

PRME Working Group

Poverty, a Challenge for Management Education

Annual Report 2016 & Plans for 2017

by co-chairs Milenko Gudić and Al Rosenbloom
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2016 Activity Report

The following is a summary of key events and activities of the PRME Working Group on Poverty, a Challenge for Management Education (Anti-poverty WG) that took place primarily in 2016. The WG currently has 172 members from 137 institutions in 53 countries from around the globe.

1. Activities, events, meetings

Building on the positive experiences from the past, the WG intensified and expanded communication and collaboration, both within as well as beyond, the WG itself.

- **3-round WG Delphi survey**

To facilitate the internal dialogue that would help define future initiatives, the WG conducted a 3-round Delphi survey among its members from February-April 2016. Delphi Surveys are a method for finding consensus in a group through successive rounds of idea evaluation and re-evaluation. Round 1 began with 13 ideas and proposals that were drawn from the WG's planning session at the 2105 Global Forum (July 2015), the 2nd RME Research Conference on Inclusive Business, Cairo, Egypt (September 2015), and continuous dialogue among WG members. WG members expanded this list by providing their own ideas, suggestions and proposals, which resulted in a more comprehensive list of 79 items. Round 2 asked WG members to identify items of greatest professional and institutional interest. Eleven broad categories of member interest emerged from this round including: teaching, research, collaboration with businesses, collaboration between business schools/universities/institutions, publishing, students, faculty/professional development, SDGs, knowledge sharing, and additional/other items. Finally, Round 3 identified 16 areas of highest priority and joint interest among members.

The following list, in rank order, are the projects that received greatest consensus from Working Group Members:

- 1. Develop an online toolkit (comprised of readings and cases) for integrating poverty in specific management disciplines**
- 2. Design faculty development tools/modules for PRME schools to use to train faculty to integrate poverty/global compact into curriculum**
- 3. Entrepreneurship Education and poverty reduction**
- 4. Frame fighting poverty as a business opportunity**
- 5. Hold a poverty-focused conference that includes a poverty immersion experience for delegates**

6. Establish international teams for delivering summer schools and various elective courses on poverty alleviation around the globe

7. Joint research project about the main causes of poverty
8. Facilitate collaborative paper writing on poverty topics
9. Design an executive education program in module (for example 3-4modules every two months) to be delivered in different universities or other institutions involved in anti-poverty program.
10. Cooperate with educational institution in poverty countries
11. Cooperate/increase cooperation with social responsible enterprises, which could give internship opportunities
12. Identify innovative inclusive business models as case examples for the UNGC
13. Initiate collaboration and partnership with UN Global Compact and its signatories
14. Encourage the transfer of know-how to management education institutions located in poor regions
15. Design and delivery of a MOOC (Massive Open Online Course) course on poverty issue
16. Analyze all SDGs for cross reference to poverty reduction

While not rejecting any of the above identified items, or those from the broader list of 79 items, the WG decided to focus its joint efforts on the first six areas, hence the bold lettering. Following this, the WG is focused on collecting individual interest to join and/or champion the six areas of work.

- **Ant-poverty WG events**
- **3rd Responsible Management Education Research Conference, Krems, Austria, 9-10 November 2016**

In addition to being actively involved in the overall design, promotion and organization of the 3rd Responsible Management Education Research Conference held on 9-10 November 2016 in Krems, Austria, the WG proposed a special conference track on poverty issues related to the conference theme of “Linking the Sustainable Development Goals and Management Education in Universities.” The track was organized in two sessions:

1. The research-focused session on advancing the discussion on SDGs, poverty alleviation and the role of responsible management education, was co-chaired by Al Rosenbloom, **Carole Parkes** and **Anastasiya Marcheva**¹. Among the presenters were four WG members who authored/co-authored the following contributions: “Creating Competitive Advantage through SDGs” (**Luciano Castro** and **Rodrigo Triton**, both from Brasil), “Poverty Alleviation through Microenterprise: A Model for an Immersive MBA Course” (**Al Rosenbloom**, USA), “Millennials’ Perception of Inclusive Business and its Role in Advancing the SDGs” (**Anastasiya Marcheva**, Bulgaria).
2. The teaching-focused session: Creating students experiences that integrate SDGs and poverty alleviation with responsible management education was chaired by Al Rosenbloom and Milenko Gudić.

