EUROMED MANAGEMENT’S COMMITMENT TO DEVELOPING THE PRINCIPLES FOR RESPONSIBLE MANAGEMENT EDUCATION 2008-2010
Further to four years Communicating On Progress, Euromed Management is now communicating on the Principles for Responsible Management Education, focusing on how our vision and values create the foundations for pedagogical and research activities in line with the Six Principles.

The present edition covers the period from academic year 2008-2009 to academic year 2009-2010.

We also publish a yearly Sustainable Development Report that presents all actions we are undertaking as a corporate institution. This report provides a wider vision of how we interact with all our stakeholders, how our values impact our governance, our social policy, our management of the campuses. In our everyday decision-making process, at all levels, responsible principles guide us, and this is what we wanted to show in this report.

You can access this report following this link: www.euromed-management.com/fr/manager-responsable

As the world is going through hard times, at Euromed Management we decided to take some distance and think differently. We decided not to join the choir of those who predicted that the present business model should be completely changed. Questioning the model is about being open to change, not necessarily about reinventing it all.

Back in 2002, at Euromed Management, we were particularly aware that a longer term vision is what is needed for preserving a balance in the development of this complex world. We decided that the manager’s responsibility should be emphasized so that each decision should be made in a responsible way, taking into account all major challenges of the 21st century: the challenge of the world population, of the natural resources scarcity, of the governance, etc.

Considering long-term, thinking globally, being true to our euro-mediterranean values: those are the major concepts at stake in the vision that Euromed Management set up in 2002 and which are still the core elements of our vision and mission.

We assume the social responsibility to educate future managers with different values, in order for them to see the world through different eyes.

We assume the educational responsibility to create the learning environment that will help them best to develop themselves in order to become responsible managers.

We assume the societal responsibility to make sure our partners, whether corporate, institutional or associative, are aware of these major issues and all work consistently in the same direction.

And this is what this Report is all about: assumed responsibilities.

Dr Bernard BELLETANTE
General Director
> Principle 1

“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.”

Back in 2002, Euromed Management decided to promote personal development as the backbone of its main Master of Science in Management programme. Helping individual to find their own path and build it themselves, letting personalities shape the future, this is the only way our future managers can match their own personal values and those of the companies they work for. This match will enable them to commit fully to their job and build a personal and professional project that makes sense for them through their whole life.

At Euromed Management, we have decided to recruit students asking them what their dream is. We want passionate individuals, personalities able to reinvent themselves as well as their environment, whether personal or professional each time they feel or need so.

Personal development is not limited to self-development or self-help; it also includes developing others and by extension refers to the methods, programs, tools, techniques, and assessment systems used in personal development. At the level of self-improvement, personal development includes the following:

- Becoming the person one aspires to be; integrating social identity with self-identification.
- Increasing awareness or defining of one’s priorities, values, chosen way of life or ethics.
- Strategizing and realizing dreams, aspirations, career and lifestyle priorities.
- Developing professional potential and talents; developing individual competencies, learning on the job
- Improving the quality of lifestyle in such areas as health, wealth, culture, family, friends and communities.
- Learning techniques or methods to expand awareness, gain control of one’s life or achieve wisdom.
The personal development of others may be a function within the role of teacher or mentor, a personal competency such as a manager’s ability to develop the potential of employees, or a professional service such as providing training, assessment or coaching. It allows each individual, according to their own unique know-how-to-be to develop qualities that are essential to a manager, such as:

1. People Leadership: managers become successful leaders by engaging the individuals on their team.
2. Development Quality: this goes beyond form-filling for the employee reviews and enrollment in the next training program. Good managers know their people, their long-term aspirations, their strengths and potential, and take action for developing them.
3. Talent Attraction, Retention and Renewal: attracting the right people as preferred employer, keeping the right people through career development and management attention, helping talented people re-engage with company needs when they reach a plateau.
4. Individual Competencies: individuals are able to identify their strengths, talents and skills and combine them into an authentic positioning for future development.
5. Company Culture & Values: development linked to corporate culture and business strategy creates loyalty and long-term engagement.

For doing so, Euromed Management has been cooperating with Metizo since 2002. Metizo helps individuals to “build” their future as an entrepreneur for his own company. Metizo promotes values such as team and action learning as well as experience sharing. During the entire program, high potentials and future managers are followed by senior managers coming from various backgrounds. Nowadays, sustainable concerns, whether environmental, social or societal are more and more shared by all companies worldwide. They affect their business models, but they also are an individual concern of the decision-makers of these same companies. Because they are consistent with the values of a generation more globally-conscious, more environmentally-conscious, clearly helping student self-develop lead them quite systematically to share these values that will entice them to build a better world for future generations.

Contact:
marion.deport@euromed-management.com
jane.aubriet-beausire@metizo.com

PERSONALITY
Who am I? What do I want?

EMPLOYABILITY
What recruiters expect

A CAREER THAT SUITS ME

PERSONAL DEVELOPMENT
What do I know? What can I do?

