PRME
Sharing Information on Progress Report

Barcelona School of Management

Barcelona, June 2012
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1 Letter of renewed commitment to PRME

Since our re-commitment in 2010 through IDEC-Universtat Pompeu Fabra, we have fostered a new initiative which deeply integrates PRME values, this being the creation of the Barcelona School of Management, a strategic project of the Universitat Pompeu Fabra, strongly anchored in the efforts of the Department of Economics and Business to increase its prestige on the international stage.

The Barcelona School of Management principles are based upon evidence-based management, ethical decision-making, entrepreneurship and social innovation. Our mission is to enable future managers to generate new business solutions through the advanced knowledge of social sciences and scientific techniques. A top priority of the Barcelona School of Management is both the professional and personal development of participants in the programme, achieved through ethical principles embedded in the practice of management.

As a higher education institution involved in the development of current and future managers, Barcelona School of Management is renewing its commitment to the Principles for Responsible Management Education, reporting on progress to all stakeholders and exchanging effective practices with other academic institutions. We understand that our own organisational practices should serve as an example of the values and attitudes we convey to our students.

Barcelona, June 2012

Carme Martinell
Director General
Barcelona School of Management
2 Major achievements during the last 24 months

2.1 Curricular activities

2.1.1 Programmes

- **Postgraduate programme in Social Animation and Community Development**
  (October 2010 - June 2011 / October 2011 – June 2012)
  30 ECTS - Academic Management: Paulina Ballbé and Xavier Marcé

  The aim of the programme is to train the emerging figure of the sociocultural and community development manager who is currently seen as fundamental to facilitate, from the social sphere, the expression and creativity of individuals to thus favour their socialisation, and also to channel and manage social dynamics in an efficient and significant manner, acting as a mediator between public bodies and civic groups and movements.

- **Postgraduate course on the Fostering of Active Ageing Projects**
  (May -June 2012)
  10 ECTS - Academic Management: Paulina Ballbé, Ferran Arbós 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. Specialists are also required in sociocultural management trained in this sphere of active ageing who can develop projects and activities of this speciality on the ground.

  The aim of this programme is to train specialists from:

  - the Administrations, in their elderly, culture, education, participation, tourism, social services, health areas, etc.,
  - municipal facilities (civil centres, homes for the elderly, cultural centres, etc.)
  - private associations and foundations (cultural associations, NGOs, social projects, etc.),
  - service companies specialised in leisure, culture, the elderly, etc.

- **Projects for the Peruvian Health Ministry (PARSALUD)**

  The teaching activities of two tailor-made programmes that our institution is developing for the Peruvian Health Ministry began on 6 February 2012. They are two training programmes in the sphere 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 programmes 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 programmes 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 the 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 programmes, the Programme of Specialisation in Health Government and Management (PREG) and the Programme of Management of Information in Health Interventions (DGIS) are modular, and by combining the modules taken, participants can obtain 8 different Diplomas issued by the UPF.

To be able 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.

2.1.2 Course

- **Rationality and Ethical Values in Management**
  Marc Le Menestrel
  (Master of Science in Management - 40h elective course – April to June 2011/April to June 2012)

Objectives:
- Analyse the global context in which social, political, environmental and ethical issues have become of major importance to business, thus calling for new approaches to understand the role of business
- Prepare participants to analyse rationally the specific trade-offs between the creation of business value and ethical values (“business ethical dilemmas”), with the aim of avoiding the many traps these trade-offs create
- Inspire participants to create, seize and nurture new opportunities towards a mutually beneficial relationship between business, people, society and the environment, with the aim of helping participants to fulfil themselves during their future career.
2.1.3 Session

- **Case Discussion: “Values, Ethics and Leadership: Finding your situational power”**.
  Marc Le Menestrel, Gael Le Mens
  (Master of Science in Management Introduction Week Session - October 2011)
  The Barcelona School of Management, in its effort to convey ethical principles, organised this session during the introduction week of the Master of Science in Management so that ethical decision-making can be enrooted in the students’ work from the very first step of their postgraduate studies.

2.2 Special events & guest speakers

Over the last two academic years, many events were hosted by our institution. Among them, it is worth paying specific attention to the following:

- **“1st Barcelona Management Spring Meeting”** (7 April 2011)

  **Introduction to the 1st Barcelona Management Spring Meeting**
  “Both our reality and our environment are rapidly changing, but organisations still often apply the same management recipes from more than twenty years ago.

