RSM’s Commitment by Principles
PRME Report 2010
Principles for Responsible Management Education (PRME)

September 2010
Dean’s Message

I am proud to share Rotterdam School of Management, Erasmus University’s report on all our continuing activities in global social responsibility and sustainability according to the 6 PRME principles. As you will see, RSM’s portfolio of activities is loaded with responsibility and sustainability related issues, in research as well as in teaching and services. This has been acknowledged by the global top 100 Aspen Ranking ‘Beyond Grey Pinstripes’ 2009, in which RSM was ranked 7th.

Over the years, RSM developed an appreciation of social and environmental stewardship amongst its students throughout the programmes. The School sees stewardship and the awareness of individual responsibility as key in creating sustainable businesses that go beyond being environmentally or socially neutral to being agents for positive change. In addressing the issue of sustainability we recognise both its importance as a motivating idea and the concomitant ambiguity in its current usage. This makes us examine the issue more sharply and encourage our students to be more pro-active in this burgeoning field of study and discourse.

Our journey as a business school had made the issue of sustainability inseparable from our philosophy and we are actively committed to demonstrating and disseminating theories, models and practices that reinforce the connection between sustainable environments and sustainable profit. While business programmes have long conveyed a focus on profit, RSM applies itself to creating wealth generators who are also active, empowered citizens of the world - integrated, participatory and open-minded.

Now, please allow me to mention some RSM highlights. The initiative “Greening RSM”, improving the sustainability performance of RSM, was started in 2006 and currently has become a University-wide project led by RSM. In 2008 Dr. Noreena Hertz has been appointed professor of Globalisation, Sustainability and Finance and just recently Professor Gail Whiteman has been appointed ECORYS Chair in Sustainability and Climate Change. These chairs support RSM’s key emphases on sustainability, innovation and critical thinking, as well as our strategy of closer engagement with the business community. The most recent highlight is the launch in January 2011 of a unique Executive MBA Programme Water Specialisation together with Wetsus, a Centre of Excellence for Sustainable Water Technology.

I hope you will enjoy reading our report.

Professor George S. Yip
Dean
Rotterdam School of Management
Erasmus University
Rotterdam School of Management, Erasmus University is a top-ranked international business school renowned for its ground-breaking research in sustainable business practice and for the development of leaders in global business. Offering an array of bachelor, master, doctoral, MBA and executive education programmes, RSM is consistently ranked amongst the top 10 business schools in Europe.

**Principle I & II Purpose & Values:**
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. 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.

It is RSM’s aim to teach students to become globally responsible leaders. That is why there is much focus on values of global social responsibility, sustainability and ethical behaviour in all curricula. Moreover the values are particularly mentioned as important attitude related aspects of the learning outcomes for each of the programmes. On top of this, RSM offers an MScBA in Global Business & Stakeholder Management. With corporate social responsibility (CSR) filling the agendas of the world’s most successful corporations, this master programme is the first in the world to address one of the most critical knowledge areas for international managers in the public, private and non-profit sectors.

Examples of courses are the second-year Bachelor course Leadership, Sustainability and Governance and the introductory course ‘Business Society Management’ in all of the MBA programmes. Most notably a new core course ‘Ethics & Corporate Governance’ has been added to the MSc Finance & Investments curriculum. Also, all entering Erasmus University BSc students play an ethics game at the beginning of their studies to stress the importance of ethical conduct.

**A selection of courses:**

**BSc International Business Administration / BSc Business Administration**

- **Business-Society Management (BAB 22)**
  **Discipline: Business Society Management**
  The course Business-Society Management (BAB 22) provides students with an introduction to pressing social and environmental issues facing international business. In 2009, our critical theme focuses on companies and climate change (see below description). In addition, we will look at other select B-SM issues.
  Useful websites include: The Intergovernmental Panel on Climate Change (the IPCC) www.ipcc.ch; The homepage of the Copenhagen Climate Summit http://en.cop15.dk/