SKILLS

LEARNING

THE EMPLOYMENT MARKET

06

07
**Principle 2**

“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”

Euromed Management has developed a very specific pedagogical project based on managing in diversity and managing in complexity in a responsible framework.

The key concepts of our vision

- Euromedian management
- Sustainable Development
- Diversity
- SMEs and regional business practices
- Innovation, entrepreneurialism, knowledge management
- Systemic management and transversality

Whatever the situation, each manager has to take into account a complex and diverse set of data and potential consequences in order to take a decision. Being at ease with this complexity will allow each future responsible manager to constantly adapt to ever-changing situations and make the most of each one. Moreover, each future manager is trained to consider diversity as a source of new and unforeseen richness leading to an innovative management, as opposed to an obstacle preventing efficiency.

Additionally, acquiring the technical and personal skills enabling each student to perform best in tomorrow’s world cannot be done without an in-depth knowledge of principles linked to sustainability and responsibility in order to best apply them transversally, whatever the professional environment.

Thus we do not consider Sustainable Development as a special programme, a specific event, or in other words “a plus”, but rather as a direct consequence of our system-based vision of management.

The Euromedian positioning provides tools to adapt and perform well in a diverse management environment, more specifically in areas where the regional aspects are strongly represented and influential (such as Latin America, South-East Asia, for example).

It is this vision that Euromed Management has translated into a pedagogical approach and a programme.

**Our pedagogical approach**

Pedagogical modes and contents are a direct translation of the above-mentioned vision.

Allowing all individuals to develop their own capabilities and personality, to determine what their values are, enables us to create an environment in which each student builds his know-how-to-be and know-how on who he is. As an individual, he/she will therefore know him/herself better, and will build his/her own decision-making process on these values. This will make every single manager a globally consistent person who will assume consequences for his/her actions as they will reflect who he/she is.

We develop this ability to be consistent by putting our students at the core of their own learning path: as soon as they integrate Euromed Management, they are at the center of...
their own curriculum, they are the decision-maker of the customization of their own programme, deciding when to validate which requisite, depending on whether they have developed all skills required for this purpose. Each student can therefore adapt his/her own curriculum based on his/her progress in his/her learning path.

Besides, we develop their capabilities to think systemically, and systematically incorporate responsibility into each and every single one of their requisites. This is why we have decided to have a transversal and global approach to responsibility, whether academically or as a corporate institution.

The Ten Principles of the Global Compact are developed transversally in the global offer of courses, whether core courses or elective courses, i.e. in the basics of what every single global manager should master as well as in specialized fields that build their own customized competencies. This is why SUSTAINABLE DEVELOPMENT has been incorporated into the first year core courses in the main Master program of the School since academic year 2005-2006.

In 2009-2010, the main Master ESC program has included 11 modules out of 100 modules total that are all specialized in responsibility: sustainable development, corporate social responsibility, sustainable performance, development economics etc., and 20 modules that deal with the same concepts adapted to whatever domain of expertise out of 100 modules total. On these 31 modules out of 100 (i.e. a total of 6000 seats which have been open all topics included), 1860 seats have been open in responsibility, out of which 1120 have been taken by students interested in these topics.

Whatever their own customized curriculum, students will get this approach to these major global concerns that are linked to responsibility and that are at the core of each and every single company’s environment nowadays.

Contact:
bernard.paranque@euromed-management.com
danielle.castagnoni@euromed-management.com

> Principle 3

“We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership”

> The structure of the main Master Programme

The pedagogical objective of the Main Master Programme deriving clearly from our vision and our mission, its structure has therefore been created to be fully consistent with the pedagogical approach detailed above.

The customization of the curriculum is gradual, as detailed below:

The first year of the main Master program, twelve courses have to be validated, which are considered as the foundations of what any general manager should know. These basic management courses are offered each semester, so that each student decides which semester he follows and validates which module. For each module, he/she can choose different planning options, which allows each student to master his/her involvement in classes and his/her availability for all other activities accordingly.

During the two following years, a number of requisites are identified and explained thoroughly to all students in pedagogical coaching sessions. These requisites need to be validated within two years, whenever the student chooses to do so. All administrative and pedagogical tools are designed to focus on the learner’s central position in the curriculum design.
Personal development in the ESC programme

Contact:
bernard.paranque@euromed-management.com

> The course offer

Apart from "Sustainable Development" which is a core course of the first year of our main Master Programme, the list of electives is as follows:

Professors Course (30 h modules)
Erna Baets* Visiting professor
- Health for social and personal development
- Leadership and sustainable performance
Walter Baets Visiting professor
- Knowledge Management and management learning
Pierre Bigazzi* Visiting professor
- Managerial philosophy
- Psychology and the development of potential
Odile Boizard Information & Finance Pole
- Governance of vital resources and Sustainable Development
Danielle Castagnoni Competition & Competitiveness pole
- NGO and equitable commerce
- Responsible Marketing
- Eco-conception and sustainable tourism
Jean-Philippe Danglade Competition & Competitiveness pole
(Sustainable Development Open 13 manager)
- Responsible Development in entertainment
- Leisure Marketing
- Marketing (6 h for the PMF)
Dardo De Vecchi Strategy & Environment Pole
- Management and language
- An approach to knowledge management

