SHARING INFORMATION ON PROGRESS

MAY 2011
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EADA at a glance

- EADA was founded in 1957
- More than 120,000 alumni from over 40 countries
- 85% of international students in full time programs
- 38 core faculty staff members, 180 adjunct faculty and 30 visiting professors
- Campus in Barcelona and a Residential Training Centre in Collbató
- Joint programmes with CENTRUM Pontificia Universidad Católica, University of Maastricht, Leipzig Graduate School of Management, Kozminski University, Audencia School of Management, IAE Aix-en-Provence and Bradford University School of Management.

Letter of renewed commitment

At EADA as an institution of higher education involved in the development of current and future managers we declare our willingness to progress in the implementation of the 6 Principles for Responsible Management Education, starting with those that are more relevant to our capacities and mission. We will report on progress to all our stakeholders and exchange effective practices related to these principles with other academic institutions. At the same time, as a signatory of the Global Compact since 2010, EADA is committed to prepare and send the corresponding progress reports.

EADA is an academic institution where the Values we share are: Independent thinking, Responsible actions, Sustainable actions, Integrity, Learning by Doing, Entrepreneurship, Quality and Internationalization.

Miquel Espinosa

General Director
Centers / institutes

CORPORATE SUSTAINABILITY IMPACT CENTRE

The Centre is, on the one hand, the result of many years of teaching Corporate Social Responsibility in the MBA and Executive Education Programmes (Luis Torras) and, on the other hand, the new approach brought by Dr. Elisabeth Garriga. The new centre is managed by Dr. Elisabet Garriga and Dr. Martin Rahe (Business Policy Department) and aims to research and develop models that measure the impact of Corporate Social Responsibility and Sustainable Management on companies. Finally, the centre investigates the return on social investment either in monetary terms, or in corporate behaviour, or in both.

The innovative issue of this centre is based on its differentiation towards other already existing centres. The Centre covers a niche in CSR-research by focusing on the impact of CSR in companies. Finding ways to measure this impact helps to evaluate CSR-policies and to receive a broader acceptance of CSR. Dr. Elisabeth Garriga is experienced in this issue and has worked with multinational companies (Inditex, AACREA, Gas Natural, Pricewaterhouse Coopers) and supranational institutions (UNDP) in Argentina as well as in China. Her academic achievements are reflected in conference participations where she has presented papers in the field of CSR, Social Capital and Stakeholder Theory and in academic publications, i.e. Journal of Business Ethics, Asia-Pacific Business Review. Her paper “Corporate Social Responsibility Theories: Mapping the Territory” has been cited frequently and gained an impact factor (ISI-Web of Knowledge) of 1.023 in 2008.

She is accompanied by Dr. Martin Rahe, who has worked on partnership programmes with Central and East-European countries and has published in the field of Sustainable Management, i.e. Journal of Knowledge Management, Research and Practice in Human Resource Management.

The activities can be divided into three segments:

Knowledge generation: The Centre has the following ongoing research projects:

UNITED NATIONS: This project is being carried out by PNUD Argentina and Global Compact. Its objective is to develop a strategic capabilities model, using an appraisal system and diagnostic tools. The model is currently being applied inside leading Argentinean companies. The project also has the backing of CEPAL, CEADS and Fundación Compromiso as its advisory board.

CODESPA PROJECT: Financing for development projects is a key task of stakeholder institutions. One of the policies which Fundacion Codespa has introduced is that of financing projects through micro-donations. In more and more companies, employees are organizing themselves and jointly donating a small amount of their payroll to a social project. This research study looks into the impact that these micro-donations have on employee performance and wellbeing.

AIR LINES PROJECT: The project develops a CSR measurement model in the aeronautics industry using real options. More specifically, the model outlines the key factors that should be taken into account plus the necessary steps so that the real options reach the value of carbon emission purchasing rights. These carbon emission rights are negotiated and traded on the
market and are the outcome of new European legislation in the aeronautics industry. The model has been studied in 3,500 companies in the airlines industry.

