Principles for Responsible Management Education

Sharing information on Progress – SIP 2015-2017
Renewal of commitment to PRME:

I am pleased to announce that Stockholm Business School at Stockholm University is renewing our commitment to PRME. We are committed to progress in the implementation of the Principles for Responsible Management Education, emphasizing those that are more relevant to our capacities and mission. It is important to us that our own organisational practices should serve as example of the values and attitudes we convey to our students.

Maria Frostling Henningsson
Head of School, Stockholm Business School
Introduction

Stockholm University and Stockholm Business School

Stockholm Business School was founded in 1962. It is a part of Stockholm University and one of the 22 departments within the Faculty of Social Sciences. Stockholm University, as all universities in Sweden, is a public authority and is subject to Swedish national regulation. Stockholm University is today Sweden’s largest university; more than 70,000 students, 1,800 doctoral students and 5,000 staff are active at the university within the sciences, the humanities and the social sciences allocated into 70 departments and centres.

According to several well-established university rankings for 2016/2017, Stockholm University is among the top 200 universities in the world - Academic Ranking of World Universities (74), Times Higher Education World University Rankings (134) and QS World University Rankings (196) – and top-50 in Europe (46) according to Times Higher Education World University Rankings.

Stockholm University integrates environmental issues systematically in its sustainability policy and work and complies with the requirements of the environmental management standards ISO 14001 and EMAS. Consequently, concern for the environment is a part of the daily work of the University. The University aims to reduce the negative environmental impact and increase the positive impact; a practical example is the 2016 decision on immediately starting divesting itself of all investments in coal, oil and gas companies.

Stockholm University actively encourages its employees to follow the university’s environmental procedures and instructions which in turns means to comply with Swedish environmental law and other requirements; a positive way to reduce the environmental impact of daily work. To educate and disseminate knowledge concerning issues related to the environment and sustainable development is encouraged and Stockholm University is implementing its environmental standards on a management, employee and student level.
Ten areas with a significant environmental impact have been identified: research, education and collaboration with the surrounding community; energy use; use of office equipment; travel and transport; purchasing and procurement; skills development for staff; material use waste management; chemical use and emissions to water.

Equal rights and opportunities are also emphasised at Stockholm University, for example through the yearly Plan for Equal Rights and Opportunities which is aligned with the Swedish Discrimination Act.

The theme of sustainability is found throughout both the areas of education and research at Stockholm University and is highlighted very well through the work of Stockholm Resilience Centre; a centre for sustainability science for biosphere stewardship. Professor Elinor Ostrom, former board member at Stockholm Resilience Centre, also won the Nobel Prize in Economics in 2009 (jointly with Oliver Williamson).
Professor Ostrom was the first female recipient for this category of the Nobel Prize. On the 21-22 March 2018 the first Stockholm University Sustainability Forum will be held on the theme of “Future energy and resources”. The Forum is an opportunity for Stockholm University to showcase the broad and solution-focused research projects conducted at the university within the theme of sustainability, as well as an opportunity to initiate co-operations between Stockholm University and authorities and businesses.

In addition, there are about 30 programmes and courses available on an undergraduate and graduate level at Stockholm University that are focusing on sustainability. Several of these courses and programmes are interdisciplinary and are co-operations between different faculties. Regarding research on inequality, three projects with researchers from Stockholm University are included in the European and interdisciplinary research programme “Dynamics of Inequality Across the Life-Course” (DIAL), starting 2017-2018. The programme is coordinated by NORFACE, a collaborative partnership of national research and funding agencies from 19 European countries in the area of social and behavioural sciences.
Stockholm Business School is one of the largest departments at Stockholm University with over 3500 students and over 150 teaching faculty. During the last seven years, Stockholm Business School has consistently been ranked second in Sweden in the Eduniversal Ranking of the best 1,000 business schools in the world and in 2016 the School received 4 Palmes of Excellence (top Business School with significant international influence).

According to Eduniversal Ranking, the Executive MBA Programme at Stockholm Business School has been ranked the no 1 Swedish Executive MBA Programme for 5 years in a row and 3 specialised master programmes at SBS are in addition ranked as no 1 and 2 in Sweden: Master in Marketing (no 1), Master in Management Studies (no 1) and Master in Accounting (no 2). Stockholm Business School is located within the world’s first National City Park - The Royal National City Park - and has developed into one of Northern Europe’s largest teaching departments. As a department at Stockholm University, Stockholm Business School applies to the Stockholm University sustainability policy.

