PRME

Sharing Information on Progress Report

Barcelona School of Management

Barcelona, June 2014
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1. LETTER OF RENEWED COMMITMENT TO PRME

Since our re-commitment in 2012 through IDEC-UPF, we have consolidated UPF’s Barcelona School of Management (BSM), one of the university’s strategic projects. BSM principles are centered on evidence-based management, ethical decision-making, entrepreneurship and social innovation. The school’s mission is to enable future managers to generate new business solutions through acquiring advanced knowledge in social sciences and scientific techniques.

I have been appointed as Academic Director, a new position in the school, in order to foster and promote the development of new programs that will include principles related to ethics, responsibility and sustainability and to incorporate them into the existing programs. In this regard, we are committed to Responsible Management Education principles, reporting on progress to all stakeholders and exchanging effective practices with other academic institutions.

A top priority of Barcelona School of Management is both the professional and personal development of participants in the program, achieved through ethical principles embedded in the practice of management. Accordingly, four new master programs have been developed in different management areas. These programs are fully international, and as of today we have more than 90 students from Europe and Asia.

Daniel Serra
Academic Director
2. MAJOR ACHIEVEMENTS DURING THE LAST 24 MONTHS

2.1 Curricular activities

2.1.1 Programs

- Projects for the Peruvian Health Ministry (PARSALUD)

The teaching activities of two tailor-made programs that our institution is developing for the Peruvian Health Ministry began on 6 February 2012. They comprise two training programs in the area of health management intended to train over 1000 public employees (doctors and health centre managers) from the 9 provinces of Peru with the worst indicators in three specific fields: child malnutrition in children from 0 to 5 years old, neonatal mortality and maternal mortality during childbirth.

The management of these programs was awarded to our school by the Peruvian Health Ministry and the World Bank through a tender process in competition with other Latin American and Spanish universities. Our proposal, endorsed by the history of our programs in the health management area, is based on mixed training (part face-to-face and part online) and on a trainee training system, in which our lecturers will train other Peruvian teachers from rural areas who will end up training health professionals in different phases. This achieves one of the project’s priority objectives, which is to consolidate knowledge in the areas where it is most needed.

Both programs, the Specialization Program in Health Government and Management (PREG) and the Management Program of Information in Health Interventions (DGIS) are modular, and by combining the modules taken, students can obtain 8 different Diplomas issued by UPF.

In order to complete the face-to-face phases of the training, collaboration agreements have been established with 5 Peruvian universities spread around the country, and active collaboration will be offered by our representatives from the alumni association in Peru.

In the month of November 2013, the closing event of the Management program on the information of healthcare interventions was celebrated. This program resulted in over 400 people gaining access to training for some of their courses and modules, and 193 health professionals received the UPF Postgraduate diploma.

With regards to the program on Health Management, the first of these will end in July 2014 and the definitive program (2nd edition and competition results) is expected to finalize in May 2015.

- Postgraduate course on the Fostering of Active Ageing Projects

(February -April 2014)

10 ECTS - Academic Management: Paulina Bailbé and Pilar Medina.

The aim of the Postgraduate course on the Fostering of Active Ageing Projects is to train specialists in active ageing. At present, there are not enough “active ageing” policies in Catalonia and specialists are needed who are prepared to design and promote them.
Trained specialists are also required in sociocultural management in this sphere of active ageing, who can develop projects and activities in this area of speciality.

The aim of this program is to train specialists from:

- the Administrations, in areas related to the elderly, culture, education, participation, tourism, social services, health etc.,
- Municipal facilities (civil centers, homes for the elderly, cultural centers, etc.)
- Private associations and foundations (cultural associations, NGOs, social projects, etc.),
- Service companies specialized in leisure, culture, the elderly, etc.

Given the high level of interest shown by the public administrations in this area, an agreement has been signed with the Barcelona City Council, the Generalitat (Catalan Government) and the Cuberes Donio Foundation, with a view to granting 5 partial study scholarships.