Knowledge sharing: Apart from our CSR-courses in the MBA and Master programmes, EADA has participated for the first time in the Millennium Development Goals Project. This is a course that aims to develop the participants’ leadership and socially responsible capabilities based on a new methodology: service-based learning. The method combines action, reflection, community service and academic instruction based on critical thinking and civic responsibility. The course should enable MBA participants to implement social projects. The application of knowledge in the corporate world is embedded within a consulting project established by the UNDP in Argentina.

Knowledge diffusion: It is planned to extend the network of the Centre via already existing relationships, presentations in conferences and seminars. The relationship with the United Nations is considered an important stepping stone to further increase the network.

Retailing Centre

The Centre aims to promoting innovation and excellence in management in all kinds of companies that sell directly to final consumers and in doing so improving their efficiency and their competitiveness. Like the other centres, its activities cover knowledge generation, training and the development of a strong network that offers assessment to companies. The initiative to create this centre results from very successful research cooperation between EADA and the Spanish retailer Venca. The Centre is managed by Estrella Fernández and Xavier Bordanova, (Marketing Department). Further information about the centre and the profile of the two Directors is available in the base room.

Special emphasis is given to the link between the academic and the corporate community. This results in a number of collaboration agreements between public and private institutions such as AECOC, IRI, EUROMADI, VENCA, CAPSA, Generalitat de Catalunya.

The Centre is unique in the Spanish market. While other universities and business schools in Spain offer some activities in Retailing, primarily teaching, no other institution has a holistic (Research – Teaching – Consultancy) and transversal (HRM, Marketing, Strategy, Accountancy, etc.) approach. As such, the Centre’s challenge is to transform academic knowledge into practitioner relevant knowledge and share it via seminars, workshops and courses: the launch of the new executive programme of Retail Management in March 2010, a seminar presenting the preliminary results from a research project on Green Retailing, guest speakers on a national retail congress presenting the results of a study on the impact of the new legislation regarding store openings.

There are currently a number of ongoing projects which deal with repositioning Venca via brand personality, city retailing and the impact of the new legislation, the new channel strategy of Sony and its flagship stores.

Nevertheless, the biggest interest is in the field of Green Retailing. The Centre has developed a research and assessment line that discusses sustainable retail management. Under the authorship of Dr. Alexis Mavrommatis a first report about green marketing and green retailing in Spain has been produced (“Green Retailing: Key Indicators for Green Retailing”) (September 2009), which has generated interest among several retail companies and retail consultants. As
a result a joint research between EADA, Bocconi and IRI has emerged in order to compare and contrast the level of “Greeness” of the Food retail Sector in Spain and Italy. Moreover, the centre introduces this issue as a subject in its Retail Management programme and offers a workshop on Green Retailing this July in the UK, in joint collaboration with AECOC.

By maintaining a close relationship with retail companies, the Centre of Retail Management is creating a retail community. Members of the community are provided with updated industry information and invited to workshops and seminars. In return, the centre receives a membership fee which helps to finance expenditures. Some of the conferences recently offered by Xavier Bordanova and Dr. Alexis Mavrommatis on Green Retailing are: “El rol de los retailers contra el cambio climatico” (III Congreso Urban Commerce, Sept 2010), “Demand or supply driven”, Congreso UP21, Feb 2011).

**Commitment by Principles**

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<td><strong>Purpose</strong>: 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.</td>
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EADA’s aim is formulated in its Mission described below:

**MISSION**

- We are an independent non profit institution founded in Barcelona (Spain) in 1957.
- We believe in humanist organisations and companies.
- We are dedicated to training and developing people and to their professional improvement.
- Through research and teaching our aim is to train managers of companies and organisations who are economically efficacious, socially responsible and respectful towards the environment.
- In our pursuit of continuity we aim to be an influence on society.
- We manage ourselves efficiently. We must make a profit via our activity, which will enable us to guarantee the institution’s future.

