



FONDAZIONEISTUD

ISTUD BUSINESS SCHOOL

ISTUD SIP REPORT 2014

summary

PRME

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

1° Principle *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*

Our mission

To support the development of businesses and individuals wishing to participate in a new, sustainable economic model based on the creation of value for all the stakeholders involved. ISTUD Foundation is Italy's first independent Business School and has since 1970 actively developed higher-training and research projects. ISTUD Foundation offers a prospectus of research programmes and management training courses that are immediately applicable to market realities and to the challenges currently faced by organisations.

Our values

- **Sustainability:** a systemic, ethical and viable approach.
- **Method:** scientific correctness, research and experimentation as the single path to constant growth.
- **Integrity:** attentive client interaction. We believe in open dialogue and effective listening as means to enrich shared knowledge and information.
- **Teamwork:** working together with enthusiasm and passion. Resolution and consistency are the cornerstones of our commitment.
- **Results:** achievement of results and full accountability towards clients and society alike.
- **Potential:** individual attributes and personal talent are core assets for any company. We respect individuals and their potential.

1° Principle *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*

Since Autumn 2010, ISTUD Foundation is organised in 4 Business Practices:

Leadership and Management Practice
Business Innovation Practice
People and Organizational Processes Practice
Healthcare and Wellbeing Practice



Since its foundation, in all its activities ISTUD has used humanities instruments, like analogies, storytelling and ethnographic having a specific attention to create the conditions for sustainable value for business and society. At the base of the various initiatives that ISTUD develops there is a constant research and innovation, in the development of a knowledge-oriented and updated approach to the most important questions that arise to the attention of businesses, organizations, managers and entrepreneurs with the aims to enlarge the managerial training approaches towards the so called “**Humanities for Management**” and the use of creativity and experience based approaches to leadership and managerial contents.

1° Principle *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*

ISTUD Foundation has been member of the PRME network since June 2010 and, as independent business school, it has developed a long and strong experience in studying and working in the field of the relations between “management and legality”. In collaboration, or on behalf, of private companies, industrial associations, social parties on this crucial issue for global business, ISTUD Foundation is highly committed in developing of a class of managers that are able to base their business competencies on sustainable and ethic values and these are same samples:

Managing the Seized from the crime companies (Ministry of the Interiors, Assolombarda- Milan Employers Association, ALDAI - Milan Industrial Manager’s Association,, Fondirigenti, Bilateral Fund for the Management Education Partners: SDA Bocconi, Luiss Business School) 2001-2012

In 2011 the ministry of interiors committed a project aimed at analyzing an propose solutions to solve the problems related to the management of seized-from-the -crime companies. An analysis of the entire universe of confiscated companies in Italy, a deep analysis of a panel of seized companies and a education program addressed to prepare and qualify a pool of 65 senior managers available to be engaged by the State have been done.

In addition, a framework of a new governance model of the problem has been presented to the representatives of Italian Ministries of Interiors and of Justice.

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The valorization of seized assets for the territorial development (Assolombarda-Milan Employers Association ALDAI-Milan Industrial Manager's Association, Fondirigenti, Bilateral Fund for the Management Education Lombardy Region) 2013-2014

The project is conceived as the follow up of that realized in 2011 -2012 and aims at: disseminate the reached results of research and education. Extend the collaboration established among private and public institutions to other actors who the issue concerns- Spreading the legality and transparency culture through the creation of new enterprises, engaging young people and exploiting and giving value to goods seized from organized crime

AIM- Age Management in Milan

The overall objective of the project is to support the various organizational actors involved in the process - the line management, the HR manager, senior workers - in the implementation of age management processes in order to: improve knowledge/ awareness of management in about the consequences of the aging of the population creates for organizations to work; identify the critical issues emerging in organizations of work related to the increase in the average age of the workforce, the growing generation mix, prolonging working careers because of legal obligations; implement interventions aimed at building more inclusive workplace for workers of all ages, therefore, aimed at removing barriers to active and productive participation of older workers in the organizational life in the context win-win benefit for both the worker (the benefit measured in terms of welfare to work) and the organization (benefit measured in terms of productivity and cost reduction).