**Defining sustainability at Stockholm Business School**

Sustainability is actively implemented throughout Stockholm Business School, and is defined as inclusive of the following three dimensions:

*Social sustainability*

*to strive towards a society where basic human rights are fulfilled*

*Environmental sustainability*

*to economize with human and material resources over time*

*Economic sustainability*

*to counteract poverty and to secure that everyone will have the opportunity to fulfil their basic needs in relation to the planets finite resources; economic development that doesn’t imply negative consequences for the environmental or social sustainability.*

The following chapters will provide an overview of activities and output at Stockholm Business School in relation to the six principles of PRME since 1 July, 2015.
Organizing sustainability at Stockholm Business School

As an outcome of the renewed mission of Stockholm Business School we aim to systemize our approach to sustainability. In September 2017 we established an Accreditation/PRME strategy group that directly reports to the head of the school with the aim of monitoring and developing strategies for the areas of sustainability and accreditation on the basis of a comprehensive data basis.

Future steps:
- Accreditation/PRME strategy group: In order to systematically implement the PRME in all of the operations and strategies of SBS, the Accreditation/PRME strategy group will continually work on aligning the goals and processes of SBS with the PRME.
- Teaching: In line with the vision of SBS we aim to make sustainability a central topic in teaching wherever it is appropriate
- Reporting: Setting up a system of key performance indicators (KPIs) in order to track our progress in implementing the PRME
- Continuous improvement: Implementing a policy review process aimed at continuously increasing the alignment of our operations and strategies with the PRME and the principles of sustainable development
PRINCIPLE 1

Purpose
We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

Mission/vision
In August 2015 a process for an organisational dialogue was started at Stockholm Business School. Even though organisational dialogues may be considered a challenging format, it was chosen because of its inherent quality as a prerequisite for a communicating and transparent organisation. Through the dialogue, participants better understand how and why others’ interests are connected to their specific interests and that these connections have implications on the relation between personal ethics and organisational roles.

The groups included in the dialogues covered all staff and their task was to meet continuously during the fall of 2015, in larger and smaller constellations, to identify strengths and areas of improvements within the School organisation. Objectives and action plans were then stated by each group for all areas of development. In the next step, the action plans were discussed together with the Head and the Deputy Head of the School during December 2015, revised in all cases and then presented at the Strategic Management Group meeting (The Head of School, Deputy Head of School, Heads of Sections, Professor Representatives, HR Manager and Director of Studies) in January 2016 and at an open staff meeting in February 2016. The action plans, which have been produced through a bottom-up process, have since then functioned as an important ingredient of the strategic work process of Stockholm Business School including a review and revision of the mission/vision of Stockholm Business School as well as a formulation of a new strategy for 2016-2018.

As a result of the organisational dialogues the current mission/vision of Stockholm Business School is:

To educate business students to take more responsible decisions and actions. SBS’s students should be prepared to lead the societal changes needed to meet local and global, contemporary and future, challenges - both ecological and societal.
As well as being aligned with the outcomes of the organisational dialogues the mission/vision has also been discussed and established at the School Board and the Advisory Board. The mission/vision is outcome-based, focusing on the type of graduate we want to educate at Stockholm Business School. However, the mission/vision must be and is also aligned with the overarching Swedish national mission, legally regulated through the Higher Education Act, for all higher education institutions:

The mission of the Higher Education Institution (HEI) is to offer education based on an academic or artistic footing and proven experience. They must also undertake development work, including research and artistic development. In addition, the HEIs must co-operate with their surrounding communities, provide information about their operations and also act to ensure that benefits are derived from the findings of their research.

And finally, the mission/vision of Stockholm Business School must also align with the primary mission of Stockholm University:

To provide education and high quality research for the betterment of the Swedish community.

Hence, the outcome-based mission/vision of Stockholm Business School departs from an educational organisation that supports and encourages research-based education, research and active cooperation with the surrounding society: the prerequisites for educating business students capable of taking more responsible decisions and actions.

The mission/vision of Stockholm Business School emphasises the importance of our students as future catalysts for sustainable values through responsible decision making.

**Sustainability Day**

In alignment with the Stockholm Business School mission/vision the student body Föreningen Ekonomerna (FE) introduced the Sustainability Day 2016 as an annual joint event for students, teachers, organisations and companies. The following questions are central at the event: How does preservation of our planet and a fair social environment for everyone on the planet connect to business? What do organisations today actually do to work towards a more sustainable world? What can business students contribute with, now and in the future? Guest lecturers 2016 represented Plan International Sweden and the World Wide Fund for nature (WWF) and in 2017 Axfood and Nordea.
Student conferences

During the course “Entrepreneurship and the Entrepreneurial Self” Master students in the Management programme have been inspired by the company Prezi’s entrepreneurial and social engagement to set up their own company and engage in a social mission. At the conference the students presented the companies they have developed within the course and what kind of social mission they have pursued.

