

Rotterdam School of Management Erasmus University

Commitment by Principles PRME Report 2014



PRME

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

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Dean's Message

I am proud to share with you Rotterdam School of Management, Erasmus University's 2014 report on all our activities over the past two years in global social responsibility, sustainability, and ethics according to the 6 PRME principles. As you will notice, responsibility and sustainability related issues are increasingly relevant in RSM's portfolio of activities - in research as well as in teaching and service.

With dedicated faculty and staff implementing a comprehensive array of coursework, initiatives, school-wide activities, and organisations, our effort is to activate socio-environmental educational components from admissions through alumni years. By applying a multiple perspectives approach, ensure that our students understand and acknowledge the fact that their managerial decisions profoundly impact society – and continue to do so after graduation. This is engrained in all our educational programmes, from bachelor to executive level.

To educate leaders for a sustainable future, RSM implemented a sustainability strategy in 2010. Indeed, our graduates face a series of major socio-environmental challenges, ranging from income-inequality driven social tensions, to climate change, and the reduction of biodiversity. RSM is addressing these challenges today, not only to guarantee the continuity of sound business operations, but also to enable lasting human welfare. RSM believes in integrating environmental, social and governance issues into its curricula and has always taught stakeholder management rather than shareholder management.

As a global, research driven business school, it is our ambition to equip managers with the knowledge, skills, and motivation to conduct sustainable business operations. The ambitious yet realistic sustainability strategic plan implemented since 2010 and driven by our *Sustainable RSM* school-wide initiative offers guidance for RSM to fully assume its responsibility and implement the requisite actions—with students, employees and business partners.

Over the past few years, RSM has taken a number of concrete measures to further strengthen research professionalism and the 'one school' culture. 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.

In view of all our efforts, RSM -increasingly assumes the reputation of a leader among business schools in the field of sustainability. One proof is the outcome of the Bloomberg Business Week 2013 sustainability ranking, where RSM ranks as the best MBA programme in Europe for sustainability education. This ranking is based on student input. This is great confirmation that we truly implement this philosophy in everything we do at RSM, of which I am very proud.

This document contains a selection of our programmes, research and events related to the PRME principles. It would simply have been a too long overview to publish in this report. Complementary activities and results are available in the annual reports of sustainable RSM, which you can find on www.rsm.nl/sustainability. Please accept this letter of renewed commitment. I hope you will enjoy reading it.

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 for education and research. RSM provides ground-breaking research and education furthering excellence in all aspects of management and 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 also has offices in the Amsterdam and in Taipei, Taiwan.

Mission Statement

The mission of RSM is to be a leading international business school that creates, disseminates, and applies managerial knowledge in a sustainable and respectful way. The RSM is guided by the future needs of international business and upholds professionalism, teamwork, ethical conduct, and fair play as central values.

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. To guarantee a sustainable top position in the long run in the international arena of business schools, all RSM's programmes and activities 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

RSM's ambition continues to maintain its positions 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 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 part (EUR faculty) where the pre-experience programmes are based as well as a privately-funded part (a Limited Company whose shares are fully owned by EUR) where the post-experience programmes are based.
- Is one of the larger business schools in Europe, with a total of around 7,500 students, 6,500 of whom are enrolled in the pre-experience BSc and MSc programmes and another 1000 are served by one of the MBAs, specialised masters, or executive programmes. The School has approximately 29,000 alumni and 200 FTE core faculty.
- Is part of a research university, which is reflected by the importance of academic research in all aspects of its 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.
- Is accredited by AMBA (1996), AACSB (1998), 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.

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 the Erasmus University, which had similar strong ties with the corporate world and complementary expertise in the area of economics. In 2015, RSM will celebrate the 45th anniversary of the school. www.rsm.nl

Sustainable RSM

In addition to being engaged in core educational programmes, RSM infuses the central PRME themes into co-curricular activities, school initiatives, organisations, activities, and events. From admissions to alumni years, students benefit from the integration of classroom and a growing number of out-of-class experiences.

RSM's *Sustainable RSM* initiative is staffed lean, inspiration-charged, and volunteer driven. Ambassadors focus on activities and projects advancing sustainability in:

- Teaching: Focuses on the inclusion of social and environmental sustainability in the curricula
- Research: Creates optimal boundary conditions for researchers studying social and environmental issues
- Facilities: Reduces the negative environmental impact of issues and actions that enable the performance of teaching and research activities
- Communication: Develops and fosters contacts with other bodies within EUR, prospective students, other academic institutes, and non-academic constituents
- Student Committee: Informs and involves the students of RSM

Within RSM's academic community, Sustainable RSM's also serves as a bridge for RSM researchers to connect with three global partner research networks: the Network for Business Sustainability (NBS), the Alliance for Research in Corporate Sustainability (ARCS), and G.O.L.D.E.N. for Sustainability. The objective is to increase interdisciplinary research in the field of environmental sustainability.

This runs tandem with providing a laboratory space for BSc, MSc and MBA students to test out ideas, theories and examine the research and best-case practices in sustainable business. Additional attention is placed on facilitating a pleasant working environment for all at RSM, and reducing the environmental footprint of the business school to environmentally sustainable levels.

Since its revised charge in March 2012, *Sustainable RSM* initiative continues to provide leadership, consultation and support for events, activities and action in the areas of social and environmental sustainability. Teachable moments are provided to the *Sustainable RSM* Student Committee members. As they examine participatory business model of RSM they make suggestions and recommendations for innovation and efficiencies. Transparency is valued so we share the details of the campus.

Diversity in business programmes

To fulfill 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. To guarantee a sustainable top position in the long run in the international arena of business schools, all programmes and activities are research-driven. To this end, RSM develops and maintains an academic staff at the highest international levels, covering a broad range of disciplines in management research.

Internationalism, contributing to a cultural diverse community, is considered to be important for the University as a whole, illustrated by the large number of international contacts (exchange, Erasmus Mundus, networks) and can be called pivotal for RSM. It is and always has been the explicit ambition of the School to be an international player. That is why it seeks international accreditations like AACSB, EQUIS, AMBA next to national accreditation, and why RSM features in the international rankings of the Financial Times, Business Week, The Wall Street Journal or the Economist next to the Dutch rankings. And it also shows in the School's high-calibre partner network that includes top business schools from all over the world, at all levels – from undergraduate to executive.

RSM actively recruits international faculty and students from outside the Netherlands, to contribute to its desire to compose international classes wherever possible in its programmes. As of August 2014, 44% of overall academic staff is international reflecting our international student ratio. Departments with a higher share of international staff are Strategic Management and Marketing Management. Currently, having over 80 nationalities in the School, it is believed to be an exciting place for all our student, staff and business constituencies to study, work and live in.

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. 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.

International environment

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 for 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 OneMBA consortium. Others are bilateral partner schools of one of RSM's BSc, MSc and MBA exchange programmes.

CEMS

CEMS is a strategic alliance of leading business schools and multinational companies. The MSc in International Management / CEMS programme aims to develop high-quality graduates with a global

mindset in preparation for an international career in business. The partnership with this alliance gives RSM prime access to this group of outstanding students and highly reputed companies.

Global OneMBA

OneMBA is the only truly global executive MBA. Designed by an equal partnership of five business schools on four continents, the OneMBA includes four global residency weeks, global team-based projects, and integrated curriculum.

PIM

PIM facilitates the development of international co-operation among its members, fostering the development of joint research projects and educational programmes, and student and faculty exchanges. PIM's member institutions represent the highest degree of excellence in the fields of business administration and management, and demonstrate leadership in their geographic region.

ACE

In June 2013, RSM became part of the newly inaugurated Alliance of European and Chinese business schools, which is under EFMD (European Federation of Management Development) patronage. Founding members include 20 universities and colleges around the world. ACE will focus on academic excellence and the synergy between research and education in order to better prepare the next generation of executives. Planned activities include the establishment of a joint programme under the ACE label, exchanges of professors and students, projects and research conferences and the development of international skills modules.

In a Bloomberg Businessweek survey of MBA schools in 2012, RSM was ranked seventh for diversity in the report published in 2013. Diversity is defined as a combination of country of origin, gender and career backgrounds. RSM has a long history of diversity with around 90 per cent of participants in its MBA programmes being international.