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Future strategic addresses and key strategic issues

Work life cycle

Youth and Labour Market
Aging &
Age related leadership
Unemployed
Employability

Green management
Local development
Eco-Turism
Well-being, welfare and health management

Sustainability

Entrepreneurship

New skills for new jobs
Entrepreneurial & Intrapreneurial skills
Scientists in companies

Management & business integrity

Business Integrity, Ethic & Business,
Anti Corruption, Lawfulness in Business

Global Business

SMEs and IV° Capitalism
Competitiveness
Employer branding

Innovation

E-leadership
Web 3.0 skills
Innovative learning approaches
Art of courage

2° Principle *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.*

This objective is actually pursued giving a specific attention to new generations of leaders with the master programmes and developing innovative national and international learning settings and contents for global managers

Post degree training

Master in Human Resources and Organisation XX edition

The objective of the Master is to prepare young Italian and foreign professionals, capable of strategically governing all the levers for the management of human resources. The programme is accredited ASFOR. It is organised in cooperation with the **Università Cattolica del Sacro Cuore** in Milano, is destined for students and graduates from all faculties. The programme

Master in Marketing Management XVIII edition

It is an ASFOR-accredited specialist Masters programme open to Italian graduates of any discipline with an interest in the world of marketing, communication and innovation

Green Management Programme IV edition

The aim of the programme is to enhance Green Management culture in Italy as a drive for innovation and competition, to go further the crisis. We want to create a new class of Green Manager

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Programme scientists in the company XIV edition

The aim of the programme is to train graduates in scientific disciplines who want to develop their careers in pharmaceutical and biomedical companies. Scientists in the company is the specialisation course on ‘Business culture and organisation for companies operating in the life sciences sector’ and is destined for students and graduates with first level or second level degrees in scientific disciplines with a medical-biological and pharmaceutical specialisation, including graduates in medicine, engineering, biomedical physics and sciences and agricultural technologies.

It is important to highlight that our master programmes are increasing their international relevance and in 2013 they have been awarded by the international EDUNIVERSAL ranking: “Masters in Human Resources and Organisation in the Top 200 Best Global Ranking” (49° in Western Europe) and Green Management Programme in the “Top 100 Best Masters in Sustainable Development and Environmental Mngt Global Ranking” .

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Executive Education

Being able to deliver executive education programmes focused on CSR is one of the most important strategic addresses pursued by ISTUD Foundation. ISTUD offers inter-company and tailored education programmes to help organisations understand changing stakeholders' expectations and the implications for business success. Workshops and seminars concerning economic sustainability can be chosen from our catalogue, which pays a special attention to the education of managers and executives. To be mentioned are, in particular, the following ones:

Developing a Sustainability Culture in Sea (August 2012- November 2013)

The goal of the project was to describe the culture of Sustainability of the SEA Senior management and to identify what practices, perceptions, issues and visions accepts the concept of sustainability in the company.

From this research and analysis was conducted a workshop that involved all Sea managers in order to raise awareness and promote sustainability in daily management decisions and to develop a culture really able of creating value for all SEA stakeholders (territory, municipalities, people, institutions, ...)

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Management and Responsibility Training Program Italcementi (April 2013)

For many companies social responsibility and sustainability are still an effort to prevent or avoid the problems and to build a positive public reputation. But it is now widespread among businesses and schools of thought more advanced the notion that the economic, social and environmental aspects of a business are a major competitive advantage whose management must be integrated part of the way we do business

Ageing@work

Ageing @ Work is an initiative proposed in 2013 by ISTUD Foundation, in collaboration with WVELL Università Cattolica di Milano, founded to support companies in the effective management of the quantitative composition of the labor force and human resources in the company , with the aim of achieving positive outcomes for the firm and its persons.

To understand the demographic changes going on, where the age is increasingly seen as a variable in the process of differentiation of human resource management , you must learn to manage the challenge of ' aging of the population and turn it into an opportunity for businesses

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Fondirigenti Projects

ISTUD Foundation has been planning for several years training programmes with the financial support of the national inter-professional funds. These programmes are mainly targeted at SMEs with a particular focus on the topics of innovation and sustainability and have involved a large numbers of enterprises in the last years. These are the most relevant ones on Global Social Responsibility

Welfare Plus

Management training given to managers, employees, workers in the non-profit organization working in the health and social sectors. The educational pathways activated by Istud focused on various areas of general management (economics and finance, organization, human resources, marketing and communications), talks about the soft skills / soft skills, specific interventions and typical of the sector involved

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Management and Compliance 2008-2013 (Telecom Italia)

In 2007 the company faced a serious legal and reputation crisis due to the emission, by some internal structure and third parties, of more than 3 million illegal SIM Cards. Doing that a fraud against the market has been acted and, most serious, the anti terrorism Italian Law had been violated. Some problems of corruption and collusion emerged. The Company, beside solving the organizational problems, has launched a project aimed to sensitize management and giving them instruments and knowledge to prevent such kind of problems in the future.