Ekonomernas Dagar is the biggest project arranged by the student body Föreningen Ekonomerna. The project involves over 100 students and takes the shape of four preparational & inspiring pre-events leading up to our main event consisting of one of the biggest Career Fairs for business & economics students in Sweden. During 2017-2018 the project has an overarching focus on sustainability with the purpose to inspire and engage both visitors and companies to become more sustainable and to minimize the environmental impact of the event.
PRINCIPLE 2

Values

We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

Values of global social responsibility are the basis for the mission/vision of Stockholm Business School:

*To educate business students to take more responsible decisions and actions. SBS’s students should be prepared to lead the societal changes needed to meet local and global, contemporary and future, challenges - both ecological and societal.*

Hence, values of global social responsibility are integrated both on a course and programme level at Stockholm Business School.

Programmes

*Bachelor’s Programme in Business Administration (180 ECTS)*

The curriculum for the Bachelor’s Programme in Business Administration (180 ECTS) was revised during 2016/2017 in alignment with the mission/vision of Stockholm Business School: to equip our students to be able to take responsible actions in the spirit of sustainability. The new and revised programme was presented and officially launched at a conference on 4 September 2017 and the conference programme in addition included a presentation of the Swedish sustainability index (Tony Apéria, Stockholm Business School) as well as two key-note speakers representing Nordea and Axfood.

The programme is designed according to the vision of a business sector and society based on a responsible, sustainable and ethical leadership. The integrated theme in the first semester of the programme is sustainability focusing on the environment, social factors and the working environment (incorporated through cases, reviewed articles, key note speakers from the corporate and voluntary sectors, etc.), while the
integrated theme of the third semester is sustainability focusing on ethics and human rights. The learning outcomes for the programme are the following:

• To have knowledge about and understanding of what implications the dominating methods, techniques and views within the business realm have for the possibilities to pursue a responsible, sustainable and ethical leadership
• To show ability to value relevant sustainable and gender related aspects of importance to work within the area

Executive MBA Programme (60 ECTS)

• Language of instruction: Swedish/English
• Short Master
• Number of applicants/enrolled students (2015): 47/40

Stockholm Business School currently offers a two-year, part-time, Executive MBA programme, which has quickly established its credentials within the Swedish Executive Education market. The programme has, according to the Eduniversal Rankings, been rated Sweden’s best Executive MBA Programme for five consecutive years: 2012-2016. In 2010-2011 the programme was redesigned and from then officially underpinned by the goal to contribute to the development of managers and leaders as professional, reflective and responsible people. For the cohort of participants who started the programme in the autumn of 2014 (39 participants), the process of gradually instilling an even stronger focus on responsible management continued. The first course of the programme – that forms a central role in the conceptual foundations of the whole programme – is explicitly aimed at sustainability, responsibility and ethics. The Unit Principles for Responsible Management Education (PRME) have been adopted as a framework for informing discourse in this area throughout the programme.

The School specific overarching aim for the programme is:

• To provide broader societal benefit through high-quality, evidence-based development and education. The subject of business administration is approached in ways that are holistic, challenging and valuable to the participants. The aim is to encourage participants to question fundamental and taken-for-granted assumptions about their everyday understanding of management and leadership practices. Thereby, the entire SBS Executive MBA programme is underpinned by consideration of four critical determinants: Change, Critical Creativity, Internationalisation and Ethics & Sustainability.
These four thematic currents are integrated into the curriculum with the intention of providing participants a holistic, yet focused, perspective of today’s business environment.

The programme takes a holistic approach to business acumen, leadership and management by embracing complexity and critical reflection and aim to build excellent, enduring and ethical future leaders.

Specified learning outcomes for the programme are:

• The development of new insights and knowledge based on scientific research - participants should meet their work obligations and look to create more value in their workplaces
• The development of new insights, perceptions, and critically creative approaches to be able to more rapidly and effectively respond to long-term business challenges
• Strengthening of the ability to govern effectively and understand how the organization’s resources can be used optimally in a continually changing environment
• Equipment to handle current operations in a healthy and efficient manner as well as long-term challenges with an ethical and sustainable approach
• Career and skill development in conjunction with internal organizational procedures

Programme overview
Stockholm Business School’s Executive MBA is a part-time management development programme that extends over 21 months. It consists of 16 advanced university level courses, with the vast majority of the teachers having a PhD in conjunction with international research and practical experience. The programme provides greater theoretical understanding of new approaches to decision-making, management, and a broad network of partners and organisations.