Eustache Ebondo Information & Finance Pole
- RSE, Financial security and creative accounting
Laurent Estachy Information & Finance pole
- Equity investments
Tobias Hahn Strategy & Environment pole
- Corporate Sustainability, CSR and Environmental Management
Julien Hanoteau Strategy & Environment pole
- Environmental law and regulations
- Sustainable Development
- Finance, governance and Sustainable Development
- Good governance or corruption
Thomas Lagarde-Segot Information & Finance Pole
- Financial accounting (3 hour short module)
Nadine Levrau Information & Finance Pole
- Finance for entrepreneurship and local development
Lionel Maltese Competition & Competitiveness pole
- Event Marketing (responsible events)
Virginie Martin Competition & Competitiveness Pole
(Euromed gender equality correspondent for the CGE)
- Gender, power and management
- Ethics and media
Patrick Micheletti Strategy & Environment
(Euromed Management representative at the annual diversity conference)
- Managing men and teams (short 3 hour module)
- HRM practices
Robert Ohanessian Information & Finance Pole
- Management of international financial risks
Bernard Paranque Information & Finance Pole
- Management of diversity and economic action
Isabelle Pignatel Information & Finance Pole
- Financial Communication : transparency and ethics
Frédéric Prévot Strategy & Environment Pole
- Change Management
Katia Richomme Huet Strategy & Environment Pole
- Human Resources (policies to avoid redundancies)
- Financial Risk Management professionals:
  a socially responsible risk manager
Robert Spencer Competition & Competitiveness Pole
(Responsible Purchasing Coordinator of Chair)
- Purchasing (responsible)
Virginie Vial Strategy & Environment Pole
- Corporate social responsibility
- Development economic
- Education and learning for development
> The Pro-Act Pedagogy

Pro-Act is an innovative learning concept that creates the link between the students’ academic curricula and their professional project, allowing them to develop the skills and competencies they need to perform well in the professional environment they have chosen for themselves. It allows each student to customize his/her own curriculum, through interactive and applied pedagogical modes. Creating themselves what they have dreamt of before puts each student at the core of his/her own dream. It also helps the students to be lifelong learners by developing their capabilities to systematically learn from each situation, whether personal or professional and constantly improve their set of skills and competencies, adapting them to their ever-changing environment.

In this frame, students are more and more involved in projects linked to either environmental, social and/or societal responsibility. Coordinating these projects, making sure these projects make sense individually and also globally, all together, is UNIS-TERRE’s mission.

UNIS-TERRE is Euromed Management’s association for an equitable and sustainable development. UNIS-TERRE gathers 200 active members who work on 15 projects, whether local or international, whether social, societal and/or environmental projects.

This way, Euromed Management students innovate and create a global responsible offer of projects. www.unis-terre.com

Contact: jean-marc.blanc@euromed-management.com

> Innovation School

Further to the implementation of various distance tools in 2005 (such as Cyberlibris, the virtual library) and in 2007 (virtual courses to be downloaded through Cross-knowledge), Euromed Management has decided in 2009 to expand the use of its own distance learning systemic tool: Innovation School.

By implementing it compulsory for all core courses, Euromed Management makes it available to all Master students.

The obvious first advantage that comes in mind is that Innovation School is a distance learning tool that enables students to extend their learning experiences outside the School premises if they choose to do so, by multiplying their international exposure as well as their learning periods in companies, through missions, pro-acts, internships ...

It also allows Euromed Management Faculty to focus on their expertise, the face to face meetings being therefore dedicated to elective highly-specialized modules and personalized coaching sessions with students.

Innovation School is also mainly a knowledge database, including over 300 inter-related concepts of management and includes a powerful semantic engine. Whenever needed, whether for a specific module, for an assessment, for a pro-act or for an internship, each student can browse through this global tool accessible from wherever in the world, and check his/her own level of understanding and acquisition of these concepts. Each student can therefore personalize his/her own learning path, by deciding individually to deepen his/her expertise in a special area whenever he/she feels so or needs so.

Besides being autonomous, each student is also the decision-maker of his/her own learning path, that he/she can customize as per his/her own workload capacity, his/her learning rhythm and needs. This pedagogy definitely increases the student’s creativity and entrepreneur spirit.
Innovation School also includes various collaborative tools such as chatrooms, podcasts, video-conferences, forums ... that promote group discussions, knowledge sharing and consequently improve group synergy and sense of belonging to a learning community.

