

# ESCI-UPF School of International Studies



**PRME**

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

**Barcelona, June 2016**

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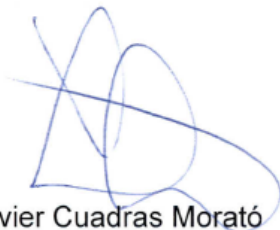
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### **1. Letter of renewed commitment**

In October 2008 ESCI-UPF signed its adoption of the Principles for Responsible Management Education (PRME). Since then, we have made significant progress in implementing the six Principles and want to give account of our efforts sharing in this report.

As an institution of higher education involved in the development of current and future managers, ESCI-UPF renews its commitment to continuously improving in the application of the PRME, reporting on progress to all our stakeholders and exchanging effective practices related to these principles with other academic institutions.

Going one step further in our effort to address United Nations-supported and internationally accepted values, in March 2015 ESCI-UPF adhered to the UN Global Compact, the world's leading voluntary corporate sustainability initiative. Thus we commit to align our strategies and operations with universal principles on human rights, labour, environment and anti-corruption, since we understand that our own organisational practices should serve as example of the values and attitudes we convey to our students.



Xavier Cuadras Morató  
*Director*

## 2. The Principles for Responsible Management Education

<p><b>Principle 1:</b> <i>Purpose:</i> 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.</p>	
<p><b>Principle 2</b> <i>Values:</i> 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.</p>	
<p><b>Principle 3</b> <i>Method:</i> We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.</p>	
<p><b>Principle 4</b> <i>Research:</i> 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.</p>	
<p><b>Principle 5</b> <i>Partnership:</i> 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.</p>	
<p><b>Principle 6</b> <i>Dialogue:</i> We will facilitate and support dialog 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.</p>	
<p><b>Organisational practices</b> We understand that our own organisational practices should serve as example of the values and attitudes we convey to our students.</p>	

## 3. Brief presentation of ESCI-UPF

In 1993 the Catalan Government and Pompeu Fabra University (UPF) resolved to take steps to help companies set up overseas and to equip them with technically and culturally qualified human resources. The result was ESCI-UPF School of International Studies with the goal to train professionals and experts in international business.

These two founders were soon joined by a number of institutions and organisations who shared the same philosophy and objectives, including the Barcelona Chamber of Commerce, the Catalan Association of Chambers of Commerce and the Catalan Association of Micro-, Small and Medium-sized Enterprises (PIMEC), as well as many other companies.

ESCI-UPF started out by offering a Bachelor's Degree in International Trade, followed in 2002 by a graduate course in Market Research and Techniques. In 1999 it launched the Master's in International Trade, followed by the Master's in International Management, the Master's in International Retail, the postgraduate course in Women's Leadership and the advanced course in International Trade.

In 2009 it adapted its Bachelor's Degree in International Trade to meet the new requirements stipulated by the European Higher Education Area. The result was its first Bachelor's Degree in International Business and Marketing. Alongside its master's programmes, research groups and MANGO CSR and UNESCO Chairs, this new degree has made ESCI-UPF a benchmark school for training professionals who excel in international business.

In 2016, ESCI-UPF took another leap forward by spearheading a pioneering Bachelor's Degree in Bioinformatics. After identifying a clear market need, Pompeu Fabra University (UPF), Universitat Politècnica de Catalunya–BarcelonaTech (UPC) and the University of Barcelona (UB) teamed up to offer an innovative three-year Bachelor's Degree in Bioinformatics taught entirely in English on the Mar Campus. ESCI-UPF has relished the opportunity to take on this new challenge.

At ESCI-UPF our key **mission** is to train DOERS. We are a community of professionals ready to move the world in a better direction by promoting values such as respect, sustainability and multiculturalism. We are also keen to become a centre of excellence for applied research into processes of interest to international companies and institutions. We strive to be global competitors and trailblazers for change.

To achieve our mission, we are proud to have world-class professionals from outstanding companies on our teaching staff and research teams. We deliver high-quality educational programmes with an international scope, including the Bachelor's Degree in International Business and Marketing (BDIBM), the Bachelor's Degree in Bioinformatics, our master's degrees and our Executive Education courses.

We equip ESCI-UPF students with the skills to help bring about social, intellectual and economic growth in disadvantaged countries and social sectors.