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<th>Principle 2</th>
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<td><strong>Values</strong>: 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.</td>
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CURRICULUM

Below are examples of core courses taught in the MBA programme:

Core Courses:

- Millenium Development Goals: a leadership service based learning project (2009-10)

This course aims to provide a context for the development of students leadership capabilities and sense of responsibility as future managers. The course is based in a new methodology: service-based learning. The service-based learning is a "new method of learning that combines action and reflection, community service and academic instructions focusing on critical-reflective thinking and personal and civic responsibility". Service-based learning programs involve students in activities that address community identified needs while developing their leadership skills and responsibility sense to their community. It provides some advantages in front of the regular learning methods of MBA, business case and lecture methods, as:

- It addresses complex problems in complex settings rather than simplified problems in isolation
- It involves cooperative rather than competitive experiences and thus promote skills associated with teamwork and community involvement and leadership
- It promotes deeper learning because the results are immediate and uncontrived. There are no "right answers" in the back of the book.
- It promotes working with other social actors such as NGOs, unions, local government rather than only companies with different mentality and skills.

The service-based learning method is an appropriate methodology to develop leadership capabilities as it is based on action: "A leader is not someone who knows a lot of theories or concepts of leadership but someone who acts as a leader".

This is a new method which is promoted by PRME (Principles for Responsible Management Education) - United Nations Initiative for Business Schools - as the best method for learning Leadership and Social Responsibility for MBAs. This course is pioneer at EADA and at Business Schools in Barcelona.

Aims

Increase your leadership skills and capabilities

- Increase your sense of responsibility towards society and environmental problems
- Increase your understanding and relationship building abilities to work with NGOs, Unions and Local Government
- Increase your understanding of the economic dimension of social and environmental problems in the community and the costs and benefits of various solutions to such problems
Some examples of projects are:

- **Haiti Fundraiser Activity**: Raise funds for the reconstruction of schools in Haiti and help “Acoger y Compartir”, a Spanish NGO based organization that works in many projects related to education, food and medicine supplies all around the world. They have two special projects in Haiti for the expansion of public schools and helping the victims from the earthquake.
- **Plan for EADA zero CO2 emission**: Making EADA students and staff aware of the load of CO2 that can generate each individual and reforestation plan for offsetting.
- **Education**: Develop partnerships between schools in Barcelona and schools in developing countries to help them in the different kind of needs that these schools may have.

- **Socially Responsible Implementation (2010-11)**

The corporate and financial scandals proliferation has been “front page” in the different media in recent times. Spite that they have been a direct consequence of ill-management models and had negative consequences for all its stakeholders and the society, there is still a certain resistance to accept -following Milton Friedman's view- that there is no social responsibility for a businessman other than "...to use it resources and engage in activities designed to increase its profits so long as it stays within the rules of the game, which is to say, engages in open and free competition without deception or fraud." Its critics do insist that a managers' efforts to serve society may be well-meaning but misconceived. We -as managers- are to be held responsible before the stakeholders and the owners of the organisation; but we have not a special capacity to improve the society welfare other than our own limited capacity to manage our organisations. And to do so efficiently, we must focus -mainly? / solely?- on increasing our profits or might well end up soon by not having or loosing the solid foundations we need to make our decisions.

**Aims**

- To apply a critical reasoning about the implementation of social responsibility criteria to actual situations.
- To analyse the different stages in development of the Social Responsibility concepts from the initial philanthropic one to its full integration in the strategic decision-making process.
- To implement Social Responsibility based strategies in all activities throughout the value chain.
- To introduce the concept of Social Responsibility and its sustainability as a source of competitive advantage.
- To introduce the use of metrics in a score card for a practical and effective strategic management.
• Social Entrepreneurship Project (2010-11)

Social entrepreneurship (SE) is one of the most modern forms of enterprise, proposing innovative solutions to society’s most pressing social problems. It requires ambition, persistence, and a desire to tackle major social issues and offer new ideas for wide-scale change. Social entrepreneurs do not leave unmet societal needs to the government or business sectors, they find what is not working and solve the problem by changing the system, spreading the solution, and persuading entire societies to take new leaps. In most cases, for these solutions to be long-lasting they must also be profitable. The purpose of this project is for MBA students to gain first-hand experience with developing and implementing a social entrepreneurship concept. The project proposed by students should identify a specific problem and find a potential solution for it. The business concept should be ethical, address specific social needs, be financially viable, and have the potential to be replicated.