The basic assumption was that the compliance is not only a trivial respect of procedures but, as a business culture, help company to compete well and to avoid reputational and economic risks.

More than three hundred managers, at various hierarchical levels, attended the program and many insights and suggestions came out from workshops.

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Future strategic addresses: Post Graduates

MASTER IN RETAIL MANAGEMENT

Training program created to enable a link between young people come from the University and businesses booming in Italy and in the world of Commercial Distribution, Chain Specialist, e-commerce and the Industrial Brand, One Brand stores that open and must manage the distribution in general.

The Program has a duration of 9 months, full-time: the classroom phase, project work, company visits and study tours, spread over 12 weeks and involves the constant intertwining of sessions " inside" and " outside " classroom.

MASTER IN ENTERTAINMENT MANAGEMENT

Training program for young graduates, which aims to place those firms in the sector professionals with adequate knowledge and skills.

The program will be designed based on the guidelines provided by the companies of the Learning Network.

It may be for a period of 9 weeks of classroom guidance which will alternate 3 weeks of project work and 6 months of internship in a company for a total duration of the course of 9 months.

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Future strategic addresses: EXECUTIVES

In collaboration with the **Wharton School of the University of Pennsylvania** ISTUD Foundation will exploit the collaboration on the training for top executives through the program **Next in Line**

and

it will expand its **international collaboration at the corporate level** with business customers of the Foundation, developing international routes on a global basis for the **development of the executives of multinational companies**

3° Principle *Method: we will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership*

ISTUD has developed in the last years different innovative projects on **new and challenging research and training methodologies** and a selection of them is presented in the following slides:

T- Story - Storytelling applied to education

The European project "T- Story - Storytelling applied to education" is made under the Lifelong Learning Programme of the European Union, oriented to the use of digital storytelling as an educational tool for vocational education and training .

Involving seven EU countries : Italy (leader), Greece, the Netherlands, Poland , Portugal, Romania and Spain.

The aim of the project is to promote the use of digital storytelling in vocational education and training at all levels of learning (from pre-school to adult education), through the development of a training course aimed at digital teachers, educators and trainers .

The first operational phase involves the dissemination of a questionnaire addressed to teachers, educators and trainers (from pre-school to adult education) aimed to identify the skills and requirements regarding the use of storytelling and ICT and the needs and expectations of the trainers may interested in participating in an online course on digital storytelling (next stage of development of the project) <http://www.tstory.eu/>



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LEAN (LEarningfrom ANalogies) (LLP Da Vinci TOI)

Through the transfer of an innovative methodology based on the use of " similarities " and multicultural stimuli for the training of managers, the LEAN project intends to respond to the growing need for resources adequately trained for managerial and entrepreneurial roles. Particular attention has been paid to the specific area of small family firms, whose approach to business is often quite far away from the consideration of a set of multicultural ideas and suggestions that can instead be of great importance in a context dominated by globalization and multiculturalism.

Analogical training is specifically meant to give an answer to the following needs that are common among small and medium-sized enterprises:

- increase the ability to move in a global context;
- To enhance the ability to analyze problems in strategic terms , combining different cultural approaches ;
- increasing the capacity of solving problems, with a particular focus on the management of multiculturalism and internationalization processes ;
- supporting family businesses in the development of a new concept of leadership that is based on a multicultural approach , competitive and business-oriented ;
- Increasing the uptake of a multifunctional approach to support the development of small and medium-sized enterprises from a traditional functional structure towards a new model of interoperability .

In particular, the LEAN project is to transfer innovative teaching methods in support of educational processes of problem solving and decision making. Be trained on issues that apparently do not seem to be relevant in relation to specific issues professional means in fact learn a new methodology of thought which may prove very useful in a business environment characterized by rapid change.

The partnership consists of 4 major international institutions active in the field of management education and support to businesses, with the addition of local Cypriot Chamber of Commerce .