Contact:
stephane.boiteux@euromed-management.com

> An example of an academic specific activity: SIMONU

Since academic year 2006-2007, Euromed Management has organized SIMONU, together with UNRIC (United Nations Regional Information Centre for Western Europe). SimONU is a large-scale simulation of the work of the United Nations General Assembly. Participants are divided into delegations. Each delegation includes two Euromed Management students and two students from preparatory classes, and represents a country. Each delegation defends the country’s position according to a specific protocol, through negotiation role play focusing on UN-related concerns. They must come to an agreement in order to resolve the given concerns in just one day. Each year, the event gathers 130 students from preparatory classes and 80 students from Euromed Management. The winning team together with the organizing team travel each year to the United Nations headquarters for attending and participating to the United Nations Model simulation.

Pedagogical objectives
- Provide students with the opportunity to put into practice the knowledge acquired throughout their curriculum. Debates focus more specifically on a news-related subject studied specifically this year by students in the preparatory class.
- Provide understanding of international bodies and the stakes/repercussions in terms of business, practice (negotiation, public speaking, synthesis and argumentation etc.)

In 2009-2010, our Marrakech Campus in Morocco hosted its first edition of SIMONU which gathered 20 students from Euromed management and 30 students from preparatory classes.

In February 2010, the Paris Model of United Nations (PMUN) was held on February 4th and 5th 2010 at the UNESCO premises. Like SimONU, the event was a simulation of a United Nations General Assembly and offered an opportunity to become an actor and take on the role of a diplomat. Two out of five Euromed SimONU members present at this event won an Award. This is an honorific award given to the most meriting delegations.

Outstanding delegation Award
Karim MOUACI & Fanny PESIN

Distinguished delegation Award
Korioun KHATCHADOURIAN, Nicolas MAYET and Max SENANGE

They were defending Euromed Management’s colours against over 175 participating students including delegations from HEC, ESCP Europe, Sciences Po Paris, ILERI and other European universities.

Contact:
emilie.gueret@euromed-management.com
Principle 4

“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”

> CHAIRS

June 2008: AG2R-Prémalliance Research Chair
The “Alternative Financing” Research Chair

Euromed Management and AG2R-Prémalliance have shared interests linked to the promotion of solidarity finance. They have therefore agreed to form a partnership through the creation of the AG2R-Prémalliance Research Chair on:

Alternative Financing,
Investment, Solidarities, Responsibility
- Investment: since tomorrow’s world needs decisions today to meet the needs of stakeholders, businesses, people etc...
- Solidarities: as the challenges of our world involve promoting, forming and encouraging links between people adapted to the diversity of economic, social, cultural and environmental situations encountered everywhere.
- Responsibility: as it is our duty both as managers and as educators to offer new solutions and train managers able to organise and implement them.

AG2R-Prémalliance and Euromed Management wish therefore to act together on topics such as:
- The social role of financial markets
- The development of social systems of provident and retirement funds
- Forms of governance, cooperatives versus capitalistic companies
- Alternative means of financing: overview, challenges, economic efficiency

- The role of social economics in the financial community,
- Finance and entrepreneurial action: solidarity funds, micro credit.

In order to carry out this research programme, Euromed Management has recruited one professor: Dr. Mondher Cherif, whose research focuses on stock market development and growth in MENA region.

A PhD student, Omer Farooq has been recruited as well.

He will research Sustainable Development, Corporate Social Responsibility and Stakeholder Theory.

The Responsible Finance Fund “ETHOMED”

Ethomed, a socially responsible investment association, was created by the AG2R/La Mondiale-Prémalliance Chair which offers an alternative approach to financing.

It has created an ethical finance structure that bases its investment decisions on social and environmental criteria as well as the traditional criteria; profitability is not the only measure of performance, non-financial indicators are also measured.

One of the main objectives of the Ethomed project is to create understandable non-financial performance indicators. Ethomed aims to select, finance and support responsible projects long term, by bringing together investors and project managers. It is the only project that combines finance, entrepreneurship and sustainable development. A pooled fund has been created and the income will be paid to an ad hoc body and assigned to proposed projects. It offers students the unique opportunity to participate in an innovative project, to create a professional and community network, and to acquire the necessary skills to act together for responsible development, allowing them to discover venture capital, micro credit and socially responsible investment.

Contact:
bernard.paranque@euromed-management.com
ethomed@euromed-management.com
Principe 4

Research Chair for La Poste
“Rethinking Growth”

On 2 April 2007, Georges Lefebvre, General Manager and Human Resources and Social Relations Manager at La Poste group, Patrick Widloecher, Sustainable Development coordinator at La Poste and Euromed Management, signed a partnership agreement to create a research chair for La Poste in sustainable development.

In the framework of this Chair in April 2009, Walter Baets, professor of Complexity, Knowledge and Innovation, Associate Dean for Innovation and Social Responsibility and Erna Oldenboom, specialist in leadership, worked on health and transformation, social responsibility, sustainable development and growth, which are deeply entangled. This is a book for managers who wish to move away from a shareholder view towards a stakeholder view, and who have enough courage to turn management into responsible entrepreneurship. It is a hands on book for managers interested in the implementation of sustainable performance.