- **Postgraduate program in Social Animation and Community Development**

  (October 2012 - June 2013)

  **30 ECTS - Academic Management: Paulina Bailbé and Pilar Medina**

  The aim of the program is to train the emerging figure of a sociocultural and community development manager, currently regarded as fundamental to facilitate, from a social viewpoint, the expression and creativity of individuals in order to favor their socialization, and also to channel and manage social dynamics in an efficient and significant way, acting as a mediator between public bodies and civic groups and movements.
### 2.1.2 Courses

- **Ethics**  
  Fernando Campa  
  (Master in Business Financial and Accounting Management. Specializing in Auditing - 3 hour course)

  The auditing profession, more than the application of accounting criteria and annual accounts, must also consider ethical aspects of the business management environment. Unfortunately, ethics and finances have not always gone hand in hand.

- **Corporate Social Responsibility**  
  Xavier Dueñas  
  (Master in Banking and Finance - 4 hours)

  Case studies on: Investor behavior, Corporate finance, Property holders (payment rights)  
  Managerial skills such as leadership, team work and time management.

- **Corporate Social Responsibility**  
  Manel Palencia-Lefler  
  The concept of corporate social responsibility in today’s businesses is presented, and how it is reflected in actions such as patronage, among others, as well as the fundamental role that business communication plays in this area.

### 2.2 Special events & guest speakers

Over the past two academic years, many events have been hosted by our institution. Among them, the following are noteworthy:

- **50+20 innovation Cohort.**

  In May 2013, a group of deans and directors of business schools and corporate learning and development specialists met at EFMD’s headquarters in Brussels, drawn by the question of how to implement change towards management education that serves a world in transition. They visualized a shared journey and program for business schools, other educators and corporate university leaders, to build on insights developed through the 50+20 vision “Management Education for the World” and issued an invitation to a global network of committed peers to pilot and test responsible change in education and business.

  Less than a year since the meeting in Brussels the first “Management Education Innovation Cohort”, a group of 18 individuals representing 16 institutions is actively driving three hands-
on projects aimed at transforming management education in the service of society. See the cohort web page for more information: http://50plus20.org/ic2014

The Cohort’s work is scheduled over the course of a year with four face-to-face meetings at:

- University of St. Gallen, Switzerland – October 2013
- Oulu Business School, Finland – March 2014
- Barcelona School of Management UPF, Spain – June 2014 (upcoming)

Group members:

- **Anders Sandoff**, University of Gothenburg – School of Business, Economics and Law
- **Charles Cho**, ESSEC Business School
- **Daniel Serra**, Universitat Pompeu Fabra – Barcelona School of Management
- **Mark Reno**, Western University – Ivey Business School
- **Mary Watson**, The New School
- **Mathias Falkenstein**, LUISS University Guido Carli – LUISS School of Business and Management
- **Philip O’Regan**, University of Limerick – Kemmy Business School
- **Sheila Killian**, University of Limerick – Kemmy Business School
- **Thomas Dyllick**, University of St Gallen
- **Edith Littich**, Vienna University of Economics and Business
- **Francesco Rullani**, LUISS University Guido Carli – LUISS School of Business and Management
- **Leticia Greyling**, Rhodes University – Rhodes Business School
- **Olivier Brenninkmeijer**, Business School Lausanne
- **Satu Näätä**, University of Oulu – Oulu Business School
- **Graham Boyd**, Learning Transfer Systems
- **Mary Godfrey**, Bettys & Taylors Group
- **Rudolf Müller**, Maastricht University – School of Business and Economics
- **Sybille Schiffmann**, University of Plymouth – Plymouth Business School

On this occasion we have a double connection, on one hand by being active members of the work groups and on the other, by organizing one of the meetings in June 2014.
Relevant conferences based on PRME principles:

- "Moving forward: How the best organizations go about it"
  Oriol Amat.
  A conference in which the authors explain the common characteristics of those businesses that are most competitive during times of economic crisis. Based on studies carried out in the last few years on a large number of Catalan businesses, one of the key factors that repeatedly came up in best practices is in relation to the business team, factors that are strongly associated with PRME principles.

- “New Trends in Corporate Transparency ”
  Luz Parrondo, Antonio Capella, Jordi Perramon
  March 2014 (Master in Financial and Accounting Master of Business)
  In recent years there has been an increasing demand for greater transparency that has led to a greater regulation of this issue. As a result of this, organizations tend to focus more and more on improving the quantity and the quality of the information that they provide.