The project has been funded with support from the European Commission <http://www.projectlean.eu/site-article-24-30-en.php>

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Future strategic addresses

Analogies, lessons for managers

“New skills for new jobs ” is the title of the European strategy in support of the ability to solve problems and to work and make decisions in a global context, learning from different disciplines and multicultural experiences . This strategy offers a valid contribution to those working within the education systems of individual countries and the perceived need to improve its offering and its methodologies in order to promote this type of attitudes and skills and effectively develop **responsible leadership skills**. ISTUD Foundation has developed an original and innovative didactic methodology for managers and entrepreneurs: the **learning by analogy**. Analogy is a way of reasoning for similarities, for apparently improbable comparisons generating new perspectives. It correlates different elements trying correspondences and diversities and contributes to offer unusual points of view in the approach to a problem. The word analogy, from the Greek ana-logos, means “proportioned to” or “in relation with” and has been widely used by the writers of literary works and parables. For entrepreneurs and managers thinking through analogies means reflecting on concepts and events that do not concern directly their activity, but lend themselves to be interpreted by the criteria that are specific of the organisational behave. Aim of this exercise is to stimulate a creative reflection that suggests a new and often different way of evaluating situations and facts which are ordinary and object of consolidated judgements

Among our future projects concerning innovative didactic methodologies, we intend to include in our offer an analogy on ethics and CSR issues.

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Future strategic addresses

In its international development programme for the next years ISTUD has identified some crucial issues that the school considers as strategic for its general development. The participation to international EU programmes will be based on the relevance and coherence of the possible project ideas to these strategic aims that are:

- Sustainable entrepreneurship, green management and local development
- Work life cycle (aging, youth and labour market, generation mix)
- Business ethics (anti corruption, legality, anti mafia, organized crime)
- E-leadership - web 3.0 skills - innovation
- Innovative learning and didactical approaches and methodologies
- Global business, employer branding, SMEs, Made in Italy and IV° Capitalism
- Well-being, welfare and health management
- Economic and cultural integrations (Islam & business, highly qualified migrants)

ISTUD will also continue its activities to support the modernization of emerging countries through capacity building activities, train the trainers activity and the transfer of good practices in modernising countries and in different cultural and economic contexts.

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

In the last years ISTUD Foundation has developed and managed different EU Funded projects each one focused on a specific research issue:

- ▶ **WIN - Women entrepreneurship enhancement** (Leonardo da Vinci Transfer of Innovation -TOI)
- ▶ **TrainCoDe - Developing senior human capital and promoting active aging through teaching and coaching** (Leonardo da Vinci Transfer of Innovation -TOI)
- ▶ **T-Story Storytelling applied to training** (Multilateral Project KA3 ICT-TOI)
- ▶ **LEAN Learning from Analogies** (Leonardo da Vinci Transfer of Innovation -TOI)
- ▶ **ComPM - Competence Framework for European Project Manager** (Leonardo da Vinci Transfer of Innovation -TOI)
- ▶ **Age-related Leadership - workshop for Managers who lead elder employees** (Grundtvig Learning Partnership)

ISTUD Foundation has undertaken in the last ten years several research projects - at international and at national level - on **CSR, Sustainability issues, health, well being, management and business integrity and inter-generational studies.**

Multidisciplinary research teams have been developed on different research topics and are the main research activities carried on these issues in the last two years.

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GENERATIONAL STUDIES

As ISTUD, we are paying a particular attention to the generational studies, regarded not only as a key factor of our training offer, but also as a pivotal point for those managers and entrepreneurs who deal with human resources management. In this frame, a particular attention has been given to the investigation of the so-called “Y generation”, distinguishing itself from the others for aptitudes, desires, capabilities. With the strong support of private companies and public institutions, two research projects have been carried out in the considered period:

Y-ers ready for work around the world (2014)

The research on Youth and Work: "Y-ers ready for work around the world", for the year 2013, provides for a proposed international study of 18 countries around the world, with the aim to understand the global youth labor markets in terms of culture, society, laws, barriers to entry. Generation Y is in fact facing a rapidly changing phase, which presents issues of great difficulties. Unemployment continues to rise (especially in Western countries), industries constantly changing. The companies seem to face a paradox: the difficulty of attracting and retaining those young talents necessary for international competition and growth.

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Youth and work: Youth in business without borders (2013)

In an increasingly globalized economic environment, which pushes strongly towards international mobility, youth coming out of the university system are confronted more and more with the processes of internationalization of enterprises.

The young people in the process of joining the company declare a strong openness and availability to mobility, but once inside the company, often express resistance and objections unexpected faced with the prospect of a real international career .

