centre (PRC) wicked problems solutions at EUR Honours Academy (12 July) Students of Erasmus University's Honours Academy programme joined a creative brainstorming session about including sustainability in their curriculum, and in the university in general. Students were challenged to act out various stakeholder roles and engage in a dialogue so that different interests could be addressed. The event was organised by the Partnerships Research Centre (PrC) at RSM. As part of their programme, the students were invited to the Wicked Problems Plaza (WPP) in The Hague, a concept created by PrC at RSM and the New World Campus. This facilitated multi-stakeholder dialogue enables a diverse group of stakeholders to discuss a wicked problem – a problem that's difficult or impossible to solve because of incomplete, contradictory or changing requirements.

Dies Natalis (7 and 8 November) Erasmus University Rotterdam's doctorate board awarded two eminent scholars with an honorary doctorate at the university's 103rd dies natalis (university anniversary) on 8 November 2016. The American scientists John R. Hauser and Dan Ariely each received an Honorary Doctorate during the ceremony, with 'Consumer Behaviour in the Digital Economy' being the central theme. Professor Dan Ariely was chosen by RSM for his impact and valorisation of research on consumer decision-making. A unique business seminar about dishonest behaviour in business, led by Professor Ariely, kicked-off the dies natalis programme. How do consumers behave in this age of digitalization? How can we translate customer insights into new products and services? And does the 'homo economicus' actually exist? Read the full report [here](#).

MSc Marketing students meet sustainable enterprise (21 November) Students from the MSc in Marketing Management at RSM gathered for a mini-conference about sustainability. The master students engaged with local enterprises on a diverse range of sustainable projects. In four highly interactive workshops at Uit Je Eigen Stad, the students responded with marketing solutions for the four local enterprises. The 180 RSM students learned how exciting business opportunities emerge from sustainability issues and discovered new perspectives about some of the pioneering work in the area of sustainability in the Rotterdam region. They dealt with live cases and provided contributions on matters impacting business, the environment and society. "This was an amazing workshop to understand how marketing is essential to everything, including the creation of a sustainable world," said MSc Marketing Management student Thomas McKinlay. The full-day event was funded by a Stimulating Sustainability Teaching Fund grant from Sustainable RSM and contributions from RSM's Department of Marketing Management. RSM Professor Stefano Puntoni, who co-ordinated the conference, said sustainability is key in reshaping the field of marketing. "We need to train the next generation of marketing professionals about the importance of thinking carefully about resources and the environment," he said.



Take urgent action
to combat
climate change and
its impacts

Award-winning RSM Students Lead Climate Change Negotiations (May 29) The 'Best negotiator' prize was awarded to two RSM students. It was the third time in a row that RSM has sent the best negotiators to the Model UNFCCC. 34 Management students from RSM successfully negotiated a legally-binding agreement for meeting global targets for climate change at the Model UNFCCC. RSM's Dr. Steve Kennedy said: "Our students have been able to achieve something where world leaders have so far failed. Negotiations were tough for the students, yet they were relentless in their efforts to reach consensus and a legally-binding agreement.

Climate Change Negotiation Simulation (June 9) The Erasmus Sustainability Hub organized the Climate Change Negotiation Simulation. Students put themselves in the shoes of Prime Ministers, Presidents, and other decision-making bodies in order to reach a deal on subjects such as climate change refugees, greenhouse gases' emissions, and the Green Climate Fund. The afternoon was completed by a fascinating talk by Dr. Steve Kennedy, Assistant Professor researching corporate sustainability, climate change and sustainability-oriented innovation within the Centre of Corporate Eco-Transformation at Rotterdam School of Management, Erasmus University.

450 Additional Bicycle Parking Spaces (September 1) The University Support Centre announced that half of the car park on the ground floor of the Mandeville Building (T), the building where the Bachelor and Master programmes as well as teaching faculty of RSM are located, will be converted to indoor parking for 450 new bicycle parking spaces before the start of the new school year. A good move to further promote sustainable commuting.

Farewell Symposium: Gail Whiteman (30 October) A farewell symposium was held for Professor Gail Whiteman who continues her career trajectory at Lancaster University where she will launch the Pentland Centre for Sustainable Business. Students and staff were offered the possibility to thank Gail for her contribution to research and education on the role of business in sustainability and climate change.

Climate Change Negotiation Simulation (November 17) Thanks to the success of their first edition, the Erasmus Sustainability Hub organized the second climate change negotiation simulation. This second edition had a specific focus on the issues that would be addressed in the upcoming Paris Climate Change talks, such as greenhouse gases, climate change refugees, the Green Climate Fund.

Warm Sweater Day (February 5) RSM students and employees participated in Erasmus University Rotterdam (EUR) awareness event regarding heat consumption. EUR aims to be the most sustainable university in The Netherlands. Therefore, it hosted the Warm Sweater Day (Warme Truiendag) of the larger national awareness day activities; by turning down the central heating by two degrees Celsius (2°C) across the whole campus. Everyone was advised to dress warmly. A warm sweater is an ideal way to stay comfortable all winter long

while the university uses 14% less energy than on a normal day with the heat low.

Model UNFCCC (May 12-13) RSM hosted the 2016 Model United Nations climate change negotiations (known as Model UNFCCC). Select students from MSc International Management/CEMS and MSc Global Business & Sustainability programmes of RSM took part in the event for 120 students across eight leading CEMS universities. They have simultaneously participated in the 2016 edition of the Climate Change Strategy Role Play course which culminated in this simulation event in Rotterdam. Sustainable RSM agrees that we need to address the relevance of climate change in this international business environment. This is the time to educate tomorrow's business leaders in the science, evolving policy and vital role of business. We are an essential part of the solution. Therefore, sustainable RSM was delighted to be one of the sponsors of this important event; providing funding from our Stimulating Sustainability Teaching Fund.



Conserve and sustainably use the oceans, seas and marine resources for sustainable development

Alumnus Vincent Kneefel Returns to RSM (14 October) Alumnus Vincent Kneefel returned to RSM and held a presentation on Giants of the Caribbean and his work with the United Nations in sustainable development. Vincent currently works for the [United Nations Global Compact](#) in New York as a Corporate Sustainability Expert and helps companies to innovate and lead the way to a sustainable future. He is co-promoting the recent roll-out of the Sustainable Development Goals.



Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss

Enable Erasmus+ grant Our proposal for an Erasmus+ Strategic Partnership was granted for ENABLE: The main goal of the European Network for the Advancement of Business and Landscape Education (ENABLE) is to establish a European education platform to create awareness about the functioning of ecosystems and the benefits of sustainable landscape management that involves renowned academic partners, private business, public sectors and NGOs in developing innovative and high quality education. This education can bridge the gap and help tackle global challenges as defined in the UN's Sustainable Development Goals (eg. SDG 15.3 on Land Degradation Neutrality) and the in the EU 6th Environment Action Programme (Decision No 1600/2002/EC), and the EU Biodiversity Strategy 2020. Read more here: [Project Card](#)

Keep it Clean Rotterdam (18 September) At this annual event, almost 5000 inhabitants of Rotterdam voluntarily united to collect litter. In total, they gathered over 5273 kilograms of litter.

Holistic Framework for Business Aims to Boost Ecological Restoration (19 October) In 4 returns, 3 zones, 20 years: a holistic framework for ecological restoration by people and business for next generations, Willem Ferwerda, executive fellow at RSM provides a systemic framework to ensure the productive involvement of both the private and public sector in ecological restoration efforts. This framework creates a general understanding among all stakeholders and builds bridges on ecosystem level. The '4 returns' framework can serve as a practical guideline for everyone working towards creating the restoration industry.

Integrated Waste Management Research (April 22) sustainable RSM committee member, Nele Rosenstock engaged in a year-long research project using Erasmus University as subject to explore the current situation of waste streams and waste management on campus. She participated in a pilot project in which highly motivated students are invited to engage in a project of their choice with general support and consultation from select academic and administrative staff. Nele benchmarked Dutch universities waste systems, engaged in interviews, collected student input and presented a full report to the PFO committee of the University Council. Her final request, drive policy and action points for an integrated waste system on campus.

RSM's Willem Ferwerda ranked #1 in Trouw Sustainable 100 (14 October) Ecologist Willem Ferwerda, RSM Executive Fellow Business and Ecosystems at RSM, leads this year's list of sustainable doers and thinkers in the Netherlands, in the annual Duurzame 100 (Sustainable 100) ranking developed by Dutch newspaper Trouw. Ferwerda received the top prize for work achieved by Common Land, an organisation he co-founded and directs. The Trouw Duurzame 100 jury, a panel of 12 independent sustainability advocates and practitioners, were impressed with the comprehensive yet practical approach taken by Common Land, which aims to restore the environment, soil and agriculture in large areas that are becoming uninhabitable.



Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

Sustainable Leadership and Shared Value Creation – New Research at RSM (April 30) The Partnerships Resource Centre of RSM, under Academic Director/Founder Professor dr. Rob van Tulder, has brought the research of two academics, Sander Tideman LL.M and drs. Muriel Arts D.M.D, to Rotterdam School of Management. Their field of research is Sustainable Leadership, Shared Value Creation and Measurement. “Leadership development has become an increasingly important concept in large companies over the past 15 years; organisations have realised that leadership development is an actual practice, something you have to do – this comes from the notion that leaders are made and not born,” says Tideman. “At the same time, leading companies have embraced the concept of sustainability and shared value creation. But Muriel and I realised that at business schools’ and in other leadership programmes, there was no real link made between leadership development and sustainability – these courses were done in classrooms where the context of the larger world was often neglected.”

‘Staying human’ is Part of the Leadership Survival Kit (2 October) Business leadership is currently under scrutiny due to local and international events, so the opportunity to discover what top-level leaders have in their ‘leadership survival kits’ drew a large audience of business managers, leaders, professionals and students at the seventh annual RSM Leadership Summit hosted by RSM on Friday 2 October 2015. A range of very human and personal stories demonstrating leadership were shared by Marijn Dekkers of Bayer AG, Dorothee van Vredenburg of NN Group, and Merel van Vroonhoven of AFM.

Values-Based Leadership programme helps managers inspire engagement (July 6) RSM introduced a new two-day Values-Based Leadership programme for executives; bringing people closer to each other and to the organisation’s objectives. The programme was designed to help managers create a shared sense of purpose to inspire employees’ ownership of the company’s mission, vision, and strategy, helping their organisation stay on track. Values-based leadership also reduces employees’ temptation to act unethically and decrease their resistance to change, which creates employee engagement and commitment to the organisation. A committed workforce delivering higher-quality work is more creative and innovative, and open to changes consistent with the organisation’s shared purpose. The first run of the Values-Based Leadership programme series started on Wednesday 6 July 2016.

RSM Distinguished Alumnus ranked #7 in Trouw Sustainable 100 (14 October) Global tax on carbon. Feike Sijbesma is CEO and chairman of the managing board of DSM. As an RSM distinguished alumnus and recent recipient of the Duurzaam Lintje (Sustainable Ribbon), Sijbesma has further improved his sustainability credentials with his ranking of seventh place in the Trouw 100. Sijbesma was recognised for having taken the lead internationally to introduce a global tax on carbon, a particularly significant accomplishment as a leader of the international business community. He believes that companies,

governments and consumers will make different choices if a 'fair' price is inclusive of environmental externalities.

MSc Commissioned research project (28 June) Effects of the hotly debated Transatlantic Trade and Investment Partnership (TTIP) proposal are Europe-wide. But what will they mean in particular for the busy port city of Rotterdam? Students from RSM were commissioned to research opinions and perceptions on the proposed EU-US trade agreement and to present their findings to members and relations of the American Chamber of Commerce in the Netherlands and Deltalinqs – the association of Port entrepreneurs – at the World Port Center in Rotterdam. RSM's consultancy team, comprising students from the MScBA Master in Management programme presented their findings on What Can TTIP Mean for the Rotterdam Business Community? The international team of students, Monika Nikolova, Nele-Frederike Rosenstock, Louisa Völker, Boyang Li, Phuong Hoan Le and Pietro Maria Colombari spent five months researching what TTIP could mean for the Rotterdam business community.

RSM Leadership Summit 2016 (7 October) Ideas, experience, research and inspiration for creating an inclusive community in businesses and organisations came out of the 2016 RSM Leadership Summit. They were delivered by an international fashion CEO, by academics who gave their observations from research, and by a satirist who used engaging humour to show the necessity for trust. And why is it important? The concept of inclusiveness and a 'we' culture can improve the productivity and opportunities of success for all kinds of organisations. Go to this page for the reports, photos and videos of all the presentations, break-out sessions, debates and networking.

"The True Cost" documentary (April 6) the Sustainable Fashion Committee hosted the film "The True Cost" in collaboration with EUR SG Erasmus. The True Cost documentary is a story about the clothes we wear, the people who make them and the impact it's having on our world. Dr Mariangela Lavanga provided an introduction and afterwards, there was an open discussion on the need of a fairer way to pay for clothing and changes in manufacturing them.

Inclusive Human Resources Management Practices for Older Workers (I-HRM). [The I-HRM project was a joint collaboration of six international partners](#), lead by RSM (Prof. dr. Dirk van Dierendonck).

The project focused on developing an HR program that would help organizations deal with the aging of both the population and the workforce. In Europe, if nothing is done, there could be only one person employed for every retiree by 2050; at the same time the labour market could shrink by nearly 15%. The project was financially supported by the European Union, within the Lifelong Learning Programme. The project developed an innovative training programme for Human Resource (HR) managers on inclusive HRM practices for Older Workers, based in research and using mobile technology. It provides the knowledge and competences needed for these professionals to deal effectively with the challenges of an aging workforce. The three-year project finished August 31, 2016.



Strengthen the means of implementation and revitalize the global partnership for sustainable development

Managing Stakeholders Simulation (13 January) Co-sponsored by the Sustainable RSM Stimulating Sustainability Teaching Fund. The question directed to participants, “Can you effectively manage stakeholders?” Can you successfully deal with diverse and competing interests and find common ground to a problem? RSM Global Business and Sustainability (GBS) Programme students invite students from all RSM MSc programmes to find out in engagement. Invited students from all RSM MSc programmes had an opportunity to “live” a complex multiple stakeholder scenario: a mining project in South America, with inevitably different interests represented with the Managing Stakeholders Simulation.

RSM’s partnerships experts share knowledge at Toronto conference (April 11) Academics and researchers from the Partnerships Resource Centre (PrC) at RSM travelled to Toronto, Ontario to share their knowledge of effective partnerships and introduce their intellectual concept developed at RSM, at the international symposium for Cross-Sector Partnerships for Systemic Change (CSSI 2016) conference. The CSSI conference brings together researchers and practitioners to better understand how business, government, and civil society interact to address social problems. The PrC, a specialist research centre at RSM, collects and shares information about selecting appropriate partnerships and increasing their efficiency, impact and effectiveness.



KPMG-RSM sustainability award for cross-sector coffee partnerships thesis (April 15) MSc graduate Tirza Voss from RSM won the annual KPMG-RSM Sustainability Master Thesis Award 2016 for her research into coffee farming partnerships. She was presented with the Award at the RSM Sustainability Forum at the Rotterdam Science Tower on Friday 15 April 2016. The runner-up was Nadine Kooiker’s master thesis about sustainable business education. The annual KPMG-RSM Sustainability Master Thesis Award recognises the best thesis from RSM’s MSc students; winners of the award demonstrate academic excellence, and their theses contribute to business and society by addressing an important current issue. KPMG provides the winner with a cash prize of €1,000; the runner-up receives €500.

Ready for Change Conference (19 May) Specialist researchers at The Partnerships Resource Centre (PrC) have contributed to a publication about Dutch and EU development policies that were central to discussions at the ‘Ready for Change’ conference in Amsterdam on 19 May. The conference had at its agenda putting into action the Sustainable Development Goals (SDGs) that were agreed by world leaders in Paris in September 2015. Implementation of these goals, which cover a broad agenda, requires a collective effort by governments,



research institutions, the private sector and civil society organisations. The goals include addressing poverty, hunger, food security, sustainable agriculture, education and gender equality, among others. The researchers, based at RSM specialise in collecting and sharing information about selecting appropriate partnerships and increasing their efficiency, impact and effectiveness.

Solving global wicked problems (12 September) The RSM Partnerships Resource Centre offered a strategy to address wicked problems and how to get stakeholders to interact in a new, free publication *Wicked Problems Plaza: Principles and Practices for Effective Multi-Stakeholder Dialogue*. The free download elaborates on four basic dimensions of the approach developed by The Partnerships Resource Centre (PrC) at RSM. In the book, recommendations for facilitating a novel and structured dialogue between stakeholders from different backgrounds and for generating creative and realistic ideas include new approaches to wicked problems to address complexity, at the same time as paying attention to unintended and indirect effects.



Erasmus Research Institute of Management (ERIM) Research Centres

The **Erasmus Research Institute of Management (ERIM)** is a research school founded in 1998 by two schools of Erasmus University Rotterdam: [RSM](#) and the [Erasmus School of Economics \(ESE\)](#). The conclusions of the 2014 International Peer Review Committee (IPRC) were very encouraging, underlining the effectiveness of ERIM's model and strategy over the past fifteen years. ERIM has risen to the top three position in Europe in terms of research productivity in the leading journals. Our number of publications in high impact journals has increased significantly in this reporting period.

The research undertaken by ERIM is focused on the management of the firm in its environment, its intra- and interfirm relations, and its business processes in their interdependent connections. The objective of ERIM is to carry out first-rate research in management, and to offer an advanced doctoral programme in Research in Management. Within ERIM, over three hundred senior researchers and PhD candidates are active in the different research programmes. From a variety of academic backgrounds and areas of expertise, the ERIM community is united in striving for excellence and working at the forefront of creating new business knowledge.

ERIM research centres present state-of-the-art research on sub-topics in the domain of management research. The centres are directed by prominent members of the research community. The creation of centres is a flexible and responsive way of organising research and of liaising with external stakeholders. In addition, faculty are given incentives to publish in high-impact journals, such as the *Harvard Business Review*.

Examples of research centres related to the central themes of this PRME report

The following list contains a selection of research centres relevant for the RME and sustainability theme. The complete set of RSM and collaborative centres is available through the [website](#).

Centre for Eco-Transformation ([CET](#)) The Centre's broad objectives are to reach a clearer understanding of the challenges posed by changing Earth systems and to search for ways to help scale-up business solutions to achieving global sustainability.

Partnerships Resource Centre (PrC)

The Partnerships Resource Centre is built as an independent, flexible learning network. It sits at the heart of a (virtual) network of professionals, academics and practitioners around the world who share and collect information on selecting appropriate partnerships and increasing their efficiency, impact and effectiveness. The PrC focuses primarily on the business perspective and is rooted in Rotterdam School of Management, Erasmus University.



Centre for Social Innovation (INSCOPE)

Successful innovation is not just the result of technological inventions, but is heavily dependent on what has been called “social innovation”: changing a firm’s structure, its management procedures and the organisation of work in a way that is new and results in leverage of the firm’s technological knowledge base and its performance. INSCOPE brings together an unprecedented combination of leading academics and applied research in all fields of social innovation.

Erasmus Centre for Women and Organisations (ECWO)

The Erasmus Centre for Women and Organisations (ECWO) is committed to women’s continued advancement into leadership positions across multiple sectors – in large and small private companies as well as public and private not-for-profit organisations. Our mission is to make a meaningful contribution to management education, the gender debate, and gender in the workplace.

Centre of Excellence in Public Safety Management (CESAM)

CESAM aims to promote and foster the professional development and management of public safety organisations, on an international level. Its academic research is designed to achieve a clear and direct impact on public and private sector organisations in the field of public safety.

Erasmus @ Work Centre (E@W) is an interdisciplinary research programme focused on high performance work. Collaborative research among innovative firms and Rotterdam School of Management, Erasmus University provides state-of-the-art knowledge and insights on the key issues for the design and implementation of new ways of working.

Erasmus Centre of Behavioural Ethics (ECBE) focuses on the global challenges of responsible leadership and decision making. The centre aims to understand how people evaluate, interpret and experience ethics and morality when making decisions, building relationships and creating effective and transformative working climates.

Erasmus Centre for Future Energy Business, ([FEB](#)) develops the business foundation for tomorrow's energy markets. Our research enables the robust, intelligent, efficient, and sustainable energy networks of the future.

Erasmus Centre for Leadership Studies ([CLS](#)) The mission of the Erasmus Centre for Leadership Studies is to contribute to our understanding of leadership through fundamental as well as applied research in leadership. To this end, we conduct field research in collaboration with a variety of organisations as well as experimental research in carefully-controlled laboratory environments.

Erasmus Centre for Strategic Philanthropy ([ECSP](#)) aims to contribute to the overall performance and effectiveness of the philanthropy sector by building knowledge, capabilities and tools through rigorous academic research; by offering dedicated high quality education; and by encouraging interaction and debate about philanthropy and its impact on society.

RME Related Areas of Expertise RSM Faculty Members

RSM has a substantial faculty base, with over 200 research active members. The following overview is not intended as a comprehensive list. We have selected and featured the faculty members who are most active in relation to sustainability and responsible management topics, a subset of our 400 faculty members.

Faculty members are listed in alphabetical order

Dr. Samer Abdelnour, Assistant Professor - *Gender and humanitarianism, social intervention, globalization and entrepreneurship*

Muriel Arts, MDM, Academic Researcher - *Sustainable Marketing and Shared Value Creation; Sustainable Business Models & Leadership*

Dr. Luca Berchicci, Associate Professor of Entrepreneurship and New Business Ventures - *How managers develop and make use of firm's capabilities to achieve greater performance.*

Featured sustainability profile: One of the fundamental issues for the field of strategy is to understand how managers develop and make use of firm's capabilities to achieve greater performance. Berchicci's work attempts to contribute to this field of research by investigating on one hand how managers exploit and transfer firm's capabilities and on the other hand how managers explore firm's capabilities by identifying new market opportunities. His research also considers how firms acquire capabilities that allow them to improve their performance relative to new criteria. With growing demands on firms to improve their social and environmental performance, this research is of increasing importance. Berchicci's work clarifies the role that both intentional search and unintentional discovery play in the acquisition or development of these capabilities. There are three main themes in my research which explore a) the choice of where to source capabilities, b) mechanisms for the internal development of capabilities, and c) the consequences of capabilities on performance and firm strategy. He uses innovative data from several sources and at multiple levels.

Dr. Guido Berens, Assistant Professor of Corporate Communication - *Corporate communication (including communication ethics), corporate social responsibility, and quantitative research methods*

Dr. Bram van den Bergh, Associate Professor - *Intertemporal preferences, probabilistic choice, social dilemmas, prosocial behaviour, embodied cognition and mate preferences*

Prof.dr. Dianne Bevelander, Professor of Management Education with a focus on Women in Management - *Career Development, diversity, gender equality, management education*

Featured sustainability profile: Dianne Bevelander is a Professor of Management Education at RSM, Erasmus University in the Netherlands. She served for many years as the Associate Dean for MBA Programs as well as a Statutory Director of the RSM BV, the company through which Erasmus University offers its MBA programs and executive education portfolio. Currently, Dianne is leading the drive for women empowerment at the RSM and across the broader Erasmus University. She is the Executive Director of the recently established Erasmus Centre for Women and Organizations (www.rsm.nl/ecwo). Dianne's primary research interests relate to management education and diversity with a particular emphasis on the career development of professional women. She is on a number of International Educational Boards and is constantly included the organisation of conferences, keynote addresses and plenary talks. She has an MBA from the University of Cape Town, South Africa and a PhD from the University of Lulea, Sweden.

Prof.dr. Michael Braungart, Academic Chair *Cradle to Cradle for Innovation and Quality- Cradle to Cradle® (C2C®), eco-effective products: i.e. products and production processes that are designed for closed loops and do not harm man or nature, but rather contribute to their well-being.*

Prof.dr. Joep Cornelissen, Professor of Corporate Communication and Management - *The role of corporate and managerial communication in the context of innovation, entrepreneurship and change, and of social evaluations of the legitimacy and reputation of start-up and established firms.*

Featured sustainability profile: Joep Cornelissen is a Professor of Corporate Communication and Management at the Rotterdam School of Management, Erasmus University. The main focus of his research is on the role of corporate and managerial communication in the context of innovation, entrepreneurship and change, and of social evaluations of the legitimacy and reputation of start-up and established firms. In addition, he has an interest in questions of scientific reasoning and theory development in management and organization theory. His work has been published in the Academy of Management Review, Journal of Management Studies, Organization Science and Organization Studies, and he has written a general text on corporate communication (Corporate Communication: A Guide to Theory and Practice, Sage Publications) which is now in its fourth edition. He is an Associate Editor for the Academy of Management Review, a Council member of the Society for the Advancement of Management Studies, a former General Editor of the Journal of Management Studies (2006-2012) and serves on the editorial boards of the Academy of Management Journal, Journal of Management, Journal of Management Studies and Organization Studies.

Prof.dr. Cees van Dam, Professor of International Business and Human Rights. *The role the companies' Legal Departments play in this respect. Are lawyers an obstacle for businesses developing human rights policies or can they play an active role in enhancing human rights protection: for their own employees, for the people working in their supply chain, for the people working at their subsidiaries, for the people living around their plants, and for the people affected by their customers?*

Dr. Carlos Da Silva Lourenço, Associate Professor of Strategic and International Management- *Applied micro econometrics and experimental research in domains such as (but not restricted to) individual decision making, behavioural pricing, retailing (e.g. store image), or the entertainment industry.*

Prof.dr. Marius van Dijke, Professor of Behavioral Ethics, Scientific Director of the Erasmus Centre of Behavioural Ethics (ECBE) - *Behavioral ethics and leadership of high integrity*

Prof.dr. Jan van den Ende, Professor of Management of Technology and Innovation - *Development process of new products and services in firms, firm-internal and -external idea management, control of NPD projects, design management and sustainable innovation.*

Willem Ferwerda, Executive Fellow Business & Ecosystems - *Leading professional and strategic policy maker in ecosystems & biodiversity issues in relation to business, civil society organizations and government; Ferwerda is founder and CEO of Commonland, and board member and advisor of several environmental institutions.*

Featured responsibility profile: Willem Ferwerda is an executive fellow Business and Ecosystems at Rotterdam School of Management, Erasmus University and a Special Advisor in Business and Ecosystems to the Commission on Ecosystem Management, the scientific commission of ecosystem managers of the International Union for Conservation of Nature (IUCN). Ferwerda has built a reputation as an innovative entrepreneurial strategic ecology expert, good in building bridges and aligning policies between experts, business and governments to achieve a common goal. In 2012 Ferwerda developed the 4 returns framework on landscape restoration: inspiration, social and natural returns will give sustainable financial returns to restore degraded ecosystems. In 2013 the international organisation Commonland was founded in 2013 by experts, investors and entrepreneurs with the goal to scale up 4 returns landscape restoration jointly with local stakeholders by developing existing landscape projects on the basis of healthy underlying business cases. Another goal is to start a business centre on ecological restoration at RSM.

Prof.dr. Steffen Giessner, Professor of Organisational Behaviour and Change - *Employee support during organisational merger, follower's perceptions of leadership, antecedents of leader behaviour, and non-verbal communication of power.*

Prof.dr. Eric Van Heck, Professor of Information Management and Markets - *Smart Business Networks, strategic and operational use of information technologies for companies and markets.*

Diana den Held, Lecturer - *Circular economy.*

Prof.dr. Muel Kaptein, Professor of Business Ethics and Integrity Management - *Ethics management, compliance programs and soft-controls.*

Dr. Steve Kennedy, Assistant Professor - Corporate sustainability, climate change and sustainability-oriented innovation.

Featured Sustainability Profile: Steve Kennedy is an Assistant Professor researching corporate sustainability, climate change and sustainability-oriented innovation within the Centre of Corporate Eco-Transformation at Rotterdam School of Management, Erasmus University. Dr Kennedy's current research focuses on how corporate sustainability strategies are translated into successful innovation and the formation of future-ready sustainable business models. In recognition of the academic contribution of his thesis to the challenges of operationalising sustainability at the local-level, he was highly commended at the prestigious Emerald/EFMD Outstanding Doctoral Research Awards 2010. Dr Kennedy is the Academic Director of the MSc Global Business & Sustainability and teaches courses such as 'Climate Change Strategy Role-Play' and 'Sustainability Leadership and Planetary Boundaries'. Steve's latest publication is on Radical Innovation for Sustainability: The Power of Strategy and Open Innovation, published in Long Range Planning.

Prof.dr. Wolfgang Ketter, Professor of Next Generation Information Systems, Director Erasmus Centre for Future Energy - *Autonomous and mixed-initiative intelligent agent systems to support human decision making in the area of business networks, electronic markets, energy grids, and supply-chain management.*

Prof.dr. Daan van Knippenberg, Professor of Organisational Behaviour, Director Erasmus Leadership Centre - *Leadership, diversity, creativity and innovation, social identity processes in organisations, organisational behaviour.*

Prof.dr. René de Koster, Professor of Logistics and Operations Management - *Sustainable logistics, warehousing, material handling, container terminal operations and behavioural operation.*

Dr. Erwin van der Laan, Associate Professor Decision and Information Sciences - *Closed loop Supply Chain Management, reverse logistics, sustainability, humanitarian logistics, inventory management.*

Featured Sustainability Profile: Dr. Erwin van der Laan is an associate professor of Logistics and Operations Management at the Rotterdam School of Management, Erasmus University. Erwin teaches a dedicated course on closed loop supply chain management in the MSc Supply Chain Management at RSM and in the MSc Industrial Ecology, which is jointly coordinated by Leiden University and Delft University of Technology. His research focuses on value creation through closed loop supply chain management, in particular by designing and optimising operations management processes. Erwin is the scientific director of the closed loop supply chain centre at RSM.

Dr. Salla Laasonen, Assistant Professor - *Responsible business, stakeholder engagement, participation processes, and cross-sector interactions.*

Prof.dr. Lucas Meijs, Professor of Volunteering, Civil Society and Businesses, Professor of Strategic Philanthropy - *Strategic philanthropy, volunteer/non-profit management, corporate community involvement, business-society partnerships, voluntary energy as a natural resource, re-embedding voluntary energy, student-volunteering and involved learning (life-long development by volunteering).*

Dr. René Olie, Associate Professor of Strategic and International Management - *International and comparative management including research topics such as: How do companies achieve optimal integration in their cross-border operations given the many national and cultural challenges that are often present? How does societal context affect the background and functioning of top management?*

Dr. Marcel van Oosterhout, Academic Researcher, Business Director for the Erasmus Centre of Future Energy Business - *Information management and logistics management.*

Dr. Paolo Perego, Associate Professor in Management Accounting & Control - *Management control, performance measurement and reporting systems for sustainability.*

Prof. dr. Stefano Puntoni, Professor of marketing, brand management, marketing strategy, consumer behaviour and inclusive markets.

Prof.dr. Cees van Riel, Professor of Corporate Communication, editor-in-chief of the Corporate Reputation Review and the Managing Director of the Reputation Institute- *Corporate branding, reputation management and employee alignment.*

Eva Rood, MA, co-director, Centre for Eco-transformation and project leader Sustainability, Erasmus University – *setting up ground-breaking and innovative education and awareness initiatives.*

Featured sustainability profile: Eva Rood is co-director of the Centre for Eco-transformation and project leader of Sustainability, Erasmus University. Over the years, she has set up and launched numerous initiatives on campus that relate to sustainability: to name a few, she was responsible for setting up the Erasmus Sustainability Hub, she designed a boot camp course on sustainability on responsible drinking (in collaboration with Heineken), and has – with dr. Awee Prins – designed the EUR Honours Programme Grand Challenges, where she facilitates the module on Leadership. She currently leads the Erasmus+-funded ENABLE-consortium (European Network for the Advancement of Business & Landscape Education), and is in charge of the development of 17 online learning modules around business, business education, and the Sustainable Development Goals.