Aims

The key objectives of the Project are to:

- Have students create a social business within the MBA program period
- Provide innovative business education
- Foster the dissemination of new ideas and methods to create companies
- Develop entrepreneurship and team working skills
- Provide new perspectives on business responsibility towards society
- Offer students the opportunity to be an agent of change and make a difference to a target group in just one academic year

Some examples of projects are:

- Barcelona Bearable: It is a social business that provides local ambulances with teddy bears for children, helping them with the frightening ordeal that a child experiences during an accident. Similar initiatives have shown that a teddy bear helps to comfort injured children allowing paramedics to concentrate on providing the child the emergency assistance required. The initiative is funded by selling teddy bears to business travelers staying in Barcelona hotels. The sale of one teddy bear to a hotel guest generates sufficient profit to distribute another to the local ambulance partners. Our customers help give a kid a smile – both their own child and someone else’s. A pilot project has been executed and we are currently negotiating with a major hotel chain for roll out of the program.

- Drops Make An Ocean: It developed an innovative system for funding charitable campaigns using the collective power of consumers. By rounding up their bill when eating out, buying cosmetics, or just getting a cup of coffee, consumers make a small but meaningful contribution to a more fair and just society. But here’s the twist: using our system, charity doesn’t just make a person feel good, it also does well for their pocketbook. Consumers gain a direct economic benefit from participation by gaining valuable discount coupons from our secondary partners. Drops Make An Ocean has
already secured a primary partner for point-of-sale transactions and will be commencing a pilot program in May/June 2011. We have secured more than 10 secondary partners to support the initiative and Drops Makes an Ocean is currently in negotiation with a large charitable NGO regarding a long-term partnership.

Youth for Raval: The social project “Youth for Raval” consists of a football tournament on the 28th of May, 2011 from 10:00 am to 5:00 pm in the Polideportivo Municipal Can Ricart. The main goals are to promote sports as a healthy lifestyle choice for young people and to foster coexistence between young people from different origins and their integration to Spanish society. They have made a partnership with B-Raval NGO (Iniciativas de Solidaridad y Promoción del Raval de Barcelona), who is in charge of organizing the participants. Our partner’s interest is to make this project occur every year and for it to grow in scale. Collected funds will be donated to B-Raval in order to support their education programs.

• Marketing Plan for the NGO Médicos sin Fronteras
The objective of this course is to help participants link theory with practice. As such, by applying theoretical aspects discussed in the courses of Marketing management I and II, participants will be able to develop a robust marketing plan. Moreover, this course aims to develop participants' consulting skills since their plan will be evaluated by a real company (Médicos sin Fronteras).

• Final projects on CSR / Sustainability carried out by students in 2010:

WeECO (Vielmann, Carlos ; Borisova, Raina ; Morillo, Héctor ; Medina, Juan): WeECO is a green consulting company that will provide people with sustainable green alternatives that will lower utility bills, cleaner air and minimize the use of scarce resources and at the same time will provide economical benefit for the stakeholders.

Healthkitchen (Schnurbus, Claudia ; Mazzoni, Giulia ; Haun, Verena): Healthkitchen is a Business Plan for a healthy and environmentally sustainable fast food chain in Spain. Taking advantage of the growing trend towards a healthy and eco-friendly diet, Healthkitchen aims to be a socially and environmentally responsible company and market leader.

Sustainable economic growth : towards a new model (Hallak, Alaeddine): The aim of this project is to study the most relevant economic growth models, suggest a more sustainable one by taking one case, China, from the BRIC’s countries, study their current economic models and the challenges facing them, and how can we sustain their economic development.

EasyDrive: sustainable and convenient transportation (Isaza, Camilo ; López, Joad ; Mendoza, Federico ; Quílez, Daniel): EasyDrive provides all the benefits of a personal car with all the convenience of the public transportation system, using electric Smart cars as a main mode of transportation, while having the benefit of parking in convenient public locations, and only paying for the time the vehicle is used. With EasyDrive users can enjoy having their own personal space within the public transportation system.