  *What our managerial class learnt in management schools with efficient training systems about the traditional quantitative disciplines and theories, with no intention of transferring them to transform people and organisations, has perpetuated, as proven by the generation of the crisis that western economies are suffering, a practice which is unsuitable for very different future scenarios. The traditional management model has led us to the dark point where we are now. Maybe we should all start thinking about new ways of converting our reality”.*

  **Objectives of the 1st Barcelona Management Spring Meeting**
  With this innovative approach, our institution, jointly with the Spanish Managers Association and the Excellence in Management Club, promoted the Barcelona Management Spring Meeting in order to talk about the present and future of business management and how it can transform organisations in view of this new scenario, full of uncertainties, surprises and complexities.
Relevant conferences based on PRME principles:

- “Dialogue of experience: From ethics as a value to transparency as a management operating principle”
  Ana Mª Llopis, Founder and Chief Executive Officer of ideas4all, Juan Soto, Honorary President of Hewlett Packard Spain, Alfonso Jiménez, President of the Commission of People Management of the AED and President of Peoplematters.

- “The promotion of the “non penalisation” of the error as a value creator”
  Juan Carlos Cubeiro, President of Eurotalent, Pedro Naverrete, General Manager of SONY Spain.

- “Women’s Entrepreneurship Congress” by the University Entrepreneurship Network (XEU) (6,7, October 2011)

Introduction to the University Entrepreneurship Network (XEU):
The University Entrepreneurship Network (XEU) is a Network for University Entrepreneurship. Coordinated actions are taken to motivate and encourage an entrepreneurial spirit across the Catalan university community, fostering innovation and the use of cutting-edge technology. XEU activities are divided into five main sections: workshops and seminars (face to face), online activities (online courses, simulators and awards), a Summer School, the XEU Forum, and research publications and information.

Objectives of the XEU Congress “Women’s Entrepreneurship”
On October 6th & 7th, the Barcelona School of Management hosted the first XEU congress, which tackled entrepreneurship from the gender angle. A total of twelve universities took part in this unprecedented project on entrepreneurship which aimed to facilitate and inspire the entrepreneurship of women.

Relevant conferences based on PRME principles:

- “Promotion of creativity and exchange of ideas”
  Anna Mª Llopis, Founder and Chief Executive Officer of ideas4all

- “The dreamers’ club”
  Marc Vidal, Economic and Financial Analyst. Author of “Contra la cultura de subsidio” Gestión 2000)

- “10 Stories of top women”
  M. Dolors Muñoz, Honorary Chair in Family Business, Girona University

- “Entrepreneurship and generational changes”
  Joana i Immaculada Amat, Immobiliaris Amat.

- “Case Study Women 2.0.org”
  Shaherose Charania, Co-founder Women 2.0 Foundation.org.
2.3 Alumni continuity programme

The Alumni Association aims to enhance the lifelong learning of its members. Hence, through the continuity programme, a numerous series of lectures are hosted by the Association. Over the last two years, an increasing number of conferences touched upon the social and corporate responsibility issue.

- "Science development and International cooperation"
  Speakers: Gonzalo Vicente and Eric Grau
  November 2010

- "The integration of women in science: a social necessity"
  Speaker: María Teresa Paramio
  January 2011

- "Leadership through values"
  Speaker: Salvador García
  February 2011

- "From knowledge management to societal added values"
  Speaker: Antoni Brey
  March 2011

- “Social Entrepreneurship: the Fageda case”*
  Speaker: Cristobal Colón, Founder and Managing Director of La Fageda.
  September 2011
  *La Fageda is a Catalan cooperative of the dairy products industry which employs people from the region with intellectual disabilities.

- “Social inclusion through the arts: experiences”
  Speaker: Gloria Cid, Interculturalism and Social Cohesion Manager.
  June 2012
2.4 Research activities
The Pompeu Fabra University carries out extensive research activities in the areas listed in the PRME.

2.4.1 Research Papers

- “Rules or consequences? The role of ethical mindsets in moral dynamics”
  by Michael Bashshur, Gert Cornelissen, Marc Le Menestrel and Julian Rode (January 2012)

- “Do institutions and culture matter for business cycles?”
  by Sumru Altug and Fabio Canova (April 2012)

- “Productivity and the welfare of nations”
  by Susanto Basu, Luigi Pascali, Fabio Schiantarelli and Luis Serven (March 2012)

- “Saving lives: Evidence from a micronutrient intervention in Ecuador”
  by Stephan Litschig and Marian Meller (February 2012)

- “The effects of a universal child benefit”
  by Libertad González Luna (September 2011)

- “The effects of employment uncertainty and wealth shocks on the labor supply” and claiming behavior of older American workers
  by Hugo Benítez-Silva, J. Ignacio García-Pérez and Sergi Jiménez-Martín (June 2011)