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.

The principal tasks of Erasmus University Rotterdam 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.

It is RSM's aim to teach students to become globally responsible leaders. That is why there is much focus on values of global social responsibility, sustainability and ethical behaviour in our curricula. Moreover the values are particularly mentioned as important attitude-related aspects of the learning outcomes for each of the programmes. On top of this, RSM offers an MScBA in Global Business & Stakeholder Management. 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.

Examples of courses are the second-year Bachelor course 'Leadership, Sustainability and Governance' and the introductory course 'Business Society Management' in all of the MBA programmes. Most notably, a new core course 'Ethics & Corporate Governance' has been added to the MSc Finance & Investments curriculum. Also, all BSc students entering Erasmus University take part in an ethics game at the beginning of their studies to stress the importance of ethical conduct.

RSM Bachelor Level Programmes 2014

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.

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

International Business (BAP72, IBA)

Discipline – Strategic Management

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, this course is designed to help students develop the theoretical background and practical competence regarding 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 (BKB1029 BA and BAB 22 IBA)

Discipline – Business-Society Management

This course presents an overview of theories and concepts that describe the relationships between domestic and international firms and their environment. It addresses the way of doing business in a responsible way (both socially and environmentally concerned). 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 (BAD10)

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

RSM Master Level Programmes 2014

RSM offers several Master of Science degree programmes. First, there are 11 one-year full-time pre-experience Master of Science programmes, each with a study load of 1680 hours. Students can choose among: Accounting & Financial Management; Business Information Management; Strategic Entrepreneurship; Finance & Investments; Global Business & Stakeholder Management; 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 *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 fulltime or two-year part-time *Master in Maritime Economics and Logistics*.

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

Closed-Loop Supply Chains (RSMME063)

MSc Supply Chain Management

Reverse Logistics refers to all logistic activities to collect and process returned (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 will contain the latest innovations in this field.

Companies in Ecologies (RSMME038)

MSc Global Business & Stakeholder Management

This master elective will explore state-of-the-art ideas concerning corporate sustainability and systems thinking. You will take a pro-vocative 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 concerning to reduce their own ecological footprint, in addition to developing a strategic plan to help a company reduce its own footprint.

Corporations & Justice (RSMME038)

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 from 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 will refine this framework and apply it to major questions of markets and justice.

Doing Good Done Better: Effective Management of Philanthropic “NGO” organisations (RSMME034) 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, you will work as a student consultant for a non-profit organisation. You will be advising and working together with managers, volunteers and other stakeholders. You will gain insight into managing non-profits, business/non-profit relations, and the diversity of the non-profit field. We will prepare you 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 (RSM07FI)

MSc Finance & Investments

Students will understand 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 organization.

Global Business Strategies (RSM02GBS)

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 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 organizations), 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 (RSMME040)

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 the students will become prepared for the challenges related to personnel management in modern organisations. Through empirical cases they will learn to diagnose diversity dilemmas in the workplace and will attempt to formulate creative solutions to those challenges.

Corporate Integrity (RSM04GBS)

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 organizational levels have been found to lack integrity in their leadership. The course on corporate integrity gives an in-depth treatment of the processes through which leadership of high integrity can be developed between managers, individual employees, divisions, organizations, 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 (RSMME039)

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 depending 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 you to learn more about Cradle to Cradle and the added value of this approach for our economy, ecology and the 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 the people and the planet, but support their health while generating profit at the same time.

Climate Change Strategy Roleplay (IM10FE)

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 (RSM01GBS)

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 the current developments of corporate sustainability and develop an understanding of what leadership for sustainability means and entails. Students will learn that although undoubtedly critical to the change process, sustainability leadership is not the sole preserve of chief executives. Instead

leadership will be 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 (BPA1010)

Discipline – General Management

At the kick-off of the programme 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 (BMA1011)

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 organizations that serve the common good. The goal is to get acquainted with, investigate, and provide advice regarding the social, political, leadership, stakeholder management, and organizational challenges of these kinds of organizations. The SEP course was launched in 2013 and we have now engaged with some 20 organizations.

RSM Social Entrepreneurship Scholarship

We recently introduced a student-scholarship for non-governmental and philanthropic organizations. The objective is to stimulate the business acumen of these organizations and stimulate the debate and cooperation with social enterprises during the master programme as whole. Representatives of these organizations enjoy a considerable discount on the regular fee of the programme. The scholarship was introduced 19 June 2014.

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 such as in renewable generation, storage, and 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 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 policy and share them with leaders in industry. We will review the present and the future of the energy landscape, analyze real world data and business cases, and demonstrate stakeholder behaviors 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 around 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 (M-04-04-001)

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 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 will explore the role financial markets are playing in translating sustainable strategies into market value.

Global Residency #1 (OneMBA-01)

Discipline – Corporate Responsibility/Business Ethics

The first global residency for the OneMBA 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. The effects of global warming on international trade, economy, and financial services take centre stage during this intensive course. Finally, 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-05)

Discipline – Corporate Responsibility/Business Ethics

The broader concept of sustainability is explored. Topics focus on supply chains and global operations while keeping an eye on environmental, social, political, economic aspects of sustainability in Europe as affected by time and the consequences of human action/lack of action. The Port of Rotterdam and the airline industry become focal study points during this week.

Kilimanjaro: Women Empowering Women (M-04-08-001)

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 of the 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.

Operations Management (M-02-05-001)

Discipline – Production and Operations Management

The Operations Management course includes environmental and social impact issues in the examination of Process Analysis, Quality, Reengineering, Supply Chain Management, and Lean Operations. The concepts of waste reduction and process efficiency are considered in the context of clean technologies and new processes to reduce pollution and use of resources.

The Business of Sustainability (E-03-06-001)

Discipline – Corporate Responsibility/Business Ethics

This course considers the almost existential leadership challenges that companies face today. It should give you a solid insight into the nature and preconditions of the transition that companies (and you as an executive) need to undergo in order to become (more) sustainable. The course addresses three levels of sustainability: (1) personal, (2) organizational, (3) societal. The interrelationships between these three dimensions are considered around a large number of so called ‘tipping points’. These are addressed both at a theoretical and a practical/managerial level. Cases include the experience of so called ‘frontrunner’ companies from a large variety of industries.

Future Initiatives

RSM will continue to integrate values of global social responsibility, sustainability, and ethical behaviour into the curricula. As RSM is very aware of, and promotes the importance of sustainability issues across all programmes, all lecturers are asked to include relevant sustainability topics through articles, cases, and discussion topics during their courses.

The final Beyond Grey Pinstripes report from the Aspen Institute assessed how global business schools integrated issues to social and environmental stewardship in their curricula. In 2011-2013, the final issue of this report, RSM was ranked third highest in Europe, and in the top 20 out of 100 business schools globally for its MBA programmes.

As educators it is our task to encourage the future leaders to always be mindful of the importance of doing business in a way that can be innovative and sustained for generations to come.

RSM Open Executive Education Programmes 2014

Rotterdam School of Management’s Open Programmes are designed for professionals at any stage of their career. The intensive, focused and fast format – 2 to 10 days – make participants fit 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. RSM offers programmes in Rotterdam and in Amsterdam’s main business district, Zuidas. Every open programme can also be customised to one’s specific organisation and can be delivered in-house.

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 for participants to develop practical skills to improve their personal power to collaboratively design solutions quickly and effectively; to become more aware of how you engage others and gain more skilful approaches; to be able to consider all perspectives and connect different points of view; to explore and discover how you can further evolve your 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 for stand under pressure and threaten art and culture to be priceless. For this sector are both the own survival if the artistic values at stake. In this three-day programme participants explore new concepts for cultural organisations and art institutions. You will get the building blocks you need for a new strategy, in which both artistic quality as public interest are central. Participants will gain a toolkit with new business models and skills to build trust and confidence an institutional step-by-step plan.