**ESCI-UPF's goals:**

- Train professionals who can work effectively in any private or public organisation with an international outlook.
- Create experts who can manage and consolidate companies expanding into international markets.
- Nurture entrepreneurs able to set up their own company.
- Equip students with the professional tools to work in the fields of research, development and innovation.
- Be a centre of excellence for exploring cutting-edge international issues.
- Create lines of research and consultancy to forge ties with companies and institutions in our own environment.

## 4. Reporting on PRME Principles implementation

### 4.1 Curriculum & learning frameworks (Principles 1, 2 and 3)

ESCI-UPF has the vocation to train professionals capable of adapting to different cultures and prepared to apply fundamental ethical values in their international business practices. The training that students receive is based on a commitment to the values of professional integrity and ethics, respect for people and other views, solidarity with the poorest and sustainable economic and human development.

ESCI-UPF offers its **Bachelor's Degree in International Business and Marketing**. During this four-year programme, the aim is to foster the following skills among students: “profound moral and ethical commitment and consciousness”, “promotion and respect for multicultural values: respect, equality, solidarity, commitment”, “promotion and respect for gender issues, environment and safety at work”. Additionally, the Degree offers required and elective subjects related to responsibility and sustainability issues.

ESCI-UPF **master's degrees** approach the world of business internationalisation from multiple perspectives and areas of knowledge. Alongside the official Master of Science in International Business (taught entirely in English), it offers professional master's degrees in international trade, international retail and the use of digital marketing to break into new markets. Some programmes include subjects related to social responsibility.

ESCI-UPF awards several **scholarships** based on students' academic performance and family income. ESCI-UPF assigns 7% of its incomes for registration to scholarships that may cover between 30% or 50% of the tuition fees for the Bachelor's Degree in International Business and Marketing.

#### ***Major achievements in the last 24 months:***

- Within the Bachelor's Degree in International Business and Marketing the required subject “Social Responsibility of Organisations” (4 ECTS) has been updated (formerly “Corporate Deontology”) in order to refine specifically the ability to consider conflicts of interests created by business and to balance business objectives with the protection of general wellbeing. Furthermore, students can choose among new created elective subjects such as “Inclusive Business” (4 ECTS) and “Economics and Globalisation” (4 ECTS). Increasingly, the presented Bachelor's Degree Final Project projects also consider responsibility and sustainability issues or focus on them.
- The master's degrees include subjects with updated content in order to foster a disposition to consider ethical and social responsibility issues in the development and implementation of an international management strategy, such as “Organization and culture” (3 ECTS) and “International Human Resources Management” (3 ECTS) in the Master of Science in International Business, and “Corporate Social Responsibility” (1 ECTS) in the Master's in International Retail.
- In the academic year 2014/15, ESCI-UPF launched the second edition of SMILE (Social Innovation Lab) project, sponsored by the Mango Chair in Corporate Social Responsibility. The project aims to be a laboratory of social innovation, which channels the creative potential of young students. Using an open innovation platform and encouraging the participation of the community, innovative ideas and projects are generated on social and environmental

challenges posed by different organizations. In this edition, FiT Bicipark formulated the challenge “How to promote sustainable mobility using the bicycle?” to a community of 3 schools. The awarded-winning idea, selected by the jury, was “Growy – The bike that grows with you” from Claudia Casas and Laia Estrany of Escola Pia Santa Anna -Mataró.

**Future perspectives:**

ESCI-UPF aims to consolidate its commitment to an education based on the acquisition of skills and attitudes that favour social interculturality, social responsibility and environmental sustainability of business activities and to extend it to Pompeu Fabra University. For the academic courses 2016-2017 and 2017-2018, ESCI-UPF will sponsor two awards for the best final degree projects related to corporate social responsibility and sustainability presented by undergraduate students of Pompeu Fabra University. Furthermore, the Mango Chair in CSR is conducting a study on how to improve integration of social responsibility in Pompeu Fabra University’s academic curriculum.