10
Green City: inner-city pay-as-you-go electric vehicle rental (Plumley, Natasha; Kulkarni, Aditya): Green City is solely an electric vehicle rental company with planned initial operations in Barcelona. The electric vehicles we will offer will reduce the impact on emissions by 74% per vehicle when charged through regular electric means and by 100% when charged using alternative, renewable resources.

iSuno Esco (Weiss, Katinka; Pavlu, Darina; Csaszar, Erika; Sánchez, Eliseo; Bodero, Gustavo): iSuno is an energy efficiency consultancy, a small Young company based in Barcelona. It has been working as an energy partner by providing companies and public administration entities with engineering solutions to reduce their energy consumption.

WISE S.A., Waste Innovative Solutions Enterprises: soluciones integrales para manejo de efluentes contaminados (García Carvajal, Luis; Nemenko, Natalia; Rondán Pereyra, Geanmarco; Sanjuán Vanégas, Constanza; Velásquez Parker, Ricardo): Proyecto corporativo Solución con Bio-Polímeros para manejar un efluente contaminado de la producción de etanol a base de caña de azúcar.

Elective courses:

- Strategic Corporate Social Responsibility

Global corporations understand that being socially and environmentally responsible is integral to long-term success and serves as a source of competitive advantage. However, despite a growing body of knowledge, companies continue to struggle with the fundamental challenges of embedding CSR into their day-to-day business strategy and maximizing its business impact. This course focuses on CSR as a corporate strategy that is integrated with core business objectives and core competencies to create business value and positive social change. We will investigate good (and bad) practices of companies who have implemented socially responsible strategies. Students will develop their own repertoire of tools and implementation strategies that can be utilized across industries and sectors to set up CSR strategies that yield both financial and social/environmental value.

- Strategic Green Marketing

Bigger than the digital revolution, the green revolution is no fashion. It is fast moving, challenging business, technology and science to provide solutions. Climate Change, environmental issues and sustainability are high up on the political agendas and board meeting across the globe. Moving towards a low carbon economy will take decades of change. Environmental legislation, regulation and targets are creating risks and opportunities for all businesses, which need to develop strategies to adapt. At the same time challenging traditional thinking, attitudes and behaviours. It poses the most quantum shift in business practices. Consequently products, services, consumer consumption and behaviour are all changing permanently. Aims: The participants have learnt the theoretical aspects of marketing, and this course will challenge them to apply these theories to marketing in a greener economy. The objective of this course is for participants to understand the key issues contributing to the global green debate. And to understand the impact that environmental issues have had so far on business and marketing decisions, and future opportunities that it creates.
• Creating value in the global shift towards sustainability

This course will provide students with an introduction to the concept of ecological depletion and its impact on corporate strategy. We will explore the rationale and results of sustainability initiatives in large global companies and look at the linkages between firm competitiveness, innovation, and environmental thinking.

Aims

- to improve students understanding of the relationship between business and the natural environment
- to expose students to major concepts of innovation theory
- to explore the global renewable energy sector as a source of sustainability innovation

ON CAMPUS SPEAKERS


- Kellie McElhaney, Professor of Social Responsibility at the University California at Berkeley, Haas School of Management; Paula Marra, Member of Grupo Los GROBO (Engagement Award GRI 2010); Flavio Fuertes, Director Global Compact Argentina United Nations - UNDP Argentina; Elisabet Garriga, Professor Business Policy at EADA. “Measuring the impact of CSR programmes”. June 2010.

### Principle 3

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

EADA has launched a course on Climate Change and Green Business. The course is designed to create a significant impact upon participants. The programme includes a series of interactive seminars and a green-related final project. The objective is to create an educational framework, materials, processes and environments that enable effective learning experiences for responsible leadership. To support the course, a new “Green Business and Marketing” section has been created in the library, which contains over 100 new titles.

### EXTRACURRICULARS

- **Inauguration Ceremony Academic Year:** several forums on CSR are held led by executives of MSF (Médecins Sin Fronteras), Laboratorios Esteve, Greenpeace.

- **Solidarity Sandwich:** an institutional initiative to raise funds for the reconstruction of an orphanage in l’Aquíla (Italy) in April 2009, for the victims of the earthquake in Haiti in January 2010 and the earthquake in Japan in March 2011.