- **International Investment & Trade (BAP72)**
  **Discipline – Strategic Management**
  Many firms engage in international investment and trade in order to explore new opportunities. The process of managing these international investment and trade activities is challenging. The more firms spread their value chain geographically, the more they encounter the need to simultaneously differentiate, standardise, and integrate international business activities. This course explores the challenges, dynamics and processes involved in
understanding and managing international business activities. Building upon the literature on international investment and trade, this course is designed to help students develop the theoretical background and practical competence regarding international investment and trade decisions. Themes that will be covered include:

- Understanding the theory on location advantages in international investment and trade;
- Understanding the global drivers of international investment and trade;
- Understanding the role of offshoring and international sourcing in international investment and trade;
- Understanding the context and process of foreign direct investment;
- Understanding the context of emerging economies;
- Understanding the impact of sustainability, ethics, and corporate social responsibility issues in international investment and trade.

- **Leadership, Sustainability and Governance (BKB1029)**
  **Discipline – Business-Society Management**
  Description of course content related to environmental management topics – Addresses the way of doing business in a responsible way (both socially and environmentally concerned). Discusses global business practices and identifies and describes the different stakeholders in companies and their responsibilities towards different issues one of which is sustainability.

- **Technology for Managers (BAB20)**
  **Discipline – Information Technology and Systems**
  In this course Technology Management is the central theme. The focus will be on High-Tech Systems. High-Tech Systems is a very broad concept with many sub technologies. The aim of this course is to write a strategic plan for a company that could apply a sub technology of High-Tech Systems. In order to reach that goal you have to discover the technological developments of the sub technology and its impact on society at large, and to analyse the specific company and its business environment. (Solar panels and alternative energy sources are among the themes student can choose from)

**MSc’s Business Administration Programmes (Core and elective courses)**

- **Ethics and Corporate Governance**
  **Discipline – Finance & Investments**
  This course starts with financial market ethics, which is the fundamental study of norms and values of financial market participants (investors, analysts and managers) and the way in which social norms and values can be reconciled with these financial and corporate ones. The course also includes corporate governance, where several topics are discussed, such as the role of large shareholders, the market for corporate control and the role of boards in governance. This course is offered in cooperation with RSM’s Department of Business-Society Management.

- **Assurance Services**
  **Discipline – Accounting & Control**
  Many stakeholders make important decisions on the basis of companies’ financial statements. They therefore need to be confident that the information they use is reliable; in other words, they require independent, third-party assurance. While there are many types of assurance services (e.g., environmental audits, software audits, ethics audits), this course primarily deals with financial statement audits usually performed by public accountants.
First, students will become familiar with the interplay of basic auditing concepts, such as risk, materiality, evidence, professional skepticism, objectivity and independence. Second, using an integrated audit approach, students will learn the basic skills needed to understand client business risk, evaluate control responses, perform analytical procedures and substantive tests, and finally report audit outcomes. Third, students will become aware of the importance of ethics throughout the audit judgment process.

- **Global Business: International Firm Strategies**  
  **Discipline – Business Society Management**  
  This course focuses on the specific (often operational) challenges of multinational enterprises. How do, and how can, firms manage across borders? How can they handle the many issues that arise: from handling corrupt regimes and dealing with currency instability to developing solutions for major issues like poverty, global warming, HIV/AIDS or hunger? Learn how global corporations can create a sustainable corporate and competitive advantage. The course deals with challenges such as: deciding upon entry strategies, making appropriate country-risk analyses, engaging in lobbying relations with governments, implementing cross-cultural management systems, and striking partnerships with stakeholders. Concrete techniques and management tools are discussed and practiced: codes of conduct, reporting, trademarks, business community involvement programmes, stakeholder dialogues and the like.

- **Stakeholder Management: Corporate Governance**  
  **Discipline – Business Society Management**  
  This course focuses on how corporate governance is influenced by the different economic, political, social and legal environments of business. Who controls the corporation and to whose benefit? The shaping of relationships between managers and shareholders, and non-shareholding stakeholders, is increasingly seen as a function of both market contracting and non-market institutional variables. This core course investigates how non-market institutional variables have affected the corporate governance structure of firms over the last decade. How can managers retain their integrity in different business environments and how can compliance be assured? Particular attention is paid to how corporations shape their structure and policies towards non-shareholding stakeholders and society at large (CSR).