Comparing the views of young students, young and newly hired business managers , the research aims to compare :

The opinions and attitudes of young people with respect to:

- the presence of a labor market "open"
- the characteristics considered ideal for work abroad
- the guarantees considered necessary to accept the challenges of international
- the perceived opportunities and constraints with respect to the experience of international mobility

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Survival guide for young job seekers. The key words from A to Z (Book)

"You've just graduated, and after a brilliant course of study, you're ushering in the labor market and do not know quite what you expect, and with whom you will have to confront. You wonder if your profile may be of interest to businesses and what kind of way and what evidence do you wait for? This book can help you do some 'clarity of a world (of work) and a language (the companies) that currently you are not yet completely familiar."

The book is structured in the form of a glossary, and collects, giving a brief description, the keywords most emblematic and short -depth focus on some issues related to the relationship between young people and their careers.

Therefore, it can be accessed in any order, thanks to the presence of cross-references to related or connected items and insights that allow a relatively broad vision of the concepts expressed by the various definitions.

The target audience for this book are, of course, young people struggling with finding a job and their families, which play an increasingly important role in orientation choices about the career of the children. The user can, however, be useful also for those within the institutions, universities or companies, a role for guidance, recruitment or selection.

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AGING

Age-related Leadership - workshop for Managers who lead elder employees- Grundtvig Learning Partnership (2011-2013)

“Age-related Leadership” develops an intercultural workshop and training concept for managers to improve their knowledge and competencies of leading aging employees and for HR managers to apply these workshops and trainings as “train-the-trainer” in their company.

The international partnership with partners from Germany, Swiss, Finland, Italy aims to create an awareness among trainers and managers for aging employees and aging people in general as well to promote knowledge and competencies about individual aging processes and about how to integrate this knowledge into a successful leadership of aging employees. The workshop “age-related leadership” focuses on suitable teaching methods which the trainers will develop together taking into account cultural characteristics and also considering the needs of older learners. The workshop development is based on an intercultural analysis of age-related leadership and cultural characteristics in the involved countries. A pilot workshop on “age-related leadership” will be organized in Germany with managers and trainers from all involved countries.

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Observatory in 2012 on elderly

Who are the main users of the care home? Are the elderly , people with disabling conditions . In 2012, the European Year of Active Ageing , a dutiful reflection should be carried out with respect to the phenomenon and its classification.

Answers and solutions can come from the integration of different fields of knowledge : humanities and social sciences, medical sciences and biotechnology, science and technology. The issues may be resolved with logistics solutions (eg home delivery of products and principals or tele-clinical monitoring of the patient) integration of active social policies (ex. family care expert, socialization and orientation centers for the elderly) with new frontiers technologies that allow for example a greater livability of the home, such as home automation (ambient assisted living) and a promotion of healthy lifestyles with a focus on nutrition and foods that may prevent the cognitive and physical. These examples of interaction only to emphasize the fact that we are faced with the management of complexity , where each item can have a strong influence on the others.

Even the National Observatory of Care at Home wishes to contribute to the development of information and services primarily for the development of the implementation of best practices on the path of elder fragility. The issues that the Centre has decided to explore are valid for care of the elderly (and young people with disabilities) and the strengthening of active aging.

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Stories of life of elderly people

The old age as seen through the eyes of those who live on their own skin or through a loved one. 'Stories of life of elderly people' is a research that brings together 50 stories of the frail elderly and their caregivers. A concrete example of narrative medicine, presented today in Milan and the result of research conducted by ISTUD Foundation, under the patronage of Italian Continence Foundation and the contribution is not affected by SCA Hygiene Products. A testimonial on the fragility of the 'gray temples', but also on the strengths and resources available to the elderly and families. Ultimate goal: to open the way to possible solutions to rethink and strengthen services for the elderly.

Ageing @ Work

Ageing @ Work is the initiative proposed by ISTUD Foundation, in collaboration with the research center WWELL of the Catholic University of Milan and already presented in the previous Principle. It is focused to support companies in the effective management of the quantitative composition of the labor force and human resources in the company, with the aim of achieving positive outcomes for the firm and its employees.

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TrainCoDe - Developing senior human capital and promoting active aging through teaching and coaching (2013-2015) (Leonardo da Vinci Transfer of Innovation -TOI)

Today the process of population aging is affecting the great countries of the world and is due to two major trends: strong birth rates in arrest and a progressive lengthening of life expectancy. In the European perspective, this phenomenon is at the origin of the gradual transition to a society in which individuals belonging to the older age groups will have an increasingly important on the overall composition of the population. The impacts of what is happening in the labor markets are highly relevant in particular in terms of parts of the labor force and imbalances in their composition by age group. In light of these developments in context, the project TrainCode focuses on a particular target workers, managers over 45, despite the high levels of education and the wide range of skills, are at risk of exclusion from the labor market in because of their age. While there have been, in fact, a number of initiatives promoted by international organizations, in particular, age proves to be still an attribute the origin of potentially discriminatory behavior on the part of employers. Older workers represent a crucial resource for the competitiveness of enterprises and the production system as a whole, because of their experience and their intellectual capital: their marginalization from the labor organizations and other contexts in which potentially could make a contribution to growth represents a serious loss .