Dr. Lonneke Roza, Researcher Business-Society Management - *Community relations from both the non-profit as the for-profit perspective; volunteering and philanthropy.*

Prof.dr. Michaéla Schippers, Professor in Behaviour and Performance Management, co-founder of the Reflexivity Network and scientific director of the Erasmus Centre of Behavioral Operations Management. *Team reflexivity, team diversity and team leadership.*

Prof.dr. Dirk Schoenmaker, Professor of Banking and Finance - *Central banking and financial stability, financial system architecture, European financial integration, and circular economy.*

Featured sustainability profile: Dirk Schoenmaker is a Professor of Banking and Finance at the Rotterdam School of Management, Erasmus University Rotterdam. His research and teaching focus on the areas of central banking and financial stability, financial system architecture, European financial integration, and circular economy. He is regular speaker at academic and professional conferences. Dirk Schoenmaker is also a Senior Fellow at the Brussels-based think tank Bruegel, a Research Fellow at the Centre for European Policy Research (CEPR), and a member of the Advisory Scientific Committee of the European Systemic Risk Board at the ECB. He is author of 'Governance of International Banking: The Financial Trilemma' (Oxford University Press) and co-author of the textbook 'Financial Markets and Institutions: A European perspective (Cambridge University Press). He earned his PhD in economics at the London School of Economics. Before joining RSM, he was Dean of the Duisenberg school of finance from 2009 to 2015. From 1998 to 2008, he served at the Netherlands Ministry of Finance. In the 1990s he served at the Bank of England. He is a regular consultant for the IMF, the OECD and the European Commission.

Dr. Daan Stam, Associate Professor of Innovation Management - *Leadership and communication, in particular in innovation and operational settings.*

Sander Tideman, LL.M., Academic Researcher - *Leadership for Sustainable Business Models, Integrating insights from Eastern philosophy and psychology with Western practices of management, business and economics.*

Featured sustainability profile: Sander Tideman is an international scholar/practitioner of management and leadership, with a focus on building sustainable organisations. His work seeks to integrate insights from Eastern philosophy and psychology with Western practices of management, business and economics. He has worked for and consulted with leading organisations, both in the for-profit and not-for-profit sectors. He is currently managing director of Mind & Life Europe, co-founding partner at Flow Foundation and a faculty member at the Rotterdam School of Management, Erasmus University, where he leads research on Leadership for Sustainable Business Models. Sander's academic training reflects his interest in East-West integration: he studied International Law at the University of Utrecht, Economic Law and London School of Economics, while also completing a degree in Asian Affairs at the London School of Oriental and African Studies.

He deepened his understanding of the East by studying Chinese philosophy, language and culture in Taiwan, and Buddhist philosophy in India, Tibet and Nepal. During his career, he has trained in international finance, organisational dynamics and leadership.

Prof.dr. Rob van Tulder, Professor of International Business-Society Management, Academic Director of the Partnership Resource Centre, founder of SCOPE Centre: International Business & Sustainability - *European business, multinationals, high-tech industries, Corporate Social Responsibility, network strategies, smaller industrial countries (welfare states) and European Community/ Union policies.*

Featured Sustainability Profile: Professor van Tulder has published extensively on the topics of European business, multinationals, high-tech industries, corporate social responsibility, issues management, skills, network strategies, smaller industrial countries (welfare states) and European Community/Union policies. He has received numerous accolades for his intellectual and societal contributions. His latest books include Corporate Responsibilities in Turbulent Times (also in Chinese), Tipping point sustainability (in Dutch: Duurzaam ondernemen waarmaken), International Business-Society Management: Linking Corporate Responsibilities, and Globalization and Skill Sheets: An Integrated Approach to Research, Study and Management. Professor Van Tulder is co-founder of RSM's Department of Business-Society Management, a world-leading department on the issues surrounding sustainability. The department offers a highly successful master's specialising in sustainability. He is currently academic director of the Partnerships Resource Centre, an expert centre bringing together leading NGOs, firms and governments in the study and management of cross-sector partnerships for the social good. He is also the founder of Scope, an expert centre at Erasmus University in International Business and Sustainable Development. Together with UNCTAD, Scope compiles the widely-published lists of the largest Transnational Corporations worldwide from developed and developing countries, published annually in the World Investment Report.

Prof.dr. Gail Whiteman (until 2015), Professor in Sustainability and Climate Change - *Research with multinational companies, particularly on the strategic role of companies within the transition towards low carbon, sustainable cities, and on the impact of natural resource extraction on local sustainability, and on drivers of sustainable innovation.*

Dr. Frank Wijen, Associate Professor Strategic Management and Entrepreneurship - *Institutional processes, globalisation, and corporate and national environmental management.*

Featured sustainability profile: Frank Wijen is an Associate Professor at the Department of Strategic Management and Entrepreneurship at Rotterdam School of Management, Erasmus University Rotterdam. He holds a PhD in management from Tilburg University, where he also worked as a Senior Researcher. His research interests include institutional processes, globalization, power and influence, organizational learning, and corporate and national environmental management. Frank has published in journals such as Academy of Management Review (2014, 2015), California Management Review (2011), Organization Science (2013), Organization Studies (2006, 2007), R&D Management (2005), and Strategic Organization (2011), and was the leading editor of A handbook of globalisation

and environmental policy, second edition (2012, published by Edward Elgar). He is an editorial board member of the Academy of Management Review, Organization Studies, and Strategic Organization.

Prof.dr. Finn Wynstra, Professor of Purchasing and Supply Management - *Relationship between purchasing and supply strategy, and on innovation and buyer-supplier relations in the area of business services.*

Prof.dr. Rob Zuidwijk, Professor of Ports in Global Networks - *Co-ordination for sustainable global supply chains, synchromodal transport networks (a flexible and integral deployment of different modes of transport on a network to better meet customer demand and sustainability objectives), and inter-organisational systems in logistics*

Publications 2015-2016

Articles 2015-2016

We have selected articles published in the journals list used by the [Aspen Institute](#) for their former Beyond Grey Pinstripes sustainability ranking. This is a subset of the overall academic production of RSM researchers. The Aspen BGP list contains 300 journals in business and management that cover the field of responsible and sustainable management. The selected article publications are grouped according to the UN Sustainable Development Goals (SDG's).



Ensure healthy lives and promote well-being for all at all ages

Bolton, L.E., Bhattacharjee, A.K. & Reed, A.M. (2015). The Perils of Marketing Weight Management Remedies and the Role of Consumer Knowledge.

Journal of Public Policy and Marketing, 34 (1), 50-62. doi: <http://dx.doi.org/10.1509/jppm.13.031>

Deichmann, D. & Heijde, R. van der (2016). How design thinking turned one hospital into a bright and comforting place. Harvard Business Review.

Hassink, J., Grin, J. & Hulsink, W. (2016). Identity formation and strategy development in overlapping institutional fields: different entry & alignment strategies of regional organizations of care farms into the healthcare domain. Journal of Organizational Change Management, 29 (6). doi: <http://dx.doi.org/10.1108/JOCM-07-2015-0122>

Laan, E.A. van der & Dalen, J. van (2016). Demand forecasting and order planning for humanitarian logistics: An empirical assessment. Journal of Operations Management, 45, 114-122. doi: <http://dx.doi.org/10.1016/j.jom.2016.05.004>

Scott, K. L., Tams, S., Schippers, M.C. & Lee, K. Y. (2016). Opening the black box: Why and when workplace exclusion affects social reconnection behavior, health and attitudes. European Journal of Work and Organizational Psychology, 24 (2), 239-255. doi: <http://dx.doi.org/10.1080/1359432X.2014.894978>

Tasselli, S. (2015). Social Networks and Inter-professional Knowledge Transfer: The Case of Healthcare Professionals. Organization Studies, 36 (7), 841-872. doi: <http://dx.doi.org/10.1177/0170840614556917>



Ensure inclusive and equitable quality education and promote life-long learning opportunities for all

Belo, R., Ferreira, P. M. & Telang, R. (2016). Spillovers from Wiring Schools with Broadband: the Critical Role of Children. *Management Science*, 62 (12), 3450-3471. doi: <http://dx.doi.org/10.1287/mnsc.2015.2324>

Rauch, A.J. & Hulsink, W. (2015). Putting entrepreneurship education where the intention to act lies. An investigation into the impact of entrepreneurship education on entrepreneurial behaviour. *Academy of Management Learning & Education*, 14 (2), 1-18. doi: <http://dx.doi.org/10.5465/amle.2012.0293>

Featured article on PRME education: Burchell, J, Kennedy, S.P. & Murray, A (2016). **Responsible management education in UK Business Schools: Examining the role of the UN Principles for Responsible Management Education (PRME) as a driver for change.** *Management Learning*, 46 (4), 479-497.

DOI: <https://doi.org/10.1177/1350507614549117>

Abstract: As examinations of the ethics of business practice have increased so too have questions regarding the role of business schools. A key aspect of this re-evaluation has been the emergence of the United Nations Principles for Responsible Management Education, reflecting the growing emphasis upon 'soft regulation' and voluntary action within new governance frameworks around responsible business practice. This article focuses upon the changing nature of responsible management education within UK business schools and examines the potential role of Principles for Responsible Management Education in shaping these developments. The article examines the findings of two surveys of responsible management education conducted in 2006/2007 and 2009/2010, and qualitative data derived from case studies of five Principles for Responsible Management Education signatory schools. The article questions whether there is any direct evidence for Principles for Responsible Management Education as a driver of curriculum change. It suggests that its primary impact may lie with its facilitative capacity and the ability of active faculty members in utilising this capacity.

Featured article on RME education: Nonet, Guénola and Kassel, Kerul and Meijs, Lucas C.P.M., **Business Schools and Responsible Management: A Long Road to Freedom** (March 26, 2015). Nitte University, Fourth International Conference on Higher Education: Special Emphasis on Management Education. <http://dx.doi.org/10.2139/ssrn.2585546>

Abstract: While Business Schools are criticized for failing to encourage responsible management, several schools are innovating towards such management for their own organization. This research has a

closer look at the people involved in changing the practices at their school and campus (staff and faculty members). 17 interviews were conducted at eight European schools to understand how these responsible strategies and practices are welcomed inside Business Schools. Seven types of tensions were revealed; Priority of ROI, Bottom-up innovation (less impactful than top down innovations), Limited resources allocation, Lack of knowledge and competencies, Transversal issues touching all parts of the school, Limited commitment from the Top and Growing awareness facing denial. The tensions are introduced and described in details in this article.



Achieve gender equality and empower all women and girls

Maes, J., Leroy, H.L. & Sels, L (2015). Exploring gender differences in entrepreneurial intentions. *European Management Journal*.

Shemla, M., Meyer, B, Greer, L.L. & Jehn, K.A. (2016). A Review of Perceived Diversity in Teams: Does How Members Perceive Their Team's Composition Impact Team Processes and Outcomes? *Journal of Organizational Behavior*, 37 (S1), S89-S106. doi: <http://dx.doi.org/10.1002/job.1957>

Homan, A. C., Bungeler, C., Eckhoff, R. A., van Ginkel, W.P. & Volpel, S. (2015). The Interplay of Diversity Training and Diversity Beliefs on Team Creativity in Nationality Diverse Teams. *Journal of Applied Psychology*, 100 (5), 1456-1467. doi: <http://dx.doi.org/10.1037/ap10000013>

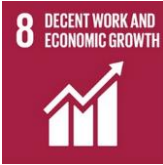
Meyer, B, Shemla, M., Wegge, J. & Li, Jia (2015). On the same side of the faultline: Inclusion in the leader's subgroup and employee performance. *Journal of Management Studies*, 52 (3), 354-380. doi: <http://dx.doi.org/10.1111/joms.12118>

Beugelsdijk, S., Maseland, R., Onrust, M., Van Hoorn, A. & Slangen, A.H.L. (2015). Cultural distance in international business and management: From mean-based to variance-based measures. *The International Journal of Human Resource Management*, 26 (2), 165-191. doi: <http://dx.doi.org/10.1080/09585192.2014.922355>

Bevelander, D., Beyond the Bottom Line: Integrating the UN Global Compact into Business Practice. In: *Our Need, Your Interest: Responsible Decision Making in Private Equity*, 2016 ·

Bevelander, D., Nolan, J., Page, M., Humor or Harassment? *Harvard Business Review*, Jun 2015

Bevelander D., Page M., Pitt L., Parent M., On a mission: Achieving distinction as a business school? *South African Journal of Business Management* Jun 2015
Integrating gender equality into business and management education: lessons learned and challenges remaining chapter 22: *The Eighth Summit: Women's ascent of organizations* Edited by Patricia M. Flynn, Kathryn Haynes and Maureen A. Kilgour May 2015 · Sheffield, UK: Greenleaf Publishing Limited



Promotes sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

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build effective,
accountable and
inclusive institutions
at all levels

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Inaugural Lectures 2015-2016

It is a long-standing tradition for newly-appointed full professors at RSM to give an inaugural lecture at the start of their appointment. The following recent inaugural lectures are related to Responsible Management and Sustainability.

Purchasing Value: Purchasing and Supply Management's Contribution to Health Service Performance.
van Raaij, E.M. (2016, October 14).

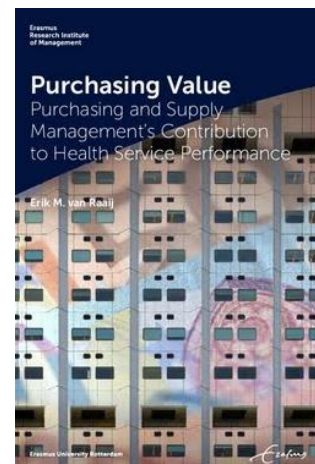
Inaugural Lectures 2015-2016

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van Raaij, E.M. (2016, October 14).



Many countries across the globe face the challenge of increasing healthcare costs, often increasing faster than GDP or personal income. In an effort to manage these costs, but also to improve the quality and accessibility of healthcare, governments have introduced a purchaser-provider split in the healthcare system. Healthcare financiers, such as local governments, employers and health insurers exercise the role of healthcare purchasers. They select and contract providers, and manage buyer-supplier relationships with contracted providers. This is what I call purchasing of care. At the same time, purchasing for care takes place. Healthcare providers, such as hospitals, clinics and family doctors select and contract suppliers of clinical and non-clinical goods and services, and manage relationships with these suppliers. Both types of purchasing and supply management in healthcare need to be executed professionally, in order for a healthcare system to remain financially sustainable. I argue that a high level of purchasing maturity is needed, especially in purchasing of care. High-maturity purchasing starts from the perspective of the end customer, which is the patient in the healthcare sector. Purchasing of care and purchasing for care should both be oriented towards achieving the best value for the patient, which means the best possible health outcomes per euro spent. Purchasing and supply management in healthcare needs to develop from a low trust zero-sum game to



an optimal trust positive-sum game with purchasers aiming to realise patient value with supplier-partners under the most favourable conditions.

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Organisational mergers: a behavioural perspective on identity management.

Steffen Giessner (2016, April).



Organisational mergers are one of the most extreme forms of organisational change processes. Consequently, they often result in difficulties for employees to adjust to the altered organisational conditions. This is often reflected in low levels of employee identification with the post-merger organisation. As a result, merging organisations experience more conflict, less employee motivation, higher turnover and lower performance levels. These low levels of post-merger identification thus often put the strategic and financial goals of the merger at risk.

I argue that an organisational behaviour perspective focusing on the management of identity levels during an organisational merger provides important practical insights for employee management. I will first explain why I am personally so fascinated by this topic. I will then present an identity management perspective on organisational mergers. Here, I will consider three key aspects: (1) Identity processes; (2) Intergroup structure; and (3) Leadership. I will conclude by giving an overview of the potential challenges and directions for future research in this field.

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Building people-oriented organizations.

Dirk van Dierendonck (2015, December 18)



Within organizations, work and the way work organized is rapidly changing. Driven by increasing globalization, the virtualization brought on by the internet and the need for constant innovation is increasing the pace of work and our interconnectedness. Within organizations, work and the way work is organized is rapidly changing. It requires a new at HR practices using a strong people-orientated approach. This inaugural address forward some key HR challenges at various interconnected levels. It argues for a holistic focus, broadening the HR-KPIs to include employee flourishing; an organizational culture build on the principles of servant leadership, and a renewed look at HR practices with a strong link to the context outside the organization. This perspective emphasizes the creation of



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conditions for continuous growth and development of all people within organizations, underlining the importance of an enhanced sense of meaningfulness and social recognition.

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Are we connected?

Rob Zuidwijk (2015, November 13).



Global supply chains are built on organizational, information, and logistics networks. Ports are connected via these networks and also need to connect these networks. Synchromodality is an innovative concept for container transportation, and the port plays an important role in connecting the various transportation networks. The large number of global supply chains that use the port as a hub require added value, and this can be provided by interconnecting the three types of networks, for example via the port community system. Global supply chains can be more sustainable when interconnected networks create visibility, together with the proper mechanisms to support value creation, not just monetary value, but also other values such as security and environmental footprint.

The research required to further develop these topics make use of quantitative modelling from the field of operations management. This inaugural speech touches upon a number of these research challenges. The ambitions and plans of the chair “Ports in Global Networks” concern three interrelated research topics: (1) Synchronizing transportation networks; (2) Connecting sea ports to global supply chains; and (3) Coordinating global supply chains for sustainability. The educational program involves both the RSM MSc program Supply Chain Management, but also the Executive Master Customs and Supply Chain Compliance. The Leiden-Delft-Erasmus center Metropolis & Mainport fosters the interuniversity collaboration. The SmartPort initiative enables substantial collaboration with the port of Rotterdam. The chair has the ambition to play a key role in both Metropolis & Mainport and SmartPort.



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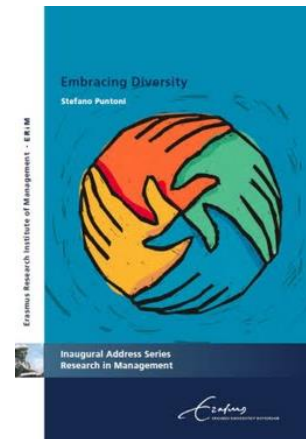
Embracing Diversity

Stefano Puntoni (2015, March 13)



Societies are vastly more diverse today than used to be and, in many industries, developing theories and approaches that recognize and capitalize on this greater consumer diversity is crucial. In business schools, diversity tends to be discussed only in relation to human resource management. However, understanding the consequences of diversity is important also for marketing researchers. More generally, if pluralistic societies like ours wish to remain harmonious and prosperous, all groups within them have to feel included as stakeholders. Marketplace inclusiveness is an important condition for this to happen. In this inaugural address, I argue that a diversity perspective is helpful in making sense of social phenomena. I will first describe the tensions associated with globalization in terms of diversity. I then review various approaches to conducting research on diversity, giving examples from my own work and highlighting areas for future research. I conclude with some observations about the implications of increasing globalization and diversity for brand strategy and for management practice more generally.

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Enhancing Human Rights Protection: a Company Lawyer's Business.

Cees van Dam (2015, September 18)



Professor Dr. Cees van Dam is an authority in Business and Human Rights and in European and Comparative Tort Law. As a frequent flyer, he also became an expert in Air Passenger Rights and successfully advised a small claim handler in its dispute with the entire airline industry. Cees van Dam's research at RSM aims to contribute to enhancing the human rights of people adversely affected by multinational corporations. He will particularly look at the role the companies' Legal Departments play in this respect. Are the lawyers an obstacle for businesses developing human rights policies or can they play an active role in enhancing human rights protection: for their own employees, for the people working in their supply chain, for the people working at their subsidiaries, for the people living around their plants, and for the people affected by their customers? His research is on the crossroads of legal, business-economics and other disciplines.

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Enhancing Human Rights Protection: a Company Lawyer's Business
Professor Cees van Dam
Inaugural Lecture Rotterdam School of Management, Erasmus University
Special Chair International Business and Human Rights
18 September 2015



The 8th Summit: Women's ascent of organisations.

Dianne Bevelander (2016, February 5).



In this inaugural address I follow the statement of who I am and why I am passionate about addressing the challenges facing career-oriented women, with a brief reflection on recent patterns to gender diversity across business, government, and academia. Sadly, the statistics present a rather dismal picture that is of little surprise to many of us. I then turn to the literature to provide an overview of the various factors considered to contribute to the current status. Informed by these insights, and by my own research findings, I discuss the role that universities and business schools need to play to create the gender-balanced eco-systems necessary to provide equal opportunity for men and women. I argue that advocacy, leadership, and action are crucial if we are to produce a cadre of leaders whose thinking is far less unconsciously biased, future leaders capable and motivated to make the needed transformation. I make a case for significant changes to curriculum content – courses taught, materials used, and role-models engaged – and research needed to inform each of these elements. I conclude by discussing the Centre for Women and Organisations and the leadership role it is currently playing, and intends to, play to contribute to the debate and actions needed for the eco-system transformation called for by many dominant thinkers and organisations around the globe. I argue for advocacy as a key factor supporting this agenda and discuss the contribution that I hope to make with the support and active engagement of many stakeholders within and outside our Business School and our University.



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PhD dissertations 2015 - 2016

Since its inauguration in 1986, RSM has produced many PhD dissertations covering all fields of management. These dissertations are often focused on societal challenges and contain innovative and relevant knowledge for Responsible Management and Sustainability. We have selected dissertations from 2015 and 2016 that address these themes, labelling them according to the relevant Sustainable Development Goals (SDGs).

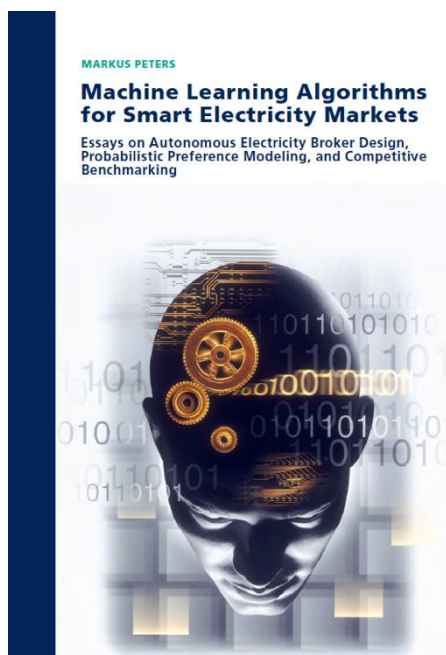


Ensure access to affordable, reliable, sustainable, and modern energy for all

Peters, M. (2015, February 13).
Machine learning algorithms for smart electricity markets.
(183 pag.) (ERIM PhD Series 332).
Supervisor(s): Prof.dr. W. Ketter.

The shift towards sustainable electricity systems is one of the grand challenges of the twenty-first century. Decentralized production from renewable sources, electric mobility, and related advances are at odds with traditional power systems where central large-scale generation of electricity follows inelastic consumer demand. Smart Markets and intelligent Information Systems (IS) could alleviate these issues by providing new forms of coordination that leverage real-time consumption information and prices to incentivize behaviours that remain within the grid's operational bounds. This dissertation makes three contributions to the debate. First, we propose and study a design for Brokers. Second, we propose a probabilistic model for representing customer preferences within intelligent IS. And third, we propose and study Competitive Benchmarking, a novel research method for effective IS artefact design in complex environments like Smart Grids where the social cost of failure is prohibitive. Our results provide guidance on IS design choices for sustainable electricity systems, and they highlight their potential societal positives and negatives.

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Ensure access to affordable, reliable, sustainable, and modern energy for all

Valogianni, K. (2016, June 30).

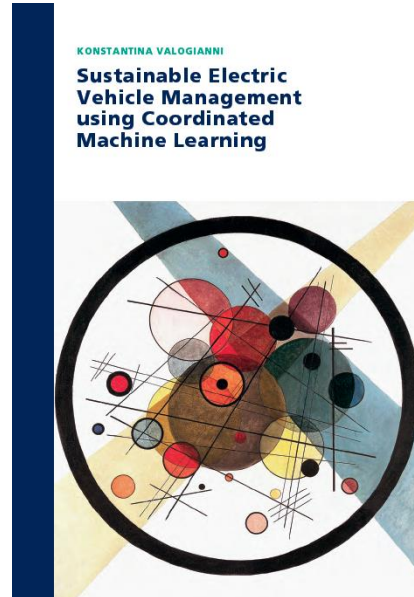
Sustainable Electric Vehicle Management using Coordinated Machine Learning.

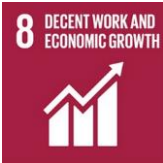
(145 pag.) (ERIM PhD Series 387).

Supervisor(s): prof.dr.ir. E. van Heck & prof.dr. W. Ketter.

The purpose of this dissertation is to investigate how intelligent algorithms can support electricity customers in their complex decisions within the electricity grid. In particular, we focus on how electric vehicle (EV) owners can be supported in their charging and discharging decisions, benefiting from the information available. We examine the problem from different standpoints and show the benefits for each involved stakeholder, dependent on the

market conditions. In the first essay, we take the perspective of an individual EV owner and design an intelligent algorithm, which learning from her preferences and driving and consumption information, proposes optimized charging and discharging recommendations. In the second essay, we extend the first one by incorporating the EV within a smart home with a photovoltaic panel. The main goal of this study is to examine how accurate solar generation forecasting can be useful for charging the EV and make the best out of renewable sources. We propose a supervised learning algorithm which estimates the solar generation output from the weather conditions. In the third essay, we examine the problem from the grid operator's point of view, taking a top-down approach. We propose an auction mechanism which has as its main goal to service as many EV owners as possible, given a certain grid capacity. In the fourth essay, we propose a hybrid mechanism which combines benefits from top-down and bottom-up approaches. This mechanism is based on dynamic price functions that are able to incentivize EV customers to delay their charging duration when there is no urgency. <http://hdl.handle.net/1765/93018>





Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

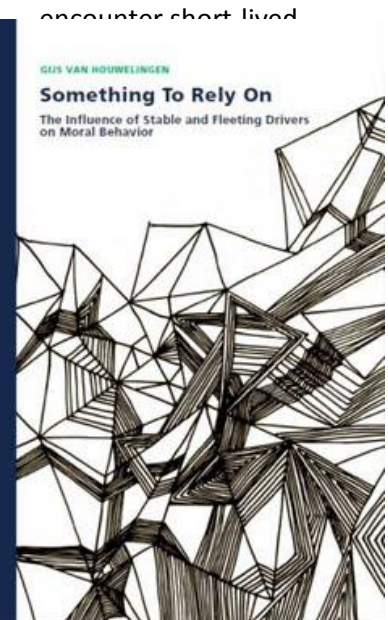
Houwelingen, G.G. van (2015, January 09).

Something To Rely On. The Influence of Stable and Fleeting Drivers on Moral Behavior.

(211 pag.) (ERIM PhD Series 335).

Supervisor(s): prof.dr. D. De Cremer & prof.dr. M.H. van Dijke.

In virtually any situation we are bound to encounter short-lived influences that lure us to act in a certain way. The influence of such 'fleeting drivers' may or may not be in line with our long-term goals and commitments ('stable drivers'). Moral behaviour in particular often requires the ability to overcome the influence of fleeting drivers (e.g. self-interest) as well as to act on stable ones (e.g. moral principles). This dissertation is devoted to the question what determines the relative influence of both these types of influence upon our moral behaviours. I give a perhaps somewhat unlikely answer: cognitive abstraction, or 'construal level'. Abstract cognition (high construal level) allows us to mentally disengage from the 'here' and 'now' and therefore quells the influence of fleeting drivers. Concrete cognition (low construal level), on the other hand, enhances the influence of fleeting drivers. High construal level is therefore associated with behaviour that is more strongly driven by abstract moral principles, such as moral norms. Low construal level is associated with behaviour that is more strongly driven by situational factors. I show this to be true for several different forms of moral behaviour, including cooperation, punishment and trust restoration.



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Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

Mell, J.N. (2015, November 05).

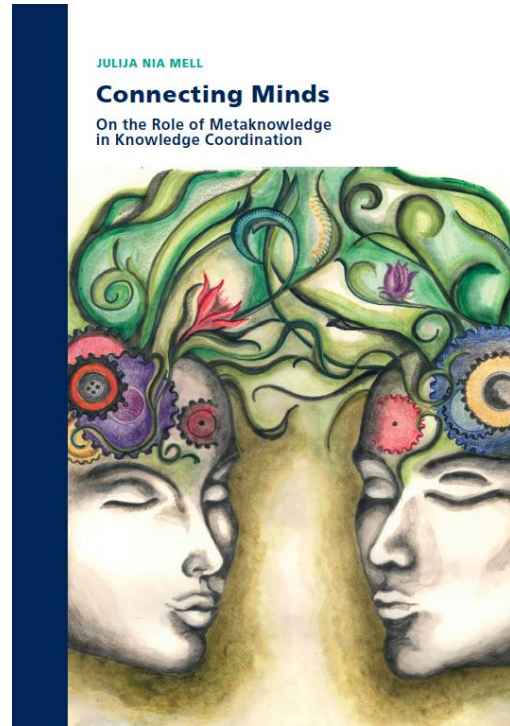
Connecting Minds: On the Role of Metaknowledge in Knowledge Coordination.

(131 pag.) (ERIM PhD Series 359).

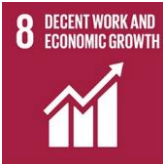
Supervisor(s): prof.dr. D.L. van Knippenberg & dr. W.P. van Ginkel.

Knowledge coordination, that is, the process of locating, transferring, and integrating the specialized knowledge of multiple individuals, is a critical prerequisite for organizations to make fuller use of one of their most important resources: the knowledge of their employees. Yet, knowledge coordination is as challenging as it is important. This dissertation aims to further our understanding of how groups and larger collectives process information and integrate their knowledge and what

factors influence the social interactions at the core of this process. The three empirical studies contained in this dissertation examine the role of individuals' metaknowledge - the knowledge of who knows what - in knowledge coordination processes. Findings from the first two studies indicate that individuals who have an above-average level of metaknowledge can play a critical role in catalysing information processing and decision making in teams as well as in helping to integrate knowledge between organizational groups. The third study furthermore elucidates the role of formal rank in shaping informal organizational networks through which employees seek knowledge as well as metaknowledge. The findings presented in this dissertation contribute to research on group cognition, knowledge integration within and between groups, and intra-organizational networks. Most importantly, together these studies underscore the importance of taking into account differences in individuals' metaknowledge in creating a better understanding of knowledge coordination in organizations.



<http://hdl.handle.net/1765/78951>



Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

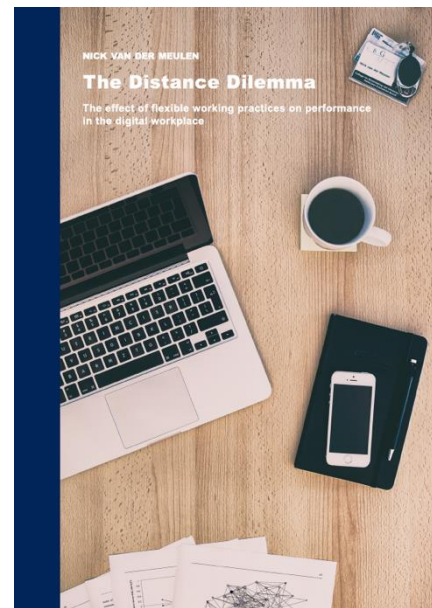
Meulen, D. van der (2016, November 11).

The Distance Dilemma : the effect of flexible working practices on performance in the digital workplace.

(140 pag.) (ERIM PhD Series 403).

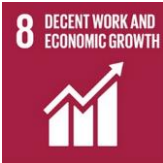
Supervisor(s): Prof.Dr.Ir. H.W.G.M. van Heck & dr. P.J. van Baalen.