- “One person in the battlefield is not a warrior: Self-construal, perceived ability to make a difference, and socially responsible behaviour”
  by Irina Cojuharenco, Gert Cornelissen and Natalia Karelaia (October 2011)

2.4.2 Research Articles

- “The influence of decision power on distributive fairness”
2.5 Partnerships

2.5.1 Collaboration agreement with the Catalan Down Syndrome Foundation

Our institution decided to support the Foundation which aims to “improve quality of life for people with Down syndrome or other intellectual disabilities, enabling their full inclusion in society as well as their attainment of well-being, self-determination, personal development, respect, and dignity at the highest levels” (http://www.fcsd.org/en/mission_3531)

The agreement, signed on 16 February 2012, provides the Foundation with free rental of classrooms to organise training for relatives of people with intellectual disabilities.

2.5.2 Collaboration agreement with the ONCE*

* The ONCE is a non-profit corporate organisation that focuses its activities on the improvement of the quality of life of people with blindness or severe visual impairment from all over Spain. (http://www.once.es/new/otras-webs/english/WhatsONCE)

Thanks to the agreement signed with the ONCE Catalan delegation, in the framework of the Postgraduate Programme in Social Animation and Community Development: Project Management and the Postgraduate Course on the Fostering of Active Ageing Projects, technicians and members of ONCE will benefit from grants of 25% and discounts of 10% on the total registration fees. Some of the speakers who will participate in the Postgraduate in Social Animation are professionals specialised in social animation from the ONCE Foundation and ONCE Catalonia. The ONCE will moreover take in students on internships on the social animation programmes and actions that they schedule for the members.

2.6 Institutional Scholarship Programme

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 programme aimed at helping people with talent to access the master’s programmes.

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

The scholarship programme covers all our master’s programmes of at least 60 ECTS and the amount of the scholarship cover 25% or 50% of the master’s degree registration fees.
In addition, for the 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

3.1 Curricular activities

3.1.1 Continuation of previous successful activities

- **Session: Case Discussion: “Values, Ethics and Leadership: Finding your situational power”**
  Marc Le Menestrel, Gael Le Mens
  (Master of Science in Management Introduction Week Session - October 2012)

- **Course: Rationality and Ethical Values in Management**
  Marc Le Menestrel
  (Master of Science in Management - 40h elective course – April to June 2011/April to June 2013)

- **Postgraduate programme in Social Animation and Community Development**
  (October 2012 – June 2013)
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- **Postgraduate course on the Fostering of Active Ageing Projects**
  (May -June 2013)
  10 ECTS - Academic Management: Paulina Ballbé, Ferran Arbós and Pilar Medina.

3.1.2 New courses

- **Integral leadership and Corporate Reputation Management**
  Antonio Márquez
  (MBA part time - 16h elective course – Autumn Term 2012)

  Objectives:
  - Develop a vision with an integral and global perspective of the role of Leadership and companies in our society.
  - Be able to recognise the different factors which influence or determine the ways of leading a company.
− Know the tangible and intangible (t+i) benefits provided by the harmonisation of personal and corporate Values, coherence in Leadership and the dimensions generating good Corporate Reputation.
− Know the methodologies used to make Leadership Integral, and how the dimensions generating good Corporate Reputation, such as CSR, contribute to it.
− Develop the professional capacity and the will necessary to be able to know how to lead a business team integrally.
− Be able to assess the quality of a Corporate Reputation report, analyse the international rankings of the most reputable companies and the methodologies of the main research centres in Spain and the rest of the world.
− Know how good Corporate Reputation and Integral Leadership are generated, managed and controlled.

“New Eyes for New World”
Starting next academic year (2012-2013) this 16h core course will be taught on all the Master’s programmes of the Barcelona School of Management to foster the skills and values which are the DNA of our institution.

Objectives:
− Creativity: ability to tackle situations in a new and original manner in a specific context and respond to them satisfactorily.
− Holistic thinking: ability to understand the environment through an integrative attitude.
− Co-opetition: ability to share methods in order to attain objectives which meet the needs of the group.

3.2 Alumni continuity programme

Volunteer Training Programme
With the collaboration of the Catalan Federation for Voluntary Social Work, the Alumni Association will offer a unique opportunity to its members, inclined to develop their volunteer spirit and competences, to take part in a Volunteer Training Programme. The course, whose duration will be 12 hours (5 weekly sessions), will be held during the Autumn Term 2012 under the academic management of Paulina Ballbé and Eulàlia Mas.
3.3 Partnerships

Our institution wishes to foster collaboration with the Catalan Down Syndrome Foundation by taking on board people with intellectual disabilities as part of our administrative staff (employment or internship contracts).

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.