Jointly with the PRME Anti-corruption and PRME Gender Equality working groups, the Anti-poverty WG proposed a special conference track on issues related to the integration of UN Global Compact into business practice and responsible management education. The track was organized in two sessions:

¹ Anti-Poverty Working Members are identified in bold throughout this report.

1. The session on “Integration of the UN Global Compact into Business Practice to Advance the implementation of the SDGs” was chaired by Milenko Gudić on behalf of the Anti-poverty WG and Kathryn Haynes on behalf of the PRME Gender Equality WG. Among the presenters was also one of the WG members, **Ruth Wolf** (Israel) with her co-authored contribution on “Fighting on Behalf of Human Rights: Advancing Responsible Management and Global Business Ethics in China.”

2. The session on “Integration of the UN Global Compact into Management Education to Advance the Implementation of the SDGs” was chaired by Milenko Gudić on behalf of the Anti-poverty WG and Kathryn Haynes on behalf of the PRME Gender Equality WG. Among the presenters was also one of the WG members, **Lutz Schlange** (Switzerland) with his co-authored contribution on “Responsible Management Education in the Service Sector: Developing Design Tools for Sustainable Services.”

- **6th PRME MENA Regional Forum, Action for PRME and SDGs, Cairo, Egypt, April 2016**

WG members Ali Awni and Milenko Gudić chaired the **Workshop on Poverty, a Challenge for Management Education** held at the American University in Cairo, Egypt, on 13-14 April 2016. The workshop was an opportunity to present the PRME Anti-poverty Working Group and its activities and resources to a broader audience from MENA Region, including those from PRME non-signatories. At the Roundtable part of the session, the workshop participants were informed of the preliminary results of the WG 3-round survey. As part of this presentation, delegates expressed their respective personal and institutional interest in getting involved in future WG activities in the areas identified as the highest priorities. As a result, the WG expanded its membership, including new institutions and countries.

Milenko Gudić took an active part in co-chairing several other workshops held at the MENA Forum, including:

- Workshop on Gender Equality together with Ghada Howaidy, American University in Cairo, Egypt, and Dima Jamali, Professor at University of Olayan School of Business at American University at Beirut, Lebanon.
- Workshop on PRME SIP, together with Florencia Librizzi, PRME Secretariat, NYC, USA and Ali Elquammah, HEM, Casablanca, Morocco.
- Workshop on PRME and SDGs, together with Florencia Librizzi, PRME Secretariat.

- **WG Planning Session/Meeting, 10 November 2016**

Following the tradition of organizing WG meetings on the sidelines of international events attended by WG members, the 2016 WG Planning Session was held on 10 November 2016 in Krems, Austria. The session was open to all Krems Conference delegates who expressed interest in the WG and its activities. The WG co-chairs presented the 3-Round Delphi Survey results. A proposal for conducting a follow-up survey to the WG’s 2012 “Fighting Poverty through Management Education: Challenges, Solutions and Opportunities” was strongly supported. There was also support for having the survey questions translated in different languages to ensure the widest possible global coverage.

- **WG Engaging Students and Youth**

For the third, consecutive year, the WG co-sponsored the **Student Essays Writing Competition** launched and organized by the WG member **Anastasiya Marcheva** from D. A. Tsenov Academy of Economics in

Svishtov, Bulgaria. The WG co-chairs, Al Rosenbloom and Milenko Gudić, were involved as consultants to the project, which focused on the general theme of “Inclusive Business: A Tool for Poverty Reduction and Social Inclusion.” The 15 topics for the competition included: Inclusive business and sustainable development, Inclusive business and poverty reduction, Marketing and distribution channels for inclusive businesses, Social entrepreneurship and inclusive business, Non-for-profit organizations and inclusive development, Supply chain, fair trade and inclusive business, Gender equality, work place diversity and inclusive business, Inclusive business and talent recruitment and development, Responsible leadership and inclusive business, Globalization, cultural diversity and inclusive business, Inclusive business and innovation, What makes an inclusive business unique and distinctive?, If you were to develop your own definition of an inclusive business, what would it be? What is unique about your definition?, How could an inclusive business help with the current refugee crisis in Europe?, and What ideas do you have for a new inclusive business in your country?