Future Energy Business

The energy business is going through a series of swift and radical transformations. Fuelled by a mix of regulatory changes, such as advances in renewable generation, storage, electric mobility and ongoing ICT innovations, these transformations have leaders in industry and politics looking for answers. This three-day programme prepares participants to not only navigate, but to shape the energy landscape of the future. Participants will gain insights into future energy infrastructures, the dynamics of energy markets and stakeholders and learn the skills needed to develop compelling, actionable strategies and discuss them with leaders in industry and policy. We will 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. The programme articulates a strategic vision of the future energy business, in particular on the smart electricity grid; then adds economics, behavioural, management and policy aspects to the discussion. This is in stark contrast to the common, engineering view of electricity grids.

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, story telling 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 for participants to explore and understand your own leadership style and how it aligns with your leadership strategy; to learn how to communicate effectively by investigating new perspectives on communication processes that will enhance your ability to understand and navigate complex interactions; to develop new perspectives on the meaning, value and importance of social networks both within personal and organisational context; to boost your ability to support others who aim to achieve individual and organisational goals; and join RSM's network of professional women in leadership.

Ethics and the RSM Portfolio of activities

This means the portfolio of activities of 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 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 particularly mentioned as an important attitude related aspect of the learning outcomes for each of the programmes. Examples of ethics in courses are: 1) 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 all of 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.

As sustainability issues become more important every year and magnify the need for ethical conduct, the department of Business-Society Management cannot remain without mention. The department has created a stronghold in this field, but its ultimate goal is to have sustainability embedded in all of its teaching and research.

The final Beyond Grey Pinstripes report from the Aspen Institute assessed how global business schools integrated issues to social and environmental stewardship in their curricula. In 2011-2013, the final issue of this report, RSM was ranked third highest in Europe, and in the top 20 out of 100 business schools globally for its MBA programmes.

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 2013 and 2014. 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.

Events, Activities and Achievements: Highlights 2013-2014

Rotterdam School of Management, Erasmus University

RSM Sustainability Forum – 1st and 2nd year

Erasmus Energy Forum - 2nd and 3rd year

RSM Leadership Summit – 5th and 6th year

Erasmus Centre for Family Business Center- launched 30 November 2013

Erasmus Centre for Women and Organisations- opening November 2014

Sustainability at RSM web page- premiere September 2013

First annual Bootcamp for Sustainability- April 2014

STAR Case competition on Ecosystem Restoration and on EUR Sustainability policy- May 2013

Rotterdam School of Management, Amsterdam Zuidas campus- 2013 first courses

Rotterdam School of Management, Asia Office Taipei October- 2013 opening

Renewed commitment to professionalism - 2014 initiatives

Renewed commitment to research integrity, valorisation and benefit to society- 2014

Increased effort to boost an open, critical academic culture and an open organisational culture for everyone in the school; research-active faculty, non-research active faculty, and support staff alike.

Examples of PRME Related Events, Activities and Achievements in 2014

For this 2014 SIP report, the decision was made to provide the reader with direct links 'for further reading' within the specific listings of the growing number of entries in this category. It is organised

by first listing the 2014 annual entries from January to December. 2013 entries are posted below them.

- [RSM MBA Sustainability Scholarship](#) (10 January) International Full-time MBA student Vincent Zhang, a Chinese finance professional from Shanghai, is the winner of the second €5,000 [Sustainability Scholarship](#) from RSM. Vincent was attracted by RSM's highly diverse cohort, and finds the Netherlands a great place to study business. "Unlike China, the Netherlands has a large proportion of GDP coming from SME's," he says. His background includes a Bachelor's degree in Computer Science from [Shanghai Tongji University](#), and four years of business management experience in corporate banking at China's largest bank, the Industrial and Commercial Bank of China (ICBC).
- [The World Economic Forum \(WEF\)](#) (24 January) launched a major new business-led initiative at the Forum in Davos, Switzerland entitled "[Project Mainstream](#)", aimed at scaling up the circular economy. The new approach is substantively supported by Cradle to Cradle (C2C) scientific methods developed by RSM Professor Michael Braungart and his teams at the C2C Chair at Rotterdam School of Management, Erasmus University (RSM) and his scientific institute EPEA.
- [RSM teams up with the NFE](#) (27 January) The National Foundation for the Elderly (NFE) is a charity that promotes the quality of life of elderly people in the Netherlands, particularly 200,000 senior citizens who live extremely lonely lives. "The NFE is giving shape to a massive volunteers-recruitment drive," RSM [Professor Lucas Meijs](#). In the wake of the incredibly successful Dutch TV programme "As Broke as Can Be", which sparked about 7,000 volunteers to action. The NFE has teamed up with RSM to carry out research into this particular volunteers-recruitment campaign.
- [RSM I WILL Award](#) (4 March) Six finalists competed for the € 15,000 prize in the RSM [I WILL Award](#) competition; a battle of big ideas. The winner, [Dwillo](#), was created by RSM students and alumni Job de Groot, Bart Jacobsz Rosier, Daniel Gaspersz, Annamarië Scharrenberg, Eline van Spronsen & Lucas Hagemann. "Dwillo provides online mentor communities for universities and organisations." The audience prize of € 2,000 went to CreativeHub: Sinan Al-Mansour & Svilena Mateeva – "CreativeHub is an online platform where students at Erasmus University can share their ideas, create artistic or charity projects, become tutors or start up their own business."
- [Resource constraints and our Sustainable Future](#) (5 March) The [SRSM Student Committee](#) events team organised a seminar focused on the question, "Will resource constraints impede a transition to a prosperous and sustainable future?" Dr René Kleijn (PhD) industrial ecologist, assistant professor, and director of education at the Department of Industrial Ecology of the Institute of Environmental Sciences (CML), Leiden University and Mr. Andy Haxby, founder of *Competa*, the world's first fair trade accredited software company engaged the audience in discussion.
- [TEDx Erasmus University](#) (6 March) Speakers at [TEDx Erasmus University](#) discussed topics from the four focus areas of Erasmus University: health, wealth, culture and governance. PhD student Johannes von Engelhardt of Media & Communication gave his views on the collection of data on people in developing countries, through mobile technology. Carolien Hoogland, a former researcher at DRIFT, spoke about her experiment to live outside the monetary system for a year. Two other alumni were on stage: Che Brandes - Tuka discussed his interest for the return of critical thinking in education and Tung Tung Chan shared views on how everyone is a teacher.
- [The Social Value of Finance](#) (7 March) In this [Inaugural Address, Mathijs van Dijk](#) reflected on the value for society of finance as an academic field claiming the recent global financial crisis has undermined the reputation of the field of finance, with the inability to foresee the crisis as one of the most prominent criticisms voiced by the media and the general public. The social value of finance as an academic field could be greater if we would be more focused on broader questions, more open minded about other fields and methodologies, and more modest about the extent of our knowledge.