The programme is designed according to international guidelines for education. However, the programme is unique in that the primary language of instruction is Swedish (supplemented by English). The programme is aimed at working professionals, specifically mid-senior level executives, and there are in-class sessions scheduled at the end of every other week. The programme is for individuals who have substantial professional experience and want a formal education, anchored in an academic foundations, to contribute to their business and personal development objectives. The participants come from various types of industries and organisations, and have or desire
organisational leadership responsibility. The schedule is structured with courses on a regular basis to encourage the development and sharing of knowledge and experiences between programme participants. Participants study in parallel with work and are encouraged to apply their knowledge within the work environment. At the beginning of the first term there is an introduction week during which the personal development course begins and then continues throughout the programme. Each term consists of four compulsory courses during the first three semesters. In the second semester there is also an "International Business and Trade Week". The fourth semester consists of courses and a thesis carried out with the support of a supervisor. The courses consist of lectures, seminars, discussions and conversations, written assignments, and group work among other things. An attendance record of at least 75% is also required. Upon successfully completing the Executive MBA programme, participants are awarded with a Master’s degree (short master or in Swedish “magisterexamen”) and diploma (which includes 60 ECTS credits).

Courses
Courses offered at Stockholm Business School that integrates the values of social responsibility are:

**Business Ethics, 7,5 ECTS (Undergraduate level)**

The overarching aim of this course is to raise the students’ ethical awareness in business and private life and thereby to improve future ethical behaviour in business. The learning outcomes of the course are:
- Explain and compare fundamental concepts from different ethical theories
- Critically analyse the ethical behaviour or non-behaviour of organizations, using ethical theories and analytical methods
- Argue for and against various ethical theories
- Critically evaluate one’s own ethical thinking, attitudes and behaviour in one’s own professional and private life

**Business, Politics and Culture 7.5 ECTS (Undergraduate level)**

The aim of this course is to explore the interplay between business and politics, and its impact on the ways in which we live and work. In order to do so, the course summarizes and critically discusses the complex relation between business, culture and politics in contemporary society. Particular emphasis is put on topics such as globalization, inequality, political power of large corporations and their impact on individual private and working lives.
Upon completion, the students are expected to be able to exemplify the complex relation between business, culture and politics; to describe the interrelationship between globalization and business; to critically evaluate the relation between political economy and contemporary business; and to reflect upon global key events and how they have altered the conditions of politics and business.

*Business and Society, 7,5 ECTS (Compulsory course in the Masters programme in Management Studies)*

The course focuses on corporations’ role in society and on the specific ways in which this role changes. The main purpose is to develop an understanding of the complexity of the interaction between business and society and the impact this complexity has on corporations’ role and responsibility.

The course aims to enable students to define, describe and explain the changes of business’ role in society, the drivers of these changes, and their implications for business, society, and the natural environment. On the basis of such knowledge, they will be able to critically assess the limitations of so-called mainstream approaches to corporations’ role and responsibility in a globalizing world, to develop an understanding of political perspectives on business and to critically evaluate the role and responsibility of business in a globalizing world.

*Corporate Social Responsibility (CSR), 7,5 ECTS, (Elective course on the Masters level)*

The aim of the course is to develop students’ reflective knowledge and critical understanding of Corporate Social Responsibility (CSR) as an emerging management concept and practice whereby companies and other forms of organisations integrate social and environmental concerns in their business operations and interactions with their stakeholders. The course covers stories about corporate social responsibility derived from management, environmental management, accounting and other fields within the social sciences, the emergence and development of corporate social responsibility, and methods for critically and reflectively analysing conceptual foundations and practices of corporate social responsibility in contemporary businesses and organisations. Upon completion, the students will be able to independently describe CSR as a system of interlinked concepts derived from management, environmental management, accounting and other fields within the social sciences, and to critically assess and reflect on the design and outcome of corporate social responsibility in a social and ethical context.
As a partner of the Stockholm School of Entrepreneurship – a joint school in cooperation between Stockholm University, Karolinska Institutet, University College of Arts, Crafts and Design, KTH Royal Institute of Technology and Stockholm School of Economics – Stockholm Business School offers graduate level courses in alignment with the values of global social responsibility.