The project resulted in 115 student essays from 24 business schools and universities in 14 countries from four continents: Armenia, Azerbaijan, Belarus, Brazil, Bulgaria, Colombia, India, Lithuania, Moldova, Romania, Russia, Serbia, Ukraine and USA. The official languages of the international competition were: Bulgarian, English, Russian and Spanish. The submitted essays were published on a special CD (ISBN 978-954-23-1192-8)

- **Initiating 4th Responsible Management Education Research Conference, 13-14 September 2017, Curitiba, Brazil**

PRME Anti-poverty WG initiated the idea of organizing the 4th RME Research Conference in 2017 in Brazil. The idea was supported by PRME Regional Chapter Brazil, UNDP Office Brazil, PRME Secretariat and PRME Regional Chapter DACH. Three members of the WG (**Claudio Boechat**, Milenko Gudić and **Lutz Schlange**) are part of the five-member Program Committee that drafted the initial concept, format and program for the event that will take place 13-14 September in Curitiba, Brazil.

2. New resources and publications

- **Second Volume in PRME/Greenleaf Book Series on Poverty**

The co-chairs of the WG (Milenko Gudić, Al Rosenbloom) and WG member **Carole Parkes** have edited two books published in the past two years in a PRME/Greenleaf Series on Poverty and Management Education. While the first one (*Responsive Organizations and the Challenge of Poverty*, published in 2014, focused on the question WHY integrate poverty issues into management education, the second one, described below, focused on the question HOW. These two books are included in [The Greenleaf/PRME book series](#), and listed in the Greenleaf Publishing [eCollection to Support the UN SDGs](#)

- ***Poverty as a Challenge for Management Education: A Teaching Perspective*** was published in December 2015. (Included in this report as it was promoted in 2016, and since we did not have an Annual Report in 2015.)

This book provides an invaluable guide for management educators who want to inspire a new generation of leaders to tackle global poverty challenges. This expert collection shows educators how to teach poverty in management programs, with examples, encouragement and guidance from course leaders and management academics. The five sections of the book focus on frameworks for

understanding, course design and topic integration within courses, extracurricular approaches or community based approaches, contemporary issues and future directions.

This book was truly an Anti-poverty WG event as shown by the following list of a dozen chapters (out of 16) written by 15 WG members from 10 countries.

- “Realizing the promise of experiential learning in poverty-related management education,” **Sheldene Simola**, Canada.
 - “Explication as a method to access and enhance practitioner and faculty learning,” **Val Lowman**, UK.
 - “Innovative inclusive development strategies: lessons from the Philippines,” **Andrea Santiago** and **Fernando Roxas**, The Philippines.
 - “Management education with poverty alleviation focus: a framework for curriculum design and pedagogical alignment,” **Shiv Tripathi**, India and Wolfgang Amann, France.
 - “Teaching about the base of the pyramid: bringing students in the intersection of business and poverty alleviation,” **Ted London**, USA.
 - “Strategies for the integration of poverty alleviation into management curriculum: poverty – how can business help?,” **Geri Mason**, USA
 - “A new vocabulary for teaching poverty in marketing class,” **Paulo Cesar Motta**, Brazil and **Thomas Brashear**, USA
 - “Educating young leaders for alleviating poverty through an organizational behavior course,” **Claudio Andres Rivera**, Latvia
 - “The impact of university special services through social incubation and student engagement in poverty alleviation,” **Luis Portales** and **Consuelo Garcia de la Torre**, Mexico.
 - “A case study of community learning and open innovation to reduce poverty at the base of the pyramid,” **Lutz Schlange**, Switzerland.
 - “Financial exclusion: technology, the digital divide and poverty,” **Daniel R. Horne**, USA.
 - “The importance of responsible public management in addressing the challenge of poverty: the need for socially responsible public management,” **Athanasios Chymis**, Greece, Massimiliano Di Bitetto, Italy, Paolo D’Anselmi, Italy, Antonis, Skouloudis, Greece
- **Two Volumes in PRME/Greenleaf Book Series on Sustainability and Social Responsibility**