- **Making a difference? Effective Management of Philanthropic “NGO” organisations**  
  **Discipline – Business Society Management**  
  The relation between businesses and non-profit organisations is developing: from a philanthropic act of charity to a full and strategic integration of CSR into the vision and mission of the corporation. On the other hand, the relation between business and non-profit organisations is shaped by the increasingly ‘business-like behaviour’ of non-profits. Work processes are becoming more formalised and professional, and many non-profits seek to have a relationship with businesses. The skills and knowledge needed, however, differ from those that are required in common business settings. In this elective, you will work as a student consultant for a non-profit organisation. You will be advising and working together with managers, volunteers and other stakeholders. You will gain insight into managing non-profits, business/non-profit relations, and the diversity of the non-profit field. We will prepare you to consult, manage or govern non-profit organisations and collaborate with businesses and nonprofits from a business point of view.
• Business Ethics: Theory and Practice  
**Discipline – Business Society Management**  
In this elective you will be acquainted with the foundation and practice of business ethics in organisations. This course inventories some major general approaches to business ethics, such as contractarianism, normative stakeholder theory, Kantian ethics, and virtue ethics. Among the topics that will be discussed on the practical side of business ethics are corruption in organisations, whistle-blowing, ethical codes, and compliance structures. The course aims to shape students into responsible practitioners who take business ethics into account in their own managerial practice.

• Management of Diversity  
**Discipline – Human Resource Management**  
In today’s increasingly globalised world, managing a diverse workforce is one of the key challenges facing organisations. Effective leaders need to understand the facets of multiplicity (including ethnicity, race, gender, age, and religion) and manage a workforce that is positioned along a variety of dimensions. Through exploring the legal and practical aspects of diversity management the students will become prepared for the challenges related to personnel management in modern organisations. Through empirical cases they will learn to diagnose diversity dilemmas in the workplace and will attempt to formulate creative solutions to those challenges.

• High Performance Leadership and Motivation, a psychological perspective  
**Discipline – Human Resource Management**  
Organisational success and the ability to gain a competitive advantage is critically contingent on an organisation’s effective management of people. Leaders are the key players in these processes. At the same time, however, they may also be a primary source of conflict and de-motivation. Understanding what ensures high performance leadership – as well as where leadership can go wrong – is therefore of critical importance to successful organisational functioning. This course explores theory, research, and practice of leadership effectiveness in order to build a deeper understanding of leadership processes, and of the do’s and don’ts of leadership.

• Brand Management (BKMME103)  
**Discipline – Marketing Management**  
The course predominantly focuses on mainstream branding issues. However, there is an emphasis on CSR and environmental issues whenever possible. For example, when discussing the management of brand associations, the environmental positioning of Whole Foods and M&S are discussed. Similarly, fairtrade is addressed during the ‘current issues in retailing’ session.

• Closed-Loop Supply Chains (BKMME79)  
**Discipline – Supply Chain Management**  
Reverse Logistics refers to all logistic activities to collect and process returned (used or unused) products or product parts in order to ensure a socio-economically and ecologically sustainable recovery. RSM is one of the leading research institutes in the field of Closed Loop Supply Chains. This means that the lectures will contain the latest innovations in this field.
• **Companies in Ecologies (BKMME96)**
  **Discipline – Corporate Responsibility/Business Ethics**
  This master elective will explore state-of-the-art ideas concerning corporate sustainability and systems thinking. You will take a pro-vocative stance and utilise a challenging personalised and ecologically embedded format. Students will be required to maintain a ‘field journal’ or to undertake an individual project concerning to reduce their own ecological footprint, in addition to developing a strategic plan to help a company reduce its own footprint.

• **Consumer Behaviour (BKM01MM)**
  **Discipline – Marketing Management**
  The course is dealing with basic issues in consumer behaviour. Some of these issues involve sustainability-related topics, such as disposal and product renewal, but also customer values.

• **Event and Tourism Marketing (BKMME04)**
  **Discipline – Marketing Management**
  The models of the tourism network, service experience, intra- and inter-organisational collaboration, country of origin effects and brand are used to enable interacting actors to maximise customer value and social capital at minimal cost (sustainable tourism).