For the past couple of decades, technological developments have caused the way in which we work to continuously evolve, particularly by changing the ease with which we can bridge physical and temporal distances. Combined with rising competitive pressures and changing employee expectations, this has led to a substantial uptake of flexible working practices. Most notable among these is telework. Whether telework actually works, however, still remains to be seen: existing studies on its relation with



performance are limited, typically lacking both an indication of how frequently employees telework as well as a solid theoretical foundation that could help elucidate its underlying causal structure. These shortcomings are an important motivation behind the research presented in this dissertation, which focuses on creating a better understanding of how the extent of telework (through enacted temporal and spatial flexibility) affects employee and organizational performance. This was done by applying multiple theoretical perspectives, levels of analysis, and analytical methods in four empirical studies, each of which addresses specific distance dilemmas inherent in telework. Overall, the findings, perspectives, and frameworks presented in this dissertation offer important insights into how to maximize employee and organizational performance in a telework context, and contribute a springboard for additional investigations in this area

<http://hdl.handle.net/1765/94033>



Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

Schouten, M.E. (2016, June 02).

The Ups and Downs of Hierarchy. The causes and consequences of hierarchy struggles and positional loss.

(148 pag.) (ERIM PhD Series 386).

Supervisor(s): prof.dr. D.L. van Knippenberg & Dr. L.L. Greer.

Scholars have assumed that social hierarchies, the rank ordering of individuals with respect to a valued social dimension within a team, are stable over time. However, hierarchies change and the more changeable they are, the more likely they are to lead to conflicts and have other negative interpersonal consequences. In this dissertation, I examine both the ups and the downs of hierarchy.

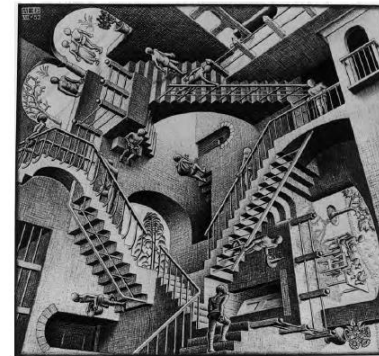
Focusing on how and why people go up the hierarchy, I conducted a qualitative study of Dutch politicians to

explore what drives them to engage in hierarchy struggles, or competitions for more influence within their teams. Contrary to previous research, which has focused on two forms of hierarchy struggles, my results suggest that three distinct forms of hierarchy struggles exist – power, status, and leadership struggles. Power struggles are about increasing control over valued resources, while status struggles are about increasing one's respect and admiration in the eyes of others. I argue and demonstrate that losing status is more painful and has greater intra- and interpersonal consequences than losing power. Together, the studies and model presented in this dissertation offer an in-depth exploration of the changeable nature of hierarchy and suggest that the changing nature of social hierarchies can be a source of contention and has significant implications for within-team dynamics.

MAARTJE EVA SCHOUTEN

The Ups and Downs of Hierarchy

The causes and consequences of hierarchy struggles and positional loss



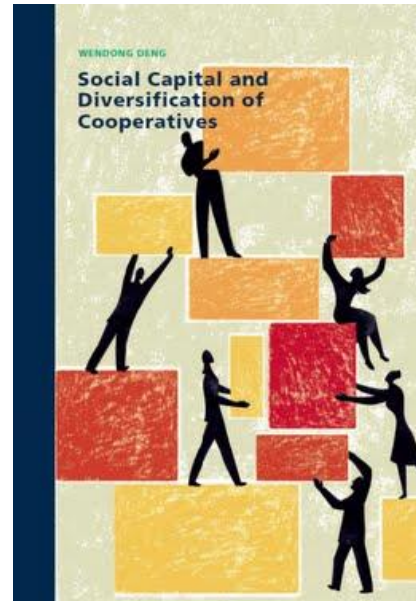
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Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

Deng, W. (2015, June 25).
Social Capital and Diversification of Cooperatives.
 (229 pag.) (ERIM PhD Series 341).
 Supervisor(s): prof.dr. G.W.J. Hendrikse.

This thesis contributes to two research streams of the literature regarding agricultural cooperatives, namely, social capital and product diversification of cooperatives. First, the thesis examines the nature of a marketing cooperative by considering both its economic and social attributes. Several formal models are formulated to address the interaction between cooperative governance structure and the different dimensions of cooperative social capital. The cooperative's social and economic attributes are viewed as the equilibrium outcome of this interaction, while the social context of the cooperative community affects the equilibrium that the cooperative will choose. Second, the governance structure of cooperatives has an impact on the product diversification. An agent-based simulation shows that the single origin constraint of a cooperative creates a centralization effect in its product portfolio evolution, resulting in a lower diversification level and a larger output of the cooperative. Empirical evidence from the Netherlands shows that cooperatives are less diversified than publicly listed firms in 2001. However, the diversification level of cooperatives is comparable to that of publicly listed firms in 2012. It is concluded that, by making a change in the governance model in response to changes in the competitive environment, cooperatives may actually behave not differently from other types of enterprises in terms of product diversification.



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Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

Hurk, E. van der (2015, June 18).

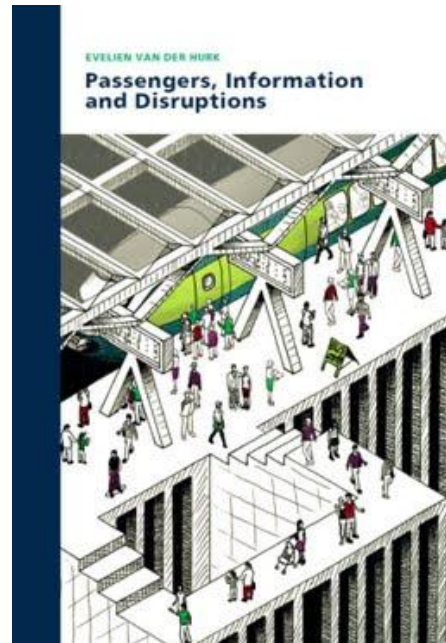
Passengers, Information, and Disruptions.

(162 pag.) (ERIM PhD Series 345).

Supervisor(s): prof.dr. L.G. Kroon, prof.mr.dr. P.H.M. Vervest & Dr. G. Maroti.

Passengers traveling in public transport generate a detailed digital track record of their journey through using automated fare collection systems and carrying mobile devices. This information on passenger behaviour has only recently become available to public transport operators. This thesis addresses the question how this new information can be used to improve passenger service in case of disruptions in public transportation. Major disruptions cause the current logistical

schedule of the operator to be infeasible. Adjusting this schedule to the disruption is a complicated planning problem. Passengers will adjust their journeys to the new schedule, and may need to adjust their route choice due to the route choice of other passengers in case of capacity shortages. Therefore the passenger service results from a complex interaction between passengers themselves, and between passengers and the schedule. This thesis proposes new models for improving passenger service in case of major disruptions by adjusting the schedule while anticipating passenger's reactions, and also by supporting passengers during disruptions through the provision of route advice. This research is combined with a study on passenger behaviour based on the new data sources. The models are evaluated using data and case studies of the passenger rail network of Netherlands Railways and the urban rail network of the Massachusetts Bay Transportation Authority. It was found that indeed this new information, together with the option to provide route advice to passengers, could significantly improve service during major disruptions. hdl.handle.net/1765/78275





Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

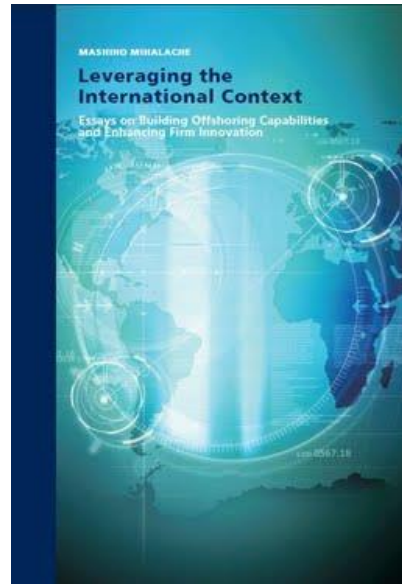
Mihalache, M. (2015, October 01).

Leveraging the International Context: Essays on Building Offshoring Capabilities and Enhancing Firm Innovation.

(175 pag.) (ERIM PhD Series 357).

Supervisor(s): prof.dr.ir. J. van den Ende.

The increased globalization of the last decades created a business environment in which firms are exposed to foreign competition but also to important foreign opportunities. However, while many opportunities exist abroad, capitalizing on these opportunities is not straightforward. This dissertation advances the understanding of how firms can leverage the international environment, especially for increasing innovation. For this purpose, this dissertation contains four research studies asking complementary research questions. In the first study, I perform a systematic review of offshoring research to develop a decisional framework that integrates insights on the factors that inform the key decisions firms make when offshoring and to suggest avenues for future research. The second study shows how firms can build offshoring capabilities in order to benefit from foreign operations. Employing a qualitative methodology, I uncovered what an offshoring capability consists of and how firms can develop it. In the remaining studies, I address the more specific question of how firm can use international opportunities to increase their ability to innovate. To this end, the third study puts forward theoretical proposition suggesting firms can use offshoring to innovate, but this depends on the top management team processes and the degree of integration with foreign activities. The fourth study take a large-scale quantitative approach to find that the degree of international diversification affects firms' ability to innovate and that different elements of international diversification are interrelated in their influence on innovation. Overall, this dissertation finds that firms can use international opportunities to increase their innovation. hdl.handle.net/1765/78688





Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

Khanagha, S. (2015, January 08).

Dynamic Capabilities for Managing Emerging Technologies.
(165 pag.) (ERIM PhD Series 339).

Supervisor(s): prof.dr. H.W. Volberda & Dr. I. Oshri.

How can organizations overcome rigidities in their resources and routines and adapt in line with the requirements of such technological change? What are the distinct characteristics of the established firms that are more successful in maintaining their competitiveness during and after the transformation process? This dissertation combines multiple data sources concerning organizational adoption of Cloud Computing. It includes data from a 4-year intensive filed study, multiple comparative case studies,

and a survey among Dutch companies, to provide a basis for better understanding of the micro-foundations of organizational capabilities for managing emerging technologies. Drawing on the literature on dynamic capabilities, this dissertation provides a more complete picture of the drivers of effective response to a technological change through investigation of the interplay between structures, routines, and managerial cognition. The findings illustrate how different organizational characteristics may influence the degree of dependence to managerial attention for responding to technological change. The dissertation as whole provides new insights on the origins and outcomes of dynamic capabilities for managing emerging technologies.



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Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

Micheli, M.R. (2015, June 12).

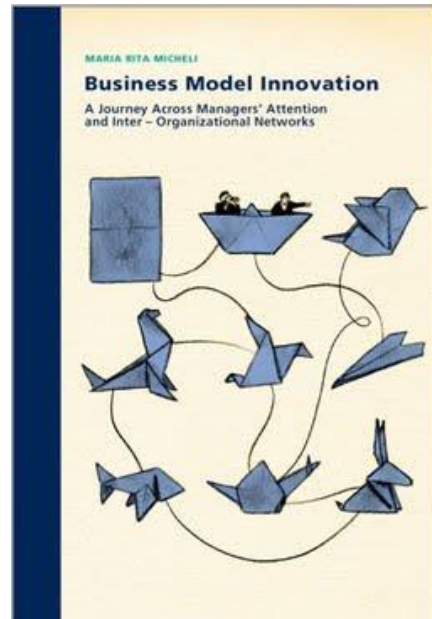
Business Model Innovation. A Journey Across Managers' Attention and Inter - Organizational Networks.

(154 pag.) (ERIM PhD Series 344).

Supervisor(s): prof.dr. J.J.P. Jansen & dr. L. Berchicci.

Business model innovation (BMI) is an emergent area of research with the potential to re-structure the pillars of strategy research. Despite the growing interest, the process of how business models change is not clearly described. In fact, only a few empirical studies explain the antecedents of BMI and we do not have a clear understanding of how companies combine external knowledge with internal capabilities for innovating. Moreover, scholars have not been able to describe the steps that managers undertake to

innovate their business models. This Dissertation is aimed at addressing these gaps. I find that networks in which companies are embedded function as learning environment for stimulating BMI. At the same time, I highlight specific network dynamics, characterizing BMI as a different phenomenon in respect to other innovation processes. Moreover, I address the analysis of the BMI process, showing the relevance of managers' attention. Finally, I also show the importance of managers' goal orientation, looking at how they are influenced by environmental and organizational contingencies. These findings derive from qualitative and quantitative studies conducted in the field of creative industries. This Dissertation has the potential to contribute to research along three dimensions: (1) shedding light on the process of BMI, (2) exploring the relevance of managers' attention for business model innovation, (3) exploring the effectiveness of different BMI strategies.



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Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

Alexiou, A. (2016, October 28).

Management of Emerging Technologies and the Learning Organization : Lessons from the Cloud and Serious Games Technology.

(184 pag.) (ERIM PhD Series 404).

Supervisor(s): prof.dr. S.J. Magala, prof.dr. M.C. Schippers & Dr. I. Oshri.

This thesis takes learning as a starting point to investigate its associations with successful emerging technologies adoption as well as the act of adaptation to discontinuous change as captured by the phenomenon of organizational resilience.

The first part of the thesis explores the micro-foundations of absorptive capacity as a driver for successful technology adoption as well as the behavioural, strategic and operational antecedents of organizational resilience.

The second part explores the potential of a promising emerging technology, i.e. Serious Games, to enhance learning and training in an organizational setting. Serious Games have evolved vastly over traditional business simulations and other early game-based learning applications. They arguably provide with excellent opportunities for learning and training, however, the challenges embedded in the design and adoption of such solutions are immense. Following an integrative approach, the last two chapters of this thesis will highlight the interplay between design elements and human emotion and cognition and outline the potential advantages of game-based learning applications for organizations.



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Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

Gaast, J.P. van der (2016, September 08).

Stochastic Models for Order Picking Systems.

(245 pag.) (ERIM PhD Series 398).

Supervisor(s): prof.dr.ir. M.B.M. de Koster & I.J.B.F. Adan.

In this thesis, we develop new stochastic models for the performance evaluation of several highly state-of-the-art warehousing systems that, in particular, adequately describe and predict the consequences of variability in, e.g. order arrivals, and picking times on the performance of a warehousing system. Stochastic models provide an indispensable tool for this task and have already proved to be extremely valuable for areas such as manufacturing, communication, and computer systems. Also for warehousing systems, the stochastic models provide valuable guidance in the rapid comparison of key features of different design alternatives and allow operations to be optimized in order to meet pre-specified performance targets.



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Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

Lee, C.I.S.G. (2016, March 11).

Big Data in Management Research. Exploring New Avenues.

(158 pag.) (ERIM PhD Series 365).

Supervisor(s): prof.dr. S.J. Magala & Dr. W.A. Felps.

Digital computers entered our homes, landed on our desktops, slipped into our pockets, and have seemingly become ubiquitous. At an ever faster pace, these devices have become highly interconnected and interoperable. Consequently, our archives, our work, our actions, and our interactions are increasingly digitalized and stored in databases or made accessible via the Internet. This data, generally characterized by high volume, variety, and velocity (i.e., accumulation rate), has come to be called “Big Data”. As of yet, Big Data has seldom been utilised in management research. Therefore, this dissertation explores the opportunities that Big Data brings for management scholars and describes three distinct projects that show how Big Data can be utilized in management research.



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Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

Ma, Y. (2016, June 03).

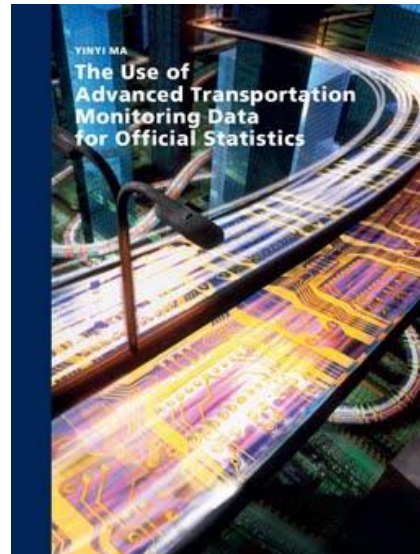
The Use of Advanced Transportation Monitoring Data for Official Statistics.

(125 pag.) (ERIM PhD Series 391).

Supervisor(s): prof.dr. L.G. Kroon & dr. J. van Dalen.

Traffic and transportation statistics are mainly published as aggregated information, and are traditionally based on surveys or secondary data sources, like public registers and companies' administrations. Nowadays, advanced monitoring systems are installed in the road network, offering more abundant and detailed transport information than surveys and secondary data sources. Usually, these rich data are applied in the field of

transportation planning research. But they also seem promising to national statistics offices to update their databases and apply new methods to generate statistics. Transportation demand estimation and forecasting traffic volumes are taken as examples. Quantitative information on transportation demand is important for national and regional policy makers who want to know the number of freight vehicles traveling from origins to destinations. Traditionally, they largely extract this information from the national statistics offices. Transportation research needs the demand data to understand transportation behaviour in the road network, such as congestion and pollution. In the thesis, information methods and hierarchal Bayesian networks are used to demonstrate the approaches to estimate transportation demand. To forecast transportation demand, the hierarchal Bayesian network associated with the multi-process model is applied.



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Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

Smit, J. (2016, October 21).
Unlocking Business Model Innovation.
 (ERIM PhD Series 399).
 Supervisor(s): prof.dr. H.G. Barkema.

Concluding Remark – I set out to take a look through the keyhole at the inner workings of business model innovation in this dissertation. In my research I discovered that business model innovation is a phenomenon not conducive to being classified into any one framework or theory. We must use other scientific theories and domains to contextualise business model innovation and so make sense of this interesting, albeit practical, process. At the start of this journey, I wanted to answer the question: What drives business model innovation to success? I believe I have, at least partly, answered this question in my discovery that business model innovation is a fluid concept driven mainly by people and behaviours, which in turn also augments said behaviour, driving other processes (one of which could potentially be more business model innovation). I have highlighted the importance of leadership in driving this process as well as its outcomes, e.g. learning, identity change. I hope I have piqued the interest of others to follow up on the findings of this dissertation and shine a light on the many remaining mysteries inherent in business model innovation.



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Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

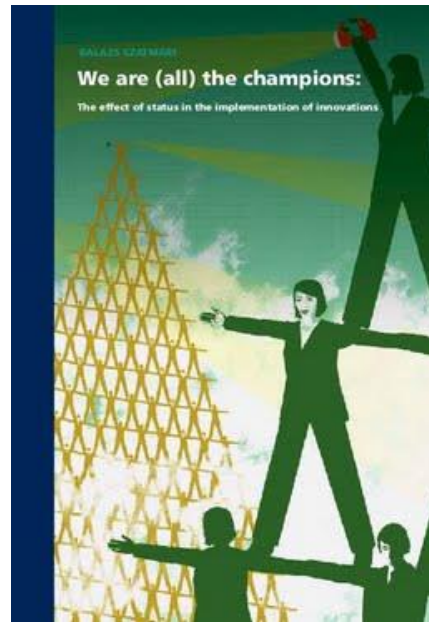
Szatmari, B. (2016, December 16).

We are (all) the champions: The effect of status in the implementation of innovations.

(202 pag.) (ERIM PhD Series 401).

Supervisor(s): prof.dr.ir. J. van den Ende & dr. D. Deichmann.

This thesis explores the effects of status in the implementation of innovations in three empirical papers which investigate both the positive and negative impact of status –status of either the project leader, the project group, or the organization. We argue that every project member fulfils the role of champion in their project through their status. By analysing a unique database of video game development projects compiled from three different sources, we uncover several important effects of status in the creation of innovations. In addition, we study



several factors which moderate the relationship between status and innovation performance. The first two studies focus on the position of social actors in the organizational status hierarchy. While these studies show that status provides several important advantages in the innovation process, they also uncover important negative-side effects of status which are more likely to occur in more innovative settings. The third study reveals that, for the same level of quality, high-status organizations are able to realize more advantages than their low-status counterparts. However, we also show that high-status organizations fail to realize all the potential benefits of their status when they invest in projects of great magnitude. Together, our studies provide important insights into the effects of status and the dynamics of social hierarchies in the creation of innovations. By gaining a better understanding of the social side of innovations, both researchers and practitioners will be able to form a more complete picture of the social components of organizational competitiveness.

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Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

Vries, J. de (2016, February 18).

Behavioral Operations in Logistics.

(ERIM PhD Series 374).

Supervisor(s): prof.dr.ir. M.B.M. de Koster & dr. D.A. Stam.

In the world of logistics, a considerable share of all automated and performed by machines or robots. An examination of the existing logistics research reflects this image, since a substantial share of the studies focus on automated processes, and perfectly predictable systems. This is however not the whole picture. People play an essential role in almost every node in a supply chain as well, and when human behaviour is involved things

become less predictable. The roles of people in supply chains range from more managerial tasks such as decision-making to operational tasks such as order picking and driving. Especially the role of human behaviour in this latter category of operational tasks is an under researched topic. As a whole, this dissertation aimed to obtain more insight into the influence of several behavioural aspects and individual differences in the context of logistics. We found that the consideration of individual differences and behavioural aspects helps to more accurately explain and predict the outcomes of multiple different logistical processes and outcomes. These insights offer numerous opportunities to improve and refine existing models in operations management.



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Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

Wagenaar, J.C. (2016, September 08).

Practice Oriented Algorithmic Disruption Management in Passenger Railways.

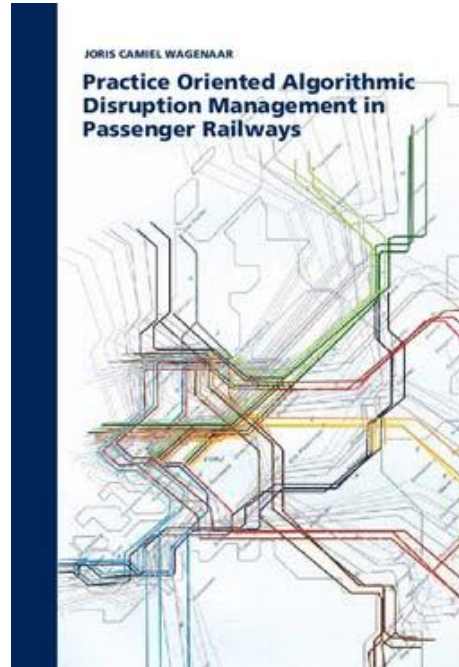
(209 pag.) (ERIM PhD Series 390).

Supervisor(s): prof.dr. L.G. Kroon (IM) & prof.dr. A.P.M. Wagelmans.

How to deal with a disruption is a question railway companies face on a daily basis. This thesis focusses on the subject how to handle a disruption such that the passenger service is upheld as much as possible. The current mathematical models for disruption management cannot yet be applied in practice, because several important practical considerations are not taken into account. In this thesis several models are presented which take important practical details into account:

- (1) Creating a macroscopic global feasible solution for all three resource schedules, instead of focussing on one individual resource schedule.
- (2) Scheduled maintenance appointments required by certain rolling stock units are included while rescheduling.
- (3) Dead-heading trips to transfer rolling stock units from stations with a surplus of inventory to stations with a shortage of inventory.
- (4) Adjusted passenger demand, the passenger demand is not static, but depends on the capacity appointed to the previous trips. Finally,
- (5) Checking whether a rolling stock circulation is feasible with respect to the available depot tracks (the shunting yard) within a station.

We make use of different techniques to solve the models, for instance, mixed integer linear programming, column generation, constraint programming, and heuristic models are used in this thesis. The results demonstrate that these five practical considerations can be taken into account in the disruption management models.



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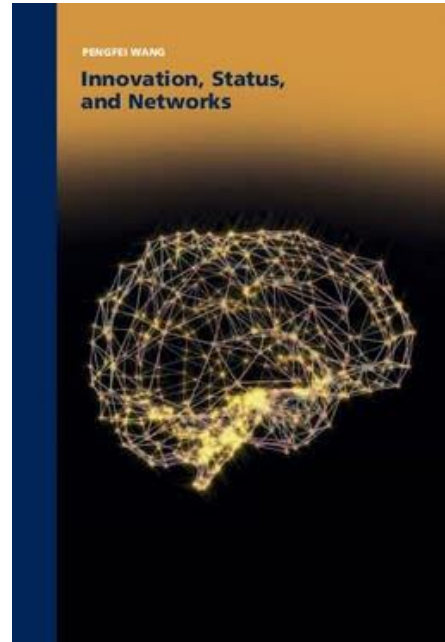
Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

Wang, P. (2016, September 01).
Innovations, Status and Networks.

(147 pag.) (ERIM PhD Series 381).

Supervisor(s): prof.dr. J.J.P. Jansen & prof.dr. V.J.A. van de Vrande.

To obtain and maintain competitive advantage, firms need to implement appropriate innovation strategies (i.e. exploration or exploitation) and acquire status in external networks. In this dissertation, I investigate how innovation strategy, status, and network structure jointly affect the performance and behaviour of firms. In particular, I combine theories on exploration and exploitation, innovation, networks, and the status-based perspective to investigate (1) how exploration interacts with status to affect the performance of high-tech firms; (2) how exploration and exploitation shape partner selection for strategic alliance; (3) how the exploration or exploitation of an invention determines its value in technology markets, and what effect team characteristics have on that value; and (4) how competition networks affect firm performance directly, and how collaboration and competition networks interplay.



The findings from the four empirical studies show that status is an important factor in terms of how exploration and exploitation affect a firm's performance and its propensity to act in certain ways. Hence, scholars should place more emphasis on the status-based approach as it is more likely to lead to a better understanding of the effects of particular strategic choices. Analysis at the invention level shows that the balance between exploration and exploitation in an invention determines its value in technology markets and the likelihood that it will become a technological breakthrough. Finally, my dissertation also contributes to network theory by drawing attention to competition networks, whose effects haven't been given sufficient consideration.

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Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

Ypsilantis, P. (2016, December 01).

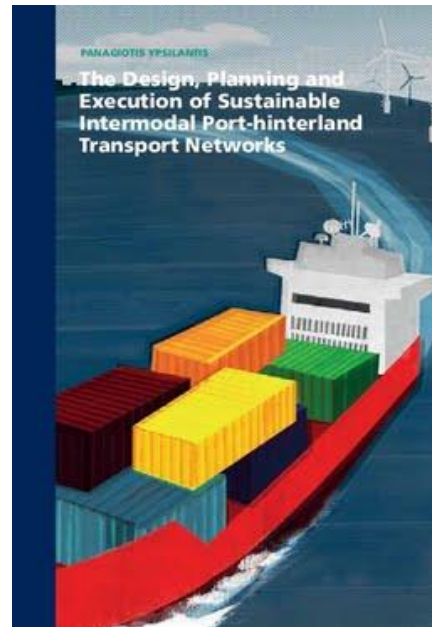
The Design, Planning and Execution of Sustainable Intermodal Port-hinterland Transport Networks.

(154 pag.) (ERIM PhD Series 395).

Supervisor(s): prof.dr. R.A. Zuidwijk & prof.dr. L.G. Kroon.

Globalization has led to a tremendous growth of international trade over the last century amounting to \$18.8 trillion in 2014. Approximately 90% of non-bulk cargo is transported in shipping containers. The dominant mode in container transportation is maritime, in which containers are transported from a seaport to another seaport around the globe. Import containers are discharged in seaport container terminals and are destined to inland locations, a reverse process happens for export containers. The inland terminals

can be close or far away from the seaport terminals where the containers were discharged. The container transport between the seaport and the inland locations is called port-hinterland transportation. Given the specific physical characteristics and infrastructure of each area this part of the transportation chain can be performed via trucks, trains or river vessels. The sequential use of multiple transport modes in port-hinterland transport is called combined transport. The main aim of this study is to analyse the port-hinterland transportation process and to develop models that support the design, planning and execution of port-hinterland transportation networks with high capacity modes such as barges and trains.



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Ensure sustainable consumption and production patterns

Kraemer, Romy (2016, November 18).

A license to mine? Community organizing against multinational corporations.

(225 pag.) (ERIM PhD Series 383).

Supervisor(s): prof.dr. R.J.M. van Tulder & prof.dr. G.M. Whiteman.

What does it mean when a corporation claims to have a 'license to operate' in a local community? How does a member of an indigenous tribe make it to London to protest against a multinational mining company? How do managers perceive and speak about protest against their company and how does this discourse matter for social movement repression? First, I argue, based on a literature review, that responsiveness to local community needs has become an important



factor influencing the ability of multinational enterprises to successfully internationalize their operations. Then, I explore the practitioner concept of the license to operate and develop this into a theoretical framework. Based on a case study of an anti-mining movement, that grew from the initial local community resistance in a remote Indian mountain range into a translocal movement, I try to answer the remaining questions empirically. To shed light on the organizing processes in anti-corporate movements, my co-authors and I trace the journey of a young man who for a short time became one of the leading figures in the anti-mining movement but later changed sides to support the company. We also highlight the importance of national advocacy networks for successful movement building across borders. Finally, I analyse the managerial discourse about the anti-mining resistance and link it to the repression of social movement actors by the police and other stakeholders. Overall, this dissertation builds on and advances the growing literature on anti-corporate social movements.

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Ensure sustainable consumption and production patterns

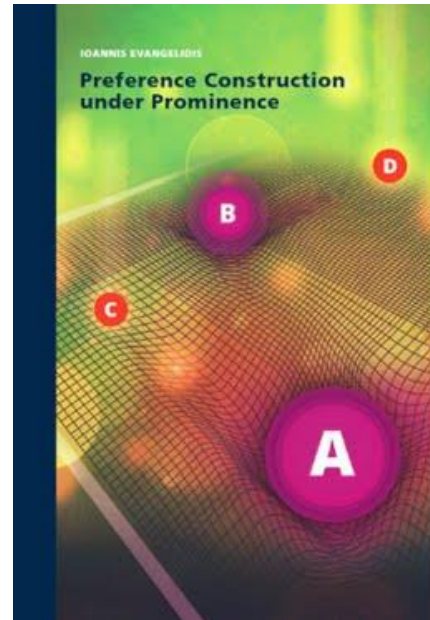
Evangelidis, I. (2015, June 12).

Preference Construction under Prominence.

(132 pag.) (ERIM PhD Series 340).

Supervisor(s): prof.dr. S.M.J. van Osselaer, J. Levav & dr. B. Van den Bergh.

Prior academic research and common sense assume that differences in attribute importance weights should determine choice. All else equal, consumers are presumed to prefer products that in their view are superior along the products' most important—or so-called “prominent”—dimensions. This dissertation examines to what extent people use prominence (i.e., relative attribute importance) when constructing their preference and shows that the decision process exerts an influence on choice that is not captured by the classic theories. First, we argue that the use of prominence in choice depends on the perceived reliability of the prominent attribute. When values associated with the prominent attribute are not perceived to be as reliable as values associated with the non-prominent attribute, decision-makers are more likely to make choices that are inconsistent with their attribute preferences. Second, we argue that the use of prominence in choice depends on the presence of relational properties between the alternatives under consideration. We found that decision-makers are less likely to employ prominence when expressing their preference about alternatives from a choice set in which dominance or compromise relationships are present. This dissertation holds implications for product line management and choice architecture.



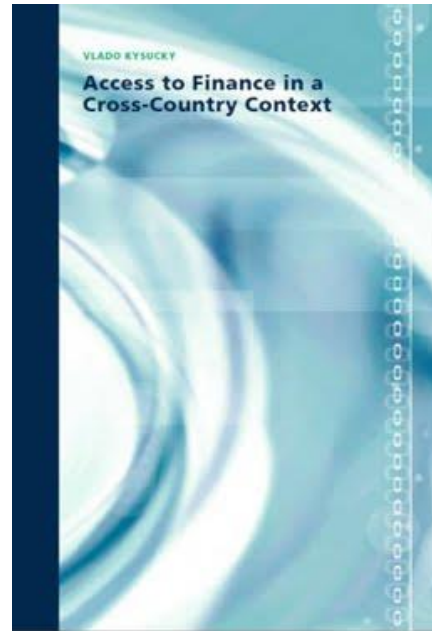
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Ensure sustainable consumption and production patterns

Kysucky, V. (2015, June 04).
Access to Finance in a Cross-Country Context.
 (121 pag.) (ERIM PhD Series 350).
 Supervisor(s): prof.dr. L. Norden.