**4.2 Research (Principle 4)**

At ESCI-UPF we deliver teaching and educational programmes to pass on knowledge. And as thinkers we also carry out academic research and design knowledge creation projects to help move the world in the best direction. Apart from the Research in International Studies and Economics (RISE) research group (formerly, Research Group in International Economics and Business GRE<sup>2</sup>i), focused on applied economics and international business, ESCI-UPF hosts two research groups specialized in the fields of environmental, social and economic sustainability:

 <p>           Organización de las Naciones Unidas para la Educación, la Ciencia y la Cultura       </p> <p>           Càtedra UNESCO de Ciclo de Vida y Cambio Climàtic       </p> <p>           School of International Studies       </p>	<p><b>UNESCO Chair in Life Cycle and Climate Change (Càtedra UNESCO de <i>Cicle de Vida i Canvi Climàtic</i>):</b> This UNESCO Chair, formerly ESCI’s Research Group on Environmental Management (<i>Grup d’Investigació en Gestió Ambiental, GiGa</i>), aims to foster environmental sustainability by building a knowledge pool on Life Cycle Management through research, education and dissemination, with a special focus on climate change.</p>
 <p>           School of International Studies       </p> <p>   </p>	<p><b>MANGO Chair in Corporate Social Responsibility (Càtedra MANGO d’RSC):</b> The Chair in Corporate Social Responsibility (CSR), financed by the Spanish company MANGO, aims to foster research activities into CSR and related areas, especially in the international business context.</p>

**Most relevant research publications in the last 24 months:**

- **UNESCO Chair in Life Cycle and Climate Change (Càtedra UNESCO de Cicle de Vida i Canvi Climàtic):**
  - Jiménez, A.M., Espinach, F.X., Granda, L.A., Delgado-Aguilar, M., Quintana, G., Fullana-i-Palmer, P. & Mutjé, P. (2016) Tensile strength assessment of injection-molded high yield sugarcane bagasse-reinforced polypropylene, *BioResources* 11(3), 6346-6361.
  - Delgado-Aguilar, M., Tarrés, Q., Pèlach, M.A., Mutjé & P., Fullana-i-Palmer, P. (2015) Are cellulose nanofibers a solution for a more circular economy of paper products?, *Environmental Science and Technology*, 49 (20), 12206-12213.
  - Bala, A., Raugei, M., Ripa, M. & Ugliati, S. (2015) Dealing with waste flows in Life Cycle Assessment and Energy Accounting: methodological overview and synergies, *Ecological Modelling*, 315, 69-76.
  - Oregi, X., Hernandez, P., Gazulla, C. & Isasa, M. (2015) Integrating simplified and full Life Cycle approaches in decision making for building energy refurbishment: benefits and barriers. *Buildings* 5(2), 354-380.
  - Raugei, M., Carbajales-Dale, M., Barnhart, C.J. & Fthenakis, V. (2015) Rebuttal: "Comments on 'Energy intensities, EROIs (energy returned on invested), and energy payback times of electricity generating power plants' - Making clear of quite some confusion", *Energy* 82, 1088-1091.
  - Bala, A., Raugei, M. & Fullana-i-Palmer, P. (2015) Introducing a new method for calculating the environmental credits of end-of-life material recovery in attributional LCA, *The International Journal of Life Cycle Assessment* 20(5), 645-654.
  - Raugei, M., Rugani, B., Benetto, E. & Ingwersen, W.W. (2014) Integrating energy into LCA: potential added value and lingering obstacles, *Ecological Modelling* 271, 4–9.
  - Margallo, M., Dominguez-Ramos, A., Aldaco, R., Bala, A., Fullana, P. & Irabien, A. (2014) Environmental sustainability assessment in the process industry: A case study of waste-to-energy plants in Spain. *Resources, Conservation and Recycling* 93, 144-155.
  - Lasvaux, S., Gantner, J., Wittstock, B., Bazzana, M., Schiopu, N., Saunders, T., Gazulla, C., Mundy, J.A., Sjöström, C., Fullana-i-Palmer, P., Barrow-Williams, T., Braune, A., Anderson, J., Lenz, K., Takacs, Z., Hans, J. & Chevalier, J. (2014) Achieving consistency in life cycle assessment practice within the European construction sector: the role of the EeBGuide InfoHub. *The International Journal of Life Cycle Assessment* 19(11), 1783-1793.
  - Arzoumanidis, I., Fullana-i-Palmer, P., Raggi, A., Gazulla, C., Raugei, M., Benveniste, G. & Anglada, M. (2014) Unresolved issues in the accounting of biogenic carbon exchanges in the wine sector, *Journal of Cleaner Production* 82, 16-22.
  - Margallo, M., Aldaco, R., Irabien, A., Carrillo, V., Fischer, M., Bala, A. & Fullana, P. (2014) Life cycle assessment modelling of waste-to-energy incineration in Spain and Portugal. *Waste Management & Research* 32(6), 492-499.
  - Assiego de Larriva, R., Calleja Rodríguez, G., Cejudo López, J.M., Raugei, M. & Fullana i Palmer, P. (2014) A decision-making LCA for

energy refurbishment of buildings: conditions of comfort, *Energy and Buildings*, 70, 333-342.