With the support of the PRME Secretariat and in collaboration with Greenleaf Publishing, another book series was developed focused on Sustainability and Social Responsibility, and the Principles of the UN Global Compact. These books are a joint effort of three PRME Working Groups: Anti-Poverty, Anti-Corruption, and Gender Equality. The editors of this Book Series are: Milenko Gudić (from the Anti-Poverty WG), Tay Keong Tan (from the Anti-Corruption WG), and Pat Flynn (from the Gender Equality WG).

The bulk of the writing and editing of chapters for these two books was completed in 2016, with publication of both scheduled for 2017. Members of each of the three related WGs have written chapters for these books.

- (1) ***Beyond the Bottom Line: Integrating the UN Global Compact into Management Practices.***
Forthcoming in February 2017.

Beyond the Bottom Line is the first book to look at how the 10 UN Global Compact Principles and the sustainability agenda can be incorporated into business practices. This book addresses head-on some of the most persistent managerial challenges faced by businesses and organizations today: To what extent are businesses able to practice responsible management with regard to the 10 Principles of the UN Global Compact? How can managers of organizations comprehensively and pragmatically address the risks and responsibilities concerning these complex and changing issues in their policies and practice? The book also offers a platform for academics to confront some of the most intriguing intellectual challenges on this topic.

This book includes four chapters written by the WG members:

- “The world’s sanitation crisis”, **Diane Kellogg**, USA.
- “Reaching the ‘Bottom Billion’ through Inclusive Business Models”, **Ijeoma Nwagwu**, Nigeria
- “The UN Global Compact and the Governance of Situated Firms”, **Gary Lynch-Wood**, UK and David Williamson, UK
- “Integrating the UNGC principles into Public Administration Management - Role of responsible Public Institutions”, **Athanasios Chymis**, Greece, Paolo D’Anselmi, Italy, and Christos Triantopoulos, Greece

(2) *Redefining Success: Integrating the UN Global Compact into Management Education.*

Forthcoming in Summer 2017.

Redefining Success focuses on integrating the UN Global Compact Principles into management education and research in response to the issues and challenges faced by businesses. This book explores the conceptual and practical issues of how responsible management education can help address the social, environmental, and humanitarian impacts of business organizations. It identifies problems, presents evidence, and offers solutions that will assist academics in bringing global sustainability issues into the classroom and into their scholarship.

This book includes seven chapters written by the WG members:

- “AIM2Flourish – Students connecting with businesses doing good for our own good,” written by **Guenola Nonet** and Maria Petrescu
- “Responsible education in a complex context of sustainable development,” **Svetlana Cicmil**, Katie Colins & Richard Ecclestone
- “Responsible management education to reach the bottom billion,” **Ijeoma Nwagwu**, Nigeria
- “Pursuit of pathways to more effectively integrate the UNGC corporate sustainability dimensions into management education,” **Hsu O’Keefe** and William O’Keefe, USA
- “Designing a management education platform for the 21st century learner: the experience of La Salle Schools in the Philippines,” **Andrea Santiago**, The Philippines
- “Shaping the PRME research agenda: a case study of theory building in applied sciences,” **Lutz Schlange**, Switzerland

- A Responsible business education approach: insights from neuroscience, **Loukas Anninos**, Greece
- **International Student Essay Competition on Inclusive Business as a Tool for Poverty Alleviation and Social Inclusion** (co-sponsored by the Anti-poverty WG)

This CD (ISBN 978-954-23-1192-8) contains 115 essays written in Bulgarian, English, Russian and Spanish by students from 24 institutions in 14 countries on a broad range of inclusive business topics. The diversity and quality of the submitted essays confirms that university students have a great interest and a solid knowledge of the most recent and relevant literature in a number of related fields. They have learned about the frameworks and tools that are needed for business and management practices to be sustainable and responsible. And most importantly, they demonstrated that they have a great potential for offering new, innovative and creative solutions for sustainable businesses to effectively address a number of complex and interrelated issues, such as poverty alleviation, human rights, labor, environmental questions, anticorruption and ethical businesses, gender equality, etc. Credit is also due to the professors who motivated students to get engaged. This demonstrates a positive attitude towards the theme and topics covered by the competition, from both PRME signatories and non-signatory institutions.