• **Global Business (BKM07GBS)**
  **Discipline – Global Business**
  This core course will identify major trends and issues in society and in order to assess their relevance for internationally-operating firms and other stakeholders. Global trends include: globalisation and regionalism, global warming, deregulation, the spread of internet and the growing use of information technology, growing inequality and rising poverty (in some areas of the world), the growing controversy over intellectual property right protection (and the related problems associated with market development), and the rise of China and India as business models.

• **Interface management (BKGK10)**
  **Discipline – International Management**
  The two weeks course in Interface Management addresses the interaction between companies, stakeholders, governments, international institutions and civil society, and ends with a stakeholder dialogue. Some themes dealt with are moral and ethical leadership, codes of conduct, corporate social responsibility, sustainability, corporate citizenship, and corporate social investment.

**Main and elective curriculum courses for the MBA programmes:**

• **Brand Management (M-04-3.163)**
  **Discipline – Marketing Management**
  Ethical, social and environmental issues are considered in the context of brand management. In particular, students consider how brand value is impacted by poor corporate practices, and how social and environmental responsibility may be a key strategy in building brand value. Several student presentations focused specifically on social and environmental branding issues (e.g. students analysed Greenpeace, The Body Shop, Nike, and Gap for new branding strategies responding to social and environmental factors).
• **Business, Society and Sustainability Management (E-03-06-001)**  
Discipline – Corporate Responsibility/Business Ethics  
“Business, Society and Sustainable Development” is an introductory course on the relationship between a business and its goals, and the broader local and global society in which firms operate. The framework of sustainable development will be presented as the orienting mechanism. The course will address conceptual issues, as well as specific thematic areas of priority global interest such as energy, water, and global warming.

• **Competitive Strategy and General management (M-03-07-001)**  
Discipline – Strategic Management  
This course is designed to increase insight into corporate and business strategies in a global context. It considers strategy issues at the micro and macro levels including concepts such as competitiveness of nations (which stresses the political, social, and environmental sides of sustainability) and corporate social responsibility.

• **Creating Value from Values: Business and Sustainable Development (M-04-06-002)**  
Discipline – General Management  
“Creating Value from Values” is an introduction to business practices focused on the principles of sustainable development. The course explores how environmental and social performance do (and do not) go hand in hand with financial performance in a global economy. The course begins examining the context of sustainable development at a global level, and the role the private sector is currently being called upon to play in improving the quality of life of the world’s citizens. The course then moves on to examine how sustainability issues are affecting a number of critical sectors; such as energy, agriculture and tourism. Finally, the course will explore the role financial markets are playing in translating sustainable strategies into market value.

• **Global Residency #1 (OneMBA-01)**  
Discipline – Corporate Responsibility/Business Ethics  
The first global residency for the OneMBA focuses on sustainability related topics. The impact of different models and examples of corporate social responsibility is discussed along with the concept of “bottom of the pyramid” and responsible capitalism. The effects of global warming on international trade, economy, and financial services also takes centre stage during this intensive course. Finally, social sustainability and vulnerability and the impact of people movements across America become to benchmark to better understand the impact of social movements in Europe.

• **Global Residency #2 (OneMBA-05)**  
Discipline – Corporate Responsibility/Business Ethics  
The broader concept of sustainability is explored. Topics focus on supply chains and global operations while keeping an eye on environmental, social, political, economic aspects of sustainability in Europe as affected by time and the consequences of human action/lack of action. The Port of Rotterdam and the airline industry become focal study points during this week.

• **Globalisation and its Complexities (M-04-08-005)**  
Department – Corporate Responsibility/Business Ethics  
By investigating commonly held beliefs in a range of spheres - economic, environmental, political, social - and tracing why these are held by so many so strongly, students will gain
unique insights into their own individual thinking patterns and the various lenses through which we come to believe what it is that we think we know. Take the example of biofuels. Only last year there was a seemingly powerful consensus that they were “a key way to address global warming”. Yet this year they are regarded as not only “environmentally unsound”, but also a main contributor to the world’s food crisis. What factors were at play that led us to initially believe them to be wonder fuels?