The authors argue that “growth, social responsibility and sustainable development are deeply embedded.” Nowadays, social responsibility and the sustainable growth of the corporation are totally interrelated.

The book presents an original approach: although sustainability and responsibility themes are presented in a variety of publications, most of these books ignore the holistic and dynamic framework within which a manager can really attain an overall understanding of corporate growth and its possible alternatives. This book tackles these issues. Should we rethink growth? Is the abundance of the western world still ethical? Growth, social responsibility and sustainable development are indeed deeply entangled. This book aims to provide the reader with a transversal, holistic view on these issues, and a real understanding of corporate growth, along with its possible alternatives.

Contact:
jean-christophe.carteron@euromed-management.com

> Research partnerships

October 2008
Research partnership with Umea Business School

Euromed Management and Umea School of Business share an interest in research on sustainable business and development and have created a cooperation to jointly develop research projects, the writing of research papers and the exchange of empirical material.

Virginie Vial and Julien Hanoteau, professors at Euromed Management, attended the “Metatheorizing the Sustainable Economy Workshop” in Umea in June 2008. The purpose of the workshop was to discuss sustainability from a business and administration perspective and to map out foundational problems and opportunities for new ideas and change.

The workshop focused on the two following fundamental questions: What is sustainability and what are the foundational problems? What solutions exist and are they adequate?

> Research workshops at Euromed Management

February 2009

Dr Jean-Philippe Danglade presented « Comment adapter une stratégie RSE aux spécificités de l’organisation événementielle ? Le cas du tournoi international de tennis Open 13. »

Discussant: Dr Dwight Merunka, Euromed Management
> Research projects

Global Research in Innovative Development Strategies (GRIDS)

Project Leaders
Julien Hanoteau, Thomas Lagoarde-Segot & Virginie Vial

The Global Research in Innovative Development Strategies (GRIDS) project is a step towards the fulfilment of Euromed Management’s mission to contribute to sustainable development by informing and training responsible managers. Reflection about growth, sustainable development and the responsibilities of organizations, governments and other stakeholders has gained increased importance in academia. Social capital and trust have been proven to influence economic development and growth.

Business schools around the world have started integrating classes about development, corporate responsibility, geopolitics and other related courses into their curriculum. These subjects have become essential to both the students’ academic and research portfolio, as business tools and to organisations.

The creation of this research group made up of company directors from the Responsible Manager Network and 6 professors from Euromed Management: Christophe Garonne, Tobias Hahn, Frédéric Prevot, Katia Richomme-Huet, Zannie Voss and Yahia H. Zoubir will shed new light on the complex interaction between management, economic development, institutional and political change, and human development so as to equip future managers with the tools to understand, adapt to, evolve in, and shape this new environment.

The GRIDS project will open up new avenues for corporate and managerial development with the objective of inspiring innovative business models; the project will explore the interaction between the economic and social arenas in different cultural, political and economic settings. The GRIDS project aims to produce high quality research on geopolitics and dynamics, development and well-being, social capital and institutions, entrepreneurship and strategy, personal development and diversity. Publications in high-ranking journals and/or books will be coordinated in three year cycles. Simultaneously, intermediate articles and papers will be published in credible e-journals and e-resources, such as the Berkley Electronic Press journals or the Middle East Report Online.

Finally the GRIDS project aims to generate new ideas for public and private sector’s decision-makers through the organisation of outside activities, such as an annual workshop for corporate and institutional partners.

Contact:

julien.hanoteau@euromed-management.com

Responsible Purchasing Research Project

Project Leader
Robert Spencer

In the sustainable development context, and directly in line with considerations of an economic, ecological and of a socially responsible nature, Purchasing and Supply management stands out, and is directly in the “line of fire”. The Purchasing function over the past 10 to 15 years has adopted an increasingly strategic profile within the firm. Previously labeled as a “product/service acquisition” function, where negotiating skills were considered critical, and a “poor neighbour” compared to, for example Sales and Marketing, today Purchasing has developed a rather different profile, involving a more strategic, and explicit, profit generating dimension. Faced with the difficulty of competing in an increasingly competitive market, upper management is looking less at Sales and Marketing and more towards Purchasing as a means of ensuring profits by reducing costs. In some cases this means lower acquisition costs, but more importantly ideas to improve cooperation with selected suppliers to develop “win-win” situations have emerged.

Purchasing has progressively acquired a strategic resource-accessing profile. Consequently, today the Purchasing mission has more to do with long-term supplier
relationship management (with the concentration of the supplier base for improved cooperation and therefore profitability), and with supplier network development (coaxing suppliers to cooperate, for example, with a view to pooling their resources and technologies, and providing better combined solutions for the “stimulating” buying firm), rather than simple short-term price negotiations to enable cost-savings.