- [Sustainability Action Plan for Erasmus University](#) (31 March) For the first time in recorded history, Erasmus University stepped to the forefront by submitting a public draft of a sustainability action plan with the claim, “EUR will emphatically devote more attention to Corporate Social Responsibility (CSR)... The manager of tomorrow must have a thorough understanding of ethical norms and sustainable action. Social responsibility will therefore be a leading principle in business operations and will be expressed in the profile of our education and research.” There are many points of intersection with activity currently strategized at RSM.
- [RSM Sustainability BSc Bootcamp](#) (10 April) a new-style boot camp designed to train a new generation of business leaders to think critically about business strategies and develop new sustainable business models for the future. The Sustainability Bootcamp is based on the expert teaching and research that sits behind the RSM MSc in Global Business & Stakeholder Management programme. 30 students were selected from Years 2 and 3 of the RSM bachelor programmes. It was open exclusively to top bachelor students who want to help address the critical sustainability challenges faced by business and society.
- [RSM Sustainability Forum](#) (25 April) The 2nd Annual Forum “[Mainstreaming Sustainable Business](#)” offered more than inspiration; speakers from business and academia offered real proof of concept for sustainability, demonstrating the pragmatic and profitable possibilities of new business models and innovations demanded by a world of shrinking resources and growing population. Co-organised by Sustainable RSM and STAR, [the Forum](#) attracted around 180 corporate and alumni relations, staff, faculty and students of RSM.
- [Enabling Women in India](#) (29 April) Dr Femida Handy, Professor of Social Policy at the University of Pennsylvania led an interactive discussion on the challenges and opportunities for leadership among women in traditional patriarchal societies in India. [Professor Handy](#) presented how women are given a unique opportunity to control their own lives and break free from the institutions and legacies that historically favour a male-controlled environment.
- [Education of the Heart Symposium](#) (12 May), hosted by RSM was a tremendous success. More than 600 people spent the day in dialogue, reflection and co-creation with fellow change-makers in the Dutch education field, with international experts and practitioners. Professor Daniel Siegel explained the importance of integrated learning, as our mind is not limited to the brain but is distributed in our body (including heart and gut) and among our relationships. Thirteen inspiring examples of what is happening in the field were presented at [the symposium](#). The highlight of the day was of course the presence of H.H. the Dalai Lama, who spent two hours with us, sharing his views on education of the heart. The day’s ambition was written into the [Rotterdam Charter of Education of the Heart](#), kicking off multi-year activities ahead.
- [EUR Open Campus](#) (24 May) Erasmus University opened its doors this Saturday for the Erasmus Campus Festival and the Generation Games. Many enthusiastic colleagues devised marvelous programmes full of mini-lectures, demonstrations, games, guided tours and peeks behind the scenes. Students and employees could connect family and friends to our teaching and research in a fun and different way. The Generation Games included a decathlon, clinics and demonstrations by well-known sports personalities.
- [Careers in Sustainability](#) (12 June) Sustainability has been a hot topic for a few years. This virtual information session looked deeper into what this actually means. During this 30 minutes [online session](#) participants shared personal experiences and gained insights into our sustainable MBA programme; offering information on the unique characteristics of our business school and the RSM experience. Participants had the opportunity to ask questions to various RSM representatives and sparked during a chat session afterwards.
- [Erasmus Energy Forum: Business Day](#) (19 June) European Energy Commissioner [Günther Oettinger](#), spoke of the need for a comprehensive strategy to strengthen the security of energy supplies, at the [Erasmus Energy Forum: Business Day](#) in Rotterdam (19 June). The Commissioner delivered his presentation to a diverse audience of leaders from business and industry, including

policymakers and academics at the forum that addresses three themes: EU policies and markets; energy microgrids and new business models; and financing sustainable energy.

- [Erasmus Energy Business Award](#) (19 June) A smart grid designed to supply carbon-neutral power to a nature-rich UNESCO World Heritage Site in the Philippines has won this year's [Erasmus Energy Business Award](#) at the third annual Erasmus Energy Forum in Rotterdam, hosted by Rotterdam School of Management, Erasmus University (RSM).
- [Erasmus University Inaugural Address](#) (20 June) Dr Wolf Ketter's nomination as Professor of Next Generation Information Systems at RSM was officially recognised when he gave his [inaugural address](#). The title is [Envisioning Sustainable Smart Markets and Enabling Sustainable Smart Markets](#), a subject which takes into account business, society and academic viewpoints in the search for more sustainable ways of living.
- [RSM Discovery](#) (30 June) is a full-range journal that combines challenging articles together with videos and interviews. [RSM Discovery](#) is designed to keep senior managers abreast of the latest developments in management science that are of real practical value to forward-looking and ambitious companies. Among other topics, [RSM Discovery 18](#) featured "Why ethical leadership is of great value to organisations" in a discussion with Dr Marius van Dijke, Dr Steffen Giessner and Dr Rob van Tulder. In another segment, Dr. Paolo Perego explored the question, "Should corporate performance bonuses be linked to sustainability targets?"
- [Planetary Boundaries Workshop](#) (2 July) The Eco-Transformation Centre at Rotterdam School of Management (RSM) brought together leading sustainability academics, PhD students and the World Business Council for Sustainable Development (WBCSD) to participate in a one-day workshop discussing and setting the research agenda for corporate sustainability within a Planetary Boundaries (PB) framework. The [Planetary Boundaries Workshop](#) was a lively and interactive day for participants, while retaining the key objective of the workshop: to listen to, and learn from, multiple perspectives from research and business. Dr. Paolo Perego, Dr. Steve Kennedy and Prof. dr. Gail Whiteman (first Professor in Residence of the WBCSD), hosts from Rotterdam School of Management, welcomed participants and sparked the agenda for the day's workshop.
- [RSM Social Enterprise Scholarship](#) (15 July) People working in organisations with a social mission can take advantage of a new scholarship launched by the Part-time Master Bedrijfskunde programme. The [RSM Social Enterprise Scholarship](#) contributes to the management development of social enterprises. It is aimed at professionals who work in companies focusing on improving the society. It will foster the interactive debate and opinion-forming around how companies and communities connect, and stimulate partnerships between social enterprises and companies.
- [Erasmus Impact Café](#) (28 August) In the new DRIFT offices in the Mandeville Building. Erasmus Impact Café, a new informal gathering for all EUR researchers involved in sustainability, impact measurement, eco-transformation, (social) innovation, transition management, CSV, and (strategic) philanthropy. The agenda for the meeting was to update current researchers, welcome new researchers, review impact evaluation and assessment of social projects and to discuss opportunities for collaboration followed by a reception. The member [Erasmus Impact Café](#) LinkedIn group was created for members to update each other on projects, research work, applications, seminars, etc.
- [Balanced Leadership for Inclusive Growth Programme](#) (9 September) One of the main goals of the GOPIO Women's Council Holland is to form a bridge within the Indian Diaspora Community in Holland and the global community; to enhance women empowerment within the diversification of academics and professional leadership. Guest of honour and keynote speaker was Ms. Poonam Barua, Founder & CEO of Women in Leadership (WILL) Forum, India. The WILL Forum has been working with commitment and dedication towards the important mission of leveraging the vast talent-pool of women executives, sharing best practices for women in the

workplace, mentoring women for leadership and building inclusive growth eco-systems since 2007.

- A New Vision of Value (22 September) RSM Faculty members from MSc Global Business and Stakeholder Management and MScBA Accounting & Financial Management programmes had a joint seminar with invited guests from KPMG Netherlands, a branch of KPMG, a global network of professional service firms providing Audit, Tax and Advisory Services. KPMG Netherlands representatives presented elements of the recent 3 September-released KPMG Global report, *A New Vision of Value: Connecting corporate and societal value creation*. They engaged students of these two programmes with examples of how they helped Ambuja Cements Ltd. to unlock value creation in India. This was the first class of this type anywhere presenting KPMG's work with Holcim. The topic of 'True Value' is just beginning to resonate in business schools globally. RSM is poised to assist students at the forefront of this important research area.
- RSM Leadership Summit (3 October) The core question explored at the RSM Leadership Summit- "Big data: what's in it for me?" Influential leaders from multinational companies addressed the way big data influences and creates value for individuals, society, business and governance. The RSM Leadership Summit is RSM's flagship annual event for participants to meet the world's most influential senior executives, and to network with the entire RSM community – alumni, VIPs, corporate relations, faculty and staff.
- Distinguished Alumni Award Winners (3 October) Thirteen alumni were nominated in two categories. Two received the 2014 Distinguished Alumni Awards – and both of them are working on the philanthropic issues of global nutrition and sustainability. Herbert Smorenburg (Executive MBA 2002) was named Distinguished Senior Leader 2014 and Alba Tiley (MSc in Strategic Management 2010) was chosen the Distinguished Young Leader 2014. The presentation was made during the sixth annual RSM Leadership Summit. A jury of RSM Advisory Board and previous DAA winners accounted for 50 per cent of the vote. The balance came from the RSM Community and RSM alumni population social media vote.
- RSM MBA Kilimanjaro Leadership Project (19-29 October), 20 women, accompanied by experienced leadership coach Rebecca Stephens, have taken on a monumental challenge to empower themselves and women in business. Using the mountain as a classroom they will experience leadership in ever-changing environments while climbing to Africa's highest summit in this popular MBA Leadership elective course at RSM. These women work together and lead each other through difficult terrain to push past physical and mental barriers in their trek to the 5,895 meter summit.
- 7th Annual Max Havelaar Lecture (29 October) Will Generation Y make a difference? Radical innovations and game-changing solutions are necessary to force industries and economies to change. Entrepreneurial skills and new, fast and global communication via internet - combined with the unique ability to inspire and engage others for a common good - Generation Y seems to hold a lot of potential. In the telephone industry, initiatives from young leaders like Phoneblocks and Fair Phone have proven that sustainable and fair production is possible. Since it's their future at risk, young leaders are obviously motivated. Their successful initiatives prove this generation's ability to tackle environmental and social issues through business and entrepreneurship. The Seventh Max Havelaar lecture focused on how these new and exciting entrepreneurial activists will make a difference.