- **Blood donation:** Three times a year we organize blood donations to supply Red Cross under-resourced blood bank. EADA will receive a prize for its collaboration in blood donation in Spring 2011.

### OTHER LEARNING METHODS

- **International Study Trip** (Nanyang Business School): Every year in July, EADA invites MBA alumni to participate in a course focused on an area of current business trends in a world-
renown business school in Europe, Asia or the Americas such as Indian Institute of Management, Haas School of Business (Corporate Social Responsibility) or Nanyang Business School (Leadership). The course provides continuous professional development for alumni as well as valuable opportunities for networking.

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.

Conceptual research:


In stakeholder theory, most research on cooperation has been focused on inter-organizational collaboration field centered at the dyadic level, excluding the relational or network data. Relational or network data are important as the firms do not simply respond to each stakeholder individually but to an interaction of influences from the entire stakeholder set. The purpose of this article is to analyze the cooperation process among the firm and its stakeholders by considering the relational data and to describe the role of the firm in such cooperation processes. The empirical evidence is provided by an inductive in-depth case study on the company ‘Gas-Nat’ and its stakeholders cooperating on the ‘natural gas pipeline program’ in Argentina. To do so, I combined both quantitative sociometric data and qualitative data from grounded theory and ethnographic observations. This research suggests a stakeholder cooperation model based on structural (stakeholder’s position) and relational factors (framing process). The results indicate that stakeholder cooperation is not just determined by stakeholder position, but they can vary depending on the political opportunity structure in the network and on the framing process. It was found that network structure may create a context for selective cooperation but doesn’t explicitly determine it which is different from the previous research in stakeholder network literature. The role of the firm in the cooperation process was found as a tertius iungens role which implies to join, unite, or connect, and it is different from the existing prominent network literature of tertius gaudens.


In this paper, we present a systematic approach of Stakeholder Theory based in social capital. Social capital is a relatively novel concept in stakeholder theory. However spite of the recent research stakeholder social capital has not properly defined nor systematically developed. This paper wants then to fill this gap. In our approach, we define stakeholder social capital taking into account the specificities of the stakeholder theory which implies that stakeholder social capital concept is defined by four dimensions (valuation, relational, cognitive, and structural)
instead of three (Relational, cognitive, structural). We present the systematic approach is presented by three perspectives: descriptive, instrumental and normative following Donaldson and Preston’s (1995). The descriptive perspective implies to map the stakeholder networks and implies a shift towards relationships rather than groups. The instrumental perspective based on relational view framework focuses on the drivers of relational rents that exists in the network and the normative perspective aims to foster a relational view of society.

**Empirical research:**

- “Environmental management in Spain”: The first study on sustainable products in the mass consumption sector has been carried out by EADA Retail Management Centre and IRI consultants. The study uses the 360⁰ methodology: interviews with manufacturers and retailers, consumer surveys all over Spain and the IRI database.

- “A model of measuring CSR programmes”: This study develops a model that measures the impact of CSR programmes. Until now CSR programmes were measured by looking at the investment (cost in euros) and the number of beneficiaries. This study puts forward a new methodology, based on the capabilities theory, measuring the impact of CSR programmes on the capabilities of beneficiaries. It presents empirical findings for 5 companies: Volkswagen Argentina, Masisa (Grupo Nueva), Grupo Motta, Grupo Los Grobo and Kretz.

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<th>Principle 5</th>
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<td><strong>Partnership</strong>: 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.</td>
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Our partnership with CENTRUM, Pontificia Universidad Católica del Perú places EADA in a solid position in Latin America, where we have been gaining visibility since we started running joint Master Programmes leading to a double degree in Lima in 2007. The number of masters, editions and participants has been growing steadily from 285 in the first year of operation to 419 in the last academic year. In collaboration with CENTRUM Pontificia Universidad Católica del Peru we are running the Master Specialized in Social Responsibility and Sustainability. The participants will obtain business management skills integrated to the principles of social responsibility that will guarantee the sustainable growth of the business and their interest groups, in harmony with society and the environment.