Access to finance is one of the most serious obstacles faced by corporations. Financing constraints lead to large opportunity costs and negative consequences for economic growth, productivity, and welfare. In three studies, this dissertation examines mechanisms that can help to reduce financing constraints of companies. First study investigates the costs and benefits of relationship lending. Meta-analytic methodology reveals that relationship lending is generally beneficial for companies, but lenders and



companies face trade-offs in lending relationships and lending outcomes. The results document positive effect of bank competition on borrower benefits. Second study develops a more complete conceptual framework of credit constraints. The new framework describes the occurrence of credit constraints in sequential, conditional stages. The results show that credit constraints vary with the bank lending environment beyond firm risk. Bank lending standards are strongly related to credit constraints, but the direction and the magnitude of the effect depend on the conditional stage. Third study examines the role of credit information sharing systems. The analysis documents dichotomous effects of information scope (depth of information) and scale (information coverage). While the information scope is associated with lower financing constraints, the information scale is associated with higher financing constraints, suggesting that accurate and deep information, rather than the coverage alone, contribute to lower financing constraints. The empirical results from the three studies demonstrate that promising new venues exist for increasing firms' access to finance.

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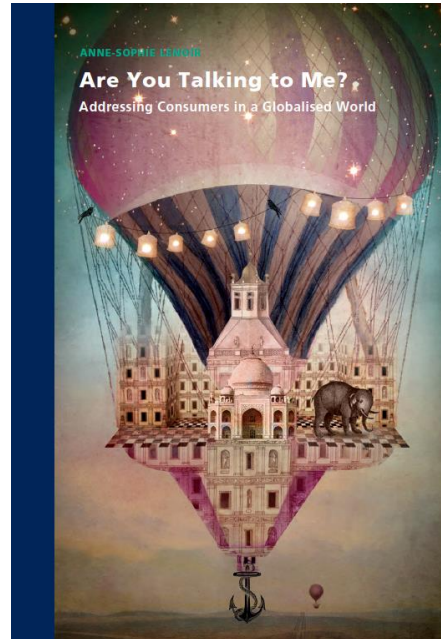
Ensure sustainable consumption and production patterns

Lenoir, A.S.I. (2015, December 04).

Are Your Talking to Me? Addressing Consumers in a Globalised World. (143 pag.) (ERIM PhD Series 363).

Supervisor(s): prof.dr. S. Puntoni & prof.dr. S.M.J. van Osselaer.

In her dissertation 'Are You Talking to Me? Addressing Consumers in a Globalised World', ERIM's Anne-Sophie Irène Lenoir aims to further our understanding of how to address consumers in a globalised world. The first part of the dissertation focusses on the impact of formal and informal address on consumer response. In Chapter 2, we show that brand personality affects consumers' preferences for and responses to forms of address. Across linguistic contexts and marketing situations, informal address elicits more



positive responses when associated with warmer brands, whereas formal address elicits more positive responses when used by more competent brands. The second part of the work deals with minority targeting strategies. In today's multicultural societies, members of ethnic minorities represent a growing percentage of both customers and service providers. There are two main approaches to targeting ethnic minorities: messaging consumers when their ethnic identity is most salient, and doing so with spokespeople with the same heritage as the targeted minority. In Chapter 3, we identify generational status as an important boundary condition for these strategies. In Chapter 4, we investigate the impact of heritage congruence between customers and salespersons. We show that a same-heritage minority service provider leads to more positive attitudes towards the recommended product, but more among first- than among second-generation minority consumers. We highlight the implications of our findings for choosing effective ethnic targeting strategies in the advertising, retailing, and personal selling contexts.

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Ensure sustainable consumption and production patterns

Vermeer, W.H. (2015, December 17).

Propagation in Networks: The impact of information processing at the actor level on system-wide propagation dynamics.

(202 pag.) (ERIM PhD Series 373).

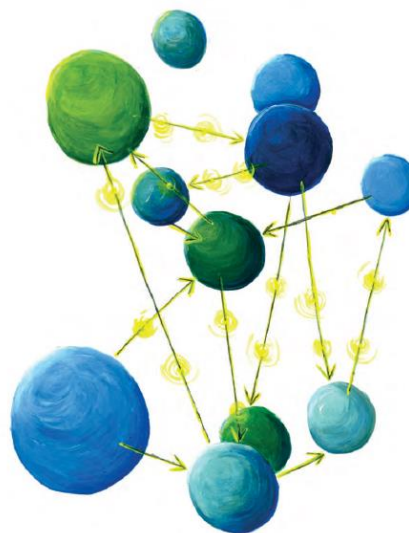
Supervisor(s): prof.mr.dr. P.H.M. Vervest & dr.ir. O.R. Koppius.

Often systems can exhibit behaviour which is difficult to predict and steer. Interactions on the micro level (between actors within the system) result in propagation of behaviour which can cause unforeseen dynamics on the system level. Understanding the effects of propagation, the process by which connected actors influence each other, therefore is crucial in order to understand how the state and behaviour of a system will change.

WILHELMUS HUBERTUS (WOUTER) VERMEER

Propagation in Networks

The Impact of Information Processing at the Actor Level on System-wide Propagation Dynamics



To map the mechanism of propagation, this dissertation puts forward a framework for propagation as an information processing process. It describes the propagation mechanism using the distinct sub-processes; sending out information (Radiation), transferring information (Transmission) and processing information (Reception). This dissertation shows that using such a framework not only results in a more detailed and methodologically stronger model of propagation, but also that distinguishing these sub-processes is a prerequisite for effective interventions into propagation. This dissertation identifies the mechanism of propagation as a critical component in understanding how micro-level behaviour scales toward the system-level, and hence impacts system-wide dynamics.

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Ensure sustainable consumption and production patterns

Protzner, S. (2016, January 08).

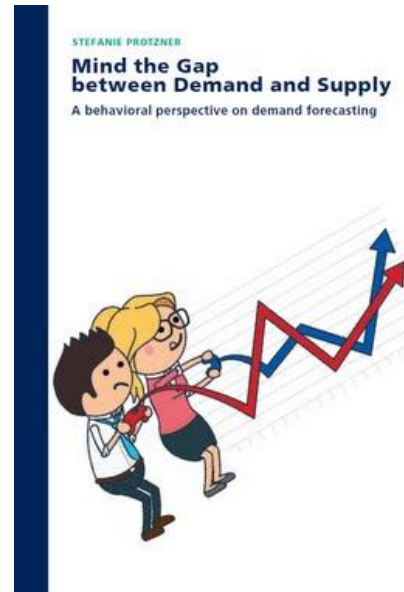
Mind the Gap between Demand and Supply. A behavioral perspective on demand forecasting.

(143 pag.) (ERIM PhD Series 364).

Supervisor(s): prof.dr. S.L. van de Velde & dr. L. Rook.

Prior academic research has recognized human judgment as an indispensable decision-aid in demand forecasting although it is subject to a number of biases. Therefore, it is important to understand human judgment in forecasting to explain poor forecast decisions and attenuate their negative consequences for many related operational decisions. This dissertation is part of a growing research field in which human behaviour and cognition are incorporated into analytical models of operations management. It aims to provide

new insights into the role of human judgment in demand forecasting. The functional specialization and differentiation inherent to most organizations usually shapes forecasting behaviour in such a way that it benefits departmental goals and agendas. Lack of clear forecast ownership, diffused responsibilities and varying interests and incentives are often at odds with the organizational goal of producing accurate forecasts. The first study identifies and describes the potential benefits of forecast ownership and mechanically combined departmental forecasts on the tendency to over- and under-forecast demand. The findings of the second and third study show that departmental roles offer a particular frame with which forecasters interpret information and make decisions. The fourth study examines how forecasters use historic data and extrapolate information to determine future trends. The findings indicate that forecasters cannot clearly distinguish actual from illusory trends and persistent changes from random variations in time-series. Together these studies underscore the importance of understanding the underlying cognitive and motivational processes in order to devise strategies for making accurate forecasts.



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Ensure sustainable consumption and production patterns

Consiglio, I. (2016, March 03).

Others. Essays on Interpersonal and Consumer Behavior.

(ERIM PhD Series 366).

Supervisor(s): prof.dr. S.M.J. van Osselaer.

In this dissertation, I explore the intersection between interpersonal and consumer behaviour in three chapters. In chapter 2, I propose that consumers with low self-esteem become wary of new relationships with alternative service providers if they experience service failures in a current service relationship, whilst consumers with high self-esteem do not. In line with this prediction, I document that consumers with high self-esteem are willing to sign contracts with other available alternatives if a service failure occurs,

whereas consumers with low self-esteem tend to stick to their current brand. Moreover, consumers with low self-esteem who experience service failures avoid new commitments, and seem to prefer short-term marketing relationships to long-term relationships. In chapter 3, I define brand flirting as consumers' casual interest in or short-term experimentation with a competitor to a favoured brand, and I examine the consequences of minor consumer infidelity. I demonstrate that brand flirting can be beneficial for brand relationships, under certain conditions. I propose that flirting is exciting and that consumers who flirt with a competing brand may transfer the flirting-induced arousal to their favoured brand – resulting in even greater love and desire for it. In chapter 4, I move away from consumer loyalty and commitment, and examine a different behavioural outcome: information sharing. In this case, I investigate the effect of the presence of others in a given space on the likelihood that consumers engage in word-of-mouth. This paper demonstrates that the higher the number of people surrounding consumers in a given space, the greater the likelihood that consumers will share information with others (elsewhere, e.g., on social media). I propose that this happens because crowdedness decreases perceptions of personal control, and consumers use information sharing as a means to restore it.



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Ensure sustainable consumption and production patterns

Depecik, B.E. (2016, October 06).

Revitalizing brands and brand: Essays on Brand and Brand Portfolio Management Strategies.

(189 pag.) (ERIM PhD Series 406).

Supervisor(s): prof.dr.ir. G.H. van Bruggen, dr. Y.M. van Everdingen & Dr. M.B. Ataman.

How should consumer products manufacturers and retailers keep their portfolio of brand offerings relevant and energetic when large numbers of new brands are continuously launched into a world of increasingly nonloyal customers with evolving needs? The harsh reality is, at a time when the demise of old brands has accelerated and even established brands are vulnerable, it stands to be a great deal of challenge. Fortunately, a number of 'revitalization' strategies can add relevance and energy to brands and brand portfolios. This

dissertation comprises three essays each of which explores the outcomes of a commonly utilized revitalization strategy. In Chapter 2 and Chapter 3, strategies involving simplification of brand offerings are at the centre of interest. Chapter 4 departs from these chapters in that it focuses on sponsorship, a widely utilized external brand energizer. The essays included in this dissertation show that companies can revitalize their offerings to maintain growth even in proliferating environments. My findings collectively lay out the importance of pursuing a portfolio approach to achieve greater success in executing revitalization strategies. Firms should acquire a thorough understanding of how their revitalization efforts can be linked to the performance of each brand in their portfolio by carefully considering individual brands' roles and their relationships with one another.



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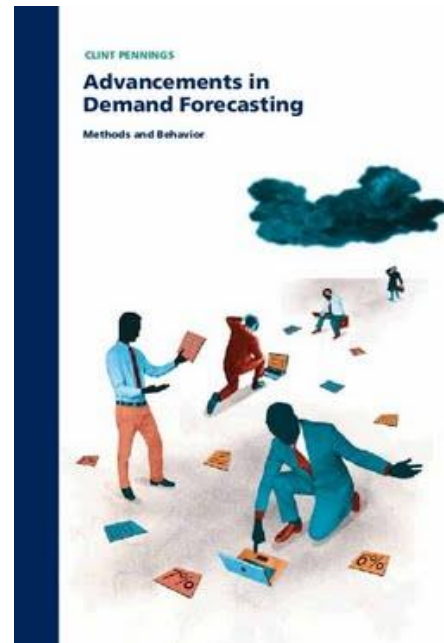
Ensure sustainable consumption and production patterns

Pennings, C.L.P. (2016, November 10).

Advancements in Demand Forecasting: Methods and Behavior. (136 pag.) (ERIM PhD Series 400).

Supervisor(s): prof.dr. L.G. Kroon, Prof.dr.ir. H.W.G.M. van Heck & dr. J. van Dalen.

The problems associated with forecasting capability and forecasting process management motivate the studies presented here. Instead of an analytical approach based on stylized models, the studies in this thesis analyse and draw conclusions based on empirical data collected from industry. Rather than focusing on a whole supply chain, the scope is restricted to manufacturers, as improvements in the forecasting capability of manufacturers not only benefit their own forecasts, but are most beneficial to the chain as a whole. In the order they are presented, the studies gradually extend the use of information and move toward the actual use of forecasts, incorporating managerial behaviour. The issues encountered are generalizable to a wider supply chain setting.



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Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

Wang, T. (2015, June 25).

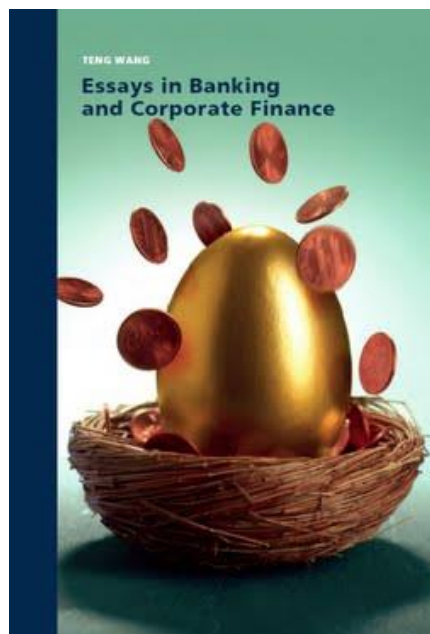
Essays in Banking and Corporate Finance.

(114 pag.) (ERIM PhD Series 352).

Supervisor(s): prof.dr. L. Norden & Dr. P.G.J. Roosenboom.

This dissertation bundles three empirical studies in the area of corporate finance and banking. These studies investigate corporates' financing activity with a special focus on the interaction between the banking industry and corporate borrowers. This dissertation highlights the important role of the banking industry in shaping the real economy in a world of market friction in place. Chapter 2 asks the question whether and how government interventions in the U.S. banking sector have benefited the U.S. corporate borrowers during the financial

crisis of 2007-2009. We focus on firms' stock performance and find that government capital infusions in banks have a significantly positive impact on borrowing firms' stock returns. Chapter 3 looks into firm's bond maturity dispersion activity and the impact on firms' funding liquidity. We find that larger, more leveraged, less profitable, growth-oriented, and non-bank dependent firms exhibit the largest maturity dispersion of outstanding bonds. We further find that more bond maturity dispersion results in higher funding availability and lower funding costs. The effects are stronger for firms that face more funding liquidity risk. Chapter 4 investigates whether labour market frictions in the target market influence the mode in which out-of-state banks enter the new market following the U.S. interstate banking deregulation and consequently affect local economic activity. The result shows that banks enter new markets by establishing new branches after the relaxation of non-compete enforcement in the target market, while they enter by acquiring incumbent banks' branches after the enforcement becomes restrictive in the target market. Interestingly, only bank entries via new branches significantly increase bank competition, improve the availability of credit to small businesses, and facilitate economic growth.



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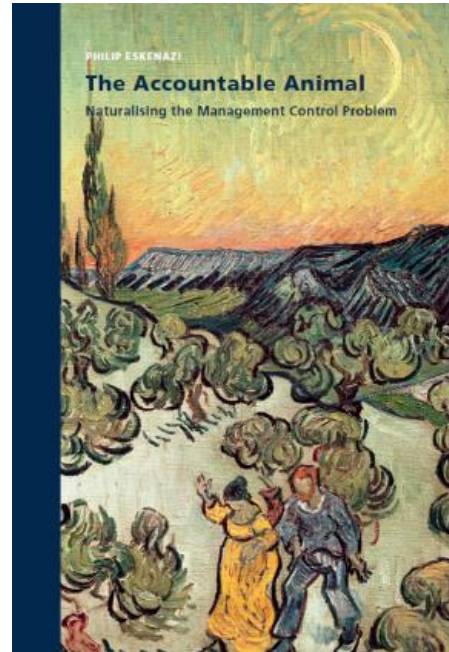
Eskenazi, P.I. (2015, July 02).

The Accountable Animal. Naturalising the Management Control Problem.

(93 pag.) (ERIM PhD Series 355).

Supervisor(s): prof.dr. F.G.H. Hartmann.

In this dissertation we investigate two themes around the topic of social relations in management control structures. We use developments in neuroscience and eye-tracking to supplement the traditional psychological and economic perspective on management accounting. First, process accountability changes processes of judgement and problem solving. Some mental processes are more difficult to access introspectively than others, and this opacity makes it troublesome to account for them, even if they are useful for making judgements and solving problems.



Process accountability drives people away from affective judgements and insight solutions, leading to impoverished performance on various tasks. This goes against the received wisdom that process accountability improves judgements and decisions. We supply unique evidence on this shift through EEG and eye-tracking measures. Second, neuroscience has recently made important advances on emotion recognition. We use this theoretical perspective to explain controller behaviour. It is important to know what determines a controller's propensity to compromise on integrity under social pressure from business unit management. We look at the suppression of EEG mu waves in the sensorimotor cortex while observing emotional facial expressions, and find it explains a substantial part of variation in controllers' responses to professional dilemmas.

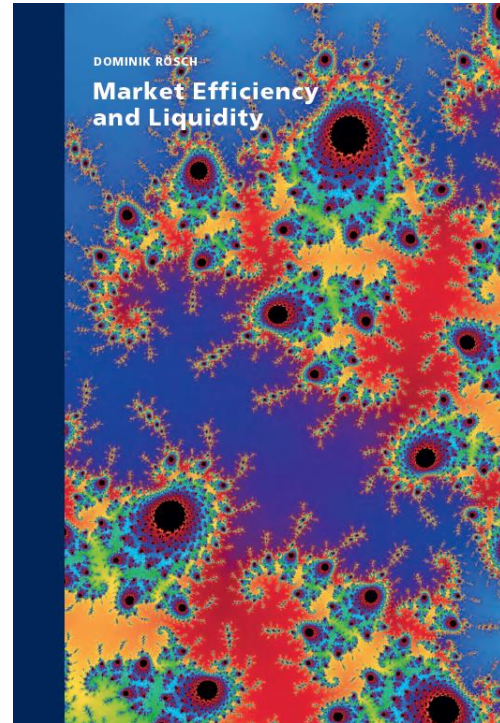
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[Rosch, D.M. \(2015, December 18\). Market Efficiency and Liquidity. \(134 pag.\) \(ERIM PhD Series 353\). Supervisor\(s\): prof.dr. M.A. van Dijk.](#)

The main theme of this thesis is to investigate the interaction between market efficiency and liquidity. In particular to document time- and cross-sectional variation in market efficiency, and whether individual stock efficiency co-moves with aggregate market efficiency; to investigate why inefficiencies arise and how trading against these inefficiencies affects market liquidity. Theory predicts that arbitrage improves financial market liquidity when arbitrage opportunities arise as a result of temporary demand shocks and worsens liquidity when arbitrage



opportunities arise as a result of differences in information. My analysis suggests that around 70% of the arbitrage opportunities arise as a result of demand shocks. Consistent with theory, I then show that an increase in arbitrage activity is associated with a reduction in market order imbalance and an improvement in liquidity.

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Yuferova, D. (2016, June 30).

Price Discovery, Liquidity Provision, and Low-Latency Trading.

(217 pag.) (ERIM PhD Series 379).

Supervisor(s): prof.dr. M.A. van Dijk & dr. D.G.J. Bongaerts.

This dissertation consists of three empirical papers in the field of market microstructure. These papers investigate the impact of increased interconnectedness of the financial markets and the vast trading speed improvements on two important functions of financial markets: price discovery and liquidity provision.

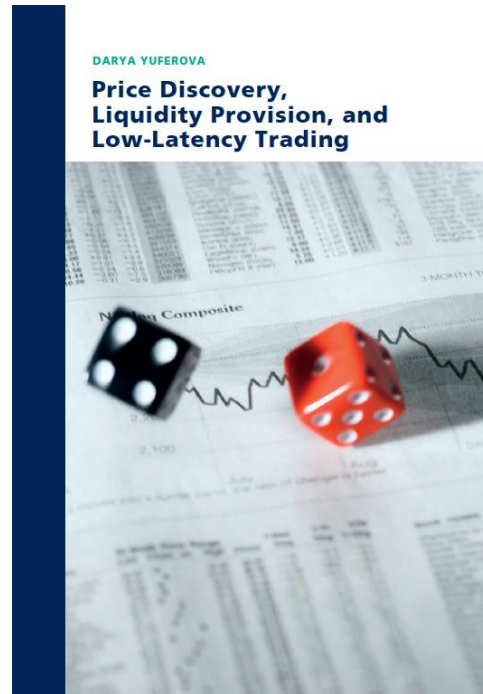
Chapter 2 examines the role of liquidity and trading activity in the origination and propagation of shocks to prices across international equity markets. The findings show that equity markets are

strongly interconnected with respect to the transmission of shocks to prices and trading activity, while liquidity dry-ups seem to be isolated events.

Chapter 3 analyzes the choice that an informed trader makes between market (consuming liquidity) and limit (supplying liquidity) orders and how this choice is affected by the rise of algorithmic trading. Darya's findings suggest that price informativeness does not necessarily come at the expense of low liquidity, even in the presence of algorithmic traders.

Chapter 4 examines whether low-latency traders are improving or deteriorating price discovery in the pre-opening period. The findings show that low-latency traders actively participate in the pre-opening period despite the absence of immediate execution, although to a lesser extent than during the continuous trading session. Furthermore, low-latency traders lead price discovery during the pre-opening period.

Overall, Darya's current and future research agenda is related to the design of the well-functioning financial market with specific focus on the regulation of the low-latency traders.



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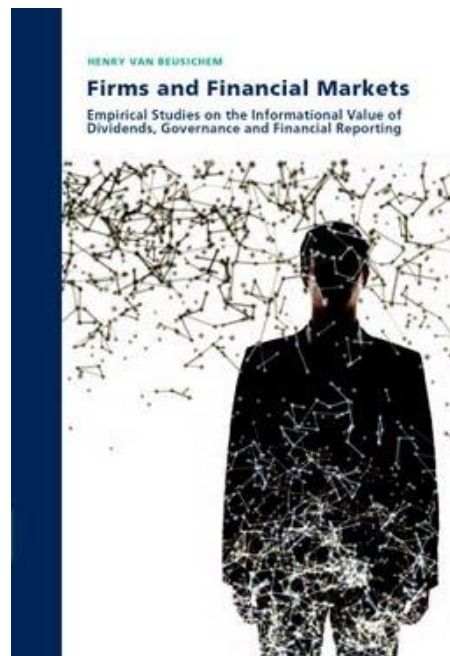
Beusichem, H.C. van (2016, June 16).

Firms and Financial Markets: Empirical Studies on the Informational Value of Dividends, Governance and Financial Reporting.
(ERIM PhD Series 378).

Supervisor(s): prof.Dr. A. De Jong & - Gerarda Westerhuis.

This dissertation contains three empirical studies that contribute to our understanding of dividend, governance and transparency policies of Dutch listed firms. The first study describes the dividend policy decisions of Dutch firms in the twentieth century. The fraction of dividend-paying firms has increased but the proportion of the profits which are paid out has declined steadily over the century. We identify three dividend regimes, each with a specific set of rationales. We exploit the variation across periods and apply Shapley decomposition algorithms to

map changes in the dominant logic. The dominant logic of dividend policies has been revised twice and earnings have decoupled from dividend policies. In the second study, we analyse the stock price effects of block sales and purchases and the disclosures thereof for Dutch firms over the period 2000-2004. Shareholders have to disclose ownership and trading date information when passing specific ownership thresholds. We measure a significant positive price effect for block purchases but not for block sales. We do not measure a significant price effect for their disclosures. We find two opposing effects about the agency role of large shareholders. The final study describes the development of reporting transparency based on annual reports of Dutch non-financial listed firms for the periods before and after IFRS became mandatory. We analyse the relationship between corporate governance and reporting transparency and we investigate the effect of reporting transparency on future firm performance. In particular, after the introduction of IFRS, we observe a strong increase in transparency and with a much lower variation.



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Vishwanathan, P. (2016, June 23).

Governing for Stakeholders: How Organizations May Create or Destroy Value for their Stakeholders.

(167 pag.) (ERIM PhD Series 377).

Supervisor(s): prof.dr. J. van Oosterhout & prof.dr. L.C.P.M. Meijs.

This PhD thesis lies at the intersection of stakeholder theory and corporate governance research. Stakeholder theory proposes that firms are best understood as a set of relationships among groups that have a stake in the activities of the firm. Corporate governance research, on the other hand, has almost exclusively focused on the owners of firms as it deals with the question of how decision-making structures and

accountability practices should be designed within organizations, such that owners can ensure themselves of getting a return on their investment. By adopting a stakeholder theory lens to corporate governance, I seek to broaden the theoretical and empirical scope of corporate governance such that various stakeholder groups can be included in the analysis of the corporate governance of organisations.



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Elmes, A. (2015, November 26).

Studies on Determinants and Consequences of Financial Reporting Quality.

(143 pag.) (ERIM PhD Series 354).

Supervisor(s): prof.dr. E. Peek.

The purpose of this dissertation is to investigate determinants and consequences of financial reporting quality. The first study examines the impact of high quality financial reporting on private firms' access to bank debt and trade credit capital. The results suggest that high quality financial reporting does have economic consequences even in the presence of private communication that serve as alternative information asymmetry mitigating mechanisms. The second study investigates the relation

between auditor size and audit quality for private firms in a setting in which large auditors have materially weak incentives to retain their audit quality advantage. My analysis provides evidence that the otherwise positive relation between auditor size and audit quality reverses when the incentives of large auditors to deliver superior audit quality become sufficiently weak. The third study examines the effect of the political connections of auditors on audit quality. The results suggest that politically connected offices deliver superior audit quality than non-politically connected offices. However, the positive relation between audit office political connectedness and audit quality dissipates for those clients that are politically connected themselves. Overall, the three studies of this dissertation highlight the importance of auditor incentives in shaping financial reporting quality as well as the significance of accounting information even in settings with low demand for high quality financial reporting.



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Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

Pruijssers, J.K.L.P. (2015, May 29).

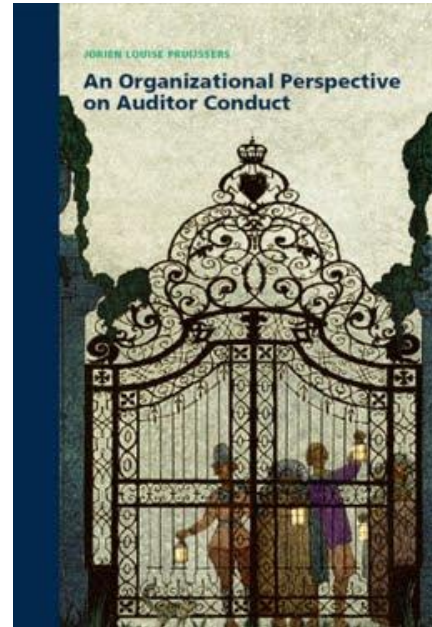
An Organizational Perspective on Auditor Conduct.

(199 pag.) (ERIM PhD Series 342).

Supervisor(s): prof.dr. J. van Oosterhout & prof.dr. P.P.M.A.R. Heugens.

Auditor misconduct has played a crucial role in the financial turmoil of the past decades, but is hardly understood itself. Research to date has focused almost exclusively on how external regulations can guard the integrity and quality of audit services, but has ignored the influence of audit firms' organizational features on auditor behaviour. This is a potentially serious omission as organizational factors may be potential causes for auditor misconduct, and because organizational practices could be potential remedies to auditor misconduct. In this dissertation, I

seek to redirect the conversation on auditor conduct by taking an organizational perspective. This dissertation therefore provides compelling evidence that the organizational context of audit firms indeed has a significant impact on auditor behaviour. In so doing, I show that an exclusive reliance on regulatory reforms may not be sufficient to foster auditor integrity and that effective remedies to combat audit failures reside at the level of the organizations providing the audit. I therefore provide important and innovative contributions to both the Audit and Organizational literatures.



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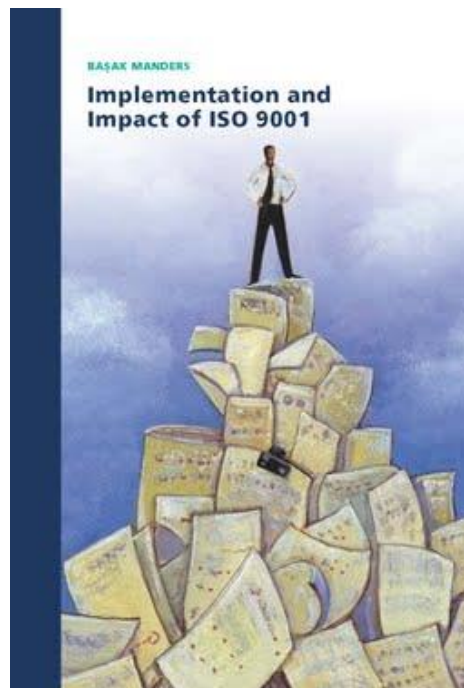


Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

Manders, B. (2015, January 30).
Implementation and Impact of ISO 9001.
 (187 pag.) (ERIM PhD Series 337).
 Supervisor(s): prof.dr. K. Blind & dr.ir. H.J. de Vries.

The ISO 9001 quality management standard has been implemented by more than one million organizations in 187 countries since its introduction in 1987. A newer version of ISO 9001 is planned to be introduced in 2015. Even though it is widely used by organizations to gain both operational and market benefits, the studies on the impact of ISO 9001 report mixed findings. Therefore, the aim of this dissertation is to find out what is the impact of ISO 9001, and to better

understand the differences in current literature. The findings demonstrate that ISO 9001 leads to operational and market benefits in the majority of cases. We also show that the benefits gained from ISO 9001 differs depending on the length of the period since certification, standard version, geographic location, industry sector, and company size. We further demonstrate that national differences, specifically the level of economic development and national culture, impact the performance benefits of ISO 9001.. Together, these three chapters illustrate that the relationship between ISO 9001 and business performance is not as straightforward as it is often assumed. Our findings indicate that the implementation and the impact of ISO 9001 can be studied and explained at three different levels: Country level, company level and employee level.



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Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

Legault-Tremblay, P.O. (2015, September 25).

Corporate Governance During Market Transition: Heterogeneous Responses to Institutional Tensions in China.

(204 pag.) (ERIM PhD Series 362).

Supervisor(s): prof.dr. B. Krug.

Corporate governance in transition economies does not fit in the dominant normative models. China embodies institutional tensions between an inherited system of political governance and new laws transplanted from Western countries that empower external shareholders on capital markets. The two empirical studies in this dissertation apply set theoretic methods on large samples of Chinese listed firms to uncover the causal complexity involved in corporate governance problems, focusing on the complementarities, functional equivalence and causal

asymmetry. The first study analyses the configurations that facilitate and deter the most salient governance problem: the diversion of cash flow from the firm by controlling shareholders through tunnelling. The second study analyses the diversity of governance forms in successful firms, including politically embedded firms, those that rely on outsider control systems resembling the Anglo-American model, as well as creative hybrid forms. The dissertation shows that, even in transition economies, property rights matter for allocating decision making rights between large and minority shareholders. Also, political connections matter, but not as much as is commonly assumed since many private firms operate profitably without any political ties. Finally, the thesis commands caution regarding the role of independent directors, who not only fail to provide effective monitoring on insiders, but often facilitate collusion easing tunnelling behaviour.