Examples of PRME Related Events, Activities and Achievements in 2013

- RSM MBA Sustainability Scholarship (15 January) International Full-time MBA student Maeve Quigley, an American international project manager from Washington DC, is the winner of the first €5,000 Sustainability Scholarship from Rotterdam School of Management, Erasmus University (RSM). Members of the MBA administration met with Sustainable RSM on 11 November for the selection process of the 2nd Annual RSM MBA Sustainability Scholarship.

- [MBA Ranking: Top School for Sustainability](#) (22 January) In *Bloomberg Businessweek*, RSM MBA students from the Class of 2012 were surveyed and described the full range of their business school experience. RSM ranked as the [RSM MBA ranked most sustainable in Europe](#) for sustainability education. “We believe in integrating environmental, social and governance issues into our curriculum and have always taught stakeholder management. This part of [the ranking](#) is based on student input. This is great confirmation that we truly implement this philosophy in everything we do at RSM,” Dianne Bevelander, Associate Dean of RSM MBA programmes.
- [Women in Business Scholarship](#) (30 January) 2nd Annual scholarship awarded as a €5,000 tuition fee waiver. RSM is committed to increasing the gender diversity of the International Full-time MBA class, and offers the [RSM MBA Women in Business scholarship](#).
- [The Economics of Ecosystems and Biodiversity](#) (12 February) This [seminar](#) was an opportunity to quiz an expert in a session titled, “Your questions about the economics of Ecosystems. [Willem Ferwerda](#), RSM’s Executive Fellow Business & Ecosystems made a special presentation to students and alumni. Those in attendance were challenged to find the business case for restoring ecosystems. There is increasing evidence of the important role played by ecosystems in the economy and society.
- [Business Case Envia: Starting World Changing Companies](#) (February 2013) Was selected winner of the [EFMD Case Writing Competition](#) in the Entrepreneurship category. It was awarded €2000. The case was prepared by master student Giovanna Domingues Sanches under the supervision of Dr Luca Berchicci, Associate Professor of Entrepreneurship and New Business Venturing at Rotterdam School of Management, Erasmus University (RSM) and written by Tao Yue of the RSM Case Development Centre.
- [The Guardian podcast with RSM Professor on Planetary Boundaries](#). (30 January) RSM Professor Gail Whiteman, the first Professor-in-Residence at the World Business Council for Sustainable Development (WBCSD), is one of the experts appearing in the first of a series of [podcasts](#) on the subject of sustainability, launched on this day in the website of UK national newspaper *The Guardian*. The podcast can be heard here- ["Planetary boundaries: what are the limits of the earth?"](#)
- [RSM professor’s sustainability book shortlisted for Dutch Management Book of the Year](#) (28 March) A management book co-authored by RSM Professor Rob van Tulder, Professor of International Business-Society Management has been shortlisted for the prestigious Dutch Management book of the Year 2013. In [Sustainable Entrepreneurship in Actual Practice](#), the authors argue that successful companies don’t switch to sustainable entrepreneurship because of its monetary value, but because they want to provide visionary and inclusive leadership to wider society. And in order to make the transition successfully they must team up with a large number of stakeholders in society.
- [Climate Futures](#) (3 April) Visiting [Professor Pier Vellinga](#) provided an ERIM Seminar on the impact of human behaviour on climate. As one of the Netherlands top climatologists, he spoke to RSM students and research faculty with his current research for considerations of mitigation and adaptation.
- [Make A Difference Day](#) (9 April) RSM students joined peer students in the third annual day for raising awareness about the relevance of corporate social responsibility (CSR) and sustainability amongst students at the Erasmus University. By connecting students to selected companies, non-profit organisations, and social entrepreneurs, the event aims to create an interest in the topics related to CSR and sustainability, and show students the relevance of these topics in practice. Most importantly, the event will become a source of inspiration for students to make sustainable and socially responsible choices throughout their careers to [Make a Difference](#).

- [Sustainable Business Teaching Cases](#) (10 April) for faculty use in the classroom. Sustainable RSM prepares a bi-annual overview of sustainability-relevant teaching cases. This overview, ordered per discipline and including case abstracts, is a convenient tool in the selection of suitable teaching cases. Integrating sustainability-relevant material into RSM programme courses is an important way to sensitize and inform students about more sustainable ways of doing business.
- [RSM Alumni Day 2013](#) (12 April) This year's theme- [Engaging for Change: Making Business Social](#). Highlights included RSM Alumnus and TedX Amsterdam Award winner John Apesos, a former mountain guide, describing his fearless approach to social entrepreneurship. A social media session led by RSM Alumnus Valer Merenyi, who gave a hands-on exercise in how to use Twitter to create a 'discussion platform' and come to consensus through crowdsourcing. RSM Alumnus Stef van Dongen, Founder of the Rotterdam-based Enviu, demonstrated how this unique company uses crowdsourcing and crowdfunding to help solve social issues ranging from poverty alleviation to global health concerns. RSM Distinguished Alumni Award-winner Robert-Jan van Ogtrop described how – after a life in which this former CEO of Bols and Remy-Cointreau was a self-described “money, macho, corporate career” mover and shaker – he took a sabbatical and asked himself the key question: “What really makes me tick?” The surprising answer was ‘Nature’ – the perfect model of the circle economy system that Van Ogtrop now promotes in all of his activities.
- [Linking Science and Business for Impactful Results](#) (22 April) RSM Professor Gail Whiteman is Chair in Climate Change and Professor-in-Residence at the World Business Council for Sustainable Development. She teamed up with Professor Johan Rockström, Director of the Stockholm Resilience Centre in this important work highlighted in [The Guardian](#). We look forward to future communications on their proposed "[Planetary Learning and Action Labs](#)". Click to view the article [here](#).
- [New Ways of Working](#) (15 May) The Erasmus@Work research centre presented its third '[New Ways of Working: Research and Practice](#)' seminar on the EUR Woudestein campus. This seminar addressed the latest scientific insights related to the management and impact of new ways of working, as well as practitioners' views and experiences regarding the implementation of new work practices.
- [RSM Sustainability Forum](#) (24 May) The first annual forum had a targeted theme- [Partnering for Sustainability](#); business partnerships with the public sector, private sector, and civil society. Registered participants were inspired in workshops, given by internationally renowned companies: Unilever, Cargill, KLM, Eneco and PostNL. Keynote speakers, Prof. Dr. Michael Braungart, pioneer of the *Cradle to Cradle* philosophy, and RSM alumnus Herbert Smorenburg, strategic advisor for Schuttelaar & Partners. The success of the 2013 forum, (targeting GBSM and MSc students) launched plans for incrementally expanding to include alumni, corporate partners in the [RSM Sustainability Forum](#) for greater MBA and RSM alumni participation up through 2017.
- [RSM-KPMG Master Thesis Award](#) (24 May) Independent jurors were unanimous in choosing Sylvia Feilhauer's thesis – which explains the benefits to the supply chain of sharing information about carbon footprints – as winner of the KPMG Sustainable Master Thesis Award 2013. She was presented with €1,000 prize by Jan van den Herik, Director of Strategy & Innovation at KPMG at the RSM Sustainability Forum in Rotterdam on Friday, 24 May. With sponsorship from KPMG, the annual [Sustainability Master Thesis](#) aims to honour work that combines academic excellence and business relevance in the subject of sustainability management.
- [Rodrigues Valedictory Address](#) (13 June) To mark her retirement from the business school, Professor Suzana Rodrigues spoke about her research in an academic symposium about the politics of institutions and firms. [Prof. Rodrigues argued](#) that the dominant academic view of economic growth in markets providing superior mechanisms to incentivise economic activity is

not always helpful. A major challenge for a perspective whose goals are centred primarily on economic growth is that it tends to ignore the potential benefits of institutions in shaping other features of society which are core to a more comprehensive view of growth, i.e. one that takes into account its sustainability.