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DIVERSITY MANAGEMENT

The first research project on Diversity Management was carried out by ISTUD Foundation in 1999: it aimed at providing tools, methodologies and criteria for the valorisation of diversities in the management of human resources. Since then, ISTUD has always attached a particular importance to the investigation of diversity challenges which still represent an area of pivotal interest.

Well-being and state of health services in Italy: a gender perspective (2013-2015)

The project intended to develop a specific knowledge of the welfare organizations working adopting a gender perspective, combining addresses from multiple disciplines - organizational sciences, epidemiology, medicine, social and gender - in order to identify systemic approaches and concrete operational arrangements of diagnosis, management and promotion of health. In this direction, the research required to meet these needs in-depth knowledge available, while maintaining a constant synergy between the theoretical thrust, in a multidisciplinary way, and its practical application within organizations.

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Women Entrepreneurship Enhancement - WIN (2013-2015)
(Leonardo da Vinci Transfer of Innovation -TOI)

The analysis of the latest data on female entrepreneurship highlights the growing presence of self-employed workers, and consequently highlights their growing importance in the economic system as creating new employment opportunities. However, there is little information and only partial as to the specificity of female entrepreneurship or the most appropriate way to sustain and develop it, and has not yet been adequately studied the impact of geographical and socio-economic variables on the birth and development of 'female entrepreneurship. The objective of the WIN project is the development of women's skills to the professional level, the understanding of the characteristics of women entrepreneurs and their relationship with the geographical and socio-economic development and to promote the establishment and management of new businesses.

<http://www.win-project.eu/it/>



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MANAGEMENT AND ETHICS

Based on a series of surveys carried out by ISTUD Foundation in the course of three editions of the Executive Development Programme (2007, 2008 and 2009), this research aimed at offering a point of view on the relationship between managerial choices and ethical dilemmas. In particular, special attention was paid to the following issues:

- manager's focus during the decision-making process
- enterprise concept
- profit or no-profit vocation
- manager's profile.

Valorisation of Milan executives' competencies for the management of enterprises confiscated to the Mafia

The project was promoted by Aldai and Assolombarda and sees his first trial in Milan. The goal set is to put at the disposal of the National Assets Seized and Confiscated a pool of highly qualified and professional choices that can be used in the assessment and management of seized and confiscated enterprises , in order to make productive citizenship "assets " consist of those firms. The beneficiaries are unemployed managers but also employees who have sent their resumes to Aldai and Assolombarda , who then provided , together with a team of experts to select the 64 participants. The project, funded by Fondirigenti , is made up of three business schools : SDA Bocconi, ISTUD Foundation and LUISS Business School. These three educational institutions provide teachers with proven experience who have a dual role to perform during classroom lectures and support participants during the field work , an activity that involves the study of businesses confiscated and that will lead to the drafting of reports related to businesses

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GREEN MANAGEMENT

Initiatives carried out in this area aim at providing an exhaustive representation concerning emerging needs, market evolution and new financial instruments which can be exploited in order to support green activities. A particular attention is equally paid to the area of managerial flexibility, and specifically to the start up of new business models which are both sustainable and profitable.

Initiatives carried out in this area involve particularly SMEs which need to acquire new skills and competencies concerning matters as installation costs, incentives or legal compliance.

Green Observatory

In order to foster a deeper awareness of what implies a green approach to economy and society,

ISTUD Foundation has promoted the creation of an annual Observatory which aims at being a meeting place to share ideas, information and experiences on the topic “Innovations for a Sustainable Economy”. A particular emphasis was equally put on the ethical and social implications of corporate actions, which play a key-role in the development of a really sustainable business.