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Responsible quality publishing at RSM: Open access



Open Access is defined as the free, immediate, online availability of research articles coupled with the rights to use these articles fully in the digital environment. The goal of open access is to give anyone access and use of these results—to turn ideas into industries and breakthroughs into better lives. There are various ways in which open access can be provided, with the two most common methods usually categorised as either gold (publishing in an open access journal) or green (self-archiving) open access, the practice of depositing articles in an institutional repository or a subject repository such as SSRN and REPEC. RSM's research institute ERIM actively supports an open access policy for its publications. The repository holds articles, inaugural addresses, teaching cases, PhD theses and RSM magazines. The current repository holds nearly [5.500 open access publications](#).

Research reports

Research reports are an important means of discussing and distributing research results before they are finally published in journals. Evidence shows that publishing working papers also leads to an increased number of citations of the final published paper. All ERIM Research Reports are distributed by electronic networks like Repec and SSRN and through the Academic Repository of the Erasmus University (Repub). Currently over 900 research papers are available through SSRN. The number of downloads of working papers from ERIM is high. For example, ERIM is the only Dutch institute ranked in the top five for total number of downloads in the SSRN Top International Business Schools ranking and in the top 25 in the SSRN Top Business Schools (U.S. schools included) over the last five years. The total downloads of ERIM working papers at SSRN since the start of the series in 2000 is nearly 400,000. These numbers show the enormous potential impact of publishing working papers and ERIM continues to encourage its members to publish their working papers in the series.

PhD Theses

The ERIM PhD Series contains dissertations in the field of Research in Management defended at Erasmus University Rotterdam by researchers of the Erasmus Research Institute of Management (ERIM). The dissertations in the PhD Series are available in two formats, printed and electronic. The ERIM PhD series contains over [400 open access dissertations](#).

Academic Integrity

The portfolio of activities at RSM is loaded with responsibility-related issues, in research as well as in teaching and services. RSM is proud to be one of the first-movers among participating academic institutions in becoming a signatory of the Principles for Responsible Management Education (PRME) initiative. We have been supporting the mission of the PRME, “to inspire and champion responsible management education, research and thought leadership globally” from the start.

Ethics has found its place in RSM programmes, and is specified as an important attitude-related aspect of the learning outcomes for each of the programmes. Examples of ethics in courses are: 1) the second-year bachelor course, ‘Leadership, Sustainability & Governance’ and 2) the introductory course ‘Business Society Management’ across all MBA programmes. Most notably, a new core course ‘Ethics and Corporate Governance’ has been added to the MSc Finance & Investments curriculum. In addition to

this, each new Erasmus University BSc student must play an ethics game at the beginning of their studies to stress the importance of ethical conduct.

Research Integrity and professionalism

Integrity is very important at RSM. Without integrity, we lose our reputation and license to operate. To preserve our integrity we have an integrity code, behavioral policies, a scientific integrity programme, and an integrity game. We also aim to create a work environment where people feel stimulated to behave with integrity and where they can openly raise and discuss questions and dilemmas about integrity. Our goal is to foster an open academic culture and an open organisational culture for everyone in the school - research active and non-research active faculty and support staff alike.

Given the emphasis that RSM puts on building academic reputation, the preservation of scientific integrity in all its research activities is paramount. Even a single incident, no matter how atypical for normal practice, can cause serious damage to an institute's reputation and may haunt it for years. As formulated explicitly in the current ERIM Membership Charter, ERIM expects all its members and fellows to respect academic integrity, and to adhere to and uphold the general principles of professional academic practice at all times. The Netherlands Code of Conduct for Scientific Practice (VSNU, Association of universities in the Netherlands) further details these principles.

For many years, research integrity has been high on RSM's list of priorities. An important initiative was the university-wide Taskforce Scientific Integrity, headed by Finn Wynstra, at the time ERIM Associate Director. Based on the recommendations of this task force several measures were taken, across the university.

The Erasmus University Rotterdam developed a game which helps staff and students discuss dilemmas and stimulates them to find solutions. This game contains many common integrity issues. It also offers participants the opportunity to formulate dilemmas from their own environment. In a light-hearted fashion, they can discuss how their own department applies the values from the Integrity code and clarify their responsibilities. This [dilemma game](#) focuses on professionalism and integrity in research.

The game introduces 75 dilemmas relating to integrity issues that may present themselves to researchers and encourages them to discuss these among themselves. ERIM has stimulated each of its research programmes to

organise sessions on integrity and professionalism, where the dilemma game has also been played, involving both junior and senior researchers. The game thus fosters ongoing debate about scientific integrity beyond the graduate student community.

Dilemma overview		Dilemmas grouped on content	
1 The visitor	21 Special effects	41 Similar but not the same	61 Torn
2 Dup(ub)lication?	22 Comply or complain	42 Science versus society	62 Head over heart
3 With a little help	23 The bright side	43 Smart use of data	63 Reinterpretation
4 Stop the thief	24 Suspicions	44 Flexible criteria	64 One drink too many
5 Not so new after all	25 Friendly reviewer	45 Enticing application	65 Stumbling across the finish line
6 Mutual favours	26 Informed consent	46 Single check	66 Fitting
7 First to the mill	27 Put your supervisor first	47 Receiving a favour	67 Role-play
8 Final touches	28 Beneficial research	48 Self-correction	68 Three is a crowd
9 Slicing and dicing	29 Flexible scope	49 Controlling my variables	69 Credit
10 Re-routing	30 Bothersome research	50 Different estimates	70 Don't stand so close...
11 So close	31 Grounded conclusions	51 Results with impact	71 The black sheep
12 To perform or not to perform	32 Invalid data?	52 Two conferences	72 Drop it
13 Sharing data	33 Client and colleague	53 One before the other	73 In the race
14 Final checks	34 Academic grudges	54 Not a question	74 Taking chances
15 Different results	35 Anonymous data	55 Downplay	75 Credibility
16 Data check	36 Objective review?	56 Reference	
17 Outliers	37 Sensitive results	57 Two sides of the coin	
18 No luck	38 Senior methodology	58 Free lunch?	
19 One additional experiment	39 Writing for your audience	59 Spoilsport	
20 Rewrite	40 Change for the good?	60 Going for the top	

Research integrity and professionalism are an important element in many courses in our doctoral programme. One generic element of the education process that is reinforced by the supervision process, and equally applies to all students in the ERIM Doctoral Programme, concerns attention to scientific integrity. During the reporting period, ERIM has put increased effort in embedding this systematically in the training of its students. This starts during the annual Doctoral programme introduction day and is followed by an ERIM course on Scientific Integrity as part of the mandatory curriculum for all research master students and PhD candidates. The course is concluded by the signing of an integrity declaration. One guiding principle behind ERIM's increased attention to scientific integrity has been the notion that directing efforts only at avoiding strict misconduct (Fabrication, Falsification and Plagiarism) is not sufficient. Addressing the grey area of "questionable research practices" is much more important, as these practices are arguably much more prevalent than pure misconduct. At the same time, the negative impact of these practices on "truth-finding" may be equally harmful. As part of the ERIM course on scientific integrity, ERIM uses the previously-mentioned "dilemma game" to support researchers in further developing and honing their own "moral compass", by exposing individual researchers to such dilemmas in the context of a group discussion.

Good scientific practice can be significantly leveraged by clear procedures for data storage and data access. Several cases of questionable practices reported in the media involved clumsy approaches to data storage, leading to detrimental effects including, for example, stolen laptops and lost USB sticks. Standard procedures have been introduced across the university to facilitate (long-term) storage of research results and safe access to them on campus and remotely, thus facilitating collaboration in an international consortium. Our website has a dedicated segment devoted to research integrity and professionalism, including guidelines for data management.

Furthermore, a special procedure for complaints regarding scientific integrity has been established, to allow for rapid, bottom-up notification when people encounter idiosyncratic research practices. At the heart of many of the reported cases around lack of scientific integrity, in the Netherlands and abroad, is a breakdown of normal communication, particularly a lack by junior researchers and others to question a dubious approach followed by a dominant colleague. The complaints procedure at the EUR is meant to enable an 'early warning' where necessary, and includes the availability of a campus-wide confidential advisor regarding integrity issues, who is supported by deputies at each one of the other schools at the EUR.

Finally, for cases considered as necessitating further review, a campus-wide Scientific Integrity Committee exists, headed by a former public prosecutor and emeritus professor of criminal law, to judge cases of significant deviation from standard scientific practice.

There can be, however, situations in which it is difficult to raise integrity issues and it is unclear what actions should be taken. In these situations, faculty and staff may prefer to discuss things (first) with someone with expertise in the field of integrity, who can offer confidentiality and give sound advice on the best course of action. For this reason, RSM has appointed three confidential counsellors, also called trusted persons, who offer support and assistance to researchers and support staff who are confronted with integrity issues. They are appointed for a period of four years.

PRME Principle V & VI Partnership & Dialogue



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.



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

Towards dual impact in education and research

RSM views stewardship and the awareness of individual responsibility as key to creating sustainable businesses that go beyond being environmentally or socially neutral and become agents for positive change. It uses all of its programmes to develop an appreciation of social and environmental stewardship amongst its students. RSM's one-year Personal Leadership Development (PLD) programme runs concurrent to the other courses in the MBA programme and is designed to develop individual capabilities for effective and conscious leadership in international business.

In addressing the issue of RME and sustainability, the school recognises its importance as a motivating idea and the concomitant ambiguity in its current usage, and has paid particular attention to the integration of environmental, social and governance issues into teaching and research. This leads to closer examination of issues, and the school encourages students to be more pro-active in this burgeoning field of study and discourse.

RSM's own development as a business school has seen the issue of sustainability become inseparable from its philosophy. The school is actively committed to demonstrating and disseminating theories, models and practices that reinforce the connection between sustainable environments and sustainable profit. The school as a whole is a member of associations such as EABIS (European Association for Business in Society) and the UN Global Compact's PRME (Principles for Responsible Management Education). Its 'Greening the Campus' initiative to improve the sustainability performance of RSM was started in 2006 and has become a University-wide project. *Sustainable RSM* serves to generate dialogue, enhance visibility, research, and spark both curricular and co-curricular sustainable features.

RSM has always attracted the highest-calibre international students, faculty and staff, and has thus been engaged in what it means to be 'global' from the start. For a long time, the idea of possessing an MBA conveyed a focus on profit. RSM's MBA programme applies itself to creating wealth generators who are also active, empowered citizens of the world – integrated, participatory and open-minded.

Responsible Impact Narratives

RSM invests considerable resources into research activities that support the school's desire to contribute to society and to business. It has the Department of Business-Society Management as one of its eight academic departments. Research undertaken by the school underpins its objective to create a 'sustainable supply chain' of graduates to contribute fresh perspectives, broadened viewpoints and ultimately, better and more conscious business decisions in the interests of all stakeholders.

The most visible proof of RSM's commitment to partnering and dialogue are the annual community fora on a diverse range of topics covering responsible and sustainable business.

RSM partners with corporates and societal partners through its centres of expertise. We will feature some unique centres and the way they engage in a responsible way. These responsible impact narratives are derived from our recent research assessment exercise. Our research institute ERIM produces Research Impact Narratives as part of the self-assessment, a primer for RSM. These narratives give a wonderful insight into the way RSM researchers engage with business and society in a responsible way¹.

1: Dutch Flower auctions

Transforming a century-old tradition of selling with analytics

Every day a deluge of flowers finds their way through Royal FloraHolland auction centres throughout the Netherlands. Within hours they are sold and shipped to locations all over the world. The auction house embraces traditions going back more than a century, and its methods have changed little. In order to innovate based on hard facts combined with intuition, Professors Eric van Heck and Wolfgang Ketter of the Rotterdam School of Management (RSM) and members of the LIS programme were asked to carry out an objective study on the future of the auction centres' clock system.

The Dutch auction method serves to achieve the highest possible price within the shortest possible time, ideal when dealing with a perishable product such as cut flowers. The auctioneer begins each sale with a predetermined highest asking price, lowering it until a bid is made or a reserve price is reached. Prices are shown on a clock and buyers typically have mere seconds to make a decision. They would often have to rely solely on their intuition to make these decisions.

Royal FloraHolland has had a long-standing relationship with Rotterdam



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ERIM Impact Narratives. Erasmus Research Institute of Management – ERIM. ERIM Self Assessment Report 2010 – 2015

School of Management, Erasmus University, and the need to estimate prices for each auction is what led them into a discussion with Eric van Heck and Wolfgang Ketter. Together they investigated the Aalsmeer auction and its role in the next generation of markets, which will be increasingly affected by novel and fast-paced developments in digitising information with technology. The resulting research combined the insight of auctioneers with the possibilities of Big Data analytics to allow the auction cooperative to better inform their decision making in real time and thus achieve higher efficiency and revenues. Initially, data on past bidding was analysed in order to cluster buyers into various broad categories. This allowed auctioneers to build an overview of the bidders' general types of behaviour, and so better decide on how to set auction parameters, such as starting price and minimum purchase quantity. This allowed them to optimise the profitability and efficiency of a particular auction day.

Alternative scenarios were investigated to see what would happen when parameters were modified, so that alternative policy scenarios could be tested. Such laboratory and field experiments proved very insightful and beneficial to all parties involved: Royal FloraHolland was able to better see the real-world effects of their decisions, and researchers gained access to vast amounts of real-world data and the knowledge of industry experts. New experiments are still ongoing. Van Heck and Ketter, together with their team of PhD students, are currently looking into the effects of removing the ID of the bidder from the auctioning process and looking into 'multi-transaction' auctioning. Both indicate a substantial impact on prices for the auction as well as for buyers. Based on the analyses, auctioneers were able to make faster decisions and better tailor the auction to the buyers present. This resulted in the auction being able to clear out, on average, 25 minutes earlier each day. Thus, flowers sold could be shipped off sooner to their customers. It also offers the possibility to auction off more flowers in the current time scheduled; thus, more buyers can obtain the flowers they need. This is particularly crucial during peak times around holidays. With the current analytics provided by ERIM, the potential additional profit for the auction house has been substantial.

Developing smart, real-time decision support systems is not limited to auctioneers. The researchers now work on similar systems for growers. There are additional plans to devise such support for bidders as well. The use of intelligent software agent technology can be implemented across the entire supply chain. The end goal is a very competitive supply chain in the world of cut flowers. Meanwhile, end customers also benefit from the process: more flowers make it to the market faster, resulting in more choice and fresher flowers.

Responsible Impact synthesis 1:

The long-standing relationship between ERIM researchers and Royal FloraHolland opened up a new era in smart markets by analysing and employing past transactions in combination with human decision making. The knowledge applied at Royal FloraHolland offers methods for making market mechanisms significantly more effective. In addition, the knowledge gained in the process is highly valuable for the logistics segment by serving as an example to other businesses. This can facilitate greater efficiencies that benefit the seller and end-customers alike

2: Collaborative Solutions for Complex Societal Issues

The Partnerships Research Centre (PrC) connects scientific research with practitioner experience in the field of cross-sector partnerships by carrying out research, developing tools, and promoting knowledge dissemination with a focus on sustainable and inclusive development. Working on in-depth analyses of current and future contributions, the group identifies where participants can most effectively leverage their strengths and evaluates possible collaborative actions.



Sustainability is gaining more and more traction in all aspects of society, as companies are opting for greener and more inclusive solutions even when governments are not able to lay down laws enforcing sustainable development. With this in mind, the Rotterdam School of Management, Erasmus University, set up the PrC to enhance the effectiveness of cross-sector partnerships. Through research, tool development, and extensive knowledge dissemination, the centre aims to facilitate inclusive, balanced, and sustainable development by supporting partnership activity across numerous actors from the public and private sector along with civil society. Once collaboration is established, the parties are generally faced with obtrusive management challenges. Here, the PrC offers support through various business models and partnership portfolio techniques. Currently, the centre's work includes a considerable number of large-scale projects in various locations around the world. One of these is the PPP lab, a collaborative action programme in which the PrC organises learning and exchange meetings between participants in approximately one hundred partnerships on sustainable water and food security. The lab helps parties evaluate their partnership models, set up new governance structures and come up with prototypes for new and better partnerships.

The lab function of the PPP is that of a 'living lab,' and the supportive research undertaken by the PrC is in the form of action research in a large number of countries in the global south. The knowledge accumulated in the PPP Lab, likewise, has a lot to offer future participants. The lab strives to understand the outcomes of PPP's operations, as well as the methods, strategies and tools that were employed. This also allows for cross-sector learning between the participating PPPs. The effect of the PPP lab is changing business models in the field, for both companies and civil society organisations, and it has also affected policy programmes of international, national, and local governments.

Another project with considerable impact is our research on transitions towards sustainable enterprises, led by Rob van Tulder, academic director of PrC, professor of international business-society management at RSM and member of ERIM, and Andrea de Rosa from the PrC, together with consultants from RoyalHaskoningDHV. Through the development of case studies for 20 frontrunner companies, an intricate three-phase sustainability model was created, providing users with insights about their attitudes and pathways towards sustainability. The tool identifies the organisations' tipping points and the obstacles they face on the road towards the implementation of sustainable business models. After participation, users have a far better oversight of the process as a whole and at what stage in the transition they are positioned. As a result, they are better able to lay out a concrete path towards their end goal. The three phase tool has been successfully applied, researched, and validated. One of the companies currently making extensive use of this tool is Rabobank, who uses it to measure their customer relations. They are now better positioned to advise customers on where they are in their transition and what they should do with respect to achieving greater sustainability.

Another noteworthy example is an ongoing project with Philips Healthcare and Amref/Flying doctors. The multinational is striving towards providing three billion people with first-class healthcare facilities and services all over the globe. This represents an imperative strategic challenge, as it calls for novel business models as well as the creation of diverse partnerships. The PrC is aiding this goal by developing appropriate business models, such as mapping and scoping Philips's Partnership Portfolio, which offers stakeholders the ability to gather deep insights into cross-sector collaborations. This project is backed by broader research, which is included in various "State of Partnerships" reports on companies and CSOs, published by the PrC. These reports take stock of the state of partnerships with large companies and Civil Society Organisations, analyse transitional and managerial challenges arising from cross-sector partnerships, and provide tools to counter such challenges. One example of such tools is the 'Strategic alignment continuum,' which allows partners to assess their own and each other's strategic intentions in order to work towards the same degree of involvement.

Responsible Impact synthesis 2:

The three-phase model introduced by the PrC with Rabobank has allowed the latter to better understand the path they need to take towards sustainability. Consequently, Rabobank has introduced the tool to their clients. This illustrates that a large number of organisations can contribute to the end goal of sustainability more effectively and efficiently. Such sustainable development is vital for our future. Likewise, other projects exemplify considerable knowledge with respect to partnerships and their importance to sustainable development. The PPP Lab and Partnership Portfolio analysis offer insights into the numerous obstacles faced by parties involved in partnerships, and provide elaborate tools for addressing such challenges. The partnerships are often aimed at helping under-privileged communities, as in the Philips case. The societal benefit of these projects is extensive and effective once the partnerships reach maturity.

3: Connecting people in the Public Safety Arena

Centre on Public Safety Management (CESAM)

Public security and safety remains a topical issue: from natural disasters to terrorism to cyber threats; governments, organisations and individuals need to work together in tackling these difficult problems. These various stakeholders, however, are often not well connected to each other or to the public. This is where RSM's Centre on Public Safety Management (CESAM) comes in, contributing with proven managerial insights in the field of public safety management.



“When you talk about safety and security, you need all stakeholders. You need people to talk together and to be genuinely interested in each other’s values,” says Gabriele Jacobs, Associate Professor at the Department of Organization and Personnel Management at RSM and director of CESAM. Without any vested interests, CESAM can talk to any party involved: prisoners, ministers, journalists, and heads of private industries or public institutions. By bringing these stakeholders together, CESAM can offer the parties involved the opportunity to look at problems differently. The centre is involved in numerous projects at a local level as well as in international collaborations.

One proven implementation of CESAM’s contribution in knowledge dissemination and cooperation on an international level is their involvement with policing. Project COMPOSITE (Comparative Police Studies in the EU) looked into how and what European police forces could learn from one another. Crime has increasingly become more international due to factors like new technologies and open borders. In response, national police forces have implemented ambitious change programmes in order to modernise and streamline their operations. CESAM brought 27 police forces from across ten countries together with government agencies, consultancies, and scientists, in order to examine the factors that contribute to the success or failure of these large-scale change processes. The investigation focused on several key issues, namely, analysing police internal resources and their capability in handling external challenges, researching knowledge sharing and technology trends to gain insights into organisational structures that promote change, and gaining an understanding of the role of organisational culture, identity, and leadership in the management of change. Acting in the world of law enforcement agencies and hard technology projects, CESAM provided a hub for multidisciplinary research and collaboration and brought social-psychological and cross-cultural management knowledge into the area. During and after the completion of the four-year project, which ended in the summer of 2014, the insights on policing strategies collectively gained from these meetings were shared in numerous training sessions and workshops. For example, a two-day conference was hosted by RSM in June of 2014 to bring all parties involved together and discuss the main topics in question, such as the emergence of new technologies, differing views on police identity across the countries involved, and implementing successful leadership in times of change.

On a national level, CESAM, together with the Erasmus faculties of law and public administration, recently completed an evaluation of the Dutch police force to gain insight into whether the reforms implemented were working for all the relevant stakeholders in the way legislators intended. Working at the highest political level, the results were presented and discussed with mayors and the government. Recognising that every actor has their own perspective on the situation, CESAM adopted a constructivist approach to the evaluation in order to address the multitude of viewpoints. The group’s work consisted of a multidisciplinary approach that combined expertise from business, management, organisational

psychology, social psychology, and criminology. Using both quantitative and qualitative methodologies, CESAM also looked over all the statements and documents produced during the investigation and conducted interviews with all the parties involved to gain a full picture of the changes resulting from the restructuring. The main outcome of the research was that frustration resulting from organisational change fatigue must not be underestimated, as it can have long-term negative consequences. Additionally, the internal and external trust placed in the police is of paramount importance, as the potential unrest within the police force with respect to its ability to perform is considerable.

On a local level, CESAM is actively contributing to the further development and innovation of technology in the field of safety and security. Project CRISADMIN (Critical Infrastructure Simulation of Advanced Models on Interconnected Networks Resilience) focused on developing models for simulating and evaluating the effects of a crisis and its processes, whereby a key element is knowing how people will react and what affect this will have on a particular situation. IT specialists developing these tools typically have a very simplified idea about people's behaviour, and so psychological and management knowledge is needed to achieve more realistic predictions. The result was a prototype IT application in the form of an algorithm that can simulate how people behave in crisis situations; for example how they react and communicate with each other, and what influence this has on the surrounding critical infrastructure. This and similar crisis-predictor models were then made freely available and customisable for use by various public and private organisations.

Currently the centre is working on another project, UNITY, to develop a mobile app that can be used by police forces and their communities to facilitate more informal communication between the two. In this way, the public can inform the police if they see something troubling or have any questions, and likewise, the police can react more personally or connect with the public on a more personal level. This is particularly useful in the case with groups that have generally been harder to reach, such as youth, the elderly, and minorities. In this instance, CESAM carried out the necessary background research in eight European countries to identify current practices, the stakeholders involved, how the tool could be implemented, which communities were communicating with the police and how, and then it brought the representatives of these groups together.

Responsible Impact Synthesis 3:

In the case of CESAM, the group has demonstrated the opportunities offered by an academic environment. Having been awarded the public tender for the large-scale evaluation of the Dutch police force is a potent indication of the direct impact that a university can have on relevant societal developments. CESAM has had impact on many different levels: on one level there is the technological aspect, such as how one can go about collaborating on and developing tools and models in the field of public safety and security and how these tools can then be efficiently implemented in society. On another level, there is the human factor. The group's projects help raise public awareness of safety and security. CESAM now focuses on educating future leaders in the field. One development that addresses this goal is an internet platform for sharing various narratives on public security in order to bring the public, police, and private industry together to communicate their perspectives. There are further plans to publish books that educate people on a larger scale. As society is increasingly worried about public safety, the work of CESAM remains crucial and ever more relevant, providing a much-needed neutral platform for communication and collaboration.

4: Shaping Creative Ideas into Successful Ventures

Centre for Entrepreneurship (ECE)

Entrepreneurship is a cornerstone of economic growth and more employment. The Erasmus Centre for Entrepreneurship (ECE), through passionate research and knowledge dissemination, has helped create many promising start-ups, fast-growing scale-ups and innovative established firms.



During the past three years, Dutch scale-up firms created more than 70,000 jobs despite a general deterioration in national occupation levels. Entrepreneurship is highly beneficial for Dutch society. In the Netherlands and in high-income countries in general, however, entrepreneurship is relatively uncommon, and less than 10% of the adult population is involved in entrepreneurial activities (Xavier 2012). Pragmatic entrepreneurship education represents a plausible solution. This is where the ECE came into the picture for Inti Games. Founded in 2013 by the Rotterdam School of Management, Erasmus University (RSM) and the Erasmus School of Economics (ESE), the ECE is one of the largest centres for entrepreneurship in Europe. Opened by Dutch Prime Minister Mark Rutte in 2014, the ECE campus creates an environment where budding entrepreneurs, alumni, potential investors, representatives from the government, and large corporations meet and interact to foster entrepreneurial behaviour. Starting new ventures is a critical element in this process and, in its two years of activity, the ECE campus has become home to 70 start-up companies, some of which have grown incredibly successful.

The fundamental asset differentiating the ECE from other available business incubators is the first-rate knowledge produced at S&E. Know-how generated by S&E scholars provides sprouting businesses with unique tools that offer companies tailored solutions and, subsequently, a competitive advantage.



The company Inti Games represents a clear example of how the ECE environment, dedicated support, and mentorship can catalyse the success of a business venture. Inti Games was a start-up trying to commercialize a new outdoor game and, under the ECE patronage, enjoyed rapid growth that transformed an embryonic project into a prosperous business operating at an international level. In 2010, founder Thijmen De Schipper was fascinated by people in China who actively and passionately spent their recreational time engaging in outdoor sporting activities. One of these was a tennis game that was popular with his friends and colleagues in the Netherlands. De Schipper wanted to produce an innovative product that combined key ingredients from various sporting games. With the help of the ECE, Inti Games was born.

The benefits of entrepreneurial behaviour are not limited to start-up or scale-up businesses; this proactive attitude is also critical for large and established firms. Established firms' operations typically rely on well-tested and fine-tuned processes. Success is rooted in these business practices, which are

intrinsic to the firm's DNA. Even established companies, however, must renew their business practices, especially in a rapidly evolving global economy. Research shows that investing in the search for novel business models may result in an up to five-fold higher financial performance. The practice of balancing consolidated and innovative business models is known as ambidexterity; it requires entrepreneurial behaviour in the firm and is a central research topic at the ECE. These researchers dedicate their careers to unravelling strategic factors, processes, attitudes, and elements in the company environment that harmonise the urge to innovate with a continued focus on operational excellence, and thus, ambidexterity.

Prompted by the relevance of ambidexterity in prolonged success, major Dutch businesses have partnered with the ECE to implement this practice. ENECO, a Dutch utility provider, asked the ECE to serve as an external reviewer to provide recommendations for its innovation programme. The ECE used the knowledge gathered from its academic research to design executive education programmes tailored to ENECO's needs. ENECO used the knowledge and skills provided by the ECE to train two teams of business developers in ambidexterity techniques. This case highlights how the ECE bridges academic knowledge and education with the business world and further substantiates its ability to communicate its research results with the broader society and apply that knowledge in practical terms.

Another example comes from the ING "Innovator Studio," an internal idea accelerator that brings together start-ups and intrapreneurs – employees operating with an entrepreneurial attitude while working inside the company – to generate new disruptive business concepts and thus foster innovation within ING. To ensure success, ING partnered with the ECE, which will make its expertise available and assist by monitoring and reviewing the ING initiative.

Responsible Impact Synthesis 4:

Scholars at ECE generate knowledge that promotes the transformation of promising ideas into successful start-up businesses. They engage in practical entrepreneurship education to disseminate skills and knowledge for accelerating small businesses. The case of Inti Games demonstrates how an interesting insight – that of a new game evolved from an old Chinese pastime¹² – can flourish into a very successful business when matured in the fertile environment of the ECE, where multiple stakeholders meet to promote entrepreneurial behaviour. Research at the ECE has shown that preserving and promoting an entrepreneurial attitude is also essential for large firms, which should balance consolidated and innovative business models according to a concept pioneered by ECE scholars: ambidexterity. Ambidexterity is critical to ensure prolonged performance, and major Dutch firms such as ENECO and ING partnered with the ECE to raise employees' awareness of entrepreneurial behaviour within the firm.

5: Rethinking Firms to Enhance Competitiveness

Centre of Social Innovation (INSCOPE)

Innovation is the driver behind national competitiveness. Successful innovation is not just the result of technological inventions, but is heavily dependent on "social innovation": changing a firm's structure, its management procedures and the organisation of work so that the firm can better leverage its technological knowledge. The research centre INSCOPE is



devoted to the study of social innovation and provides valuable input to firms, industry associations, and the government.

Innovation has been consistently identified as a key factor necessary for improving competitive position, and, traditionally, investments have been focused on technological development. Technology, however, may also threaten social stability if not properly managed. The increasing reliability and use of robots in industrial processes, for instance, could prompt firms to invest exclusively in technological innovation and favour the use of automated machines over employment. The question is whether exclusive emphasis on technological innovation constitutes a winning stratagem in the long run.

This important issue was addressed thanks to knowledge generated at INSCOPE, which developed several tools to evaluate the impact of different forms of innovation on performance. One of these tools, the Erasmus Competition and Innovation Monitor, revealed that social innovation plays a major role in leveraging firms' assets, and thus, on performance. INSCOPE research shows that probabilities of economic success are highest when 75% of financial resources are allocated to social innovation and the remaining 25% to R&D, illustrating a direct effect of investment in social innovation on business performances.

Apart from a useful instrument for firms to prioritise investments, the Erasmus Competition and Innovation Monitor highlights the potential of employees' continued education in a firm's performance, which gives firms an incentive towards the valorisation of human capital and assures the government of the importance of mitigating the threat of technology on social cohesion. INSCOPE research was valuable for the Dutch government when it sought advice on how to proceed with investments in R&D. The Erasmus Competition and Innovation Monitor helped identify successful firms that could provide feedback to lawmakers looking for better information when making crucial and sensitive decisions that would affect millions of Dutch citizens. This tool also demonstrates that adequate investment in social innovation results in a higher chance of creating new jobs that benefit society at large.

Firms' and government actions to improve competitiveness must be paralleled by reliable international benchmarking to monitor progress towards increasing the country's position in the world. While praising strengths, benchmarking also highlights critical areas that demand immediate attention by both private enterprises and the government. In this context, INSCOPE partnered with the Dutch Ministry of Economic Affairs and the World Monetary Fund (WMF) to collect data and analyse the Netherlands' competitive position in the international theatre. This effort led to official communications from the Ministry to the Chamber to national lawmakers with suggestions on how to address the issues that emerged in the analysis.

Benchmarking is also instrumental in evaluating large firms' contribution to a country's global position. INSCOPE contributed to a study to determine the strategic value of the Port of Rotterdam and its impact on the Netherlands' international competitiveness. The report revealed that strategic importance contributes even more than economic factors to the essential contribution of the Port of Rotterdam to the competitiveness of Dutch firms.

Responsible Impact Synthesis 5:

INSCOPE applies a triple impact framework targeting firms, industry associations, and governmental agencies. INSCOPE's research goal is to identify and promote new drivers of success for large businesses. Findings from its scholars demonstrate the pivotal relevance of societal innovation for firms' performance, introducing a paradigm shift in a field traditionally dominated by a vision focused on

technological innovation. The ground-breaking concepts that innovation cannot be confined to technological advances, and that between 60 and 80 percent of economic success is determined by social innovation, have been readily received by policymakers and, in fact, have been openly praised by the government high officers. These findings led to the development of tools, such as the Erasmus Competition and Innovation Monitor, which have proven to be instrumental in evaluating the impact of social innovation and to consequently prioritise investments. The usefulness of the Innovation Monitor reverberates in several other examples; it provided, for instance, members of the Dutch Association for the Technology Industry (FME) with insights on how they could improve their competitiveness and innovativeness.