3. Members, updates

In addition to contributing to the above described activities and deliverables, Anti-poverty WG members have been active in other PRME related activities, including those implemented at the respective PRME Regional Chapters, but also at other international associations and networks. Their involvement was supported by regular WG Updates which are disseminated among WG members bimonthly. Selected accomplishments are below:

- ✓ **Carole Parkes**, Anthony Buono and Ghada Howaidy are co-editors of a PRME 10th Anniversary Special Issue for the *International Journal of Management Education*. The special issue will be a part of the 10th anniversary celebration of PRME.
- ✓ **Ted London** received the 2016 [Aspen Institute Faculty Pioneer Award](#) for his teaching on BoP and poverty-related issues.
- ✓ **Ted London** published, [The Base of the Pyramid Promise: Building Businesses with Impact and Scale](#), which was launched in a special event held on 14 April in the Cornell Club in New York.
- ✓ **Alec Wersun** and **Stephen Sinclair** published a paper on their [Common Good First](#) Program
- ✓ **Lutz Schlange** serves as the Speaker of the PRME Regional Chapter DACH
- ✓ **Carole Parkes** is a Member of PRME Advisory Committee and also serves as Chair of PRME Chapter UK & Ireland and Chair Sulitest (Sustainability Literacy Test) UK & Ireland Steering Group
- ✓ **Irinna Sennikova** serves as the Chair of the PRME Regional Chapter CEE
- ✓ **Milenko Gudić**, together with Patricia Flynn (PRME Gender Equality WG), was nominated as one of the Greenleaf Publishing/PRME Book Series Editorial Board members. The six-member board, with the Lead Editor rotating every two years, will steer the direction of the series and are responsible for the quality of the books published. The book series publishes research and practice-based books in the fields of responsible management education, business strategy, corporate responsibility and sustainable development.

2017 Outlook

As traditional, the WG plans its activities around the following main building blocks: long term vision and mandate, results achieved in the past, changes taking place in a broader context, including within PRME community, and a continuous internal and external dialog with the WG members and partners. While taking different forms, the internal dialogue includes regular WG Planning Sessions that are being held in the context of larger events, which WG members attend creating opportunities to meet and share views and ideas.

The activities that are planned (or are still under discussion) for 2017 and beyond resulted largely from the outcomes of the WG planning sessions: the one on *Taking Stock and Looking Ahead: Gaps and Opportunities in Research and Teaching on Poverty Alleviation* held at the PRME Global Forum in New York, July 2015 (when the WG position statement *Towards “zero” poverty through understanding the root causes and an action/impact oriented communication and collaboration* was formulated and presented) and the other one that took place in November 2016 at the 3rd RME Research Conference in Krems, Austria.

Expressing its willingness and readiness to focus its work on the advancement of the Sustainable Development Goals, including Poverty Alleviation as the SDG #1, the WG announced its determination to deal with the role of management education not only regarding the consequences of the globally increasing inequalities, but also regarding addressing the real causes of the complex and multidimensional issue of poverty.

In this context, the WG will focus its work in 2017 on the following:

- **Establish WG teams to initiate, champion, and coordinate a longer term work on the six priority areas**

As noted above, the 3-Round Delphi Survey identified six priority areas of WG interest. In 2017, it is anticipated that a number of self-directed teams composed of WG members will work on the following areas:

1. Develop an online toolkit (comprised of readings and cases) for integrating poverty in specific management disciplines
2. Design faculty development tools/modules for PRME schools to use to train faculty to integrate poverty/global compact into curriculum
3. Entrepreneurship education and poverty reduction
4. Frame fighting poverty as a business opportunity
5. Hold a poverty focused conference that includes a poverty immersion experience for delegates
6. Establish international teams for delivering summer schools and various elective courses on poverty alleviation around the globe

- **Conduct a new global survey**

The new survey on **Fighting Poverty through Management Education: Challenges, Solutions, Opportunities** will be designed, distributed, and analyzed in 2017. This survey's goal is to measure changes that have taken places on the integration of poverty into management education since the first global survey was conducted in 2012. (Results of the original survey were presented at the PRME Global

Forum held in Rio in 2012.) The survey will be conducted in spring 2017, with the hope that preliminary results will be reported at the 2017 PRME Global Forum in New York.

