

Sharing Information on Progress Report

October 2014

Introduction from Dean Bruno Busacca

We are pleased to renew the commitment of the SDA Bocconi School of Management to the Principles for Responsible Management Education (PRME), and to report on their on-going development and incorporation both in our day-to-day activity and in our planning, as of 2014.

SDA Bocconi School of Management enjoys a steady reputation in Italy and abroad for its conception and tradition of managerial education for current and prospective managers in the Private, Public and Non Profit sector, which has enabled a cross-fertilization in terms of principles and practices and stands as a strength for our stakeholders, be they our Faculty, our present and prospective students, the corporate world, the economic and social community-national and international, and our Board.

SDA Bocconi School of Management Mission and value system encompass a strong commitment to social responsibility, which is reflected throughout the institution's activities.

We consider the development of our 2014 Report and its exchange with other Schools as an opportunity to reflect on our activities and to brainstorm future efforts in the direction of the PRME.

A handwritten signature in black ink, appearing to read 'Bruno Busacca', with a stylized, cursive script.

Bruno Busacca

Dean, SDA Bocconi School of Management

The Principles for Responsible Management Education

Following one of its guiding principles:” Offering programs emphasizing critical thinking, entrepreneurship, social responsibility, integrity, respect for diversity, and global orientation”, SDA Bocconi, as the School of Management of Università Bocconi, is aligned to the university mission of promoting “both economic advancement and civic values, by instilling in Bocconians solid analytical skills and a strong emphasis on ethics” in the specific field of post-experience, executive management education.

It should be underlined that we operate in the larger context of Università Bocconi, where an ad-hoc Chair in CSR has been activated as well as the Center for Research on Sustainability and Value (CreSV) and several mandatory and elective courses on CSR, sustainability and social entrepreneurship are held. While in this report we account for the specific progress made by SDA Bocconi School of Management, there are significant synergies that take place on a daily basis between the School and Università Bocconi in the field of global sustainability and responsibility. These include the organization of seminars and guest speeches, access to resources for joint research activities and collaboration for research and teaching among faculty members and of an across the board initiative, *Community and Social Engagement* which has been conceived during 2012 with the aim of contributing to the personal development of the students, faculty and staff that make up the Bocconi community. The project focuses both on advancing issues related to social responsibility within the Bocconi community and making what is already present in this area more visible and is now fully active. For more information see the following link:

http://www.unibocconi.eu/wps/wcm/connect/Bocconi/SitoPubblico_EN/Navigation+Tree/Home/Campus/Campus+Life/Social+Engagement/

As institutions involved in the education of current and future managers in the Private, Public and Non Profit sectors we are committed to engaging in a continuous process of ensuring the inclusion of, and improvement in, the following Principles.

In the pages that follow we describe our recent progress in each of the principles. The general perspective we intend to adopt is confirming the action taken in the past and enlightening the steps forward we are making.

Principle 1

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

Principle 2

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

Principle 3

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

Principle 4

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

Principle 5

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

Principle 6

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

Principle 1

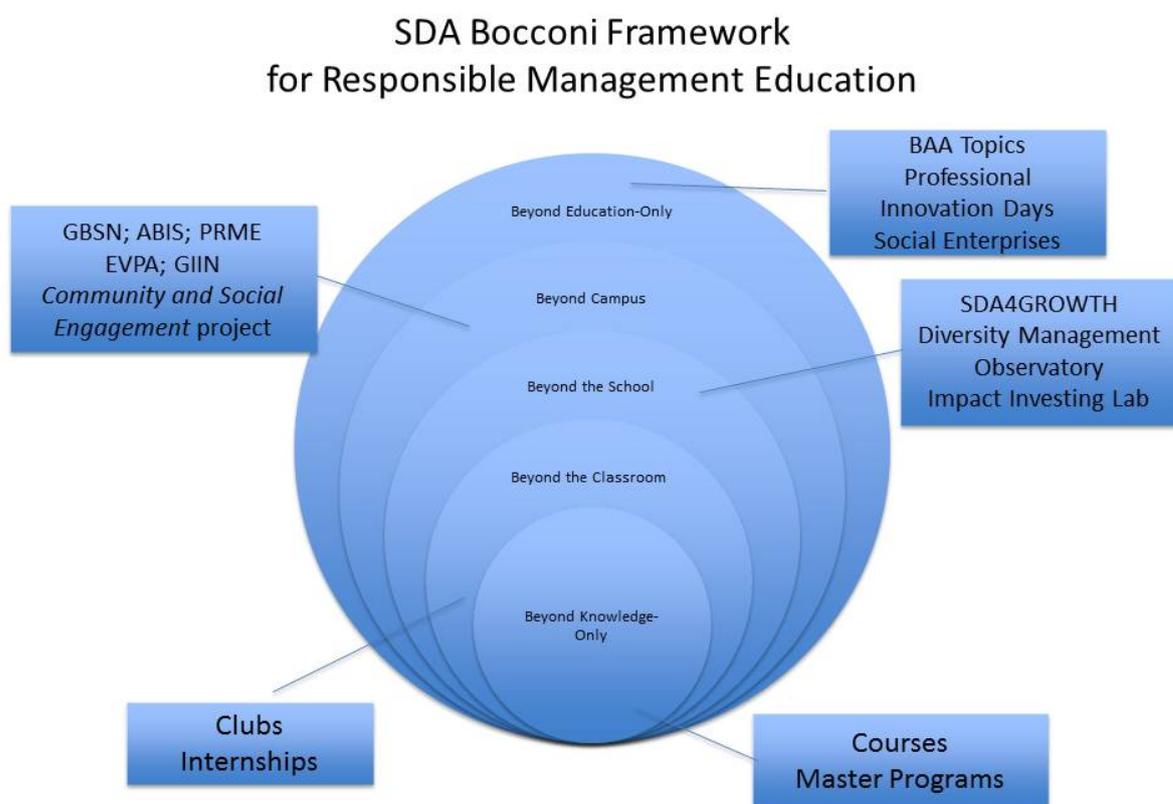
Purpose: We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