- Conference: “Article 6 of the European Convention on Human Rights: the right to a fair trial "
  March 2013 (Master in Professional Legal Practice)

- Conference “The European Court of Human rights : achievements and prospects”
  May 2012 (Master in Professional Legal Practice)

2.3 Alumni continuity program

CSR, Marketing, solidarity or sustainable profitability?
March 2014
Speaker: Juan Royo. Economist and lecturer at the University of Zaragoza. Creator of The CSR Blog El Blog de la RSC and of culturaRSC.com. He is the most influential twitter user of the CSR & Business Top 500, currently in position nº 27.

Presentation of the study "Libro Dorado: Ageing in Spain, challenges and opportunities for innovation and entrepreneurship"
January 2014
Speaker: Ismael Vallés. Expert in CSR, Co-director of Esade’s Observatory for Behavior Studies and lecturer at Esade’s Marketing department.
Managing Partner of Valores & Marketing.

Creating social business, another way of doing business
November 2013
Speaker: Jordi Gusí i Puig, managing partner of Tandem Social, a co-operative that acts as a consultancy for institutions and social enterprises, and focuses on collaborating in
achieving projects and creating high impact social enterprises in Spain and on an international level, through contributing to work, knowledge and experience.

**Business and active ageing: 100 ideas to boost business activity in the light of demographic changes**
March 2013
Speaker: Francisco Abad. Managing Partner of aBest-social innovation and founder of the Foundation Empresa y Sociedad, comprised of business owners with social concerns, committed to making relevant changes to improve the reality faced by underprivileged people.

**Initiation course in volunteering**
January-February 2013
A 5-session course recognized by the Catalan Volunteers Training Plan (PFVC), it is organized in collaboration with the Catalan Federation of Social Volunteering and with contributions from private patronage. Course Director: Paulina Ballbè, Program director for the Postgraduate course in Social and Cultural Community Development: Project Management, and Eulàlia Mas, director of the Catalan Federation of Social Volunteering.

**The future is co-collaboration, co-creation, coordination...**
May 2012
Speaker: Alfons Cornella, Director of Infonomia.com. The future is joint collaboration, co-creation, coordination, combining skills to develop blended projects: a deeper “open innovation”, the future is multiplying business capacities to encourage the creation of new products and services and stimulating a new economic force of energy. This is the focus for the Co-Society Project in the launch of Infonomia.

**2.4 Research activities**

**On the impact of microcredit: Evidence from a randomized intervention in rural Ethiopia**
by Alessandro Tarozzi, Jaikishan Desai and Kristin Johnson
(October 2013)

**The changing relationship between commodity prices and equity prices in commodity exporting**
by Barbara Rossi
(October 2012) [Published in: IMF Economic Review, 60 (49), 533-539, 2012]

**Improving college access and success for low-income students: Evidence from a large need-based grant program**
by Gabrielle Fack and Julien Grenet
(September 2013)
The impact of eliminating a child benefit on birth timing and infant health
by Cristina Borra, Libertad González Luna and Almudena Sevilla-Sanz
(July 2013)

Financial reforms and capital flows: Insights from general equilibrium
by Alberto Martin and Jaume Ventura
(September 2012) [Published in: Caballero, R. and Hebel, K. (Eds.), Economic Policy in Emerging Economies, Central Bank of Chile, Forthcoming]

Saving lives: Evidence from a conditional food supplementation program
by Stephan Litschig and Marian Meller
(August 2012; revised: November 2013)

2.5 Inclusion

Our first action with the Catalan Down Syndrome Foundation was with a trainee and one of their colleagues. He gave support to our General Services Department for about 6 months (from 4/06/12 to 21/12/2012). This good experience led us to cooperate with the ONCE Foundation, the Multiple Sclerosis La Caixa Foundation and the Adecco Foundation for IDEC summers jobs.

In 2013 our institution decided to support the Prevent Foundation for job openings like human resources assistant or accountant. This foundation works to promote the social and professional integration of people with disabilities.

2.6 Institutional Scholarships Program

Since talent is the main driving force of society and helping people to develop their full potential is the principal social contribution of the university, our institution has designed and implemented a new scholarship program aimed at helping people with talent to access master’s programs, despite of the economic conditions.