Education remains of fundamental interest to INSCOPE, and its research is readily disseminated by events such as conferences. INSCOPE scholars, for instance, explored new developments required for value creation for financial advisors and identified factors, such as an entrepreneurial spirit and the inclination to modernise, as critical for sustained success.

Partnering & Dialogue events at RSM 2015-2016

During 2015 and 2016 RSM organised the following large events (fora and summits) aimed at strengthening our partner relationships with companies, societal organisations and alumni:

RSM is one of the Global Academic Partners of the Estoril Institute for Global Dialogue (EIGD), Cascais, Portugal. Prof. dr. Dirk van Dierendonck is a member of its Strategic Council. The mission of the EIGD is to act as an international hub to address the challenges of globalisation by promoting multilateral constructive dialogue, developing and disseminating actionable knowledge and stimulating initiatives that translate dialogue into concrete local action. The EIGD builds on the Estoril Conferences that have been organised bi-yearly, the last time May 20-22, 2015. RSM was also actively involved with the Youth Summit that took place the day before (May 19, 2015). See:



<http://www.conferenciasdoestoril.com/>

RSM Sustainability Forum 2016 (22 April 2016) The event theme, 'The Social Face of Sustainability', attracted around 200 executives and students to the Erasmus Centre for Entrepreneurship in the Rotterdam Science Tower, and took a closer look at the social aspect of sustainable business, one of the three factors that define sustainability. Participants explored what constitutes the social face of sustainable business and the business case for endorsing it during presentations led by practitioners from a variety of international organisations including Samsung, Enviu, Except, ABN AMRO, Ahold, EY (Ernst & Young), Delta Lloyd and Robeco. The event was moderated by Muriel Arts, co-founder and director of the Flow Foundation. Investing in the social aspect of sustainability is less about philanthropy than it is a solid business case for companies. "Consumers are demanding sustainable products," said Truus Huisman, vice-president of sustainable business and communications for Unilever Europe. "But for a company to achieve its sustainability goals it needs all three pillars in place: the economic, the environmental, and the social." Huisman's comments were part of her keynote address at the RSM Sustainability Forum 2016 hosted by RSM and presented by sustainable RSM and MSC GBS STAR.

Erasmus Energy Forum 2016 (18, 19 May 2016): The forum took exploration beyond the technology, the dreaming and the debate about the future energy landscape. Speakers and participants at the two-day

[Erasmus Energy Forum](#) in Rotterdam were calling for action and implementation of digital technologies in the transition to renewable and sustainable energy sources. The event was hosted by the Erasmus Centre for Future Energy Business (ECFEB), based at RSM, and took place in May 2016. A common theme from many speakers was a call for openness and sharing of information. It's time to accelerate the energy transition, they said; to set up a definitive course and lay out the challenges facing industry sectors after the first-ever universal, legally binding global climate deal at the Paris climate conference (COP21) in December 2015. Investors and the finance sector are now influencing the future energy landscape and forcing others to look ahead at how the transition will actually happen, because it will no doubt affect national economies, GDPs and the competitiveness of nations and continents.

[RSM Discovery Research Podcast debut](#) (16 August 2016) Business professionals can now download podcasts to stay up-to-date with the latest management research from RSM. They can tune in and listen at any time of the day, wherever they are, with their preferred podcast player. [RSM Discovery](#) is an online research portal that makes it easier for businesses to get hold of – and understand – useful new research in all areas of management, including marketing, finance, operations, organisation and strategy. In the platform's short videos and management articles, RSM's world-class faculty members explain the practical implications of their latest research.

[RSM Leadership Summit 2016](#) (7 October 2016) Ideas, experience, research and inspiration for creating an inclusive community in businesses and organisations came out of the [2016 RSM Leadership Summit](#). They were delivered by an international fashion CEO, by academics who gave their observations from research, and by a satirist who used engaging humour to show the necessity for trust. And why is it important? The concept of inclusiveness and a 'we' culture can improve the productivity and opportunities of success for all kinds of organisations. [Go to this page](#) for the reports, photos and videos of all the presentations, break-out sessions, debates and networking.

[Max Havelaar Lecture](#) (2 November 2016) Business and Inclusive Development' was the theme of this year's annual [Max Havelaar lecture](#), hosted by the Partnerships Resource Centre at RSM, together with Max Havelaar and Young & Fair. The keynote presentation was delivered by Pavan Sukhdev, the world-renowned environmental economist whose fields of study include the green economy and international finance, and Joseph Ogutu, Director of Strategy and Innovation at Safaricom, a leading mobile network provider, well-known for making financial services accessible to low-income households in Kenya.



[Network for Business Sustainability \(NBS\) Sustainability Centres Workshop](#) (16-18 November) NBS sponsored the biannual Sustainability Centres Workshop for leaders of business sustainability research centres to gather. This year the event was held at INSEAD, in Fontainebleau, France. Rotterdam School of Management, Erasmus University maintains active relations with NBS to enhance collaborations with global colleagues and interaction on a digital platform. For 2016, RSM had three representatives attending the centres workshop with one staff member presenting on "[Mainstreaming sustainability within the university.](#)" Specific objectives of the bi-annual meeting: (1) Meet and build relationships with business sustainability centre directors globally, (2) Share advice for addressing common challenges in teaching, research, outreach and



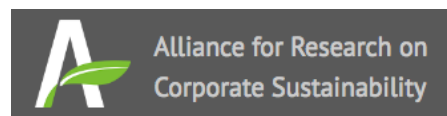
administration, (3) Scope opportunities for deep, ongoing collaboration, (4) Engage with managers tackling business sustainability challenges.

Frontiers in Global Business & Sustainability (Series: 30 November 2016 & 18 January, 8 February 2017) RSM offers current students, alumni and the community at large the best in continued learning through three state-of-the-art masterclasses about [Global Business & Sustainability](#). Each masterclass will blend theory and practical insight about a topical issue, as our faculty members team up with leading practitioners to deliver a series of unique evening masterclasses. These sessions will not only broaden knowledge on the latest developments in global business and sustainability, they will serve as an opportunity for participants to share experiences and network. The topics of the three sessions are: 'Corporate Social Responsibility: DIY or Coproduction', 'Why Good People do bad things and how you can influence this', and 'Leading and making change through effective communication'. For details on the series, please go to [the website](#).



Alliance for Research on Corporate Sustainability (ARCS) 14 – 16 June 2017

The [9th Annual ARCS Research Conference](#) planning team busy at work in 2016 to bring this year's conference to Rotterdam School of Management, Erasmus University.



is

We're excited to announce that, for the first time, the ARCS Annual Research Conference will be held outside of the United States. The conference will bring together scholars from a variety of disciplinary and methodological perspectives interested in advancing research on corporate sustainability. ARCS is a consortium of universities and individuals, and serves as a professional society of scholars studying the interface between business and sustainability. ARCS provides data, tools, and networking opportunities to researchers who are developing a greater understanding of the opportunities and limits of policies and strategies to foster sustainable business. As part of ARCS' mission to foster first-rate research and build the community of scholars in this domain, the annual research conference is designed to bring together scholars interested in corporate sustainability strategy and management. The inaugural conference was held in 2009, hosted by the Erb Institute for Global Sustainable Enterprise at the University of Michigan. The conference rotates annually among [ARCS members](#).

Community building with Research Seminars

Within RSM and ERIM there is a substantial number of research seminars organised each year. This indicative of the vibrant research culture within our school. The following list provides an overview of the topics and speakers for 2016 and 2015. The seminars are sorted by research domain. All seminars are listed [here](#).



Research Seminars 2016

Domain: Business processes, Logistics and Information Systems

JANUARY

Appointment Scheduling Under Schedule-Dependent Patient No-Show Behavior

Qingxia Kong, Erasmus University Rotterdam, Rotterdam School of Management (RSM)

Learning (or not) from Precursors to Disasters

Heikki Peura, University of London, London Business School (LBS)

Situated Experience vs Modularity: Effects on Distributed Project Work and Project Margin

Fabrizio Salvador, Instituto de Empresa, IE Business School

The Electronic Medical Record Adoption Process: Impact on Patient Experience and Cost

Luv Sharma, The Ohio State University, Fisher College of Business

Where is Mr. Spock? Supply Chain Disruptions, Emotions and Strategic Supplier Decisions

Mikaella Polyviou, The Ohio State University, Fisher College of Business

FEBRUARY

Duality in Two-stage Adaptive Linear Optimization: Faster Computation and Stronger Bounds

Frans de Ruiter, Tilburg University, Tilburg School of Economics and Management

Incorporating Coverage for Emergency Calls in Scheduling Patient Transportation

Pieter Van den Berg, Delft University of Technology, Faculty of Electrical Engineering, Mathematics and Computer Science

Optimization of real-world collection, treatment and disposal of waste

Daniele Vigo, University of Bologna, Department of Electronics, Computer Sciences and Systems, University of Bologna

Perceived resource scarcity in supply chain management: Implications for buyer-supplier relationships

Robert Wiedmer, Michigan State University, Eli Broad Graduate School of Management

Scheduling Problems in Residential Demand-side Management for Future Smart Energy Solutions

Thijs van der Klauw, University of Twente, Faculty of Electrical Engineering, Mathematics and Computer Science

MARCH

Consumer PseudoShowrooming and OmniChannel Product Placement Strategies

Giri Kumar Tayi, State University of New York at Albany, Business School

Finding All Optimal Solutions for the Job Shop Scheduling Problem

Jelke van Hoorn, Vrije Universiteit Amsterdam, Faculty of Sciences

MOOC: Innovation Management

Jan van den Ende, Erasmus University Rotterdam, Rotterdam School of Management (RSM)

APRIL

Cybercrime Deterrence and International Legislation: Evidence from Distributed Denial of Service Attack

Kai Lung HUI, Hong Kong University of Science and Technology, HKUST Business School

Measuring the Effectiveness of Mobile Marketing: Evidence From Field Experiments

Anindya Ghose, New York University, Stern School of Business

Two-echelon supply chain coordination under information asymmetry

Rutger Kerkkamp, Erasmus University Rotterdam, Erasmus School of Economics (ESE)

MAY

A Sythesis of a Program of Research on Improving

Izak Benbasat, University of British Columbia, Sauder School of Business

Assessing the Public Value of Analytics: Supporting Infrastructure Investment Decisions in Smart Cities

Tobias Brandt, Erasmus University Rotterdam, Rotterdam School of Management (RSM)

JUNE

Innovaties in Bestaande Magazijnen en Industrie 4.0

Kai Furmans, Karlsruhe Institute of Technology, Department of Mechanical Engineering

Logistics Research Seminar: Three talks

Ton de Waal, Centraal Bureau voor Statistiek, Division of Economic Statistics

Hani Mahmassani, Northwestern University, McCormick School of Engineering and Applied Science

Henk van Zuylen, Delft University of Technology, Civil Engineering & Geosciences

Nonconformity in Online Social Networks: Experimental Evidence

Michael Zhang, Hong Kong University of Science and Technology, HKUST Business School

Speed optimization for green maritime transportation

Harilaos Psaraftis, Technical University of Denmark, Department of Transport

The most efficient critical vaccination coverage and its equivalence with maximizing the herd effect

Evelot Duijzer, Erasmus University Rotterdam, Erasmus School of Economics (ESE)

Understanding, Replicating, and Leveraging Dynamics of Bidder Behavior in Continuous Combinatorial Auctions

Alok Gupta, University of Minnesota, Carlson School of Management

SEPTEMBER

Generating problem-specific knowledge (for the Vehicle Routing Problem)

Florian Arnold, University of Antwerp, Faculty of Applied Economics

How Content Factors Influence the Performance of Online Product Listings

Alexander Bleier, Boston College, Carroll School of Management

Improving an Incomplete Road Network by Small ArcChanges

Corrinne Luteyn, Catholic University Leuven, Department of Mechanical Engineering

Incorporating the voice of the refugee? Demand Management in Public Service Chains

Carolien de Blok, University of Groningen, Faculty of Economics & Business

OCTOBER

Friends Forever? Disentangling Tie Creation from Tie Maintenance in Emerging Friendship Networks

Mathis Schulte, HEC Paris, HEC School of Management

Optimizing Population Screening for Infectious Diseases: The Case of HAT Disease Control in D.R. Congo

Harwin de Vries, Erasmus University Rotterdam, Erasmus School of Economics (ESE)

Participation Behavior and Social Welfare in Repeated Task Allocations

Qing Chuan Ye, Erasmus University Rotterdam, Erasmus School of Economics (ESE)

Purchasing Value: Purchasing and Supply Management's Contribution to Health Service Performance

Erik van Raaij, Erasmus University Rotterdam, Rotterdam School of Management (RSM)

NOVEMBER

A Systems Perspective on Standardisation in Technological Innovation

JaeYun Ho, University of Cambridge

Dare to be Digital: Revamping the Employee Experience

Kristine Dery, Massachusetts Institute of Technology, Sloan School of Management

Goal Setting Old ideas and New Frontiers; Factors in Substance Use and University Achievement

Dominique Morisano, University of Toronto, Dalla Lana School of Public Health

The Leader in Benign and Stormy Waters: Reinforced Centrality and Team Performance Over Time

Martin Kilduff, University of Cambridge, Judge Business School

The Vehicle Routing Problem with Arrival Time Diversification

Maaïke Hoogeboom, Vrije Universiteit Amsterdam, Faculty of Economics and Business Administration

DECEMBER

Altruism Pays! Towards Optimal Call to Action for Online Referral: A Randomized Field Experiment

Jaehwuen Jung, University of Minnesota, Carlson School of Management

Salience Effect in Crowdsourcing Contests

Ho Cheung Brian Lee, University of Connecticut, School of Business

The Vehicle Rescheduling Problem with Re-timing

Rolf van Lieshout, Erasmus University Rotterdam, Erasmus School of Economics (ESE)

“When Diversity Becomes Relevant” — A Multicategory Utility Model of Consumer Response to Content Recommendations

Yicheng Song, Boston University, Boston University School of Management

Domain: Organisation

JANUARY

Social Innovations in Outsourcing: The Emergence of Impact Sourcing

M.N. Ravishankar, Loughborough University, School of Business and Economics

Task Performance in Knowledge-Intensive Environments: An Empirical Analysis of the Interplay between Worker and Supervisory Experience

Juan Pablo Madieto, Instituto de Empresa, IE Business School

The how, what and why of case research in China, with an example of the Chinese social enterprise Green Zhejiang

Mark Greeven, Erasmus University Rotterdam, Rotterdam School of Management (RSM)

FEBRUARY

Social identity and stress: Some studies and a meta-analysis

Rolf van Dick, Aston University, Aston Business School

MARCH

Solutions To The Credibility Crisis In (Management) Science

Will Felps, University of New South Wales, Australian School of Business

JUNE

Boundary Spanning in Large Collaborative Science: The Impact of Informal Bridging Ties on Performance

John Hollenbeck, Michigan State University, Eli Broad Graduate School of Management

SEPTEMBER

A Method for Analysis of Ideal Types and Configurations

Torsten Biemann, University of Mannheim, Mannheim Business School

OCTOBER

1st Symposium of The Reputation Research Centre

Mignon van Halderen, Erasmus University Rotterdam, Rotterdam School of Management (RSM)
Bauke Visser, Erasmus University Rotterdam, Erasmus School of Economics (ESE)
Yijing Wang, Erasmus University Rotterdam, Rotterdam School of Management (RSM)
Silviu Horia Tiorean, Erasmus University Rotterdam, Rotterdam School of Management (RSM)
Bas Hillebrand, Radboud University Nijmegen, Managementwetenschappen
Kimberly Elsbach, University of California Davis, UC Davis Graduate School of Management
Katinka Quintelier, University of Amsterdam, Faculty of Economics and Business
Fabrizio Castelluci, Bocconi University, SDA Bocconi School of Management

Emotion as Performance Feedback: (Mis)Inferring Work Quality From Evaluators' Affect
Elizabeth Wolf, Harvard University, Harvard Business School

Speaking Up in Chinese Cultural Contexts: The Case of Supervisor-Subordinate Guanxi
Tina Davidson, Vlerick Leuven Gent Management School, Human Resource Management

NOVEMBER

Taking an Actorcentric Perspective: Consequences of Leadership Behaviors for the People Who Perform Them
Russell Johnson, Michigan State University, Eli Broad Graduate School of Management

DECEMBER

Intra-Organizational Networks of Innovation: Proportion of Simmelian Ties and Individual Innovativeness
Marco Tortoriello, Bocconi University, SDA Bocconi School of Management

Strategies for Innovation in China
George Yip, former Dean Rotterdam School of Management (RSM)

Domain: Marketing Research

FEBRUARY

Understanding Customer Experience and the Customer Journey
Peter Verhoef, University of Groningen, Faculty of Economics & Business

When should the ask be a nudge? The effect of default amounts on charitable donations.
Oleg Urminky, University of Chicago, Booth School of Business

MARCH

Channels of Impact: User reviews when quality is dynamic and managers respond
Dina Mayzlin, Yale University, Yale School of Management

APRIL

Comfortably Numb: How Relationship Reminders and Affective Numbing Influence Consumption Enjoyment

Lisa Cavanaugh, University of Southern California, Marshall School of Business

Discrepant Beliefs About Quality and Taste

Stephen Spiller, University of California Los Angeles, UCLA Anderson School of Management

The Power To Know What You Have: Feeling Powerful Increases Money Monitoring

AnneKathrin Klesse, Tilburg University, Tilburg School of Economics and Management

Tweeting Can Increase Product Demand

Juanjuan Zhang, Massachusetts Institute of Technology, Sloan School of Management

MAY

Understanding and Financial Decision Making

Philip Fernbach, University of Colorado at Boulder, Leeds School of Business

JUNE

A Comparison of Approaches to Advertising Measurement: Evidence from Big Field Experiments at Facebook

Brett R. Gordon, Columbia University, Columbia Business School

OCTOBER

Perceived Accuracy of Survey Research: The Roles of “n” and “n/N”

Bart de Langhe, University of Colorado at Boulder, Leeds School of Business

NOVEMBER

Time Window as a Self-Control Denominator: Shorter Windows Shift Preference Toward Virtues and Longer Windows Toward Vices

Ashwani Monga, Rutgers State University of New Jersey, Rutgers Business School

Domain: Finance & Accounting

JANUARY

CEO Tenure and Tone Management

Pratik Goel, Indian School of Business, Faculty of Data Analytics

ERIM Accounting Research Seminar Lars Hamers

Lars Hamers, Maastricht University, School of Business and Economics

FEBRUARY

A Tale of Two Regulators: Risk Disclosures, Liquidity, and Enforcement in the Banking Sector

Ferdinand Elfers, University of Mannheim, Mannheim Business School

Does CSR-linked Executive Compensation Promote CSR Performance?

Giovanni Battista Derchi, University of Lausanne, HEC Lausanne

Does Going Easy on Distressed Banks Help the Macroeconomy?

Sean Hundtofte, Yale University, Yale School of Management

ERIM Accounting Research Seminar by Mathijs van Peteghem

Mathijs van Peteghem, Catholic University Leuven, Faculty of Business and Economics

Information in (and not in) Treasury Options

Hoyong Choi, University of London, London School of Economics and Political Science (LSE)

Management Control, Motivation and Performance

Berend van der Kolk, University of Groningen, Faculty of Economics & Business

Once bitten once shy: Learning or conservatism after audit failure?

Saipriya Kamath, Indian School of Business, Fellow Programme in Management

Raising Funds on Performance: Are Private Equity Returns Too Good to be True?

Niklas Hüther, Duke University, Fuqua School of Business

MARCH

An Analysis of Consumer Debt Restructuring Policies

Joao Cocco, University of London, London Business School (LBS)

ERIM Accounting Research Seminar by Allen Blay

Allen Blay, Florida State University, College of Business

ERIM Accounting Research Seminar by Brian White

Brian White, University of Texas at Austin, Red McCombs School of Business

ERIM Accounting Research Seminar by Nick Seybert

Nick Seybert, University of Maryland, Robert H. Smith School of Business

Heterogeneous Regulation of Financial Institutions

Wolf Wagner, Erasmus University Rotterdam, Rotterdam School of Management (RSM)

APRIL

ERIM Accounting Research Seminar by Anne Farrell

Anne Farrell, Miami University, Farmer School of Business

ERIM Accounting Research Seminar by Maximilian Müller

Maximilian Müller, WHU Otto Beisheim School of Management, Finance and Accounting Group

Monetary Policy Drivers of Bond and Equity Risks

Luis Viceira, Harvard University, Harvard Kennedy School

Network Contagion and Interbank Amplification during the Great Depression

Kris Mitchener, Santa Clara University, Leavey School of Business

The Real Effects of Credit Ratings: Evidence From Corporate Asset Sales

Frederik Schlingemann, University of Pittsburgh, Joseph M. Katz Graduate School of Business

Dion Bongaerts, Erasmus University Rotterdam, Rotterdam School of Management (RSM)

The effects of business group affiliation: Evidence from firms being “left alone.”

Francisco Urzúa Infante, Tilburg University, Tilburg School of Economics and Management

MAY

Are banks more opaque? Evidence from insider trading

Fabrizio Spargoli, Universitat Pompeu Fabra, Department of Finance

ERIM Accounting Research Seminar by Mark DeFond

Mark DeFond, University of Southern California, Marshall School of Business

Innovation, Social Connections, and the Boundary of the Firm

Sudipto Dasgupta, University of Lancaster, Lancaster University Management School

Pension Fund Board Composition and Investment Performance: Evidence from Private Equity

Aleksandar Andonov, Maastricht University, School of Business and Economics

Private Equity and Human Capital Risk

Ernst Maug, University of Mannheim, Mannheim Business School

JUNE

8th Conference on Professional Asset Management

Lauren Cohen, Harvard University, Harvard Business School

Finance Brown Bag Seminar

Anjana Rajamani, University of Pittsburgh, Joseph M. Katz Graduate School of Business

Household Debt and Stock Market Participation

Chris Veld, University of Glasgow, Faculty of Law, Business and Social Sciences

The business of consuls in the eighteenth and nineteenth century

Ferry de Goey, Erasmus University Rotterdam, Erasmus School of History, Culture and Communication

Silvia Marzagalli, Nice Sophia Antipolis University, Faculty of Law, Politics, Economics and Management

Leos Müller, Stockholm University, Faculty of Social Sciences

Goodwill allocation: Overbidding or Synergy?

Hong Wu, Hong Kong Polytechnic University, Faculty of Business

SEPTEMBER

From Total War to Cold War: International Business and Organisational Innovation

Ben Wubs, Erasmus University Rotterdam, Erasmus School of History, Culture and Communication

Neil Forbes, Coventry University, Faculty of Business, Environment and Society

Takafumi Kurosawa, Kyoto University, Graduate School of Economics

Teresa da Silva Lopes, The University of York, The York Management School

Latency and Asset Prices

Andrei Kirilenko, Imperial College London, Imperial College Business School

Public Debt and the Returns to Innovation

Max Croce, University of North Carolina, KenanFlagler Business School

Risk and Return in High Frequency Trading

Andrei Kirilenko, Imperial College London, Imperial College Business School

Salience Theory and Stock Returns

Mathijs Cosemans, University of Amsterdam, Amsterdam School of Business

OCTOBER

(Crowd)funding Innovation, Financing Constraints and Real Effects

David Zvilichovsky, Tel Aviv University, Coller School of Management

ERIM Accounting Research Seminar by Eric So

Eric So, Massachusetts Institute of Technology, Sloan School of Management

ERIM Accounting Research Seminar by Roger Simnett

Roger Simnett, University of New South Wales, Australian Graduate School of Management

Funding Constraints and Market Liquidity in the European Treasury Bond Market

Sophie Moinas, University of Toulouse I, Toulouse School of Economics

Life Below Zero: Bank Lending Under Negative Policy Rates

Florian Heider, European Central Bank, Financial Research Division

The Retention Effects of Unvested Equity: Evidence from Accelerated Option Vesting

Zacharias Sautner, University of Amsterdam, Amsterdam School of Business

NOVEMBER

Does Household Finance Matter? Small Financial Errors with Large Social Costs

Harjoat Bhamra, Imperial College London, Imperial College Business School

Market Perceptions of the Informational and Comparability Effects of Fair Value Reporting for Tangible Assets: US and Cross-Country Evidence

Edward Riedl, Boston University, Boston University School of Management

Pursuing Business Models and Target Setting: The Interplay between Customized and Uniform Targets

Peter Kroos, University of Amsterdam, Faculty of Economics and Business

Quid pro quo? What factors influence IPO allocations to investors?

Tim Jenkinson, University of Oxford, Saïd Business School

Social Capital, Attitude Towards Globalization, and Financial Markets Participation. The Case of Mexico

Vadym Volosovych, Erasmus University Rotterdam, Erasmus School of Economics (ESE)

Speed Acquisition

Bart Yueshen, Vrije Universiteit Amsterdam, Faculty of Economics and Business Administration

The Real Costs of CEO Compensation: The Effect of Inequality Aversion

Yuhao Zhu, Erasmus University Rotterdam, Erasmus School of Economics (ESE)

Trust Busting: The Effect of Fraud on Investor Behavior

Scott Yonker, Cornell University, The Dyson School

DECEMBER

Compensation Benchmarking and the Peer Effects of SayonPay

Anjana Rajamani, University of Pittsburgh, Joseph M. Katz Graduate School of Business

Does the SEC's Public Disclosure of its Oversight Actions Matter?

Gaizka Ormazabal, University of Navarra, IESE Business School

ERIM Finance Research Seminar by David Solomon

David Solomon, University of Southern California, Marshall School of Business

Heterogeneity in Decentralized Asset Markets

Julien Hugonnier, Ecole Polytechnique Fédérale de Lausanne, College of Management of Technology

Domain: Strategy & Entrepreneurship

JANUARY

From Variance to Perception: How Observing other Firms led Managers to Overestimate the Performance Benefits of New Product Development

Freek Vermeulen, University of London, London Business School (LBS)

Small Business and Entrepreneurship

Francis Greene, University of Birmingham, Birmingham Business School

FEBRUARY

Towards a Design Science of Entrepreneurship

Dimo Dimov, Newcastle University, Newcastle University Business School

MARCH

The Location of Academic Institutions and Knowledge Flow to Industry: Evidence from Simultaneous Discoveries

Michaël Bikard, University of London, London Business School (LBS)

UnEqual Bedfellows: Gender Role-Based Difference in Multiplex Ties between Korean Business Groups

Andrew Shipilov, INSEAD, INSEAD

APRIL

Rethinking the psychological foundations of strategic management: Beyond cold cognition

Gerard Hodgkinson, University of Warwick, Warwick Business School

Using CSR to Complement or Substitute National Institutions? The Value of Balancing Firm Attention

Donal Crilly, University of London, London Business School (LBS)

Why some Strategic Ideas Take off and Others Do Not: Uncovering the Affective Dynamics in Strategic Sensemaking

Eero Vaara, Aalto University, School of Business

MAY

Towards a Social Practice Theory of Competing

Paula Jarzabkowski, City University London, Cass Business School

JUNE

StartUp Conditions, BurnOut and StartUp Success

Isabella Hatak, University of Twente, Faculty of Behavioural Sciences

SEPTEMBER

Into the Dark: Shifts in Corporate Political Strategy after a Reputational Threat

Timothy Werner, University of Texas at Austin, Red McCombs School of Business

Ripple Effects: How Civility and Incivility Spread in Workplace Social Networks

Alexandra Gerbasi, University of Surrey, The Surrey Business School

NOVEMBER

Business Models and Value

Charles BadenFuller, City University London, Cass Business School

Country Familiarity in Entrepreneurs' Foreign Market Selection

Daniel Clark, Indiana University Bloomington, Kelley School of Business Bloomington

Entrepreneurship as Status Seeking

Karl Wennberg, Stockholm University, Stockholm School of Economics

The Impact of Overconfidence and Ambiguity Seeking on Market Entry

Cédric Gutierrez, HEC Paris, HEC School of Management

DECEMBER

Performance Effects of Global vs. Local Status in International Business: Evidence from Cross-Border Venture Capital Investments

Yu Liu, Aalto University, Industrial Engineering and Management

Tweaks and Pivots: The Impact of New Ventures' Market Creation Ties on Business Model Experimentation in an Emerging Industry

Lien Denoo, University of Southern California, Marshall School of Business

Research Seminars 2015

Domain: Business Processes, Logistics & Information Systems

JANUARY

De-facto Standards

Henk de Vries Rotterdam School of Management, Erasmus University (RSM)

Knut Blind Rotterdam School of Management, Erasmus University (RSM)

Marshall van Alstyne Boston University Boston University School of Management

Fernando Suarez Boston University Boston University School of Management

Operations Research in Disaster Management

Marc Goerigk Technical University Kaiserslautern Faculty of Mathematics

Optimising Maritime Transshipment Operations for the Noble Group

Ioannis Fragkos University College London School of Business

The Future of Quality Management

Henk de Vries Rotterdam School of Management, Erasmus University (RSM)

Mohan Tatikonda Indiana University Bloomington Kelley School of Business Bloomington

Kevin Linderman University of Minnesota Carlson School of Management

The Signaling and Incentive Effects of Supplier Awards

Ruth Beer University of Michigan Stephen

M. Ross School of Business

FEBRUARY

Completing the Electric Power Value Chain with ICT

John Collins University of Minnesota Minnesota Institute of Technology

Crowd Governance: The Monitoring Role of Wikipedia in the Financial Market

Weifang Wu Hong Kong University of Science and Technology HKUST Business School

Dynamic Lot-Sizing Models with Advance Demand Information for Online Retailers

Haoxuan (Howard) Xu Huazhong University of Science and Technology School of Management

Getting Your Research Published

Thomas Choi Arizona State University W.P. Carey School of Business

Is Storage Profitable for Large Scale Renewable Integration?

Yashar Ghiassi-Farrokhi University of Waterloo David R. Cheriton School of Computer Science

Machine Learning Applications for Complex Business Challenges

Wolfgang Ketter Rotterdam School of Management, Erasmus University (RSM)

Maytal Saar-Tsechansky University of Texas at Austin Red McCombs School of Business

Tom Heskes Radboud University Nijmegen Faculty of Science

Oliver Kramer Carl von Ossietzky Universität Oldenburg School of Computing Science, Business Administration, Economics, and Law (Faculty II)

Price Discounts and Peer Effects in Information Goods: A Large Scale Randomized Experiment

Rodrigo Belo Carnegie Mellon University Heinz College

Relationships among Minimum Requirements, Social Media Sharing, and Deal Outcomes

Gang Wang Florida State University College of Business

Team Creativity and Innovation: A Motivated Information Processing Perspective

Bernard Nijstad University of Groningen Faculty of Management and Organization

User-Generated Capital and Firm Value: Theory and Evidence from Internet Media Firms

Joo Hee Oh Massachusetts Institute of Technology MIT School of Engineering

MARCH

Improve the Operating Room Schedule to Reduce the Number of Required Beds

Theresa van Essen Delft University of Technology Faculty of Electrical Engineering, Mathematics and Computer Science

APRIL

A New Order of Things: Network Mechanisms of Field Evolution in the Aftermath of an Exogenous Shock

Simone Ferriani University of Bologna Faculty of Economics

Antecedents and Outcomes of Peer Control: A Multi-Level Analysis

Jorge Walter George Washington University GW School of Business

Maintenance Optimisation with Imperfect Information

Chiel van Oosterom Eindhoven University of Technology Industrial Engineering & Industrial Sciences

MAY

A Branch-and-Cut Algorithm for the Time Window Assignment Vehicle Routing Problem

Kevin Dalmeijer Erasmus University Rotterdam Erasmus School of Economics (ESE)

Analysing the Impact of Incentive Structure on the Diffusion of Mobile Social Games: A Randomised Field Experiment

Alok Gupta University of Minnesota Carlson School of Management

Joint Optimisation of Sailing Speed and Buffer Times in Liner Shipping

Judith Mulder Erasmus University Rotterdam Erasmus School of Economics (ESE)

“Right” From the Start: How Entrepreneurs Build Collective Ownership and Success in New Venture Teams

Markus Baer Washington University in St. Louis Olin Business School

JUNE

A Column Generation Approach for Locating Roadside Clinics in Africa based on Effectiveness and Equity

José Ares Catholic University Leuven Faculty of Science

Consumer Returns: Trash or Treasure Trove

Michael Ketzenberg Texas A&M University MAYS Business School

Do R&D Investments Confer Growth Options to Emerging Market Firms?