**Social entrepreneurship, 7,5 ECTS**

This course is offered in English, half-time during evenings. The learning outcomes of the course are:

- Explain and discuss the concepts of social entrepreneurship and its different shapes, and problematize the social impact of the enterprise, and/or the non-profit/NGO sector and its history
- Explain the concept and history of corporate social responsibility (CSR)
- Evaluate the contextual and contingent effects on society by business
- Evaluate the contextual and contingent effects on business by society
- Identify usage of Public Relations planning and execution among social ventures
- Develop advanced not-for-profit business models and Public Relations planning

The aim of the course is to introduce students to the context of social innovation and social entrepreneurship. Through project work students will increase their understanding of various theories and practices from the field, while being exposed to the action-oriented skills required for developing and implementing a social innovation and/or creating the social-oriented new venture.

**Entrepreneurship in developing countries, 7,5 ECTS**

This course is offered in English, half-time during evenings. The learning outcomes of the course are:

- Describing the key development challenges facing the developing world in the 21st Century
- Identifying opportunities for entrepreneurial initiatives in developing countries, especially in relation to different forms of politics
- Analyse what “governmental techniques”, such as empowerment, that are used to develop entrepreneurial initiatives in developing countries
- Evaluate leadership and managerial dilemmas in navigating risk and uncertainty in developing regions
• Analysing, from theory and practice, links between technological and/or social innovations, entrepreneurship and sustainable development
• Identify and analyse the prevailing features of the overall policy and reform environment that shape entrepreneurial development in Africa, Asia and Latin America
• Critically scrutinize and discuss intervention techniques, such as foreign aid, trade and foreign direct investment, as tools for developing capacity to do business for sustainable development.

The aim of the course is to introduce students to an overview of the role of entrepreneurship for economic, social and ecological sustainable development, including poverty alleviation. Focus is on developing regions of Africa, Asia and Latin America.
PRINCIPLE 3

Method

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

Stockholm Business School – our work environment
Creating a stable and predictable work environment that also encourages effective learning experiences for responsible leadership, is dependent on two dimensions: recruitment and long-term planning of the work. Regarding recruitment, the aim of Stockholm Business School is to enhance the number of permanent positions as faculty, and as a result decrease the numbers of temporary employees. Having a larger percentage of permanent positions will also make it easier and more effective to conduct long-term planning for courses and programmes. Long-term planning is important in the sense that it is crucial for the School to be professional and well-planned when it comes to staffing courses as well as planning for courses several semester ahead. Having long-term planning concerning the recruitment of competent staff in administrative positions is equally important from a work environment perspective.

Other important aspects of the joint work environment at Stockholm Business School are the outcomes of the work done by the Work Environment and Equality Group and the Environment Group. The work of the Work Environment and Equality Group has for example resulted in the initiative to more actively implement gender mainstreaming. The implementation of gender mainstreaming is well aligned with the vision/mission of Stockholm Business School. It implies that responsible leadership includes both knowledge and understanding about power relations and ways to organize the organisation as well as the educational programmes that are offered at Stockholm Business School towards the outcome of equal rights and opportunities regardless of gender, sexual orientation, ethnicity, religion, disability or age. The goal for the continued implementation of gender mainstreaming at Stockholm Business School is to secure a gender equal organisation as well as gender equal processes regarding reference literature for students, salary reviews for employees, recruitment and announcement of positions and career paths. The general and overarching plan for gender equality at Stockholm University also operates towards the same outcome: to actively work for an even gender distribution in all areas and on all levels at Stockholm University.
The work of the Environment Group has resulted in the Environmental Action Plan (EAP) which includes a recycling programme, the introduction of a follow-me print system as well as the purchase of bicycles for environmentally friendly transportation between campuses and within the city centre.

Mentor programme
The SBS Industry Mentor Programme connects ambitious students seeking practical knowledge with business’s both from private and public sector in need of new talent and inspiration. The programme matches students from the two-year Master Programme in Operations Management and Control with businesses both from the private and the public sector holding senior positions for example, operations managers, supply chain specialists, procurement specialists or controllers. The purpose of the initiative is to:

- Identify talent among students
- Enhance the study experience and learning
- Support transition from academia to business
- Enhance the cooperation between business and academia & research
- Create value for both student and business with powerful networks

Students will benefit from a deeper understanding of business practice, the development of a professional network as well as greater confidence in approaching the labor market upon completing their studies. The mentors will in turn get in contact with highly qualified prospective recruits and be able to get an insight into the academic developments within the area of operations management. The relationship will be of mutual benefit and add great value to all involved. Mentors are recruited from businesses both in private and public sectors in Sweden and abroad.