This scholarship program rewards excellence and effort. It encourages those who strive to be better each day and to offer more value to their environment, demonstrating this with a good student record, important professional merits, an outstanding personal attitude, or through their social commitment.

The scholarship program covers all our master’s programs for at least 60 ECTS and the scholarships cover 25% or 50% of the master’s degree registration fees. In addition, for those candidates who prove that they have insufficient financial means, the scholarship can be increased to cover 75% of the registration fees.
3. KEY OBJECTIVES FOR THE NEXT 24 MONTH PERIOD

The objective of our institution is to continue working on the initiatives that we have been carrying out until now, and at the same time, initiate new training activities, subject areas, and conferences. Our objective is to promote a radically innovative value proposition that prepares citizens and professionals to generate solutions that would transform and contribute to the progression of our society, the economy, and to obtaining greater knowledge.

Our MISSION is to educate highly adaptable professionals for a dynamic society, focusing on the three dimensions that define our personality as an educational organization:

- Evidence-based Management
- Constant Challenge
- Social commitment as a value

3.1 Curricular activities

3.1.1 Continuation of previous successful activities

- **Ethics**
  Fernando Campa
  (Master in Business Financial and Accounting Management. Specializing in Auditing - 3 hour course)

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3.1.2 New courses

SENsitIVITY

For the academic year 14-15, a pilot test will be carried out in which we will begin to work on a series of professional development responsibilities in a transversal and integrated way, with a view to providing professionals trained at our institution with their own special personality.

Among these transversal responsibilities, those related to SENSITIVITY are highlighted, which is understood as the capacity to apply a sense of empathy, sympathy, and kindness to understand the human dimension in professional relations and to take them into consideration while working.

Key responsibilities related to this are:

- Sustainability
- Ethic commitment
- Recognition of diversity and multi-cultural environments
- Discretion
- Integrity

SYSTEMATIC WORK

For our institution, social commitment as a value (Engaged social value) is a principle that we wish to transmit to all of our students. The meaning of this concept is that everything we do makes sense if it takes into account responsible management, sustainability, and respect towards diversity. We believe that social sciences and humanities help us to understand the complexity of the world that surrounds us and the significance of a shared vision, and for this reason we plan to introduce learning units that enable integrated learning and attitudes related to this concept into all of our programs.

In the coming year 14-15 a pilot test will be carried out in which a subject on social anthropology will be introduced into a selection of programs, to illustrate the diversity of human culture in an ethnographical way and reflect in a critical manner on social and cultural differences and the construction of inequality as well as developing critical perspectives to build on living in equality. In the coming academic years, this will be gradually introduced to all of the programs.

TEACHING MATERIALS NEW WAYS OF THINKING

Within the MsCs framework, a teaching unit has been produced in line with the one created by lecturer Marc le Menestrel, and under the heading New Ways of Thinking. In this unit it is proposed that students learn different ways of thinking to adapt them to changing circumstances. The course sets out plural and adaptive thinking as an instrument of freedom and at the same time, of responsibility.
The course has the following content:

- The reasons why.
- Objective thinking.
- Ethical thinking.
- Economic thinking.
- Ethical rationality thinking.
- Sustainability thinking.
- Dreaming for thinking.
- Perspective thinking.

3.2 Alumni continuity program

Alumni Activities will continue emphasizing aspects of responsive management, social value and ethics.

3.3 Inclusion

In 2014 our commitment to collaborate with NGO’s aimed to help people with diseases will continue, such as the Alzheimer Catalan Foundation or Specialisterne, a company that provides data conversion services and through professionals who have been diagnosed within the spectrum of autism, ADD, ADHD or Tourette Syndrome.

4. DESIRED SUPPORT FROM THE PRME COMMUNITY

Our school firmly believes in co-creation and collaboration, paying particular attention to cross competences; hence the development of cross-curricular common courses.

We feel we could profit from other member institutions’ experiences which have implemented such a type of cross-curricular courses, focused on social responsibility. What worked best, what problems, if any, arose, etc.

It would also be interesting to learn from the others in terms of the alignment effort across the institution as a whole (Is there a tendency to create a multi-disciplinary committee formed by administrators, faculty, students, alumni?)

Last but not least, a balance of successful and therefore recommended actions versus mistakes and unfruitful projects would be of great value when furthering our planning.