EADA also offers custom programmes addressed at NGOs and job placement firms for disabled people. For example the NGO Intermon Oxfam – a leadership programme in February 2010, Placement firms for special needs management (July-December 2009), Special work centres management (May-July 2010), Marketing plan development for placement firms for special needs (October 2010-January 2011).
The EADA Green Society is a voluntary student club for individuals who have an interest in Climate Change, Green Business, Sustainability and Ecological Issues. Throughout the year 2010, the club organised a series of 6 interactive seminars:

- Does Consumerism Make us Healthy and Happy
- Water Management in a Globalised World
- Is Fair Trade Becoming a Mainstream Economic Model?
- Carbon Politics: Digesting the Cancun Climate Change Summit
- Sustainable Consumer Goods
- New Sources of Energy: Creating a Low-Carbon Economy

The objective of the society is to encourage participants to discuss the major issues facing the world and business in the future.

The Career Service Department from EADA by taking part in CARNET (www.carnet-alliance.org) aims to create partnerships between employers, participants and other business schools leading to jobs, events, consultancy projects and international cooperation. During the last academic year 2009/2010 CARNET organised several online events where opportunities information was exchanged and recommendations were given on career opportunities in the following areas: Corporate Social Responsibility (19th May 2010), Renewable Energy (11th March 2010), Not for Profit (20th May 2010) or India (17th June 2010).

5. Future perspectives/Key objectives.

As an institution of higher learning involved in the education of current and future leaders, EADA is committed to upholding the UN Global Compact Principles of Responsible Management Education and to engaging in a continuous process of improvement in the application of the Principles for Responsible Management Education. We undertake to report on progress to all stakeholders and to exchange effective practices with other academic institutions.

As a signatory to the principles, we believe that the values of social responsibility and sustainability are important in all areas of the School’s activities. This includes the areas identified in the principles: the business school curricula, programme design, courses and learning, research as well as in partnerships and dialogue with all our stakeholders. Specifically, we aim to continue improving in the following areas:
• **Research:** Elisabet Garriga is working on the book "Los Nª 1 en Responsabilidad Social Sustentable" (Orlando Farao; Leandro Viltard). Editorial Kier Buenos Aires, Argentina. Her chapter is entitled "Comparativa de las empresas incluidas en este proyecto". An agreement with Global Compact UN Argentina was recently signed to carry out the research "Model of Strategic Capabilities of Corporate Social Responsibility for Human Development".

• **Curriculum:** Sustainability integration module in general management programmes (EMBA, MBA, General Management and International Master in Management). Sustainability: an integrated decision-making Management View: This course will take place at the end of the second trimester of the program with the objective to integrate all strategic & cross functional concepts that are learnt during the year and how they can be applied within the context of sustainability. Participants will review all cross functional managerial aspects of organizations in order to understand the importance and consequences of including and improving sustainability practices in organizations for a variety of stakeholders. At the end, participants will be encouraged and challenged to propose and simulate strategic decision-making sustainable solutions. The course begins by determining what is meant by sustainable organizations and which practices may or may not be sustainable, and why. A strong focus is given on economics & the environmental context. At the same time participants are introduced to the company/case which will be the unit of analysis for the course. Next, the course covers all functional areas - Finance, Marketing, Operations, and Organizational Behavior- providing students with the opportunity to (a) familiarize themselves with current practices in the corresponding areas, and (b) simulate decision-making that incorporates sustainable practices for the company/case under analysis. In addition to this the class will go on field trips to visit some leading edge organizations, see what they are doing, and listen to what the organizations’ leaders are advocating. This will provide students the opportunity to personally discover sustainable strategic options. Once the current integrated and cross functional sustainability landscape has been explored, the course will transition and end giving emphasis on innovative thinking and simulate strategic decision-making sustainable solution for the company/case under analysis.

• **Partnerships:** EADA is currently in conversations with the SERES Foundation, which brings together over 80 top companies operating in Spain, as well as the top business schools in the country, to promote corporate social responsibility and share experiences and best practice. Our participation in this foundation will help to strengthen EADA's growing reputation in this field.

• **Programme design:** EADA is consolidating the second edition of the Master Specialized in Social Responsibility and Sustainability with CENTRUM Pontificia Universidad Católica del Perú and will develop new programmes in the Latin American region.