Seminars
The seminar “Smart Learning in a Globally Cross-cultural and Interdisciplinary Context for Sustainable Development” was given on September 7, 2015 by Consulting Professor Jie Wang (Stanford University, USA), Executive Director of the Stanford Centre for Sustainable Development and Global Competitiveness.
The seminar focused on a new interdisciplinary approach in entrepreneurship and management research for sustainable development and innovation – “informatics for interdisciplinary research and education.” Professor Wang emphasized the importance of globally cross-cultural learning – “smart learning” – for innovation-driven sustainable development. He presented two case studies of high-tech companies dealing with adaptive learning and cross-systems learning in knowledge management and innovation. The presentation generated a lot of discussions on the role of disruptive technology and innovations for sustainable development. The seminar ended in a broader interactive conversation on ancient Chinese wisdom based decision making vs. Western analysis based decision making. The roundtable filled a much appreciated need to discuss global cross-cultural learning and thus inaugurated the activities of our Emerging Markets Cross-Cultural Research Group.

**International teaching week**

On May 8-10 2017 the second annual international teaching week was arranged at Stockholm Business School. The week included lectures on sustainability from partner institutions in Europe, North America and South Africa. Students, faculty and staff from Stockholm University participated in the lectures and networking activities at Stockholm Business School.

**Business Model Cup 2017**

The Business Model Cup is an open competition in entrepreneurship and sustainable business models. The competition is open to all students at Stockholm University and is an annual event organized in cooperation between Stockholm Business School, Stockholm University’s Innovation Office and Venture Cup. The winner receives 15 000 SEK and the contributions are assessed on five areas related to the sustainable business model: 1) analysis, 2) description of the business models nine components, 3) creativity, 4) practical relevance and business advantage and 5) structure and presentation.
PRINCIPLE 4

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

Research groups
The emerging markets cross-cultural research group is a Stockholm Business School (SBS) based network of researchers undertaking emerging markets driven and related research from cross-cultural cross-case interdisciplinary approaches. The researchers in this network come from multiple academic disciplines (management, marketing, finance, accounting, psychology, and not least international business). The relevance and importance of emerging markets for theory building and practice has been increasingly recognized in mainstream academic community and business world in the era of globalization. We are witnessing a historical transition from "West Leads East" to "West Meets East" in glocal knowledge production and innovation. In our definition emerging markets include not only BRICS countries (Brazil, Russia, India, China, and South Africa) but also, more broadly, all the economies traditionally not treated as part of the classical Western economic club. Stockholm Business School has been leading in cross-cultural research through our dedicated teaching, research and publications over the years. With the setting up of this research group we aim to undertake cross-cultural innovative research activities and become a leading research group in the world in our defined areas.

Research topics within the group are:
• Culture and cross-cultural management in the age of glocalization
• Ancient philosophies in emerging economies and business implications
• Sourcing in emerging markets
• Ecological and ethical challenges in doing business in emerging markets
• Emerging markets multinationals and their knowledge transfer to the West
• Corporate finance and international finance with emerging markets implications
• The integration of East and West thinking in business and management in glocalization
• Sustainable and innovative systems in cross-cultural cross-case interdisciplinary learning
In 2016 Stockholm Business School also became a member of the Gender Academy of Stockholm University – a network for gender research.

Research projects
Berglund, K. Women’s entrepreneurship: for rural viability?
Dabhilkar, M. Value-based healthcare. (Funded by: Stockholm County Council)
Isaksson, O. Sustainable supply chain management. (Funded by: Migros, Switzerland)
Jensen, T. Organizing rocks. (Funded by: FORTE - the Swedish Research Council for Health, Working Life and Welfare)
Longarela, I. R. The low female presence in corporate Norway and Sweden: a search for some answers. (Funded by: Handelsbanken)
Näslund, L. et al. Is it worth it to certify the store? (Funded by: the Swedish Retail and Wholesale Council)

Journal articles
Berglund, Karin. 2016. E viral Essay - Entrepreneurship goes viral: The invention of deviant enterprising selves, M@n@gement, 18(5): 357-371.
Berglund, K. & Tillmar, M. 2015. To play or not to play: that is the question: entrepreneuring as gendered play. Scandinavian Journal of Management. 31: 206-218
Dabhilkar, M., Bengtsson, L. & Lakemond, N. 2016. Sustainable supply management as a purchasing capability: A power and dependence perspective.