Business in general has been impacted by the concerns regarding sustainable development and the Purchasing function seems to be at the heart of the matter. Purchasing is the interface between firms along the manufacturing channel, be it at the raw material level, the manufacturing and transformation level or even downstream at the end-user level. Purchasing strategy and choices will impact on final customer behaviour and vice versa.

Robert Spencer, professor in Marketing in collaboration with Frédéric Prévot, professor in Strategy, and Jean-Christophe Carteron, Coordinator of the “Responsible Manager” strategy, have developed a research project in the field of “Sustainable Sourcing in the Network Environment” (Responsible Purchasing) simultaneously encompassing ecological and environmental, socially responsible, and economic dimensions.

The research project will be run in collaboration with three NGOs as partners and experts to reinforce these dimensions: WWF (environmental), Max Havelaar (societal), and Extra-Muros (social). Corporate partners will also actively participate and provide research funding.

Themes will relate to the manufacturing channel(s):
- Responsible purchasing from the Intra-firm/Intra-organisational perspective
- Responsible Purchasing with an end-user/final customer focus
- Responsible Purchasing with a Buyer-Supplier Relationship focus
- Responsible Purchasing with a “Manufacturing channel” focus
- Responsible purchasing with a Network/Systems and/or Network actor focus

Contact:
robert.spencer@euromed-management.com

International Research Network on Social & Environmental Aspects in Business & Management (SEABUS)

Project Leader
Tobias Hahn

Since September 2008, Euromed Management has been a member of the international academic network SEABUS (International Research Network on Social and Environmental Aspects in Business and Management). This network, funded by the German Federal Ministry for Education and Research brings together ten research institutions from across the globe to foster research in the area of social and environmental aspects in business and management. Among partner institutions are Amsterdam Business School, Yale University, University of Hong Kong, University of Victoria, Queen’s University Belfast and the network coordinators: the Institute for Futures Studies and Technology Assessment in Berlin.

The objective of this network is to foster conceptual and methodological exchange on innovative research in environmental and social aspects of business and management.

Through this network the partners strive to further their research in the management of social and environmental aspects in companies within the international scientific community.

The activities of SEABUS comprise among others the publication of two special issue academic journals, numerous exchanges of researches, the organization of a Research Summer Academy (held in Berlin in June 2008), a series of research workshops and a transfer workshop (held in Brussels in October 2008). The transfer workshop, organized by EABIS and IZT (both project partners) provided a platform for SEABUS members to present and exchange their research with practitioners and corporate decision makers.

Further details on SEABUS are available from www.seabus-research.net.

Contact:
tobias.hahn@euromed-management.com
The Mistra Project

Project Leader
Tobias Hahn

“Value-based environmental sustainability analysis of Nordic companies” is a joint research project between Queen’s University Belfast, the Institute for Futures Studies and Technology Assessment in Berlin and Euromed Management. It includes eleven research projects by international teams within the research programme “Sustainable Investments and the Sustainable Company” funded by the Swedish Foundation MISTRA.

The project, started in June 2009, will run for 3 years. It comprises a value-based environmental sustainability analysis of Nordic companies using the Sustainable Value approach to analyse the relevance of environmental, social and governance information on financial markets. The analysis will also provide a quantitative monetary assessment that integrates environmental and financial performance of the assessed companies. The results of the analysis will feed into the development of a Nordic value rating and the construction of a Nordic value index.

Further details on MISTRA are available from www.sustainablevalue.com

Contact:
tobias.hahn@euromed-management.com

Responsible Managers’ Network

Project Leaders
Virginie Vial & Jean-Christophe Carteron

The Responsible Managers’ Network was launched in September 2007 and has celebrated its second anniversary in October 2009 at Euromed Management. Initially established with 11 member companies and NGOs - Adecco, Armor Lux, Banque Populaire, EDF, La Poste, ONET Group, Kinnarps, Sodexo, Max Havelaar, Utopies and ACIDD, the network counted in October 2008 13 members with the addition of Cora and AG2R who joined in 2008. It is now up to 14, including the newcomer NOVETHIC.

The aim of the network is to offer the member organizations insights into academic research in terms of environmental and social responsibility issues, while feeding academic research with the experience of managers.

During 2007-2008, the network met once a month to discuss issues such as performance and responsibility, diversity and responsibility, or corporate social responsibility and changes in the business model.

Several Euromed Management academic members - Katia Richomme-Huet, Virginie Martin, Frédéric Prévot and Virginie Vial have had the opportunity to produce articles that have been published both in the press - Vertitude, Planète Libre, Science Frontière, and in academic journals - Global Business and Organizational Excellence.

For the academic year 2008-2009, the Responsible Managers’ Network set up a yearly programme focused on the subject of Social Capital led by Virginie Vial. Monthly meetings provided the opportunity to present, discuss, and work on topics such as stakeholder identification and management, business ethics, business model innovation for sustainable development, valuation of organizational social capital, and sustainable performance measurement.