Mahmut Ozdemir Koç University College of Administrative Sciences and Economics

Modelling Intelligent Energy Systems

Peter Palensky Delft University of Technology Faculty of Electrical Engineering, Mathematics and Computer Science

The Future of Passenger Information in Public Transportation

Nigel Wilson Massachusetts Institute of Technology MIT School of Engineering

Kai Nagel Technical University Berlin School V Mechanical Engineering and Transport Systems

What is a Cookie Worth?

Rahul Telang Carnegie Mellon University Heinz College

SEPTEMBER

Optimizing Liner Shipping Fleet Repositioning Plans

Kevin Tierney University of Paderborn Faculty of Business Administration and Economics

Sustainability in vehicle routing and scheduling problems

Anna Franceschetti Eindhoven University of Technology Industrial Engineering & Innovation Sciences

Team Familiarity and Productivity in Cardiac Surgery Operations: The Effect of Dispersion, Bottlenecks and Task Complexity

Emmanouil Avgerinos University College London School of Business

OCTOBER

Carrier Portfolio Management for Shipping Seasonal Products

Tao Lu Erasmus University Rotterdam Rotterdam School of Management (RSM)

FPTASes for the Multi-Objective Shortest Path Problem

Thomas Breugem Erasmus University Rotterdam Erasmus School of Economics (ESE)

New Models for Long Term Multi-Project Scheduling with Resource Levelling

Martin Kidd Technical University of Denmark Department of Management Engineering

The time window assignment vehicle routing problem with time dependent travel times

Remy Spliet Erasmus University Rotterdam Erasmus School of Economics (ESE)

NOVEMBER

How Ports Strengthen Global Supply Chains

Rob Zuidwijk Rotterdam School of Management, Erasmus University (RSM)

Incorporating coverage for emergency calls in scheduling patient transportations

Pieter van den Berg Delft University of Technology Faculty of Electrical Engineering, Mathematics and Computer Science

Third International Symposium on Semantic Web Information Systems (IS-SWIS 2015)

Marie-Francine Moens Catholic University Leuven Science, Engineering and Technology Group

Kars Iddo Maik Schouten Erasmus University Rotterdam Erasmus School of Economics (ESE)

David Losada University of Santiago de Compostela Centro Singular de Investigación en Tecnoloxías da Información

Eduard Hovy Carnegie Mellon University Language Technologies Institute

DECEMBER

An integer programming problem connected with the classical logarithmic residue theorem

Harm Bart Erasmus University Rotterdam Erasmus School of Economics (ESE)

Local Cuts and Two-Period Convex Hull Closures for Big-Bucket Lot-Sizing Problems

Ioannis Fragkos Erasmus University Rotterdam Rotterdam School of Management (RSM)

Domain: Organisation

JANUARY

Perspective Taking and Mind Reading Accuracy

Eyal Tal Ben-Gurion University of the Negev Psychology Department

Social Hierarchies from the Bottom up: How Relational Schemas Shape the Emergence of Informal Leadership Structures

Gianluca Carnabuci University of Lugano Faculty of Economics

MARCH

Sensemaking and Coordinating Under Duress: Communication, Emotions and Identity in the Stockwell Shooting

Joep Cornelissen Vrije Universiteit Amsterdam Faculty of Economics and Business Administration

APRIL

Playing on Two Chessboards: Reputation Effects between Corporate Social Responsibility (CSR) and Corporate Political Activity (CPA)

Frank den Hond Vrije Universiteit Amsterdam Faculty of Social Sciences

MAY

Empirical Studies on the Economic Impact of Trust

Ruben de Blik Erasmus University Rotterdam Erasmus School of Economics (ESE)

SEPTEMBER

Moving from Sustainable Supply Chain Design to Shared Value Chain Design: Lessons from Emerging Market Social Businesses

Lydia Bals University of Applied Sciences Mainz Faculty of Business

The Frogs and the Pond: Multilevel Influences in Teams

Gilad Chen University of Maryland Robert
H. Smith School of Business

The business case and small firms' social responsibility

Rajat Panwar University of British Columbia Faculty of Forestry

Using Fiction in Management and Organization Studies: Lessons From 'The Wire'

Robin Holt University of Liverpool Faculty of Humanities and Social Sciences

OCTOBER

Exploring non-standard employment in inclusive labour markets – outlining key issues and metrics

François Pichault University of Liege HEC Management School

Christina Garsten Stockholm University Faculty of Social Sciences

On doing case study research

Winfried Ruigrok University of St.Gallen Executive School of Management, Technology and Law

The Skeptical Advocate: Acknowledging, Addressing, and Advancing Managerial Relevance in Behavioral Ethics Research

Scott Reynolds University of Washington University of Washington Business School

NOVEMBER

HR Business Networking Event: Inclusive HR – creating added value from an ageing workforce

Dirk van Dierendonck Rotterdam School of Management, Erasmus University (RSM)

Patricia van Wezel KPN VP HR Operations

Radha Schneider-Jharap Rijkswaterstaat Human resources and organisational development
consultant

Femmeke Ruisch Rijkswaterstaat Senior advisor human resources and organisation development

DECEMBER

Building People-oriented Organisations

Dirk van Dierendonck Rotterdam School of Management, Erasmus University (RSM)

Functional Stupidity in Organization

Mats Alvesson

Lund University Lund School of Economics and Management

Domain: Marketing Research

JANUARY

Marketing Meets Product Design: Empirical Evidence on the Need for Coordinated Action

Jan Landwehr Goethe University Frankfurt Goethe Faculty of Economics and Business Administration

Signals of Selfish Motives in Altruistic Behaviour

Jonathan Berman University of London London Business School (LBS)

FEBRUARY

An Empirical Analysis of Complementarities Between the Consumption of Goods and Advertisements

Pedro Gardete Stanford University Stanford Graduate School of Business

The Impact of Innovation and Social Interactions on Product Usage

Paulo Albuquerque INSEAD

MARCH

Embracing Diversity

Stefano Puntoni Rotterdam School of Management, Erasmus University (RSM)

Healthy Diets and Empty Wallets: The Healthy = Expensive Intuition

Kelly Haws California Institute of Technology CIT Division of the Humanities and Social Sciences

Pain of Paying? A Metaphor Gone Literal: Evidence from Neural and Behavioral Science

Hilke Plassmann INSEAD

Using Big Data and Agent-Based Modeling to Understand Social Media Diffusion

William Rand University of Maryland Robert H. Smith School of Business

APRIL

The Effects Of Content Characteristics On Consumer Engagement With Branded Social Media Content On Facebook

Andrew Stephen University of Pittsburgh Joseph M. Katz Graduate School of Business

MAY

Assimilation or Differentiation? Investigating the Effect of Competition on Sponsored Search Advertisers' Keyword Decisions

Sha Yang University of Southern California Marshall School of Business

Subjective truths

Aurélien Baillon Erasmus University Rotterdam Erasmus School of Economics (ESE)

Values-based and Consequence-based Policy Attitudes

Philip Fernbach University of Colorado at Boulder Leeds School of Business

JUNE

Patterns and Drivers of Virality of Video Ads

Gerard Tellis University of Southern California Marshall School of Business

DECEMBER

Post-game testosterone levels of individuals in team-based status games are affected by genetic makeup, gender, and winning versus losing

Willem Verbeke Erasmus University Rotterdam Erasmus, School of Economics (ESE)

Domain: Finance & Accounting

JANUARY

Banking Union Optimal Design under Moral Hazard

Marius Zoican Vrije Universiteit Amsterdam Faculty of Economics and Business Administration

Bounded Ethicality

Max Bazerman Harvard University Harvard Business School

Do Private Firms Learn from the Stock Market

Dong Yan Hong Kong University of Science and Technology HKUST Business School

First-Passage-Time in Discrete Time

Marcin Jaskowski Erasmus University Rotterdam Erasmus School of Economics (ESE)

Inconsistent Segment Disclosure Across Corporate Documents

Rucsandra Moldovan ESSEC Business School Department of Finance

Internal Audit Function Quality and Operating Performance Recovery: Evidence from Recent Post-Financial-Crisis Period

Like Jiang ESSEC Business School Department of Finance

Lobbying on Regulatory Enforcement Actions: Evidence from Banking

Thomas Lambert Catholic University Leuven Faculty of Business and Economics

Opacity and Liquidity

André Stenzel University of Mannheim Mannheim Business School

Taxes and Bank Capital Structure

Glenn Schepens Ghent University Faculty of Economics and Business Administration

The Dark Side of Social Capital? Battles and Mortgage Lending

Mintra Dwarkasing Tilburg University Tilburg School of Economics and Management

The Information Rat Race

Matthijs Breugem INSEAD

FEBRUARY

A Flexible Framework for Regularized Low-rank Matrix Estimation

Julie Josse Agrocampus Ovest Department of Statistics

Analysts' Reinitiations of Coverage and Market Underreaction

Aurélien Philippot University of California Los Angeles UCLA Anderson School of Management

Big 4 Office Political Connections and Client Restatements

Anastasios Elmes Rotterdam School of Management, Erasmus University (RSM)

Conservatism and Reporting Biases in Internal Decision Making: Empirical Evidence on Loan Approval Decisions

Chung-Yu Hung Tilburg University Tilburg School of Economics and Management

Learning and Leverage Dynamics in General Equilibrium

Boris Radnaev University of London London Business School (LBS)

Property Rights Protection and Investment: a Natural Experiment from China

Meng Miao University of Oxford Saïd Business School

The Effects of Price Transparency Regulation on Prices in the Healthcare Industry

Hans Christensen University of Chicago Booth School of Business

The Role of Banks in SME Finance

Lars Norden Erasmus University Rotterdam Rotterdam School of Management (RSM)

To Shift or Not to Shift? Intertemporal Income Shifting as a Response to the Introduction of the Risk Capital Allowance in Belgium

Kathleen Andries Catholic University Leuven Faculty of Business and Economics

MARCH

Did Government Regulations Lower Credit Rating Quality?

Darren Kisgen Boston College Carroll School of Management

Likelihood Evaluation of High-Dimensional Spatial Latent Gaussian Models with Non-Gaussian Response Variables

Roman Liesenfeld University of Cologne Faculty of Management, Economics and Social Sciences

Motivating Auditor Skepticism

Kathryn Kadous Emory University Goizueta Business School

Operating Flexibility and Earnings Manipulation

Thomas Bourveau HEC Paris HEC School of Management

Outlier Detection Algorithms for Least Squares Time Series

Bent Nielsen University of Oxford, Department of Economics

Private Litigation Costs and Voluntary Disclosure: Evidence from Foreign Cross-listed Firms

Clare Wang Northwestern University Kellogg School of Management

Standing Out from the Crowd: The Outlier's Effect on Corporate Governance

Xiaoyun Yu Indiana University Bloomington Kelley School of Business Bloomington

Volatility and Firm Specific News Arrival

Asger Lunde Aarhus University Aarhus School of Business and Social Sciences

APRIL

(Mis)measuring Innovation Around the World

Elvira Sojli Erasmus University Rotterdam Rotterdam School of Management (RSM)

Are There Costs to Hiring an Accounting Expert CFO?

Dawn Matsumoto University of Washington University of Washington Business School

Good Disclosure, Bad Disclosure

Liyan Yang University of Toronto Joseph L. Rotman School of Management

Information, Rebalancing and Circuit Breakers

Sarah Draus Erasmus University Rotterdam Rotterdam School of Management (RSM)

Political Activity of Firms: The Role of Firm-lobbying Networks and Industry Trade Associations

Rudi Fahlenbrach The Ohio State University Fisher College of Business

Private Equity and Human Capital Risk

Stefan Obernberger Erasmus University Rotterdam Erasmus School of Economics (ESE)

Stereotypes and Neglected Risks: The Psychology of Financial Crises

Nicola Gennaioli Bocconi University SDA Bocconi School of Management

The Role of Major Data Providers in Processing and Disseminating Information in Financial Markets

David Oesch University of Zurich Faculty of Economics, Business Administration and Information Technology

Is a Normal Copula the Right Copula?

Dante Amengual Center for Monetary and Financial Studies (CEMFI)

MAY

Budgeting, Psychological Contracts, and Budgetary Slack

Mike Shields University of Waterloo School of Accounting and Finance

Cascading Controls: Manager Incentive Frame and Subordinate Effort to Help or Harm

Thomas Vance University of Illinois at Urbana-Champaign College of Business

Erasmus Finance Seminar by David Mauer

David Mauer The University of Iowa Henry B. Tippie College of Business

Housing Collateral, Credit Constraints and Entrepreneurship - Evidence from a Mortgage Reform

Ramana Nanda Harvard University Harvard Business School

How Much Indexing Is Too Much

Guido Baltussen Erasmus University Rotterdam Erasmus School of Economics (ESE)

Measurement, dynamics, and implications of heterogeneous beliefs in financial markets

Saskia ter Ellen Erasmus University Rotterdam Erasmus School of Economics (ESE)

Risk and Return of Conditional Currency Carry Trades

Arjen Mulder Rotterdam School of Management, Erasmus University (RSM)

Shrinkage Estimation of High- Dimensional Factor Models with Structural instabilities

Xu Cheng University of Pennsylvania Wharton School of Business

Statistics of Heteroskedastic Extremes

Chen Zhou Erasmus University Rotterdam Erasmus School of Economics (ESE)

Survey of the Theory of Extremal Problems

Vladimir Tikhomirov Lomonosov Moscow State University Faculty of Mechanics and Mathematics

The Intrafirm Complexity of Systemically Important Financial Institutions

Robin Lumsdaine American University Kogod School of Business

Winners and Losers: Creative Destruction and the Stock Market

Leonid Kogan Massachusetts Institute of Technology Sloan School of Management

JUNE

A Tale of Two Regulators: Risk Disclosures, Liquidity, and Enforcement in the Banking Sector

Luzi Hail University of Pennsylvania Wharton School of Business

Being Surprised by the Unsurprising: Earnings Seasonality and Stock Returns

David Solomon University of Southern California Marshall School of Business

Commodity Trade and the Carry Trade: A Tale of Two Countries

Nick Roussanov University of Pennsylvania Wharton School of Business

Complexity of CEO Compensation Packages: Obfuscation or Transparency?

Ana Albuquerque Boston University Boston University School of Management

Donor Governance and Financial Management in Prominent U.S. Art Museums

David Yermack New York University Stern School of Business

Leontief Model: How to Make the Economics Productive

Vladimir Protasov Lomonosov Moscow State University Faculty of Mechanics and Mathematics

Management Control System Imitation in Supply Chains

Evelien Reusen Tilburg University Faculty of Economics and Business Administration / CentER

The Significance of Household Inequality for Entrepreneurial Dynamism and Corporate Financing

Steven Ongena University of Zurich Faculty of Economics, Business Administration and Information Technology

Weighted-average Least Squares

Jan Magnus Vrije Universiteit Amsterdam Faculty of Economics and Business Administration

JULY

An Artificial Counterfactual Approach for Aggregate Data

Marcelo Medeiros Pontifícia Universidade Católica Faculty of Economy

SEPTEMBER

A theory of liquidity and risk management based on the inalienability of risky human capital

Neng Wang Bonet Columbia University Columbia Business School

Does a Larger Menu Increase Appetite? ECB Collateral Eligibility, Mortgage Lending, and Securitization

Marc Gabarro Erasmus University Rotterdam Erasmus School of Economics (ESE)

Let's Change Finance

Jaap Spronk Erasmus University Rotterdam Rotterdam School of Management (RSM)

Optimal Long-Term Allocation with Pension Fund Liabilities

Michael Rockinger University of Lausanne HEC Lausanne

Risks and Returns to Education over Time

Francisco Gomes University of London London Business School (LBS)

OCTOBER

Can Innovation Help U.S. Manufacturing Firms Escape Import Competition from China?

Johan Hombert HEC Paris HEC School of Management

Finance Brownbag Seminar by Anjana Rajamani

Anjana Rajamani Erasmus University Rotterdam Rotterdam School of Management (RSM)

Finance Leverage and Cross-Sectional Option Delta-Hedged Returns

Shawny Xiao Erasmus University Rotterdam Erasmus School of Economics (ESE)

Fire Sales and the Transmission of Shocks Across Assets

Lingtian Kong Erasmus University Rotterdam Rotterdam School of Management (RSM)

Hedge Fund Replication: A Model Combination Approach

Ashish Tiwari The University of Iowa Henry B. Tippie College of Business

The Speed of Communication

Dong Lou University of London London School of Economics and Political Science (LSE)

NOVEMBER

(Mis)Measuring Innovation around the World

Elvira Sojli Erasmus University Rotterdam Rotterdam School of Management (RSM)

Does the lack of financial stability impair the transmission of monetary policy?

Sascha Steffen European School of Management and Technology Department of Finance

Housing Market Liquidity

Mathijs van Dijk Erasmus University Rotterdam Rotterdam School of Management (RSM)

Market Fragmentation, Fragility, and Welfare

Giovanni Cespa City University London Cass Business School

Operating Earnings Disaggregation and Abnormal Investor Disagreement around Earnings Announcements

Joe Schroeder Indiana University Bloomington Kelley School of Business Bloomington

DECEMBER

A new approach to empirical analysis of the relation between change in value and earnings

Peter Easton University of Notre Dame Mendoza College of Business

Playing Favorites: Conflicts of Interest in Mutual Fund Management

Egemen Genc Erasmus University Rotterdam Rotterdam School of Management (RSM)

Systemic risk-taking at banks: Evidence from the pricing of syndicated loans

Wolf Wagner Erasmus University Rotterdam Rotterdam School of Management (RSM)

The Dynamics of Investment, Payout and Debt

Bart Lambrecht University of Cambridge Judge Business School

Domain: Strategy & Entrepreneurship

JANUARY

Small Business and Entrepreneurship

Francis Greene University of Birmingham Birmingham Business School

March

Challenges in Publishing Qualitative Research

Davide Ravasi Bocconi University SDA Bocconi School of Management

Entrepreneurship policies: A catching-up country perspective

Jerzy Cieřlik Kozminski University Center for Entrepreneurship

How Do Board Ties Affect the Adoption of New Governance Practices? The Effects of Interfirm Hierarchical Power and Managerial Interest

Ana Tuschke Ludwig-Maximilians-University Munich Munich School of Management

Institutional Determinants of Acquisition Strategies: Empirical Evidence on the Effects of Corruption in Russia

Tomi Laamanen University of St.Gallen Institute of Management

APRIL

Investigating The Determinants of Innovation Culture: Team-level Constructs and Leadership Support

Nassim Belbaly GSCM - Montpellier Business School Management, Strategy, Economics & Human Resources Department

MAY

Family Businesses Invited to ECFB Dinner Discussion

Pursey Heugens Erasmus University Rotterdam Rotterdam School of Management (RSM)

Hans van Oosterhout Erasmus University Rotterdam Rotterdam School of Management (RSM)

Innovation Input and Innovation Output in Family Firms: A Meta-Analysis

Marc van Essen University of South Carolina Moore School of Business

Next Generation Dinner

Pursey Heugens Erasmus University Rotterdam Rotterdam School of Management (RSM)

Hans van Oosterhout Micheli Erasmus University Rotterdam Rotterdam School of Management (RSM)

JUNE

Business model innovation: a journey across managers' attention and inter – organizational networks

Maria Rita Erasmus University Rotterdam Rotterdam School of Management (RSM)

Symposium: A Discussion on Business Model Design and Innovation

Charles Baden-Fuller City University London Cass Business School

Jan van den Ende Erasmus University Rotterdam Rotterdam School of Management (RSM)

Justin Jansen Erasmus University Rotterdam Rotterdam School of Management (RSM)

Harry Barkema Erasmus University Rotterdam Rotterdam School of Management (RSM)

SEPTEMBER

Mediation and Moderation Analysis - Challenges and How to tackle them

Jeremy Dawson University of Sheffield University of Sheffield Management School

Patient Innovation and Adoption, and the Role of the Content of Social Interactions

Leid Zejnilović Católica Lisbon School of Business & Economics

OCTOBER

Feeling When The Clock Is Ticking: Emotions And Decisions Making For Strategic Change Under Time Pressure

Patricia Klarner Ludwig-Maximilians-University Munich Munich School of Management

Symposium: Innovating beyond Technology

Shahzad Ansari Erasmus University Rotterdam Rotterdam School of Management (RSM)

Fariborz Damanpour Rutgers State University of New Jersey Rutgers Business School

Joep Cornelissen Erasmus University Rotterdam Rotterdam School of Management (RSM)

Dries Faems University of Groningen Faculty of Economics & Business

Unpacking inter-unit knowledge transfer in multinational enterprises

Ulf Andersson Mälardalen University Sweden School of Business

NOVEMBER

CEO Incentives, Socioemotional Wealth and Risk Taking Among Founder and Family Firms

Ionela Neacsu University of Navarra IESE Business School

Private Equity and Professionalization of Management Boards in Family and Divisional Buyouts

Hans Bruining Erasmus University Rotterdam Rotterdam School of Management (RSM)

Reinterpreting the winner's curse: A social constructionist perspective

Igor Filatotchev City University London Cass Business School

Sustainable Operations for Responsible Management Education and Research

The socio-environmental impact of the activities at RSM falls into five categories: energy and water, materials and equipment, social environment, transport, and waste.

Our sustainability ambition drives us forward in reducing our environmental footprint: the RSM community is keenly aware and greatly inspired by its sustainability values and actions to 'perform what the school teaches', and to actively communicate sustainable ways of doing business with relevant stakeholders. RSM stakeholders have the opportunity to help identify cost-saving measures, sustainable practices and drive successful outcomes.

RSM's **sustainability ambition** drives policy and action. When we reach the following goals, our work will be done. The areas that continue to drive our collaborative work:

- **Energy, water and heating**
All energy is obtained from renewable sources and all feasible and affordable energy-efficiency and water-saving measures are implemented in and around RSM buildings.
- **Materials and equipment**
Procurement documents and policy (with criteria) demonstrate that RSM acquires all major materials and equipment using the most sustainable options – from the view-point of the entire supply chain and to the extent that these options are functional and affordable. Erasmus University Rotterdam (EUR) tenders/contracts include sustainability criteria.
- **Social Environment**
Surveys show RSM employees' and students' satisfaction with working and learning environments.
- **Transportation**
Surveys show that RSM reduces its travel-related net greenhouse gas emissions, for example actual emissions minus emission offsets, by 50 per cent.
- **Waste**
Waste is prevented when feasible and affordable alternatives are available, while generated waste is recycled as much as possible at reasonable costs.

RSM accommodates lecture classrooms, a canteen, department centres, and offices in two main buildings on the Erasmus University Woudestein campus: the Mandeville (T) building and the Bayle (J) building. The following documents consumption rates for both buildings. The Operations Department team utilises the data to determine the strategy for moving forward.

Electricity, Water, and Heating ²

RSM is located in two buildings at the Erasmus University campus: the Mandeville (T) building and the Bayle (J) building. The following figures show our consumption in these two buildings.

Electricity consumption

	Bayle	Mandeville	total	unit
2010	775.470	4.436.684	5.212.154	kWh
2011	785.105	4.302.875	5.087.980	kWh
2012	765.218	3.749.648	4.514.866	kWh
2013	775.357	3.976.889	4.752.246	kWh
2014	747.078	3.922.112	4.669.190	kWh
2015	794.364	4.146.228	4.940.592	kWh
2016	773.251	4.256.146	5.029.397	kWh

Water consumption

	Bayle	Mandeville	total	unit
2010	3351	16766	20.117	m3
2011	2893	17006	19.899	m3
2012	2988	15214	18.202	m3
2013	3686	14254	17.940	m3
2014	2635	15200	17.835	m3
2015	3037	15955	18.992	m3
2016	3432	17227	20.659	m3

District Heating

	Bayle	Mandeville	total	unit
2010	2291	7182	9.473	GJ
2011	1712	5627	7.339	GJ
2012	1647	5892	7.539	GJ
2013	2001	7749	9.750	GJ
2014	1479	5067	6.546	GJ
2015	1785	6476	8.261	GJ
2016	1600	7256	8.856	GJ

²

*) International symbols for measurement-

- Electricity: The kilowatt-hour (symbolized **kWh**) is a unit of energy equivalent to one kilowatt (1 kW) of power expended for one hour (1 h) of time.
- Water: 1 cubic metre (symbolized **m3**) is equivalent to 1,000 litres
- Heating: The joule (symbolized **J**) is a derived unit of energy, work, or amount of heat. The gigajoule (symbolized **GJ**) is equal to one billion (10⁹) joules.

Materials and Equipment

All multifunctional devices for printing, copying, scanning, and faxing use 100 per cent recycled paper as a default setting. But we encourage everyone to think before printing. See the positive data below on water savings, cost savings and less impact by not printing.

FollowMe capabilities were installed on the low-energy eco-friendly printing devices for printing, copying, scanning, and faxing within the Bayle (J) and Mandeville (T) buildings (spring 2013). This reduces paper and energy used for printing, and also reduces maintenance oversight.

Below is a six year documented reduction of RSM office paper. (It takes 230 gallons of water to produce 1kg of paper. This means additional water savings for reduced annual paper consumption).

- 2010: 18,301 kg
- 2011: 16,211 kg
- 2012: 14,330 kg
- 2013: 12,565 kg
- 2014: 9,474 kg
- 2015: 7,936 kg.

Great reduction every year. As our community transitions to digital file keeping, communications and information sharing.

Social Environment

Implemented sustainability measures 2010-2016

1. RSM employees are encouraged to bond socially via monthly RSM-wide events, birthday celebrations, cultural activities, academic department socials and festivals.
2. RSM employees are also encouraged to contribute volunteer work at EUR in [the WorkMate project](#).
3. RSM employees are offered free coffee and tea in designated kitchenettes in Bayle and Mandeville buildings.
4. RSM employees may participate in a range of sport and exercise classes at all levels for a nominal fee at the Erasmus University Sport Centre.
5. [Vitaal@Work](#) is an initiative of Erasmus Sport in which a team of employees may schedule a personal trainer to guide 20 minutes of no-sweat stretches and office exercises.
6. RSM employees receive a holiday gift package from Erasmus University in December each year. Employees have the opportunity to forego the holiday gift package and instead make a donation to a worthy cause.

Transportation

Implemented sustainability measures 2010-2016

1. RSM documents and measures the commuting and business travel of employees and students. Students have consistently shown awareness of sustainable travel by their choice of bicycle and public transport. The academic community can show leadership by determining best options for

routes to work, meetings, seminars and conferences for cost savings, and low impact on the environment with transportation choices.

2. RSM purchases carbon offsets according to the Gold Standard as established by the [Climate Neutral Group](#) for all business-related air travel by employees. Since 2011, RSM has compensated for these business trips every year, offsetting some 1,540 tonnes of carbon dioxide emissions, equivalent to the CO₂ absorption of 77,000 trees.
3. Erasmus University Rotterdam (EUR) offers flexible working hours which can help employees avoid peak travel times and therefore reduce the number of cars emitting CO₂ and contributing to delays during rush hour. Employees can obtain departmental approval to adjust their work schedules.
4. EUR has introduced a [sustainable commuting policy](#), encouraging the use of public transport and discouraging the use of cars. Employees are offered an allowance for using public transport.
5. During Phase 2 of the campus construction project, EUR opened a bicycle maintenance shop. The shop is available to all students, employees and visitors of Erasmus University.
6. In addition, Phase 2 opened 450 additional bicycle indoor parking spaces on the ground floor of the Mandeville Building.

Envisioned sustainability measures

Erasmus University Rotterdam (EUR) states the ambition to be one of the most sustainable universities in the Netherlands. You can read more about its transport and mobility plans, including how it aims to reduce CO₂ emissions by reducing the number of people who drive to the campus.

Waste

Implemented sustainability measures 2010-2016

1. IT hardware is replaced once every four years; old IT equipment is recycled in an eco-redistribution system. Advertisements to RSM employees are posted at intervals.
2. Waste paper and cardboard is separated into central bins on each floor of the T and J buildings. A service agency is contracted to collect the waste and transport it to a paper recycling plant in Rotterdam.
3. Textile towels are available in the WCs of Bayle and Mandeville buildings, saving paper.
4. After successful awareness and reduction campaigns, and with the collaboration of IT services at RSM adjusting the default settings on departmental printers, the use of paper has reduced during the last six years. (see materials and equipment).
5. A successful awareness campaign encouraged students to contribute to reducing e-waste in an environmental and social manner by trading in their old mobile phones with electronics resellers.
6. Since 2011, an estimated 300,500 used aluminium coffee pods have been collected and recycled by Nespresso. In autumn 2016, RSM is transitioning to a new coffee vendor which totally does away with the pods, but we need to keep aware of the impact of the new service.

Envisioned sustainability measures

Sustainable RSM continues to encourage the Erasmus University Rotterdam Facilities Services to set policies and implement an integrated waste system: separate recycling points for glass, aluminium, plastic and food waste throughout campus - it's just good business! In autumn 2015 sustainable RSM committee work focused on researching integrated waste systems, benchmarks of other Dutch universities and presented findings and recommendations in April 2016. More work is scheduled for

driving the next steps of action to policy and the realisation of an integrated waste operation at the Woudestein campus.

Sustainable RSM continues dialogue with Erasmus Facilities Services to facilitate catering contracts and sustainable food procurement. The driving objectives: healthy products for our community, cost-savings, waste reduction, CO₂ reduction, and reduced impact on our environment. We work with the team developing the future Sustainable Food Lab; shaping its business plan and its anticipated contributions in education and research.

Facts and figures on Rotterdam School of Management, Erasmus University

ROTTERDAM SCHOOL OF MANAGEMENT ERASMUS UNIVERSITY

FACTS AND FIGURES

About RSM

The business school of the renowned Erasmus University Rotterdam

- More than 45 years of **experience in business and management education**
- One of Europe's **leading research facilities**
- Ranked among **Europe's top ten business schools**
- One of the world's **most-cited** business schools
- Strong bonds with business; a rich source of advice, guidance and mutual support for teaching, research and recruitment

8,600 enrolled students of
around 80 different nationalities

5,986 Pre-experience
2,592 Post-experience

About Erasmus University Rotterdam (EUR)

About 2,700 academics and staff involved in
teaching and research

More than **26,000** students

- Founded in 1913
- EUR is home to the first Nobel Prize winner in economic sciences, Jan Tinbergen.
- Today, the university is esteemed worldwide for its medical, economics, law and business faculties.

Accreditations

- AACSB
- AMBA
- EQUIS
- NVAO



RSM is in the top one per cent of business schools worldwide with Triple Crown accreditation, meaning we are accredited by all three international, independent accreditation committees: EQUIS, AACSB and AMBA, as well as regional and independent accreditation bodies.