Munro, I. & Thanem, T. (in press) 'The ethics of affective leadership: Organizing good encounters without leaders', *Business Ethics Quarterly*, special issue on 'Leadership Ethics'.


dx.doi.org/10.1177/1350508414558725
Wallenberg, L. and Thanem, T. (in press) Beyond fashion’s alluring surface: Connecting the fashion image and the lived realities of women workers in the fashion industry

**Books**

**Book chapters**
Reports
PRINCIPLE 5

Partnership
We will interact with managers of business corporations to extend our knowledge of their challenges of meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

Advisory Board
Through the Advisory Board we have created a platform for extended and deepened collaboration between Stockholm Business School, the business world and the public sector. The aim is to stimulate new ideas and to strengthen the School’s future competitiveness. In alignment with the School vision/mission several members of the board are representing companies, boards and foundations that are actively engaged in the 6 values of PRME, for example Fryshuset, Equalisters (Rättviseförmedlingen) and OX2. The members take an active part in the school’s activities and are invited as guest speakers in events organized by the Alumni association and in different courses at the Bachelor-, Master- and MBA level.

Fundraising
An ongoing fundraising project at Stockholm Business School has mapped out future potential funding partners. The research conducted at School has been grouped into three broader research areas in alignment with the vision/mission (sustainability) and for which donations are planned to be sought.

Partnerships
In alignment with the vision/mission of Stockholm Business School, the student body - Föreningen Ekonomerna (FE) - has actively chosen not to cooperate with or be sponsored by companies that are associated with industries such as pornography, arms, tobacco, gambling or fossil fuels, as well as companies with political messages or companies that can be connected to illegal activities.

The European Club Association (ECA)
ECA is the sole, independent, body directly representing football clubs at European level. With a total of 220 Member Clubs, including many of the most well-known in European football, ECA has followed a trend of continued growth in recent years and, at the same time, has developed the range of services it offers to members. It’s inaugural Club Management
Programme (CMP), which emphasizes knowledge exchange and good practice in the game, will deliver club-related management development courses at stadium facilities across Europe to a cohort of executives drawn from its member organisations.

SBS will be the exclusive academic partner to the programme and SBS’ Centre for Executive Education has entered a partnership agreement with the European Club Association (ECA) to provide academic business-related content to ECA’s Club Management Programme for two years, commencing January 2016. Professor Emeritus Sten Söderman of Stockholm Business School, a renowned thought leader on the subject of football and management, has in addition previously worked with ECA in the development of its Club Management Guide and will provide advice in the development of academic content for the CMP.

In March 2017 Stockholm Business School (SBS), Stockholm University, and Start-Up People of Sweden (SUP46) hosted a visiting delegation of senior international football executives participating in the European Club Association (ECA) Club Management Programme. The visit to SUP46 provided delegates representing some of the biggest names in European football to witness, first-hand, exciting start-up developments in the sector. Furthermore, an expert panel - featuring representatives of EQT, Dreamhack/MTGx, tropSE, Netlight Consulting/Area 08 and SUP46 - discussed the development and consequences of e-sports for the football industry. The event focused on the issue of responsible leadership, transformation and the paradigm shift in the sports industry towards e-sports.
PRINCIPLE 6

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

PRME – the Nordic Chapter
Since September 2017 Stockholm Business School is an active partner in the Nordic Chapter of PRME. We see this as a great opportunity to learn from other business schools in Scandinavia about their approach to responsible management education and collaborate in future projects. The first important endeavour will be the development and organization of the PhD course in Corporate Social Responsibility for students of the Scandinavian PRME member schools together with Copenhagen Business School and Aalto University.

The Institute for Municipal Economy (IKE)
The Institute for Municipal Economy (IKE) is a research institute which is a part of Stockholm Business School. IKE conducts and disseminates research within the areas of economy, organisation/management and operations management within municipal activities. IKE is structured on a cooperation agreement between the institute and the member municipals in Stockholm County. IKE is functioning as a link between the municipalities and the ongoing research at the School. By integrating IKE research in the School’s programmes the students also becomes a future potential basis for recruitment for the municipalities.

The Academy for Performance Management in Central Government (AES)
AES is a research academy at Stockholm Business School and a meeting place for those who have a genuine interest in performance management. The research conducted within the academy is focusing on processes for performance management from different perspectives, including the gender perspective. One of the main perspectives are how authorities’ internal processes for performance management are functioning regarding the direction of authority activities toward the fulfilment of policies; democracy and rule of law must inform the governmental administration at the same time as it must be effective. Research within AES is conducted in close cooperation with authorities and the academy functions as an oasis for reflection as well as a think-tank for challenges in connection to challenges regarding performance
management in central government. Approximately 20 governmental authorities are currently members of the academy and research results are spread as peer-reviewed papers, books and research reports and in several fora such as national and international conferences, research seminars, educational programmes and workshops.