- **MANGO Chair in Corporate Social Responsibility (Càtedra MANGO d’RSC)**
  - Arenas, D. & Ayuso, S. (2016) Unpacking transnational corporate responsibility: coordination mechanisms and orientations, *Business Ethics: A European Review*, published online first, DOI:10.1111/beer.12113.
  - Ayuso, S., Roca, M., Arevalo, J.A. & Aravind, D. (2016) What determines principle-based standards implementation? Reporting on Global Compact adoption in Spanish firms, *Journal of Business Ethics* 133 (3), 553-565.
  - Arevalo, J.A. & Aravind, D. (2015) Strategic outcomes in voluntary CSR: Reporting economic and reputational benefits in principles-based initiatives, *Journal of Business Ethics*, published online first, DOI: 10.1007/s10551-015-2860-5.
  - Aravind, D. & Arevalo, J.A. (2015) Multi-stakeholder CSR initiatives: The case of engagement in Global Compact Local Networks, *Journal of Corporate Citizenship* 59, 57-81.
  - Rodríguez Bolívar, M.P., Garde Sánchez, R. & Ayuso Siart, S. (2015) “Experiences and Perceptions of Public Managers about the Use of Ethical Codes in State Owned Enterprises (SOEs)”, in: Nelson, W.D. (ed.), *Advances in Business and Management*, Volume 8, Nova Science Publishers, New York, pp. 23-40.
  - Ayuso, S. & Roca, M. (2015) La RSC en la cadena de suministro: ¿riesgo u oportunidad?, *Revista de Responsabilidad Social de la Empresa* 21 (Cuatrimestre III), 63 -82.
  - Ayuso, S. (2015) *RSC en la empresa internacional: Cafés Novell*, Estudio de caso nº 8 Càtedra MANGO de RSC, ESCI-UPF.
  - Ayuso, S. (2015) *La gestión internacional de la RSC. Análisis exploratorio en multinacionales españolas del sector utilities*, Documento de trabajo nº 23 Càtedra MANGO de RSC, ESCI-UPF.
  - Retolaza, J.L., Sánchez, P., Tarifa, P., Ruiz-Roqueñi, M., San-José, L. & Ayuso, S. (2015) *Análisis del valor social de la Fundación Formació i Treball: Una aproximación monetaria al cálculo del valor social*, Documento de trabajo nº 22 Càtedra MANGO de RSC, ESCI-UPF.
  - Roca, M. & Ayuso, S. (2015) *Integración del desarrollo sostenible en las PYMES catalanas*, Documento de trabajo nº 21 Càtedra MANGO de RSC, ESCI-UPF.
  - Ayuso, S. (2015) *RSC en la empresa internacional: Agbar*, Estudio de caso nº 7 Càtedra MANGO de RSC, ESCI-UPF.
  - Colomé, R. & Ayuso, S. (2014) *Gestión responsable de la cadena de suministro: retos para las PYMES*, Documento de trabajo nº 20 Càtedra MANGO de RSC, ESCI-UPF.

For further information about research activities of ESCI-UPF, please consult the web site of the School ([www.esci.upf.edu](http://www.esci.upf.edu)) and the research groups (<http://unescochair.esci.es>, <http://mango.esci.upf.edu>).

#### **Future perspectives:**

ESCI-UPF is committed to increase its research activities and promote synergies between the different hosted research groups in order to advance the development



and application of methodologies that allow quantifying the impacts caused by organizations on society and the environment. Particularly, the Mango Chair in CSR is working on the measurement of the social value generated by Pompeu Fabra University, with an analysis and quantification methodology that will be available for other higher education institutions.

### **4.3 Partnership & Dialogue (Principles 5 and 6)**

ESCI-UPF wishes to hold close relationships with business, state and civic organisations, and enable an active space of debate and discussion around issues of international trade and sustainability. In this regard, we offer wide-ranging executive education programmes, tailored in-company training and applied research in different areas of international business. Particularly focused on corporate social responsibility, the MANGO Chair in CSR organises the “CSR Promoters” (*Impulsors de l’RSC*) programme, aimed at CSR managers in public and private institutions. Through an interactive focus, sessions combine expert presentations with practical group work.