In 2008-2009, students from Euromed Management, as part of the “Pro Act” programme has also been involved in the network. 13 students, one in each of the Responsible Managers’ companies, has studied a subject proposed by the company and has also implemented their proposed solution in the company.

Contact:
jean-christophe.carteron@euromed-management.com
virginie.vial@euromed-management.com
Mondher Cherif’s second project entitled “The Quality of the Financial System and its Institutions and its Impact on the Growth of the MEDA Countries” analyses various aspects of the financial sector functioning in the MEDA countries and compares it with Eastern European countries in order to make use of policy measures already applied in this region in connection with the European Union enlargement. The other members of the team are Prof. Alfred Steinherr, German Institute of Economic Research and EIB; Prof. Adel Boughrara Faculty of Economic Sciences, Sousse, Tunisia; Prof. Samy Bennaceur, IHEC Tunis, Prof Ian Babetskii, EI Charles University, Czech Republic; Prof. Samir Gazouni, ISCAE Tunis and Prof. Bassem Kamar, International Monetary Fund, USA. His third project “Does Capital Account Liberalisation spur Private Flows, Financial Development and Economic Performance?” with Prof. Alfred Steinherr, German Institute of Economic Research and EIB, Prof. Mohammed Goeaid, IHEC Tunis, Prof. Samy Bennaceur IHEC Tunis, Prof. Ian Babetskii, EI Charles University Czech Republic and Prof. Bassem Kamar IMF, USA, focuses on the capital account openness in the MEDA countries as compared to CEEC countries. The approach will be multidimensional focusing not only on the real economy but also on the financial sector.

Their first objective is to understand why some countries choose to liberalise their capital account and what explains the speed of the liberalisation process. Thomas Lagoarde-Segot, professor of Finance, is currently working on a 12 month project also funded by the FEMISE. The research theme is “The Economic and Social Impact of State Diversification: A comparison between MENA countries and other regions”. This research project is carried out in collaboration with: Dr. Adel Boughrara, Faculty of Economic Sciences, Sousse, Tunisia; Dr. Samy Bennaceur, University of 7 November, Carthage, Tunisia; Dr. Samir Ghazouani, University of 7 November, Carthage, Tunisia; Dr. Najiess Boubakri, American University of Sharja, United Arab Emirates.

Contact: jean-christophe.carteron@euromed-management.com
> Principle 5

“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”

The Responsible Management Network: reinvent business as usual.
The Responsible Management network was created in September 2007. At that time, 11 companies and NGOs joined, this group being up to 14 now. The objective of this network is to exchange good practices, whether academic or practical ones.

In 2007-2008 the topics covered in the monthly meetings were about performance and responsibility; diversity and responsibility; CSR and new business models.

In 2008-2009, the Network focused on social capital, dealing more specifically with identifying and managing stakeholders; ethics in business; innovation in business models; measuring sustainable performance.

In 2009-2010, the topics covered have been in line with the GRIDS research project (see page 29):
- Geopolitics and CSR: a pre-arranged relationship?
- Managing reputation: to be and to seem
- Social intrapreneurship: fashionable or sustainable?
- Well-being at work or work for being well?

« This network is about being humble in exchanges to learn more, faster and more transversally. CORA has thus improved their legibility and visibility. You have the unique opportunity to present your project in front of these experts, each one with their own background and domain of excellence: communication, human resources, sustainable development, finance... as well as their own networks. We are more efficient, and we are having a good time. »

Pierre Tritz, Financial and Administrative Director and Director for Sustainable Development at Cora

Contact:
jean-christophe.carteron@euromed-management.com
Principle 6

“We will facilitate and support dialog and debate among educators, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability”

As a responsible school it is important for Euromed Management to create solid relationships based on the sharing of experience, both at the local, national and global levels. We must therefore be closer to organisations that are committed and recognised so that in turn we can encourage new initiatives. It is a means for Euromed Management to be more credible, to find new partners, to engage in new ideas to reinforce its Sustainable Development strategy.

Principles for Responsible Management Education (Academic Taskforce)
Through the Global Compact, the United Nations use companies to develop more responsible practices throughout the world. The companies that wish to engage in these practices need very specific know-how and knowledge. In 2007 the Global Compact bureau decided to create an academic work group which mission is to define the principles of the Global Compact in the educational sector: The Principles of Responsible Management Education (PRME). 183 educational establishments are involved in this approach and the first Global Forum for Responsible Management Education was held in December 2008 in New York. Walter Baets, director for innovation and CSR presented the results of the work group on “New learning methodologies”.