- **Innovation Management (M-04-07-003)**
  **Discipline – Entrepreneurship**
  The objective of this course is to provide tools that enable entrepreneurs and innovators to generate marketplace success from innovative new-product ideas, by constructing creative business designs. Creativity is as vital in the design of businesses as in the ideas from which such businesses spring. Shareholder and stakeholder value creation will be discussed as well as Human Resources development as part of making the new venture sustainable over time.

- **International Negotiating and Contracting (M-04-09-002)**
  **Discipline – Strategic Management**
  The design of the contract and the protection against liabilities and risks are nearly always subject to negotiation. Thus, failing to negotiate properly may lead to unnecessary liabilities and to damage. That is why it is vital that any business executive entering into an international commercial transaction should know how to negotiate successfully an agreement that actually will satisfy the needs of all stakeholders, including the environment and society in general.

- **Operations Management (M-02-05-001)**
  **Discipline – Production and Operations Management**
  The Operations Management course includes environmental and social impact issues in the examination of Process Analysis, Quality, Reengineering, Supply Chain Management, and Lean Operations. The concepts of waste reduction and process efficiency are considered in the context of clean technologies and new processes to reduce pollution and use of resources.

- **Strategic Analysis and Implementation (M-04-07-001)**
  **Discipline – Strategic Management**
  The course is built around a fictitious consulting organisation named GOES (Global Organisation and Environment Systems). One of the main objectives of the course is for students to think differently about business, competition and the environment.

- **Strategic Finance and Value Creation (M-04-01-003)**
  **Discipline – Financial Management**
  The effects of environmental liabilities on financial valuations are covered in case study format.

- **The Business of Sustainability (E-03-06-001)**
  **Discipline – Corporate Responsibility/Business Ethics**
  This course explores how companies can manage complex social and environmental sustainability problems and, in the process, create lasting business value for the organisation.
The Economic Environment of Business (M-01-02-001)

Discipline – Economics

Attention is given to the concept of externalities, and how the economics of environmental protection center on internalising the costs of pollution. The same concept is applied to the negative social outcomes of some business practices.

Future Initiatives
- RSM will continue to integrate values of global social responsibility sustainability and ethical behaviour into the curricula.
Principle III & IV Method & Research:
We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership. 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.

Research undertaken by the School underpins its objective to create a "sustainable supply chain" of graduates who contribute fresh perspectives, broadened viewpoints and ultimately, better and more conscious business decisions in the interests of their immediate stakeholders and, as importantly, with a fuller awareness of broader social and environmental consequences and benefits. We do this by creating a programme environment in which questioning and critique thrives. Students develop an understanding that those with narrow functional perspectives of business and its role in society will find it difficult to contribute to the transformation required for sustainable development. In contrast, those with broad experiences and critical perspectives of different groups and sectors of society will be leaders in this transformation. Students develop a recognition that they need to continuously revise their assumptions and practices if they wish to contribute to their businesses and their environment and if they are to realise their capacity to unlock creativity in others.

RSM has an impressive track record in research and publications with regard to issues such as social responsibility and sustainability as well as increasing awareness of environmental impact by the business world. In terms of the development of research in these crucial areas, ERIM (Erasmus Research Institute of Management, see below) opened a new research centre entitled Sustainability and Climate Research Initiative in July 2007, led by Dr. Gail Whiteman and Dr. Bettina Wittneben of the department of Business Society Management, and the recent appointment of Professor Michael Braungart (Erasmus University), who co-wrote ‘Cradle to Cradle’ with William McDonough, to the newly established chair of Cradle to Cradle in relation to sustainable system innovations and transitions in theory and in practice was launched on 7 April 2009 with a symposium on this topic. Michael Braungart, Jan Rotmans (RSM) and the late Jo van Nunen (RSM) were the keynote speakers in the symposium "Cradle to Cradle as an Innovation Platform for the Next Industrial Revolution". More than 500 students, business people and scientists attended this event, further underlining the growing awareness regarding these topics.