- **Organize a special poverty-related track at the 4th RME Research Conference**

It is anticipated that there will be a poverty-related track at the 4th RME Research Conference consisting of two sessions. One proposed session would specifically focus on identifying gaps and proposing new research questions related to the advancement of the implementation and impact of the Sustainable Development Goals in general and SDG No. 1 (“End poverty in all its forms everywhere”) in particular. The other session would focus on how newly generated knowledge and understanding of the multidimensional issue of poverty could be integrated into the curricula and effectively taught in and outside the classroom.

- **Organize a joint track on SDGs with other Working Groups at the 4th RME Research Conference**

The WG is discussing with the PRME Anti-corruption and PRME Gender Equality working groups the possibility of organizing a special track (with two sessions) focused on (1) exploring struggles and difficulties in advancing the SDGs and (2) presenting the respective champions and their best practices. The track will highly resonate with the issues covered by the joint book project, as described below.

- **Launch a new joint book project**

As a follow-up to the two volumes of the first joint book project, the editorial team is proposing two additional PRME/Greenleaf books on the 17 UN Sustainability Development Goals (SDGs). Anti-poverty WG members will be encouraged to propose chapters for these books, not only because poverty alleviation is identified as SDG #1 but also because poverty is an underlying issue in many of the other SDGs.

Preliminary information on these books, including titles and publication dates, is as follows and could be subject to change.

- A. *Global Champions of Sustainable Development***

Timeline: Abstract and CV submission: 1 October 2017. Publication: Spring of 2019.

This volume will be a compilation of stories and case studies from around the world on how individuals, in their roles as corporate executives, public officials, or civil society activists, have and are contributing to the global development agenda promulgated by the UNs Sustainable Development Goals (SDGs), adopted in September, 2015. The SDGs represent the world’s most ambitious development targets in 17 broad areas: from eliminating poverty, hunger and gender inequality to creating thriving cities and green economies. This book will chronicle the experiences, accomplishments and life lessons of leaders, entrepreneurs, and activists who have overcome tremendous challenges, achieved remarkable results, and often made profound sacrifices in the pursuit of sustainable development around the globe. This book is dedicated to these unsung heroes.

- B. *Sustainability that Works: Struggles and Successes in the Pursuit of Sustainable Development***

Timeline: Abstract and CV submission: 1 March 2018. Publication: Winter of 2019.

This edited collection will provide case studies, action research, examples of best practices and innovations, and lessons learned from around the world on how nations, communities and organizations

pursue the global development agenda promulgated by the UN Sustainable Development Goals (SDGs). The primary focus of this book is the specific strategies and practices that ‘make sustainability work’ in different contexts around the world. Lessons from ongoing struggles and early successes will be identified, analyzed across disciplines, and serve as inspiration for individuals, organizations, communities and nations worldwide. The book offers a platform for academics, practitioners and concerned global citizens to identify pathways forward on the immense challenges of sustainability.

- **Prepare a project proposal for obtaining external support and funding**

The Anti-poverty WG is working on a funding proposal that would financially support the activities of WG’s six priority areas identified in the Delphi Survey. The WG hopes for PRME Secretariat support and help in communicating the proposal to possible partners, primarily from the UN Global Compact, requesting also their funding and other forms of support.

The proposal will build on the shared SDG focus of UN businesses (UN Global Compact) and educational institutions (PRME) to create a better world around the 2030 Agenda. It will integrate the 10 UN Global Compact Principles with the six of PRME, while also building on the synergy making potential among the two organizations: UN GC as a “platform of platforms” and PRME as a “network of networks.”