21 Committee
Euromed Management has been a member of the 21 committee and has been part of its Board of Directors since 2008. The 21 committee was created in 1995, 3 years after the Rio Earth Summit, with the objective of keeping Agenda 21 alive in France. The 21 committee’s mission is to anticipate on the challenges of Sustainable Development, to accompany the changes that need to be made; to share them within its network and make them known to all. The 21 committee has over 400 members representing civil society, Sustainable Development players split into 4 colleges (companies; authorities; associations; institutions, higher education and media) sharing the same goal: to face the challenges of the 21st century through Sustainable Development. Besides the participation of our General Director in the Board of Directors, Euromed Management participates in a work group on “Mass Consumer Marketing” through one of our research professors.
www.comite21.org

Observatory of Corporate Social Responsibility (OCSR)
Since its creation in 2000 the OCSR has tried to:
> Make the CSR tools that will have an influence on the operations of companies and their representatives (investors, staff...) more comprehensible
> Identify the different CSR stakes based on the classification of the stakeholders
> Let OCSR members be more present on the international scene through a better knowledge of the places where CSR is governed.
Euromed Management became a member of the OCSR in 2008-2009 and has been part of a work group as from January 2009 on the following theme: “The involvement of staff in their company’s CSR strategy”.
www.orse.org
Responsible Campus
Responsible Campuses is a campaign run by Graines de Changement launched in 2006 with the goal of inciting higher education establishments to progressively include Sustainable Development in the teaching and research programmes and in campus management.
By becoming a member of this campaign Euromed Management signed a charter and benefits from a privileged access to information and implementation tools or exchanges of best practices. Along this line, Euromed Management participated in December 2008 in an experience sharing workshop with other member campuses in order to compare Sustainable Development strategies within the campus and learn from practices such as those presented. In addition, every year a meeting is held to assess the progress of member establishments which is then published on the website. To date, 11 Grandes Ecoles are members: HEC Paris, ESCP-EAP, BEM, ESCEM, Groupe HEMA, ESC ROUEN, RMS ESC Bretagne Brest, Centrale Lyon, Supélec, ESSCA and Euromed Management, as well as 3 universités: Université de Technologie de Troyes, Universités de Nantes et du Havre.
www.campusresponsables.com/bonnespratiques.html
www.grainesdechangement.com

REFEDD
Refedd is the Network of French students engaged in sustainable development. Created in 2007 this network already includes 40 member associations including, of course, Unis-Terre (founding member). The objective is to support and get into contact student projects through the publication and promotion of Sustainable Development, but also to federate all these projects in order to be an interface with the academic players and institutions, both public and private. The "campus action" plan was recently launched, it is working in three main directions: construction and power consumption, travel and nutrition. In addition to being the relay with the other Marseille student associations of the network, two Euromed Management students are part of the board of directors.
www.refedd.org

ACADIX label by BMJ Ratings
In November 2008, Euromed Management has decided to appoint BMJ Ratings for testing the School on the credibility of its global responsible commitment, and for evaluating the room left for improvement. Euromed Management has been the first French higher education institution to be awarded the ACADIX certificate for a non financial audit. It has been given an AA rating which clearly recognizes the School’s strong involvement in sustainability, both in terms of internal organization and in terms of teaching material.

How to qualify the final rating
Further to the audit, BMJ Ratings delivers a global grading from 0 up to 100. The ACADIX® certificate is granted if the institution is considered as a leader (grading A) in terms of sustainable development, both environmentally and socially speaking. Euromed Management was granted an overall grade of 80 out of 100 confirming the School’s good performance on 27 items gathered into ten major sustainable principles as detailed below:

- Positioning and leadership 9/10
- Responsible organization 7/10
- Responsible actors 8/10
- Communication of information 8/10
- Communication with stakeholders 7/10
- Commitment to stakeholders 7/10
- Follow-up and control 8/10
- Research and Innovations 9/10
- Capacity to adapt 9/10
- Long-term vision 8/10

Consulting the external stakeholders, by Deloitte
A stakeholder is a person, group, or organization that has direct or indirect stake in an organization because it can affect or be affected by the organization’s actions, objectives, and policies. Key stakeholders in a business organization include creditors, customers, directors, employees, government (and its agencies), owners
(shareholders), suppliers, unions, and the community from which the business draws its resources. Consulting the stakeholders is essential in a responsible organization, in order for their expectations to be identified and integrated into the global strategy. In September 2009, Euromed Management has organized its first consultation of its stakeholders in cooperation with Deloitte. Representatives from corporate organizations, trade unions, NGOs, public institutions and other organizations from the Education sector of activity have shared with us their views on what role should play a higher education organization, more precisely Euromed Management.

The School’s governance

Educating future managers

Contact:

julie.vermont@euromed-management.com
jean-christophe.carteron@euromed-management.com
It has been our belief, since the very beginning when we set up this vision and the corresponding pedagogy, i.e. back in 2002, that whatever the unpredictable developments of the business world and also of the world at large, focusing on each individual’s responsibility is a must in the 21st century.

Not only because this is what our students expect from their experiences.

Not only because this is what the corporate world expect from us.

We believe in it individually as well as a group, and that makes Euromed Management a privileged place to be for people who want to make the difference by their being unique and by providing the world with unique innovative and responsible solutions and developments.