- Model United Nations convention (18 June) Sebastian Oldenzeel (MSc Global Business and Stakeholder Management) was voted '[Best Negotiator](#)' at the event in his role as the representative of Bangladesh. The event was the culmination of a new elective study module at RSM, *Change Strategy Role-Play*, and seeks to replicate UNFCCC protocol, structure and dynamics.
- Erasmus Energy Forum (21 June) Conference chair RSM Professor Wolfgang Ketter led the second annual forum's theme- [Reinventing the Energy Landscape](#). The forum provided an in-depth look at E-Mobility and Smart Homes and was hosted by the Erasmus Centre for Future Energy Business, a specialist research centre based at Erasmus Research Institute of Management (ERIM), the joint research institute of Rotterdam School of Management, Erasmus University (RSM) and the Erasmus School of Economics (ESE).
- Winning master thesis (9 July) focused on one of the primary economic sectors in the Port of Rotterdam; [the first Rotterdam Thesis Award](#), created by the City of Rotterdam and the Erasmus University Rotterdam. Author Rianne van Nieuwland is alumna of the MSc Strategic Management at RSM. Her thesis *How Managing Pipeline Connectedness Affects Firm-Level Innovation and Sustainable Competitive Advantage in the Context of Industrial Ecology* studied increasing interconnectedness between companies in the Port of Rotterdam leading to innovative developments.
- RSM's Net Impact Chapter Receives Gold Status 3 consecutive years. (15 July) This prestigious standing, based on the chapter's performance this past academic year, represent the most outstanding chapters in the [Net Impact](#) network. Only 24 per cent of more than 300 Net Impact chapters worldwide achieved gold standing this year. Presidents Ken Lin, Emily Cheng, and Daniel Vargas Fernández submitted the report for New Impact 2013.
- Global Social Business Competition (15 July) Four students in RSM CEMS MSc International Management formed a team and created a [winning project](#) in the 2013 SENSation competition. The event is a global social business competition and the winning project – [Mytradeworks](#).
- Scientific Journal Comment in Nature (24 July) "The global impact of a warming Arctic is an economic time-bomb", says Gail Whiteman, RSM's Professor of sustainability, management and climate change. In a ground breaking Comment in this week's authoritative scientific journal *Nature*, Professor Whiteman, Chris Hope, Reader in Policy Modelling at Cambridge Judge Business School, University of Cambridge and Peter Wadhams, Professor of Ocean physics at the University of Cambridge, address the issue. "Methane emissions caused by shrinking sea ice from the Arctic could cost us 60 trillion dollars - the size of the world economy in 2012". The story can be found [here](#).
- Masters in Sustainability (26 August) A new RSM MSc programme, [Global Business & Stakeholder Management](#) welcomed its first class this year. This programme is designed exclusively for elite young bachelor graduates who want to be part of the solution to today's sustainability challenges facing business and society; a new generation of leaders with the capacity to think critically about business strategies and develop new sustainable business models for the future. This MSc programme brings students into close contact with the global frontrunners in corporate sustainability, with governmental organisations and with the non-profit sector. Our graduates are equipped for an international business career with meaningful impact in a wide variety of sectors.

- [Sustainability at RSM web pages](#) (10 September) Announcement of new web pages: [People new to or current at RSM benefit from the new web pages featuring Sustainability at RSM](#): Links to the key educators, research centres, and action organisations; information to how RSM stakeholders can get involved in a more intentional way; ideas about collaboration with other stakeholders for shared goals; connection points for pooling human and fiscal resources on projects or activities; visualisation of a personal connection to the big picture of a sustainable future.
- [RSM MBA Kilimanjaro Leadership Project](#) (22 September to 3 October), using the mountain as a classroom and as a metaphor for business, two MSc students, six Executive MBA students, seven International Full-time MBA students, and two RSM staff members made the climb. Women experience leadership in ever-changing environments while climbing Kilimanjaro in the MBA elective course at the [RSM MBA Kilimanjaro Leadership Project](#). These women work together and lead each other through difficult terrain to push past physical and mental barriers in their trek to the 5,895 meter summit.
- [“Mastering Sustainable Business”](#) (23 September) RSM Executive Education hosted the workshop with Hello Zuidas Foundation and the Green Business Club in Zuidas Amsterdam. Sustainable development in the Zuidas region was explored through implementation of ‘Zero Lab workshop’ tools. The focus was on realistic and achievable outcomes in the areas infrastructure, water and mobility. It was a creative and stimulating discussion seeing RSM faculty members making sense of complex problems and looking at ideas for the future.
- [Plant-based at EUR](#), (30 September) an RSM employee ambassador group started [Plant-based at EUR](#), an Erasmus University-wide initiative in early February and gained steam through the year advocating the permanent availability and labelling of plant-based (= the most sustainable and healthy) food on campus, and the EUR President supported the initiative in the CvB and successfully convinced the Facilities Bureau that this should be implemented with the new EUR food court- scheduled opening January 2014.
- [RSM Leadership Summit](#) (4 October) Gritty and frank admissions came from leaders of four major Dutch companies in front of a 700-strong audience at the fifth annual RSM Leadership Summit, hosted by Rotterdam School of Management, Erasmus University (RSM). The event invited the business community to consider leaving the post-crisis period behind and reinventing a new business future. Read the impactful report [here](#).
- [6th Annual Max Havelaar Lecture](#) (13 October) Themed “True Pricing, Fair Banking and Fair trade: managing the transition to a truly value-creating economy”, this [half-day event](#) was a co-production between sustainable banking leader, Peter Blom (CEO of Triodos Bank and President of the Global Alliance for Banking on Values) and an upcoming social entrepreneur, Adrian de Groot Ruiz (executive director of True Price Foundation) with Professor Rob van Tulder moderating.
- [Stimulating Sustainable Business Fund](#) (1 November) Sustainable RSM offers support to RSM faculty and programme managers for sustainability-relevant classroom or co-curricular activities with a focus on promoting socially and/or environmentally sustainable business.
- [EUR Energy Declaration](#) (11 December) Sustainable RSM participated in the Erasmus University Sustainable [Energy Declaration](#) programme; encouraging energy-conscious behavior among all campus members and announcing procurement of green energy and socially responsible ambitions and practices. Sustainable RSM used the opportunity to generate a spring 2014 talk

with Erasmus Facilities Bureau Sustainability Coordinator Jan-Cees Jol, presenting the overview of EUR's ambition and current situation to RSM student association leaders.

Sustainable Operations; Electricity, Water and Heating 2010-2013.

RSM accommodates lecture classrooms, a canteen, department centres, and offices in two main buildings on the Erasmus University Woudestein campus, Mandeville (T) building and Bayle (J) building. The following documents consumption rates for both buildings. The Operations department team utilizes the data to determine strategy moving forward.

Mandeville (T) building: *Electricity, Water, and Heating

Electricity consumption-

- 2010: 4,436,684 kWh
- 2011: 4,302,875 kWh
- 2012: 3,749,648 kWh
- 2013: 3,976,888 kWh

Water consumption-

- 2010: 16766 m³
- 2011: 17006 m³
- 2012: 15214 m³
- 2013: 14254 m³

District Heating-

- 2010: 7183 GJ
- 2011: 5637 GJ
- 2012: 5882 GJ
- 2013: 7749 GJ

Bayle (J) building: Electricity, Water, and Heating

Electricity consumption-

- 2010: 775470 kWh
- 2011: 785105 kWh
- 2012: 765218 kWh
- 2013: 775357 kWh

Water consumption-

- 2010: 3351 m³
- 2011: 2893 m³
- 2012: 2988 m³
- 2013: 3686 m³

District Heating-

- 2010: 2292 GJ
- 2011: 1712 GJ
- 2012: 1647 GJ
- 2013: 2000 GJ

*) 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.