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

Green 3.0. Italy, greener less spread

Green 3.0 because it is the third volume in this series dedicated to green. Three books that include comprehensive, one another: who will have all three will be in the house a quick encyclopedia with hundreds of players, and companies, who have described their perspective, their experiences on how to is changing the world green in Italy. 3.0 because we see it as the last frontier of innovation. Symbolically, we have grouped those in the trials pushes more technology into the future. The vast Made in Italy classic products, known and recognized is a mark of quality for the green homegrown. The environmental portfolio is vast and synergistic fishing tradition and mimics nature. It goes from pasture grass to the solar district heating networks, the green region to green building, green architecture from the ecological brick, electricity from the car to the train, to boating. There is talk of packaging for food and water, and in the third part of the book, blue economy - a term coined by the economist and Belgian entrepreneur Gunter Pauli - which is an evolution of the green economy, "everything that follows nature, produces and does not destroy. "A strand which for us includes agro & bio: from plants for biofuel recipe dustbin, biogas to biomethane. It is Italy that undermines the old economy, saturated, to provide opportunities for investment, growth and employment. And it is a lifestyle. Scraped the barrel there, especially for the younger generation, the fascinating possibility to share with new and solid foundations.

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Other researches

CRESCERE Creare con Racconti di ESperienze di Cura l'Empowerment alla Ricerca dell'Eccellenza

Storie di vita negli anni d'argento

Back to life: la narrazione dei pazienti con mielofibrosi

Persone con sclerosi multipla in rete: quali orizzonti

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

Future strategic addresses

The aim of the 2013 YOUTH AND LABOUR MARKET international survey has been to provide answers useful both to Y-ers and their social environment, and to companies which are investing in globalized business and in the next years ISTUD Foundation will confirm and continue the activity of this annual observatory focusing each year a specific issue related to youth and work

- ▶ Brasil
- ▶ China
- ▶ France
- ▶ Germany
- ▶ India
- ▶ Italy
- ▶ Poland
- ▶ Turkey
- ▶ UK
- ▶ USA



*Y-ers ready for work around the world:
An International Survey*

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

Future strategic addresses

The design and establishment of an **Observatory on “Management and Business Integrity”** in order to analyse, on an annual base, the relations between management and legality and how business, social parties, Public Administration and the civil society can work against corruption in all its forms, including connection with organized crime, extortion, wear and collusion. The Observatory will carry out different kinds of research activities and various exploitation/dissemination initiatives, such as:

- *Surveys and quantitative researches*
- *Qualitative researches (collecting case studies, interviews, ethnographic analysis etc.)*
- *Focus groups and Workshops with relevant actors (Companies, , Business Associations and Social Parties, Public Administration, Government Agencies, etc.)*
- *Publication of Research Reports, Papers and Articles*
- *Conferences, Dissemination Events*

Each year the Observatory will focus on one specific research issue that could better highlight the corruption and lawless phenomenon: corruption, wear and illegal loans, connections with organized crime, embezzlement, bribery, abuse of office, concussion, money laundering, etc. Given the particular relevance that these problem have in the Italian economy, the Observatory will start its activity at National level but in the future its connection with the international economic system will be enhanced, with a special focus on the role that multinational companies can play towards the spreading of a business integrity culture.

4° Principle

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

Future strategic addresses

These are the key issues on which ISTUD Foundation will focus its international activity in the next years:

- ▶ Sustainable entrepreneurship and local development
- ▶ Work life cycle (aging, youth and labour market)
- ▶ Business ethics (anti corruption, legality, anti mafia risk management, economy and organized crime, governance)
- ▶ Green management
- ▶ E-leadership - web 3.0 skills - innovation
- ▶ Innovative learning approaches
- ▶ Global business, employer branding, SMEs and IV° Capitalism
- ▶ Economic and cultural integrations (Islam and business, highly qualified migrants)
- ▶ Well-being, welfare and health management

5° Principle *Partnership: We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore*

This principle is particularly important for ISTUD Foundation, since our approach to CSR is strongly linked to our capability to create partnerships with companies. Thanks to the work done in collaboration and inside companies, we acquired a set of “practical” competencies, which have made ISTUD a reliable partner for many companies, willing to mainstream CSR within organization through the means of executive education and training. The approach developed so far is based on some strong convictions:

- CSR topic compels business schools to re-think the future of the managerial disciplines and managerial training*
- to be effective, CSR practices need to influence the organizational culture and the degree of consensus that CSR issues obtain from organisation members*
- leadership and organisational change are deeply linked to CSR.*

5° Principle *Partnership: We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore*

In the last two years ISTUD Foundation has significantly expanded its international activity.

It has:

- ▶ greatly expanded the number of active international partners
- ▶ strengthened the participation in international networks ABIS, EFMD, PRME, THA
- ▶ developed innovative and challenging international training projects for client companies

and in particular.....