We consider Principle 1 as the guiding principle which informs and inspires the efforts of SDA Bocconi School of Management in developing the capabilities of students to be future generators of sustainable values.

Therefore we decided to adopt an inclusive and organic perspective regarding the wealth of activities SDA Bocconi carries on under the PRME framework. This means offering a stimulus to students and executives to take advantage of the SDA

Bocconi learning environment since the beginning- or even before- their learning experience. We called this initiative of student/participant induction “The SDA Bocconi learning Environment”. It contains information regarding resources, Clubs and networks each participant can take advantage of in order to maximize her/his own capability to develop an innovative career inspired by the PRME principles.

As a clear and complete presentation of SDA Bocconi activities we adopted and developed the following framework, which is presented following the 6 principles’ structure.



Principle 2

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

The incorporation of a sustainable, responsible and ethical approach into school educational activity takes place in two different ways:

- Definition of stand-alone, specific courses, required or elective, on ethics/sustainability;
- Longitudinal integration across all program curricula of ethics/sustainability themes.

SDA Bocconi looks for a combination of both approaches: MBA students, for example, are required to undertake a specific Ethics and Corporate Citizenship and Business Government Relation courses. The Corporate Governance class has also been framed around responsibility and ethics.

We pursue the objective of incorporating in our programs the values of global social responsibility from a twofold perspective:

- First, we confirmed the specific courses dealing with these topics;
- Second, we enlarged our vision to other courses, with a stronger orientation to global social responsibility issues, such as entrepreneurship, innovation, microfinance, environment, shared value creation and others.

The Full Time MBA, the EMBA Programs, the Specialized Master Programs (such as MISA, Master in Entrepreneurship and Business Strategy, the MCF, Master in Corporate Finance- which has reached the CFA certification, strongly focused on ethics principles, the MAMA, Master in Arts Management and Administration, and others) offer courses and activities related to sustainability according to their specific teaching and learning goals.

Not to mention our specialized master “Management of Social Enterprises, Non Profit Organizations and Cooperatives” which has been the result of an extensive research activity developed throughout the School regarding, Non-profit Organizations, CSR and Social Enterprises and of an intensive dialogue and discussion with the third sector- and now the fourth sector, aimed to analyze the needs of the demand.

Finally, SDA Bocconi’s strong focus on Public Administration and Healthcare – through international master programs like MIHMEP (Master in International Healthcare Management Economics and Policy) or domestic ones like EMMAP (Executive Master in Management of Public Administrations), MiMS (Master in

Management of Healthcare), EMMAS (Executive Master in Management of Healthcare Authorities) also contributes to develop a comprehensive approach that encompasses the whole ecosystem in which companies operate and offers students of all programs the opportunity to meet diverse perspectives.

Integration of sustainability and ethics is meant as the development of critical thinking skills in order not to develop a special set of moral standards but to teach students a method of moral reasoning through the exposure to the complexity of real life problems¹ with no straightforward answers.

Principle 3

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

SDA Bocconi builds its orientation to ethics, responsibility and sustainability on the fundamentals of the Italian management theory² that represents both our cultural legacy and a relevant cultural identity; we consequently aim to respond with a reflective and thoughtful approach to the demand on these topics from corporations, institutions- both private and public- and participants, also offering a forum to a wider audience; and we want to keep our Faculty intellectually satisfied offering them opportunities for research and teaching engagements by means of real world projects.

This policy is translated into the activities and behavior of Faculty, Students and Staff, program design and organization, relationships with the business community and society.