#### **Major achievements in the last 24 months:**

- ESCI-UPF collaborates regularly with business, both through research projects (e.g. conducting case studies of companies like Cafés Novell, Taranná, Gas Natural) and internship agreements for students.
- In the academic years 2014/15 and 2015/16, the MANGO Chair in Corporate Social Responsibility organized the second and third edition of “CSR Promoters”, focused on stakeholder dialogue within the setting of the “network society” and international vision of CSR, respectively.
- ESCI-UPF presents its research results in scientific congresses and meetings, and also in conferences to a broader public, e.g.:
  - Presentation of study “Integration of sustainable development in Catalan SMEs” (Integración del desarrollo sostenible en las PYMES catalanas) by Silvia Ayuso, I Jornada sobre recerca en sostenibilitat a la UPF, Pompeu Fabra University, Barcelona, 5 June 2015.
  - Presentation of study “Integration of sustainable development in Catalan SMEs” (Integración del desarrollo sostenible en las PYMES catalanas) by Silvia Ayuso, Launching of the RSE.pime programme, Respon.cat - Iniciativa empresarial per al desenvolupament de la responsabilitat social a Catalunya, Barcelona, 13 May 2015.
  - Presentation of study “Social value analysis of the Formació i Treball Foundation: A monetary approach to the calculation of social value” (Análisis del valor social de la Fundación Formació i Treball: Una aproximación monetaria al cálculo del valor social) by Silvia Ayuso, Xavier Carbonell, José Luis Retolaza and Pablo Sánchez, Cercle d’Economia, Barcelona, 18 June 2015
- ESCI-UPF has been invited by business organizations to participate in conferences, workshops and seminars about specific issues related to CSR and sustainability, e.g.:
  - “State of the value chain in Spain and Europe” by Xavier Carbonell, Tercera Jornada RSE: Tendencias e integración de la cadena de valor (AMIA), Buenos Aires (Argentina), 12 April 2016
  - Participation in dialogue “Innovation through eco-design, values and knowledge” by Xavier Carbonell, Hong Kong Barcelona Dialogues: “Best Innovative Practices”, Hong Kong (China), 3 December 2015.

- “Responsible supply chain management: challenges for SMEs” by Silvia Ayuso, Segundo Encuentro de Empresarios Santander Responsable y Sostenible, Bucaramanga (Colombia), 2 July 2015.
- “CSR structure and functions in companies” by Silvia Ayuso, II Jornades Internacionals de Responsabilitat Social Corporativa (Fòrum Garrotxa), Girona, 23 October 2014.
- ESCI-UPF hosted on 11 November 2014 the conference “Global Compact and sustainable development. The private sector in the post 2015 scenario” by Àngel Pes, President of the Spanish Global Compact Network.

***Future perspectives:***

ESCI-UPF aims to continue promoting its presence in society, especially with regard to the public and private institutions that work in the area of the internationalisation of the Catalan economy, and strengthen the dissemination of its research project results.

**4.4 Organisational practices**

At ESCI-UPF we have launched a **Green University project** (*Universitat Verda*), to boost our environmental performance and work towards greener educational programmes. Our actions are driven by our guiding philosophy and an increased awareness of our responsibilities to society.

ESCI-UPF takes day-to-day environmental actions in the following areas:

- Green purchasing. We prioritise environmentally friendly products and services. Our purchasing managers receive green purchasing training and follow general guidelines for different kinds of products.
- Energy. We are studying different ways of cutting the amount of electricity we use on lighting, heating, air conditioning, lift and miscellaneous equipment, and we are looking into using renewable energy.
- Waste. ESCI-UPF offices have been separating paper, cardboard and printer toner from general waste for some years. We have set up selective waste collection points for paper, cardboard and packaging (metal, plastic and drink cartons) throughout the school.
- Water. The whole school is fitted with low-consumption water cisterns and taps with energy-saving aerators.

***Major achievements in the last 24 months and future perspectives:***

As ESCI-UPF adhered to the UN Global Compact on 25th of March 2015, the next Sharing Information on Progress (SIP) Report will be combined with a Communication on Progress (COP) report.

***For any questions or comments related to this SIP report, you can contact Silvia Ayuso (silvia.ayuso@esci.upf.edu).***