Ranking overview 2016

RSM programme	Global	Europe
FT MSc	5	5
FT MBA	42	16
FT OneMBA	29	16
FT EMBA	54	27
FT Executive Education	65	29
FT European Business School Ranking	-	10

Erasmus University Rotterdam, subject Economics & Business:

- ranked 1st in the Netherlands, 3rd in Europe and 15th worldwide according to U.S. News ranking 2016
- ranked 4th in Europe and 17th worldwide according to the Times Higher Education Survey

Career services support

Job board: **750** companies
that post around **1,000** vacancies per year

MSc graduates in the academic year 2014-2015:

- 52% secured a job before graduation
- 84% found a job within 6 months after graduation

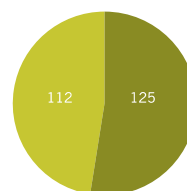
MBA class of 2016:

- 66% received a job offer before graduation
- 88% received a job offer within three months after graduation

RSM's research impact

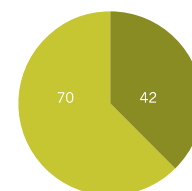
Erasmus Research Institute of Management (ERIM) is ranked as one of **Europe's top 10 research institutes** in terms of impact in the CWTS Leiden ranking

Researchers (237)



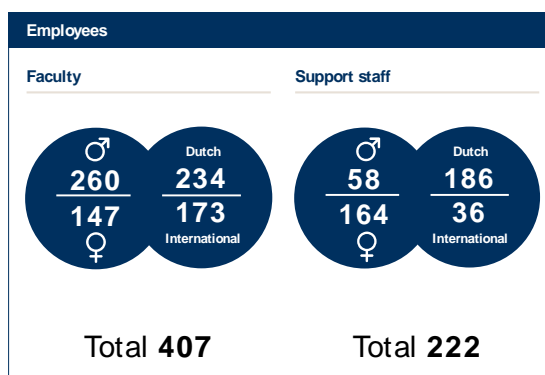
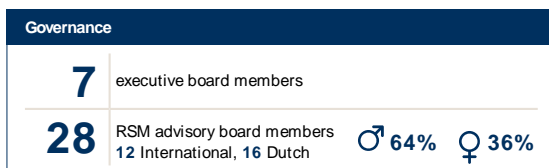
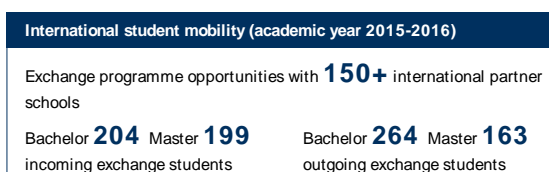
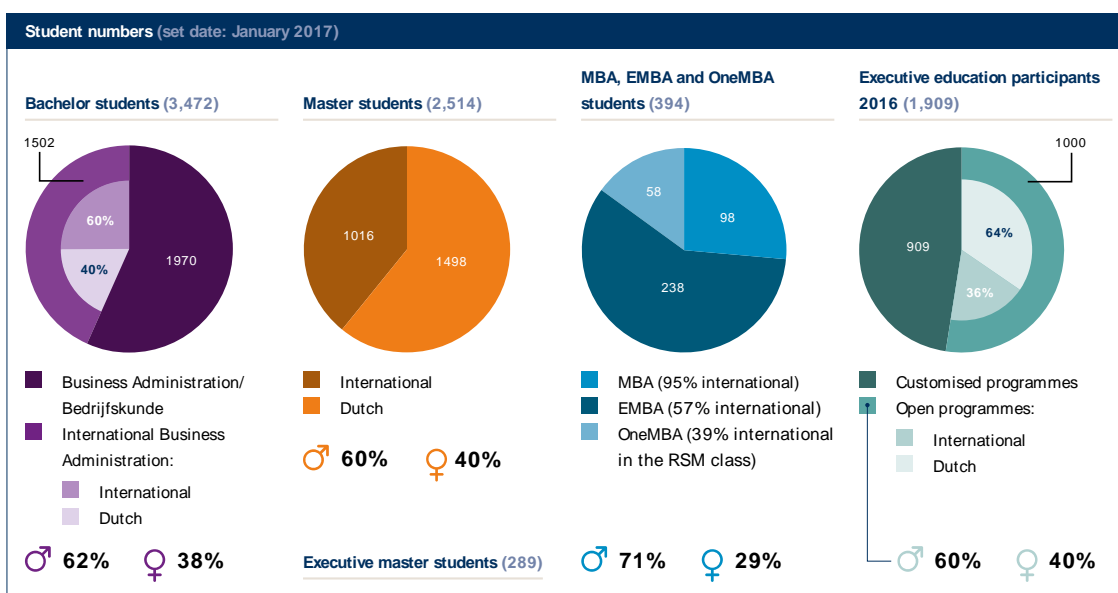
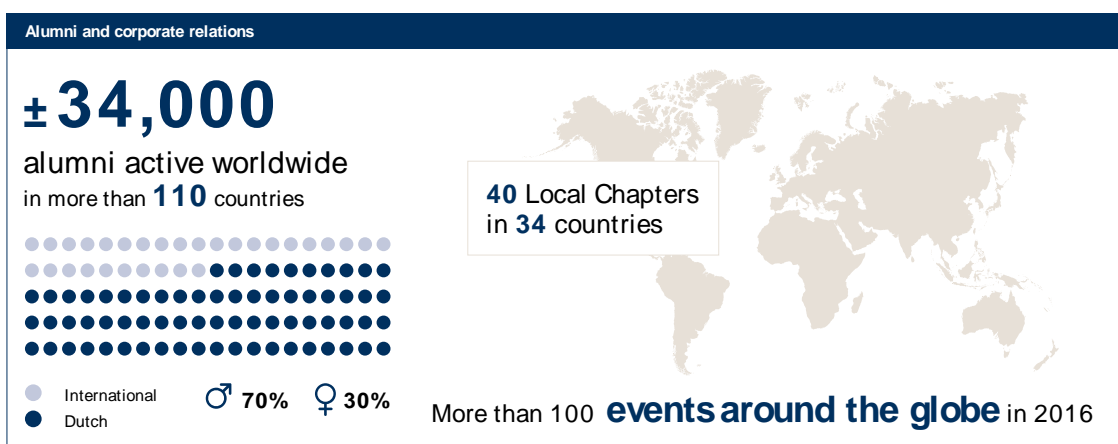
International 79%
Dutch 21%

PhD candidates (112)



International 66%
Dutch 34%

Facts and Figures on RSM continued



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RSM Magazines Special Issues for Responsible and Sustainable Business

RSM's magazines, RSM Outlook and RSM Discovery, dive into the breadth of activities at RSM, and act as a bridge between management research and business practice.

RSM Outlook is RSM's corporate magazine, which was launched in 2005 to enhance communication between the school and its alumni, corporate relations and business professionals all over the world. The magazine is one of the best ways to keep up to date with current activities, developments, alumni, corporate relations and RSM in general – while staying on top of the latest management topics. RSM Outlook features news, enterprising alumni, the movers and shakers in the network, lifelong learning opportunities, forthcoming events, and academic and executive interviews. **RSM Discovery** is a quarterly publication for business leaders to access fresh management research from RSM faculty members, aiming to bridge academic management research and the practical business practices necessary for executive management in industry.

<https://www.rsm.nl/about-rsm/magazines/>



RSM OUTLOOK WINTER 2015

Learn how organisations can make a social impact through business through the entrepreneurial journeys of alumni, and first-hand experiences of how NGO partnerships create a win-win situation for all stakeholders. Bayer CEO Marijn Dekkers explains how he takes a sensitive approach to leadership, and you will dive deeper into the stories of RSM's distinguished alumni and top business leaders who spoke at the RSM Leadership Summit. And, don't miss the features about Prof. René de Koster's 20 years of impact with his logistics and supply chain research, and Professors Lucas Meijs and Rob van Tulder's perspectives on the rise of the social enterprise.

Fulltext [Link](#)

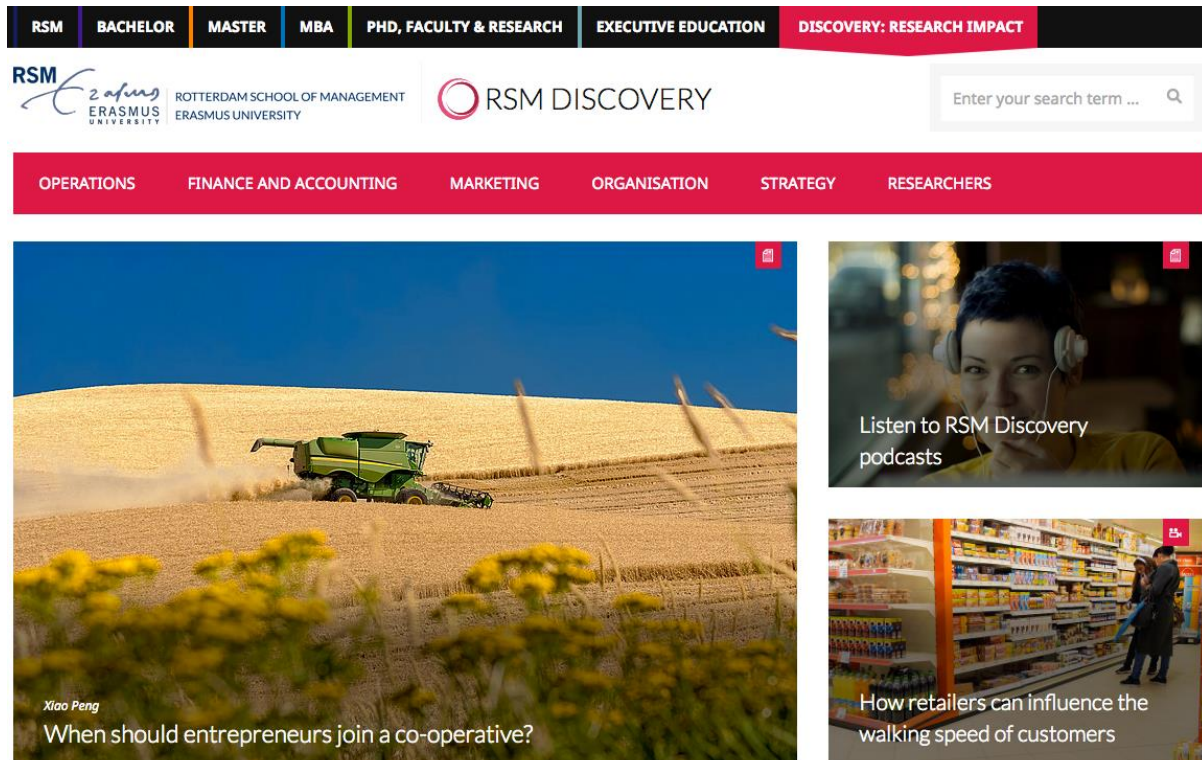


RSM OUTLOOK SUMMER 2015

Explore ethics in business from three expert views: on being led astray by cultural and behavioural dynamics; ethics and integrity management after being caught on the wrong side in a major scandal; and what the recent prominence of ethics means for business. Pieter Zwart, CEO of online retailer Coolblue, explains his company's success and the high street's terminal decline. Ying Zhang, associate dean for China business and relations, discusses RSM's fruitful relationships in China. And discover alumni's triumph in the A.T. Kearney Global Prize competition, and RSM's Steve Kennedy and Paolo Perego's views on integrated reporting.

Fulltext [link](#)

RSM Discovery Video and Podcast Portal 2015-2016



RSM actively communicates new research knowledge to students, alumni and corporate relations through a series of videos. These are all disclosed through the [RSM Discovery portal](#) and a special [YouTube channel](#) playlist. Currently RSM has produced and published nearly 100 videos.

The following videos were published in 2015 and 2016. We have clustered the series according to the UN Sustainable Development Goals (SDG's).



Ensure healthy lives and promote well-being for all at all ages

[Tame the desire by having it 'some other time'](#)

Nicole Mead

5-4-2016

It's human to give in to temptation. New Year's resolutions and willpower frequently crumble when up against favourite snacks and drinks. But a new study by Associate Professor Nicole Mead of RSM and Professor Vanessa Patrick of University of Houston suggests a novel solution: it's better to tell yourself you can have it 'some other time' instead of 'no, not at all'.

[Sharing knowledge in the hospital across status barriers](#)

Stefano Tasselli

30-11-2016

Hospital staff needs to be up to date with the latest medical insights to do their job and prevent errors. Ideally, this knowledge would be shared between everybody in the organisation, but in reality, the status differences between doctors and nurses prevents this from happening, researcher Stefano Tasselli found. He studied social interactions in a hospital and discovered that medical directors, nurse managers and junior doctors occupy the best positions in the social network to deliver knowledge across that status barrier to the other group.



Achieve gender equality and empower all women and girls

[How a business school can empower women in business](#)

Dianne Bevelander

26-2-2015

Women own or manage more than 30 per cent of all businesses but are found at the top of only 5 per cent or less of the biggest enterprises, according to a report from the United Nations, published last week. The UN's report estimated that without new actions to promote women's equality in management, it could take up to 200 years to achieve gender parity in positions of business leadership.

At RSM, we are not patient enough to wait. We have already started researching gender equality, and offering education and mentoring programmes, events and coaching for individuals and organisations at our recently-launched Erasmus Centre for Women and Organisations (www.rsm.nl/ecwo).

Here, Academic Director of the Centre Professor Dianne Bevelander talks to RSM Discovery to explain how a business school can help women to tackle gender issues at work.



Ensure access to affordable, reliable, sustainable, and modern energy for all

[Turning electric vehicles into profitable virtual power plants](#)

Wolf Ketter and PhD candidate Micha Kahlen

18-12-2015

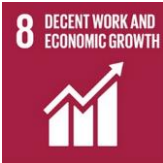
Prof. Wolf Ketter and PhD candidate Micha Kahlen developed a software algorithm that can pool batteries in rental electric vehicles (EV's) together and turn them into 'virtual power plants' that can store electricity at peak production times and sell back when the price is right. Here's how fleet operators can make an additional profit from running such a virtual power plant.

[Tighter energy standards for houses lead to innovation](#)

Henk de Vries

23-6-2016

Tighter energy performance standards for new-build houses have stimulated the Netherlands' building sector to use more innovative products and to co-operate more innovatively. That is what researchers Dr Henk de Vries of RSM and RSM alumnus Pieter Verhagen found in a new



Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

study. Their results show effective environmental policies can go hand-in-hand with innovation.

[Here's how relationship lending benefits companies](#)

Lars Norden

13-2-2015

Small and Medium Enterprises (SMEs) represent around 99% of all businesses in the European Union, and they are more 'informationally opaque' – keeping their information private – and also more risky, more financially constrained and more dependent on banks than large firms. This creates serious challenges for lenders, says Lars Norden.

[Leadership that offers rewards triggers more employee ideas](#)

Dirk Deichmann

12-4-2015

Generating ideas is essential for companies to improve processes and create efficiencies. And there are direct links between the type of leadership and the number of successful ideas generated. New research by Assistant Professor Dirk Deichmann of RSM reveals that leaders who use rewards to motivate employees get the most ideas.

[Dutch art museums have better reputations than Dutch businesses](#)

[Cees van Riel](#)

12-6-2015

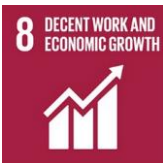
Dutch art museums seem to have cracked the code for managing their good reputations, and they continue to grow in popularity with the general public. Their reputations even exceed those of top-performing Dutch companies, according to an online study by the Reputation Institute, in conjunction with RSM. But how? And what can businesses learn from this?

[What can teams learn from the Stockwell shooting?](#)

Joep Cornelissen

5-11-2015

How did a highly skilled team of police specialists come to identify an innocent civilian as a terrorist? In a prize-winning paper, Joep Cornelissen, professor at RSM, examines how the team's communication and 'emotional contagion' led to a dramatic group decision.



Promote sustained, inclusive and sustainable economic growth,

[How co-working spaces can help your business](#)

Vareska Van de Vrande and Assistant Professor Michiel Tempelaar

16-11-2015

More and more self-employed entrepreneurs are setting up their laptops at co-working spaces where they can work free of charge. These places have a more sociable vibe than your home, serve decent coffee and often offer lunch into the bargain. But do they actually add value to your business? They do if you 'pay' for your free lunch with 'social capital', according to a

full and productive
employment and
decent work for all

study carried out by Associate Professor Vareska Van de Vrande and
Assistant Professor Michiel Tempelaar from RSM.

[Big data predicts who will be invited for a job interview](#)

Colin Lee

24-3-2016

Whose CV is most likely to be picked out from a pile of job applications by recruitment professionals? After analysing a staggering 441,769 of them PhD researcher Colin Lee has written an algorithm that uses big data to predict who will be invited for an interview – with an accuracy of up to around 80 per cent. This can provide enormous benefits for recruiters. In the future applying for a job may come down to uploading a CV and let the software determine how the candidate will perform in the job...

[Why people find it hard to forgive leaders who say 'sorry'](#)

Laura M. Giurge and Marius van Dijke

11-5-2016

Apologies from a leader may not have the desired healing effect. When duped employees have less power than the wrongdoer, they become cynical about the good intentions behind the apology, says a new study by Laura M. Giurge and Marius van Dijke.

[Effective innovation? Look beyond R&D](#)

Kevin Heij

10-12-2015

How can you innovate effectively? PhD candidate Kevin Heij's study shows that non-technological innovations such as management innovation, co-creation and business model innovation can bring about valuable competitive advantages. His conclusions are illustrated by the real-life innovation success of Booking.com.

[Data creates better alternatives in public transportation during disruptions](#)

Evelien van der Hurk

23-6-2015

Advising a one-size-fits-all 'alternative route' for all passengers when metros or trains are disrupted is no longer the only option. Automated fare collection systems such as the OV-chipkaart in the Netherlands and the Oyster card in London, as well as everyday technology such as apps on smart phones, can produce detailed and personalised customer journey information that can be used to create new travel plans for each passenger when there is a disruption in the network. This information has only recently become available to public transport operators, and it features in new research by PhD candidate Evelien van der Hurk of RSM in close collaboration with Dutch railway operator NS. The research reveals that the usage of these data sources can give travellers a better experience during disruptions.

[Stimulating innovation in global seaports](#)

Rick Hollen

11-1-2016

Global seaports have traditionally put a lot of effort into minimising the cost of freight flows. By focusing on efficiency of their current process, ports are missing out on opportunities to innovate in more exploratory ways, argues Rick Hollen from RSM. What can firms, port authorities and business associations do to innovate beyond the eternal battle for efficiency?

[Let customers deliver packages to reduce transport costs](#)

Niels Agatz and Alp Arslan

3-6-2016

Online retailers that let customers deliver packages for them in return for a small fee on their way home, can reduce miles driven for deliveries by up to 25 percent. This system would also make doing same-day deliveries easier. And it reduces pollution in urban areas, especially since it can also be done by public transport or bicycle.

[When ignoring customers' opinions leads to more successful products](#)

Jan van den Ende

5-9-2016

Always listen to your customer' might not be the best advice when designing new products, says Professor Jan van den Ende of RSM. The results of his new study show that including customers in the design process is a good idea only when developing radical innovations designed around functionality. He found that companies that design radically new innovations for aesthetics, or for an emotional experience or to suit the identity of the user, are better off not involving customers.

[More realistic computer models to solve train disruptions](#)

Joris Wagenaar

23-9-2016

Have you wondered why trains leave the station empty after a disruption in the train service? Train dispatchers do this to get trains to where they are needed most as fast as possible. PhD graduate Joris Wagenaar discovered that although it looks odd, this is often the best way to get as many passengers to their destination as possible.

[How high-performing companies design their digital workplace](#)

Nick van der Meulen

16-11-2016

Cleverly designed digital workplaces, managers who trust employees to work autonomously, and teams that dare to learn from mistakes. This is how to make a success of flexible working, according to new research from MIT's Center for Information Systems Research and Nick van der Meulen of RSM.

[Why some teams adopt new technology more easily](#)

Dr Saskia Bayerl

21-12-2016

Introducing a new video link for onshore and offshore teams so that they could better collaborate, created emotional responses that no-one anticipated. Dr Saskia Bayerl researched the responses; her research describes what to expect and how to manage it.

[Business model innovation challenge for creative sectors](#)

Maria Rita Micheli

8-6-2015

Why does the creative sector seem to have a hard time innovating their own business model? New research by RSM's Maria Rita Micheli shines a light on the struggles of creative minds and what your business can learn from this. Would you like to boost your knowledge and skills with innovative methods to successfully create, assess and implement business model innovation in your organisation?



Reduce inequality
within and among
countries

[Managers should not treat nationality as 'software of the mind'](#)

Giorgio Touburg

1-11-2016

Managers of international teams often see nationality as 'software of the mind' that explains and predicts how their team members will behave. Researcher Giorgio Touburg argues that nationality, and customs and local peculiarities that come with it when you grow up in a particular country, is just one item on the cultural menu from which people can pick and choose to shape their identity. By exploring others' cultural and national backgrounds, leaders can create more

understanding in their teams and avoid stereotyping.



Ensure sustainable consumption and production patterns

[Breaking bad behaviour – overcoming short-term temptations](#)

Gijs van Houwelingen

12-1-2015

Behaving morally requires the ability to act on long-term goals and commitments, and to overcome the lure of short-lived joys. How are we able to do that? New research by PhD candidate Gijs van Houwelingen of RSM reveals that focusing on the bigger picture instead of small details can help.

[Slimming brand portfolio likely to starve your company](#)

Yvonne van Everdingen, Gerrit van Bruggen and Baris Depecik

22-1-2015

The world's largest consumer products companies such as Unilever and Proctor & Gamble have recently announced shedding up to hundreds of brands, keeping only the strongest alive to make more profit. But when it comes to brand portfolio, is less really more? While most companies are convinced these big clean-ups result into increased firm value, new research by Dr Yvonne van Everdingen and Professor Gerrit van Bruggen and PhD candidate Baris Depecik of RSM reveals that in almost all cases the opposite is true.

[Time is money – when goals conflict](#)

Ioannis Evangelidis

6-2-2015

It's possible to have conflicting goals such as wanting to be sustainable, but taking the car to work to get there more quickly and be more productive – this is how pursuing one goal can interfere with others. New research by Ioannis Evangelidis of RSM and co-authors Jordan Etkin (Duke University) and Jennifer Aaker (Stanford University), shows interfering goals make customers feel time-constraint. Therefore, they appreciate time-saving products and services more – and are more willing to spend money to save time.

[Improving safety and productivity in logistics? Know people's motivations!](#)

Jelle de Vries

5-2-2016

To make logistics safer and more efficient you need to look beyond the automated processes that dominate the logistics sector. Understanding what motivates logistics managers and employees in logistical operations can lead to safer workplaces and higher greater productivity, according to PhD researcher Jelle de Vries from RSM.

[Heineken's corporate dilemma of responding to social activism](#)

Katinka C. van Cranenburgh

10-8-2016

Social activism, especially when played out in the media, is a powerful method to push corporations towards better working conditions or a better care for the environment. But sometimes the companies that take the lead in cleaning up their act find themselves targeted by even more social activism, demanding more change. That is what Katinka C. van Cranenburgh of RSM discovered in her case study on Heineken's efforts to improve conditions for 'beer promoters' in Cambodia.

[How to get more comments in a LinkedIn discussion](#)

Robert Rooderkerk

12-4-2016

Why do most good intentions to create a corporate discussion group on LinkedIn usually end up in a near empty forum with a company logo on top? Robert Rooderkerk from RSM and Koen Pauwels from Özyeğin University studied what drives people to comment in a LinkedIn discussion group. Their results show that a company should motivate authors with a high expert status to contribute well-written and controversial posts to their LinkedIn discussion. Just not on weekends.

[Using management buzzwords leads to company overvaluation](#)

Patrick Reinmoeller and Jurriaan Nijholt

26-5-2016

Language really matters. Using the buzzwords of management trends could mean companies are overvalued, according to new research from RSM's Patrick Reinmoeller and Jurriaan Nijholt. They found companies that say they are following the latest fashion in management practices experience exaggerated positive expectations.



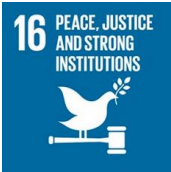
[How business schools can contribute to ecosystem restoration](#)

Willem Ferwerda

7-7-2016

Degraded ecosystems can cause unstable local weather conditions and can make it difficult to raise traditional crops. This can ultimately lead to

Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss



Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

worldwide poverty. The good news? Ecosystem functions can be restored much quicker than climate change can be ever reversed, says ecologist and executive fellow at RSM, Willem Ferwerda. He and his team of Commonland have developed an approach to turn ecosystem restoration projects into a business that's profitable to local farmers and investors. And business schools have something to contribute here, he believes.

[Controllers hold the steering wheel](#)

Frank Hartmann

6-1-2015

What is the value of controllers? Is their image of being accounting professionals who look at past results a true reflection of what they add to a business? Or is there more to it? RSM's Professor Frank Hartmann explains how controllers are key in supporting management and in the process of creating new business strategies.

[During times of crisis, a leader's language should not reflect fear](#)

Daan Stam

23-8-2016

In an economic crisis, leaders gain more support when they use words like progress, change and ideal. Followers are then more likely to co-operate with their plans. Using words such as safety, danger and responsibility is an ineffective strategy to win support in hard times.

These were the findings of a research project conducted by Daan Stam, Daan van Knippenberg, Barbara Wisse and Anne Nederveen Pieterse at RSM. Stam and his colleagues arrived at this conclusion by studying, among others, the inaugural speeches of 35 American presidents since George Washington.

[The long view: "European Deposit Insurance necessary for economic stability"](#)

Dirk Schoenmaker

20-1-2016

Adding European deposit insurance to the European banking union is advocated by our new professor of finance and banking Dirk Schoenmaker. This would guarantee savings would be safe in every country in the banking union. He says game theory proves this type of financial collaboration can best be arranged in advance otherwise national interests will always prevail in times of crisis.

[Negative consequences of sustainability labelling](#)

Frank Wijen

12-3-2015

Labels such as Fairtrade, Green Seal and Utz claim that a product was produced in a socially and environmentally sustainable way. However, new research by Associate Professor Frank Wijen of RSM reveals that putting such labels on products – and trying to adhere to the principles and practices underlying standards to pursue sustainability – can deliver unintended negative consequences.

[How the brain's sensitivity for emotions causes accounting fraud](#)

Frank Hartmann

26-4-2016

World-shaking accounting scandals often originate in financial reporting from internal accountants. By studying internal accountants' brain activity, Professor Frank Hartmann of RSM discovered that some misreporting comes from a neurological make-up that makes them more vulnerable to social pressure from managers promoting their own personal interests. Hartmann says the results shed a different light on who should – and who shouldn't – be hired for internal accountants' positions.

[Distance - a surprising way to keep your company ethical](#)

Gijs van Houwelingen

15-5-2015

Often it's assumed unethical behaviour at the top 'trickles down' to lower levels in organisations. However, if middle managers keep their distance from misbehaving bosses, they break the chain.

[Why unethical practices go unpunished in competitive markets](#)

Niek Hoogervorst

18-2-2016

When are managers more likely to turn a blind eye to unethical behaviour? Researcher Niek Hoogervorst found that managers of companies operating in highly competitive markets might let unethical decisions go by unchallenged – and see them as 'acceptable business practices'.

[How to prevent unethical behaviour](#)

Niek Hoogervorst

24-2-2016

In competitive markets like finance or car manufacturing, managers are more likely to condone unethical behaviour, if it's profitable for the company. RSM's Niek Hoogervorst explains what can be done to prevent unethical behaviour.



Strengthen the means of implementation and revitalize the global partnership for sustainable development

[How Dutch CSOs adapted their partnerships to policy changes](#)

Rianne van Asperen

29-1-2016

CSOs need better management for growing portfolios of partnerships. Over the last fifteen years CSOs have responded to government policies and budget cuts by changing their roles. Most have shifted from providing mutual support to also delivering services and advocacy. All these new functions mean CSOs are now working with more partners than ever. The Partnerships Resources Centre identifies three phases CSOs have been going through in their partnerships:

1. trigger phase
2. internal re-alignment phase
3. external re-alignment phase

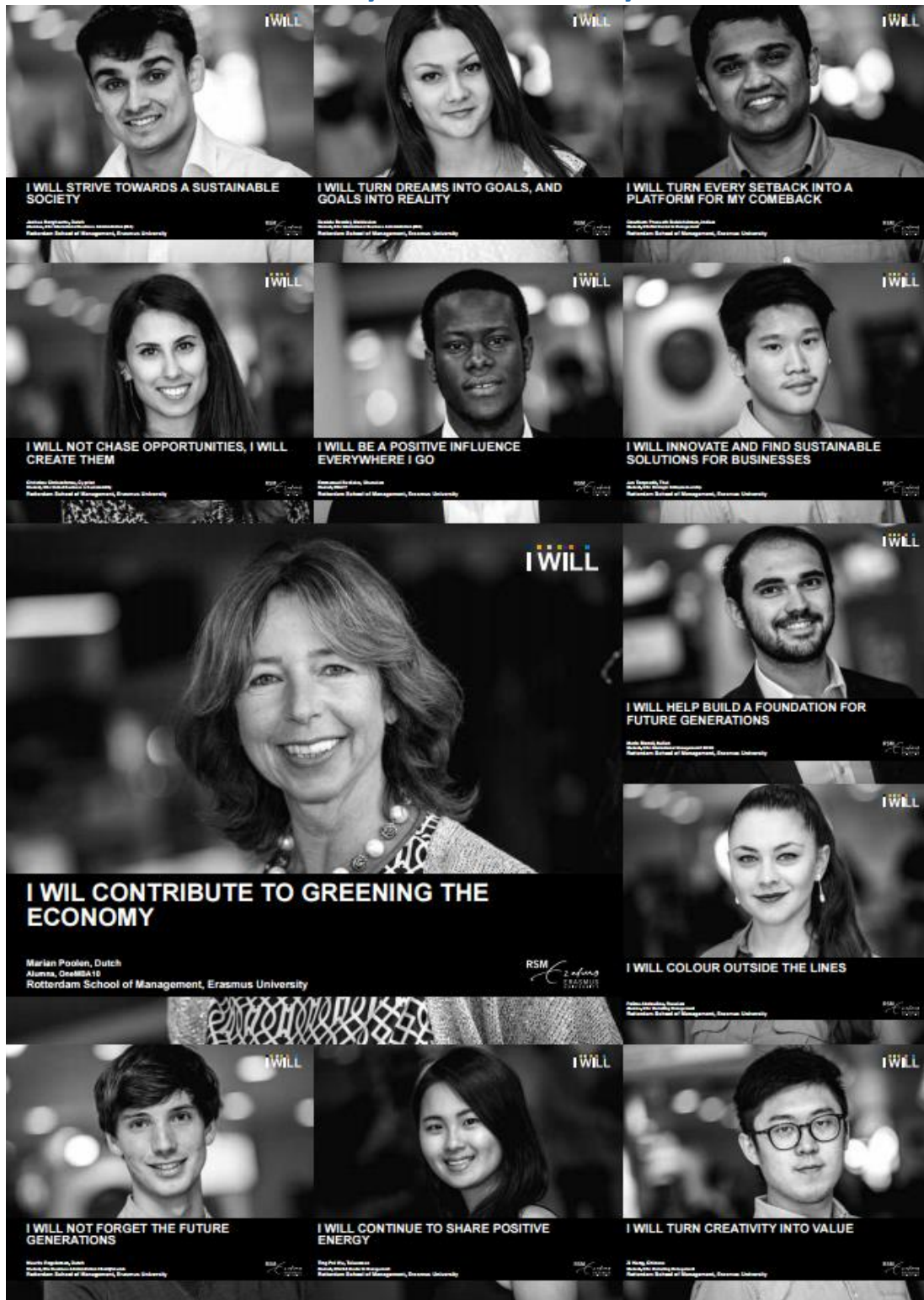
[Managing partnerships with a partnership portfolio](#)

Rianne van Asperen

29-1-2016

In recent years, CSOs have engaged in a growing number of collaborations, ranging from ad-hoc projects to long term partnerships. Such partnerships can be mapped in a 'partnership portfolio' to show their number and nature. This visual representation can help CSOs to develop their portfolio strategy.

Selected IWILL statements by students, faculty and alumni



<https://www.rsm.nl/i-will/home/>

<https://www.facebook.com/iwillrsm>