All Faculty members and students should act according to the principles defined by the SDA Bocconi Code of Conduct, which is inspired by the following principles:

- Integrity and individual responsibility;

¹ Giacalone & Promislo, 2013; La Rue, 1985

² The Italian management theory, which has its roots in Università Bocconi, traditionally defines the enterprise as “an on-going economical coordination of factors built and resting on the satisfaction of human needs” (Zappa, 1927) “ and that companies “are an important part of human society and according to their own specific conditions participate in the achievement of the common good” (Airoldi, Brunetti, Coda 1994) thus encompassing the corporate social responsibility dimension.

- Probity, dignity, decorum, mutual respect;
- Integration in society and the community, in the respect of dignity and individuality, and cultural differences;
- Meritocracy, transparency, equality of treatment, spirit of cooperation, equity and solidarity.

The motivation of the faculty and the creation of the network have created a solid mainstream for the School, as a basis for an on-going development of new research and courses dealing with the theme of strategic innovation for sustainability.

The following are ongoing activities which SDA Bocconi sustains and reinforces each year

- MBA students have founded Ethica Club, whose mission is to discover experientially the meaning of business ethics and corporate social responsibility and to make a direct impact on the community. Each year students focus on several large projects, that typically include an international conference, fundraising events, and visits to Non Profit and social care institutions;
- Internships still provide another form of hands-on engagement, with NGOs, International Development Agencies, International Organizations, corporations for CSR and social entrepreneurship ventures;
- As set forth in the introduction, the Community and Social Engagement initiative offers all the students the opportunity to be engaged in socially relevant activities, such as the Volunteer Project, with a specific desk, which provides general information on volunteering and orients those who would like to dedicate themselves to social engagement by linking their interests and skills, and the Community Day, in collaboration with the student association Students for Humanity. Taking part in Bocconi Community Day means offering a few hours of your time to volunteering, along with other Bocconi students, faculty and staff, in one of the three organizations active in Milan that have been chosen: Opera San Francesco, City Angels and Opera Cardinal Ferrari.

Principle 4

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.

SDA Bocconi operates in the larger context of Bocconi University, where the following operate:

- From 1957 the Centre for Research on Energy and Environmental Economics and Policy;
- From 2007 the SIF Chair of Social Entrepreneurship & Philanthropy;
- From 2010 the Centre for Research on Sustainability and Value.

There are significant synergies which take place on a daily basis between the School and Università Bocconi in the field of global sustainability and responsibility which include the organization of seminars and guest speeches, access to resources for joint research activities and collaboration for research and teaching among Faculty members.

Our Faculty is committed to publish academic articles in the thematic areas of responsible and sustainable management and corporate governance. Their articles and contributions are published and accepted in a wide range of journals , including the Academy of Management Perspective, British Journal of Management, California Management Review, Corporate Governance: An International Review; Business Ethics Quarterly; Business Ethics: A European Review; Business and Society; Business Strategy and the Environment; Journal of Business Ethics and Public Administration.

Among the research projects funded by the school, some examples are “Energy saving and logistics efficiency for SMEs competitiveness”, “Corporate Responsibility, Market Valuation and Measuring the Financial and Non-financial Performance of the Firm”, “Diversity in industrial relations”, “The impact of flexibility at work”, “Public Private Partnership in Health Care: balancing the public and the private interests”, “The different facets of diversity in boards of directors and their impact on firm performance”.

SDA Bocconi School of Management shows its continuous engagement in and

contribution to joining academic research, business and society. In 2015 it will host the ABIS Annual Colloquium.

Principle 5

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

We have structured our approach along three lines:

1) *Integration into research and development*

In 2013 SDA Bocconi, in collaboration with OltreVenture, the first Italian Venture Philanthropy fund, established an “Observatory on Impact Investing” aimed at studying, through the collection of cases, experiences, data, the evolution of impact investing, in order to understand the conditions that could enable its development as an industry, generate influential knowledge and disseminate best practices and reference models that can stimulate the creation of a suitable ecosystem.

This new initiative adds to the experience of the Diversity Management Observatory which is a network of companies that feature the management of diversity in their corporate missions: gender, lifecycle phases, culture and ability. The Observatory is unique in Italy for its constant partnership with the companies it works with and for its promotion and communication of debate on the issues of diversity based on precise research methods.

2) *Integration into education offerings*

Whereas in many Schools of Management Faculty engagement, research foci and the body of knowledge are developed through the creation of dedicated centers/institutes following a donation, SDA Bocconi chose instead to pursue a different approach.

This approach can be defined “intermediate” and is achieved through the parallel development of applied research and education programs (see also Principle 2 and 3).