Erasmus Research Institute of Management (ERIM) Research Centres

The **Erasmus Research Institute of Management (ERIM)** is a research school founded in 1998 by two of the Erasmus University Rotterdam's schools; the [Rotterdam School of Management, Erasmus University \(RSM\)](#) and the [Erasmus School of Economics \(ESE\)](#). In 1999, ERIM was officially accredited by the Royal Netherlands Academy of Arts and Sciences (KNAW) and re-accredited in 2003 and 2010. AACSB renewed accreditation in October 2012. The conclusions of the 2014 International Peer Review Committee (IPRC) were encouraging, underlining the effectiveness of ERIM's model and strategy over the past fifteen years. ERIM has risen to a top three position in Europe in terms of research productivity in the leading journals. Numbers of publications in high impact journals have 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 expertises, 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 Harvard Business Review.

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

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.

Erasmus @ Work Centre (E@W) is an interdisciplinary research programme focusing on high performance work. Collaborative research among innovative firms and Rotterdam School of Management, Erasmus University provides state-of-the-art knowledge and insights about 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 transforming 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 this understanding through fundamental as well as applied research in leadership. To this end, we conduct field research in collaboration with a variety of organizations 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.

SCOPE Centre for International Business The prime aim of [SCOPE](#) is to document the internationalization strategies of the largest (core) firms in the world. The study of these companies forms the linking pin between the micro-economics of corporate behaviour and the macro-economics of national and global trends in particular in areas such as international trade, foreign direct investment and sustainability.

Examples of PRME Related Areas of Expertise of RSM Faculty Members

- 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.*
- 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. Jan van den Ende, Professor of Management of Technology and Innovation - *Development process of new products and services in firms.*
- Dr. Steffen Giessner, Associate Professor of Organisation and Personnel Management- *Follower's perceptions of leadership, antecedents of leader behaviour, non-verbal communication of power, the relation of mind and body in thinking about power, and employee support during organisational mergers.*
- 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.*
- Prof.dr. Wolf Kettler, Professor of 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.*

- Dr. Carlos Da Silva Lourenço, Associate Professor of Strategic and International Management- *Applied microeconometrics 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. 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. Paolo Perego, Assistant Professor Accounting and Control- *The evaluation of corporate environmental liabilities, and Management Accounting.*
- 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.*
- Lonneke Roza, Junior Researcher Business-Society Management, PhD Student - *Community relations from both the non-profit as the for-profit perspective; volunteering and philanthropy*
- Dr. Michaéla Schippers, Associate Professor Leadership & Management- co-founder of the Reflexivity Network and scientific director of the Erasmus Center of Behavioral Operations Management. *team reflexivity, team diversity and team leadership*
- Dr. Daan Stam, Associate Professor of Innovation Management, Department of Technology and Operations Management - *leadership and communication, in particular in innovation and operational settings*
- Prof.dr. Rob van Tulder, Professor of International Business-Society Management, Academic Director of the 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.*
- Prof.dr. Gail Whiteman, Ecorys Chair, Professor of Sustainability, Management 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.*

Examples of PRME related RSM Faculty Publications 2014

Below is a select list highlighting the research as related to the central themes of PRME:

Van Dierendonck, D. & Patterson, K. (2014). [Compassionate Love as a Cornerstone of Servant Leadership, an integration of previous theorizing and research](#). Journal of Business Ethics, Accepted. [\[repository\]](#)

Eisenbeiss, S.A. & van Knippenberg, D. (2014). [Doing well by doing good? Analyzing the relationship between CEO ethical leadership and organizational performance](#). Journal of Business Ethics, Accepted. [\[repository\]](#)

Van Gils, S., van Quaquebeke, N., van Knippenberg, Daan, Dijke, M.H. van & De Cremer, D. (2014). [Ethical leadership and follower organizational deviance: The moderating role of follower moral attentiveness](#). The Leadership Quarterly, in press.

Jacobs, G., Belschak, F.D. & Den Hartog, D. (2014). [\(Un\)Ethical Behavior and Performance Appraisal: The Role of Affect, Support, and Organizational Justice](#). Journal of Business Ethics, Accepted. [\[repository\]](#)

Rekom, J. van, Go, F.M. & Calter, D.M. (2014). [Communicating a company's positive impact on society - can plausible explanations secure authenticity?](#) Journal of Business Research, 67(9), 1831-1838. [\[repository\]](#)

Vanhamme, J., Swaen, V., Berens, G.A.J.M. & Janssen, C. (2014). [Playing with fire: aggravating and buffering effects of ex ante CSR communication campaigns for companies facing allegations of social irresponsibility](#). Marketing Letters, Accepted. [\[repository\]](#)

Alexander, L. & van Knippenberg, D. (2014). [Teams in pursuit of radical innovation: A goal orientation perspective](#). Academy of Management Review, Accepted.

Berchicci, L., Tucci, C. & Zazzara, C. (2014). [The influence of industry downturns on the propensity of product vs. process innovation \(forthcoming\)](#). Industrial and Corporate Change, 23(2), 429-465. [\[repository\]](#)

Beugelsdijk, S., Maseland, R., Onrust, M., Van Hoorn, A. & Slangen, A.H.L. (2014). [Cultural distance in international business and management: From mean-based to variance-based measures](#). The International Journal of Human Resource Management. [\[repository\]](#)

Jolink, A. & Niesten, E.M.M.I. (2014). [Sustainable development and business models of entrepreneurs in the organic food industry](#). Business Strategy and the Environment, Accepted. [\[repository\]](#)

Wijen, F.H. (2014). [Means versus ends in opaque institutional fields: Trading off compliance and achievement in sustainability standard adoption](#). Academy of Management Review, 39(3), 302-323. [\[repository\]](#)

Wijen, F.H. (2014). Trade-offs in the adoption of sustainability standards. RSM Discovery - Management Knowledge, 19(3), 18-19.

Stam, D.A., Lord, R.G., van Knippenberg, D. & Wisse, B. (2014). [An image of who we might become: Vision communication, possible selves, and vision pursuit](#). Organization Science, 25(4), 1172-

1194. [\[repository\]](#)

Stam, D.A., Vet, A. de, Barkema, H.G. & Dreu, C.K.W. (2014). Why quiet reflection improves development performance. *RSM Insight*, 17(1), 14-15. [\[repository\]](#)

Brudney, J.L. & Meijs, L.C.P.M. (2014). Models of Volunteer Management: Professional Volunteer Program Management in Social Work. *Human Service Organizations Management, Leadership & Governance*, 38(3), 297-309.

De Cremer, D., van Houwelingen, G., Cornelis, I., Hoogervorst, N., Brebels, L., Dijke, M.H. van & Van Hiel, A. (2014). Are leaders fair? On the need to understand fairness management in organizations. *European Business Review*, July-Augus, 6-8.

Van Dijke, Marius, De Cremer, D., Brebels, L. & van Quaquebeke, N. (2014). [Willing and Able: Action-State Orientation and the relation between Procedural Justice and Employee Cooperation](#). *Journal of Management*, Accepted. [\[repository\]](#)

Joosten, A., Dijke, M.H. van, Van Hiel, A. & De Cremer, D. (2014). [Feel good, do-good!? On consistency and compensation in moral self-regulation](#). *Journal of Business Ethics*, Accepted. [\[repository\]](#)

Wang, Y. & Berens, G.A.J.M. (2014). [The Impact of Four Types of Corporate Social Performance on Reputation and Financial Performance](#). *Journal of Business Ethics*, Accepted. [\[repository\]](#)

Van Houwelingen, G., Dijke, M.H. van & De Cremer, D. (2014). Unfair behavior at the top promotes bad behavior in the middle: The effect of social distance. *Journal of Management*, Accepted.

Examples of PRME related RSM Faculty Publications 2013

Below is a select list highlighting the research as related to the central themes of PRME:

Haesevoets, T., Reinders Folmer, C.P., De Cremer, D. & Van Hiel, A. (2013). Money isn't all that matters: The use of financial compensation and apologies to preserve relationships in the aftermath of distributive harm. *Journal of Economic Psychology*, 35, 95-107.