The 2nd July, 2012 it has signed a MoU with **the Institute of Social Economy and Culture of Peking University (Beida)**, one of the most prestigious universities in the world academic system and the second largest in China.

ISTUD also collaborates with other leading Chinese universities such as **Tsinghua University Business School in Beijing**, for the development of joint training activities for students and Chinese managers and Asian countries



The Academy of
Business in Society

5° Principle *Partnership: We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore*

The ISTUD Foundation is highly interested in collaborating with actual and future partners on:

- ▶ Developing joint EU projects (Horizon2020, Erasmus+, COSME, etc.)
- ▶ Development of international research observatories
- ▶ Development of innovative seminars/training offer for managers and researchers
- ▶ Strengthening the networking support

ISTUD Foundation has submitted 13 projects proposals under the first Erasmus+ and Horizon2020 calls and this enlarged its partnership and the connections with international universities, training and research centers. ISTUD will continue in this path and it will in the next years exploit also its relations with multinational companies.

ISTUD Foundation is developing projects and relations with the **Global Compact Network Italy Foundation** and they have jointly participated to the submission of a proposal (*SustEIn - Research and Competence Training for Sustainability-Oriented Enterprise*) under the Marie Skłodowska-Curie Innovative Training Networks (ITN) (H2020-MSCA-ITN-2014)

6° Principle *Dialogue: We will facilitate and support dialogue 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*

The international strategy of ISTUD aims to modernise, update and enlarge the managerial training approaches and training offers towards the so called “**Humanities for Management**” and the use of creativity and sustainable experience based approaches to leadership and managerial contents.

As described above in the last yeas ISTUD has significantly expanded its international activity:

- increasing the number of international partners
- participating in international networks EFMD (European Foundation for Management Development) e ABIS (Academy for Business in Society), PRME (Principles for Responsible Management Education) dell’UN Global Compact; THA (Thriple Helix Association)
- developing innovative international research and training projects

In the last 16 years ISTUD has developed and carried out many EU funded projects (ADAPT, NOW, EQUAL, Art.6; E-LEARNING; TEMPUS, LLP TOI; KA3 ICT; GRUNDTVIG) and it has developed innovative international training programmes for leading international donors like The World Bank; IFC; ETF) in Balkans; Russian Federation; El Salvador etc)

6° Principle *Dialogue: We will facilitate and support dialogue 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*

As primary business school, ISTUD has always been involved in the promotion of dialogue and confrontation among trainers, civil society, public institutions and media. To be mentioned, the activities currently developed are:

Istud potential

As methodological support to the didactic Activity and the purpose of knowledge sharing ISTUD is paying a growing attention to the implementation of online tools for the upload of articles, teaching materials. “Istud potential” is a blog addressed to researchers and entrepreneurs with a particular interest in management topics, edited by faculty members. <http://www.istudpotential.it/>

LinkedIn Communities

Alumni ISTUD and ISTUD for Executive are LinkedIn groups with the purpose of sharing articles and events and to create engagement between participants

6° Principle *Dialogue: We will facilitate and support dialogue 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*

Facebook pages

Account: **ISTUD Live** it's especially focused on post graduate and master students who want to stay in touch with ISTUD and ask for informations about post graduate programmes.

Fondazione ISTUD: Fan page, It shows and spreads ISTUD activities in general.

Twitter official account **ISTUD_IT:** it engages companies and managers who deal and share projects with ISTUD.

ISTUD Surveys

Based on the “Observatory” web tool, ISTUD surveys on the principal socio-economic questions include a panel of more than 2000 managers from Italian and multinational companies who were trained at ISTUD, belonging to various corporate functions and manufacturing sectors.

The concept behind the surveys is to enter, as active agents, the socio-economic debate and the exchange of ideas within the country; becoming the interpreters of the opinions of an authoritative part of the present and future executive class.

http://www.istud.it/attivita_ricerca/Osservatorio.aspx

6° Principle *Dialogue: We will facilitate and support dialogue 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*

Future perspectives

ISTUD Foundation will strengthen its efforts and activities to facilitate and support the dialogue among educators, business, government, civil society and all stakeholders interested and involved in developing and deepening the reflections on global social responsibility and it will be highly focused to develop initiatives that can support this dialogue.

It will continue its activity of transferring and sharing good practices and it will develop events at national and international level whose focuses will be those topics that can mostly impact on global social responsibility (work life cycle, aging, generation mix, health and well being, green management, ethic and business, corporate social responsibility)