Two programs, in particular, the Executive Program in Management of Social Enterprises (targeting people who already work in the third sector) and the Master in Management of Social Enterprises, Non Profit and Cooperative Organizations,

which have been launched more than 12 years ago, allowed the SDA Bocconi professors involved to invest in the development of original contents, learning materials and case studies that have also been adopted in many other programs, thus creating a positive content dissemination and a “philosophical” contamination. It also allowed the establishment of a network of sponsors and partners (today Master COOP&NP has 7 sponsors and 58 partner organizations representing the leading non profit actors in Italy and internationally, such as Emergency, ABB, Banca Prossima-Intesa San Paolo, Unicef and WWF) which represent an open forum of discussion with the third sector, a window of opportunities for placement or volunteering offered not only to master participants, but to all SDA Bocconi students and Faculty members.

3) *Contribution to the community*

In 2012 SDA Bocconi developed the ongoing “SDA4Growth” Program which promotes the participation of the School, its Faculty members, Staff and Students in a set of initiatives with social impact, including for example participation in the activity of the GBSN network, distance-learning modules for small not-for-profit organizations. In 2013 SDA Bocconi further developed the initiative delivering distance-learning courses to SMEs of the Lombardy and Emilia Romagna Regions that were damaged by the 2012 earthquake.

The Alumni Community BAA (Bocconi Alumni Association) activated several topic groups on these themes: Applied sustainability; Healthcare; Plurality and Diversity; Public-Private cooperation.

The groups’ activities lead to conferences, seminars, webinars. For example the Plurality and Diversity topic in collaboration with Ethica Club in December 2012 organized a TEDxWomen conference. Other initiatives in this field are the Young Women Network, dedicated to alumnae aged between 24 and 30 years old in order to help them build a successful career path, and the Ready for Board Women Initiative.

BAA has also activated a volunteer desk to provide alumni with opportunities to directly engage in pro bono projects.

Following the launch of the competition “Let’s start from ideas” aimed at supporting the development of new business ideas in Italy³, by SDA Bocconi, Bocconi University created Speed MI Up the workshop for businesses and professions specialized in developing business and management expertise, dedicating most of its energy to accelerating the growth of innovative start up through an intense interactive training program and a continuous tutoring support. For more details see <http://www.speedmiup.it/eng/>

Barilla in collaboration with SDA Bocconi School of Management and Speed MI Up promoted the “Good 4 Stat Up The Future” Award, aiming to support business projects related to the food sector and designed to ensure sustainable development with impact on people, planet, social community and education.

The competition’s deadline is November 2014. More information are available at the following address:

<http://www.barillagood4.com/en/startyourproject/>

SDA Bocconi and Università Bocconi show their commitment to the local community also opening their doors to art exhibitions. Bocconi Art Gallery initiatives have gathered works of art from various collections and galleries. Institutions, artists and professionals have participated in producing exhibits and temporary installations with the aim of bringing visitors to the campus closer to the language of art, and in particular the abstract and conceptual language of contemporary art.

Principle 6

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

We continuously build on one of our strengths, namely the cross Private, Public and Non Profit sector research and practice, and to leverage our

³ The competition was supported by SDA Bocconi with Corriere della Sera, Armando Testa, and Intesa San Paolo. 350 candidates submitted their projects. 30 finalists were selected and offered a management course to transform innovative ideas into business ventures. 10 ideas were selected as the winners of the competition.

multi stakeholder platform of students, alumni, faculty and affiliated organizations to organize initiatives aimed at addressing cutting edge issues of sustainability.

SDA Bocconi is an active member of several international networks/initiatives promoting the adoption of an ethical, responsible and sustainable approach to management education:

- **PRME** (Principles for Responsible Management Education) which promotes the adoption of UN Global Compact recommendations;
- **GBSN** (Global Business School Network) which fosters the establishment of connections between top world business schools and developing countries' educators;
- **ABIS** (The Academy of Business in Society), which aims to develop and spread the inclusion of sustainability principles in management education.

And, linked to the newly launched Impact Investing Lab:

- **EVPA** (the European Venture Philanthropy Association);
- **GIIN** (the Global Impact Investing Network).

Belonging to these networks enables SDA Bocconi to enrich its knowledge, develop new activities and strengthen collaboration with other leading business schools.

In addition we have reinforced our participation in international accreditation organizations in working groups dealing with responsible management education.

We are part of the AACSB Affinity Group on Principles for Responsible Management Education, a network of management educators committed to advancing sustainability, corporate responsibility, social entrepreneurship and innovation in business schools worldwide. During the last AoM Conference, we were involved in the launch of the first PDW Award for the Management Education Division, sponsored by ASFOR, the Italian Association for Management Education, where SDA Bocconi plays an active role as a leading member of the association. The winner of this first edition was the PDW sponsored by PRME.

Looking to the future

Building on the PRME framework for Responsible Management Education, SDA Bocconi School of Management aims to further enhance the activities delineated above and clearly aggregate the research and teaching interests, the resources and the contacts available, and the network opportunities arising from those activities.