Hartmann, F.G.H., Perego, P.M. & Young, A. (2013). [Carbon Accounting: Challenges for Research in Management Control and Performance Measurement](#). *Abacus*, 49(4), 539-563. [\[repository\]](#)

Bijman, W.J.J., Hendrikse, G.W.J. & Oijen, A.A.C.J. van (2013). [Accommodating Two Worlds in One Organization: Changing Board Models in Agricultural Cooperatives](#). *Managerial and Decision Economics*, 34(3-5), 204-217. [\[repository\]](#)

van Knippenberg, Daan, van Ginkel, W.P. & Homan, A.C. (2013). [Diversity mindsets and the performance of diverse teams](#). *Organizational Behavior and Human Decision Processes*, 121(2), 183-193. [\[repository\]](#)

Nederveen Pieterse, A., van Knippenberg, D. & Van Dierendonck, D. (2013). [Cultural diversity and team performance: The role of team member goal orientation](#). *Academy of Management Journal*, 56(3), 782-804. [\[repository\]](#)

- Schippers, M.C., Homan, A.C. & van Knippenberg, D. (2013). [To reflect or not to reflect: Prior team performance as a boundary condition of the effects of reflexivity on learning and final team performance](#). *Journal of Organizational Behavior*, 34(1), 6-23. [\[repository\]](#)
- Rekom, J. van, Berens, G.A.J.M. & Halderen, M.D. van (2013). [Corporate social responsibility: Playing to win, or playing not to lose? Doing good by increasing the social benefits of a company's core activities](#). *Journal of Brand Management*, 20(9), 800-814. [\[repository\]](#)
- Ansari, S.M., Wijen, F.H. & Gray, B. (2013). [Constructing a climate change logic: An institutional perspective on the "Tragedy of the commons"](#). *Organization Science*, 24(4), 1014-1040. [\[repository\]](#)
- Slangen, A.H.L. (2013). [Greenfield or acquisition entry? The roles of policy uncertainty and MNE legitimacy in host countries](#). *Global Strategy Journal*, 3(3), 262-280.
- Cornelis, I., Van Hiel, A. & De Cremer, D. (2013). [Volunteer work in youth organizations: Predicting distinct aspects of volunteering behavior from self- and other-oriented motives](#). *Journal of Applied Social Psychology*, 43(2), 456-466.
- Cramwinckel, F., De Cremer, D. & Van Dijke, Marius (2013). [Dirty hands make dirty leaders?! How the touching of dirty objects leads to higher rewards for unethical followers](#). *Journal of Business Ethics*, 115(1), 93-100. [\[repository\]](#)
- Eberle, D, Berens, G.A.J.M. & Li, Ting (2013). [The impact of interactive corporate social responsibility communication on corporate reputation](#). *Journal of Business Ethics*, 118(4), 731-746. [\[repository\]](#)
- Habraken, R., Meijs, L.C.P.M., Schulpen, L. & Temmink, C. (2013). [Dutch civil society at crossroads](#). *Development in Practice*, 23(5-06), 742-754. [\[repository\]](#)
- Stouten, J., Dijke, M.H. van, Mayer, D., De Cremer, D. & Euwema, M. (2013). [Can a leader be seen as too ethical? The curvilinear effects of ethical leadership](#). *The Leadership Quarterly*, 24(5), 680-695. [\[repository\]](#)
- Whiteman, G.M., Hope, Chris & Wadhams, Peter (2013). [The vast costs of Arctic change](#). *Nature*, 499, 401-403. [\[repository\]](#)
- Whiteman, G.M., Hope, Chris & Wadhams, Peter (2013). [Response to Correspondence on Vast Costs of Arctic Change](#). *Nature*, 500, 529-529.
- Whiteman, G.M., Hope, Chris & Wadhams, Peter (2013). [Climate science: Vast costs of Arctic change](#). *Nature*, 499, 401-403.
- Whiteman, G.M., Walker, B. & Perego, P.M. (2013). [Planetary Boundaries: Ecological Foundations for Corporate Sustainability](#). *Journal of Management Studies*, 50(2), 307-336.
- Wright, Christopher, Nyberg, Daniel, De Cock, Christian & Whiteman, G.M. (2013). [Future Imaginings, Organizing for Climate Change](#). *Organization*, 20(5), 647-658. [\[repository\]](#)
- Wright, Christopher, Nyberg, Daniel, De Cock, Christian & Whiteman, G.M. (2013).

Lem, M., Tulder, R.J.M. van & Geleynse, K. (2013). *Doing Business in Africa. A strategic Guide for Entrepreneurs*. The Hague: Netherlands Africa Business Council.

Tulder, R.J.M. van, Verbeke, A. & Strange, R. (2013). *International Business and Sustainable Development (Progress in International Business Research volume 8)*. Bingley: Emerald.

Tulder, R.J.M. van, Tilburg, R. van, Francken, M. & da Rosa, A. (2013). *Managing the Transition to a sustainable Enterprise. Lessons from Frontrunner Companies*. London: Earthscan/Routledge.

Corbacioglu, U. & Laan, E.A. van der (2013). *A Quality Framework in Closed Loop Supply Chains: Opportunities for Value Creation*. In Y. Nikolaidis (Ed.), *Quality Management in Reverse Logistics*. London: Springer-Verlag.

Feng, L. & Hendrikse, G.W.J. (2013). *CEO Incentive Provision in Cooperatives: The Impact of Membership Size and Heterogeneity*. In T. Ehrmann, J. Windsperger, G. Cliquet & G.W.J. Hendrikse (Eds.), *Network Governance: Alliances, Cooperatives, and Franchise Chains* (pp. 171-178). Heidelberg: Physica-Verlag.

Metz, J.W., Hoogervorst, N., Meijs, L.C.P.M., Baren, E.A. van & Roza, L. (2013). *Unique value of volunteering for the upbringing of children*. In G. von Schnurbein, D. Wiederkehr & H. Ammann (Eds.), *Freiwilligenarbeit zwischen freiheit und professionalisierung* (pp. 239-252). Zürich: Seismo Verlag.

Tulder, R.J.M. van, Verbeke, A. & Strange, R. (2013). *Taking Stock of Complexity: In Search of New Pathways to Sustainable Development*. In R.J.M Tulder & A. Verbeke (Eds.), *International Business and Sustainable Development (Progress In International Business Research, Volume 8)* (pp. 1-20). Emerald Group Publishing Limited.

Tulder, R.J.M. van & Rosa, A De (2013). *Multinationals and Small- and Medium-Sized Enterprises (SMEs): A Linkages Perspective on Inclusive Development Strategies*. In R.J.M van Tulder, A. Verbeke & R. Strange (Eds.), *International Business and Sustainable Development (Progress In International Business Research, Volume 8)* (pp. 203-227). Emerald Group Publishing Limited.

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, business, government, consumers, media, civil society organisations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

It is worth noting that RSM is one of the leaders in Europe in terms of its research and teaching in sustainability. According to the Aspen Institute's *Beyond Grey Pinstripes Report* (which ranks global business schools on the integration of issues concerning social and environmental stewardship into the curriculum), RSM ranks 19th out of 100 globally and third in Europe (2011/2012).

RSM views stewardship and the awareness of individual responsibility as key to creating sustainable businesses that go beyond being environmentally or socially neutral to being 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 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 the issue, 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 so has 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. However, RSM's MBA programme applies itself to creating wealth generators who are also active, empowered citizens of the world – integrated, participatory and open-minded.

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.

Equally important is the students' fuller awareness of broader social and environmental consequences and benefits achieved in part by the creation of an MBA programme environment in which questioning and critique thrive. Students understand that those with narrow functional perspectives of business and its role in society will find it difficult to contribute to the transformation required for sustainable development. In contrast, those with broad experiences and critical perspectives of different groups and sectors of society will be leaders in this transformation. Students therefore recognise that they need to continuously revise their assumptions and practices if they wish to contribute to their businesses and their environment, and if they are to realise their capacity to unlock innovative thinking in others.

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