Stockholm School of Entrepreneurship (SSES)
SSES is an academic co-operation in innovation and entrepreneurship between Stockholm University, Stockholm School of Economics, Karolinska Institutet, Konstfack University College of Arts, Crafts and Design and KTH Royal Institute of Technology with the Stockholm Business School as Stockholm University’s hosting department. SSES is recognised around the world as a leading academic facility in the area of innovation and entrepreneurship. The school utilises the exciting and diverse academic environments of its member institutions gathering their innovative and entrepreneurial competencies all under one roof in a joint education programme. SSES is structured as a non-profit association with the acting rectors of the member universities as eligible members. The board of SSES represents the member universities and industry representatives. This construction creates a strong regional and personal commitment to the very idea of SSES. It also provides a sustainable and efficient platform for high-level academic decision-making. SSES gives students on master level access to a range of courses based on the five institutions’ competence within innovation and entrepreneurship. They can also participate in international business plan competitions, seminars, networking and activities for alumni.

Nordic Association for Food Studies (NAFS)
The NAFS network started in 2009 as a collaboration between the Nordic countries. As of today the network consists of 85 members. The network brings together Nordic food and meal’s researchers within areas such as: advertising and public relations, archaeology, business, culinary arts, economic history, ethnology, sustainability, history, journalism, landscape research, medicine, political science, religion and sociology. The common interest of the members is to meet other researchers that study the human relationship to food and meal over time. The network organizes conferences and workshops to provide an opportunity to meet likeminded people and to share and discuss theoretical and methodological issues related to the study of food. The hope is that this should result in new interesting research projects.

Nordic Academy of Management (NFF)
Stockholm Business School is a member of the Nordic Academy of Management whose purpose is to advance research, education and practice in the field of business administration – including on sustainability - in the
Nordic countries i.e. Denmark, Finland, Iceland, Norway and Sweden. Central to NFF’s mission is to stimulate research in business studies and the exchange of ideas across the Nordic countries. The aim of the NFF Doctoral Initiative is to enable doctoral students and faculty members to come together in pan-Nordic doctoral courses and workshops organized by NFF member institutions.

The Swedish Academy of Business and Management (FEKIS)
Faculty at Stockholm Business School is engaged in FEKIS - an association for institutions and individual scholars working in the area of Business Administration at Swedish universities. The aim of FEKIS is to contribute to the development of higher education and research in business administration and management, including sustainability. FEKIS is responsible for the independent academic journal “Organisation & Samhälle” (“Organization & Society”), aimed at a broad public audience. FEKIS is also responsible for a conference, arranged by different member institutions each year. In addition to this, FEKIS supports various initiatives with relevance to higher education and research in business administration.

Educational programme for headmasters, Stockholm University
The educational programme for headmasters is a government regulated programme for headmasters and other corresponding leadership positions that have a key role in government regulated and curricula guided organisations. The programme is offered at Stockholm University through cooperation between four departments: Stockholm Business School, the Department of Education, the Department of Law and the Department of Political Science. The ambition of the programme is to jointly create an educational and developing programme through interdisciplinary cooperation. To reach this ambition the programme considers both academic and scientific quality as well as the participants’ vocational experiences and the demands on the position to lead and develop educational activities. The programme is a tool for encouraging responsible leadership in the educational realm.

The Mistra Future Fashion program
Stockholm Business School participates in Mistra Future Fashion, a cross-disciplinary research program that holds uniquely a system perspective on the fashion industry. Its vision is to close the loop in fashion and clothing – enabling a systemic change in the Swedish fashion industry, leading to a sustainable development of the industry and society. The program aims to deliver insights and solutions that will be used by the Swedish fashion industry and by other stakeholders to significantly improve the environmental performance and strengthen the global competitiveness.
The way forward

The mission/vision of Stockholm Business School has been revised recently. Stockholm Business School’s new mission/vision is to educate business students to take more responsible decisions and actions. SBS’s students should be prepared to lead the societal changes needed to meet local and global, contemporary and future, challenges - both ecological and societal.

We regard the membership in the PRME as an important lever for making the vision of SBS reality. As described in this report, important steps were already taken to align all our structures, strategies and operations with the goals of sustainable development and corporate responsibility and thus with the Principles for Responsible Management Education. Making sustainability a core topic in the Bachelor programme in business studies, updating our organizational structures in line with our commitment to sustainable development, continuously developing our relations with different stakeholders, and publishing our first PRME SIP report can serve as evidence for our comprehensive commitment to sustainable development.

We are confident that these achievements can serve as a solid foundation for further nurturing our orientation to sustainable development and are excited about the next steps of our collective and continuous journey towards sustainable development.