Erasmus Research Institute of Management
RSM and the Erasmus School of Economics (ESE) of the Erasmus University Rotterdam have brought together their best research and researchers within the domain of management in ERIM, Erasmus Research Institute of Management. The mission of ERIM is to contribute to scientific research that enables organisations to assess and improve their business processes in order to perform in a profitable and responsible way. The research of ERIM is directed at the management of the firm in its environment, its intra- and inter-firm relations, its business processes in their interdependent connections. The objective of ERIM is to carry out first-rate research in management, as recognised by the community of peers and to offer an advanced doctoral program in Management for the education of new, excellent scholars in the field. ERIM is officially accredited by the Royal Netherlands Academy of Arts and Sciences (KNAW).
Its research is published in: Organizational Studies; European Environmental & Planning Law; Business & Society; Journal of Business Ethics; Corporate Governance; Organization & Environment; Journal of Management Inquiry and the Journal of Corporate Citizenship.

Research theme within ERIM’s Logistics and Information Research Group: Sustainable supply chain management
Research within this theme focuses on developing analytic approaches to improve economic and environmental performance of supply chains, by integrating the forward chain with the reverse chain. Sustainable supply chains have been an important area of attention within the ERIM LIS group for over 15 years. According to Cradle to Cradle principles, closing material and product loops is essential for reaching true sustainability and this calls for radical innovations in the supply chain. Smarter use of existing resources and processes in the forward chain and avoiding material and energy needs altogether through reverse logistics leads to important gains in terms of economical and ecological footprints. Stimulated by an EU network on reverse logistics, REVLOG, much new theory has been developed in various disciplines, such as logistics network design, production planning and inventory control, information management, and accounting. New theory is needed because closed loop supply chains generally face many specific challenges in terms of sourcing opportunities, processing capabilities and available markets. A new sub-theme of service logistics was developed, in which the research group closely cooperated with industry, and was able to put this topic into the top 3 most promising logistics research topics as addressed by Dinalog (the national logistics research institute established in 2009). The research has resulted in several decision models and algorithms with which both reverse and service logistics problems can be analysed and improved. Some models have already been implemented in companies, insights have been communicated to various managers and detailed algorithms for other models are finding their way into decision support systems.

Research theme within ERIM’s Organisation research group: Corporate Engagement, Sustainability and Governance
The research group Corporate Engagement, Sustainability, and Governance focuses on the interaction of economic organisations with their institutional, societal, and natural environment. Both the recent financial crisis and the problems associated with climate change demonstrate that corporate, societal and environmental flourishing are indissolubly connected, and that future managers will face formidable challenges in ensuring that performance in one domain does not come at the expense of another. These developments have also resulted in research questions moving from the periphery to the core of management research, teaching and practice. A core strength of this research group is its comprehensive perspective on these issues, involving multiple levels of analysis.

At the societal and organisational levels of analysis, researchers focus on the interaction between institutional and societal features, on the one hand, and corporate policies and practices, on the other. Research has focused on research questions at the intersection of business ethics, corporate governance and institutions, and encompasses both empirical research (e.g. on institutional theory and procedural justice in acquisitions) and conceptual and normative theorising (e.g. contractualist business ethics). This line of research has resulted in publications in top management journals (e.g. Academy of Management Review; Academy of Management Journal, Strategic Management Journal, Journal of Marketing, Journal of Management Studies; Organization Studies).
A selection of publications from RSM researchers on sustainability through the years:

• Rob van Tulder, Ans Kolk, Susanne van de Wateringen (2000) “A European Environmental Space?” European International Business Association, Maastricht 10-12 December, competitive paper
• Quak, H.J., de Koster, M.B.M. (2009), Delivering goods in urban areas. How to deal with urban policy restrictions and the environment?, Transportation Science, 43(2), 211-227.

Books and book chapters
• Berchicci, L. 2008 Innovation and Sustainability, forthcoming by Routledge, Taylor and Francis group.

Future ambitions:
- produce major publications on greener business/sustainability
- The Research ambition for 2013 in partnership with the Rotterdam Climate Initiative is entitled: *High grade, interdisciplinary and applied research programme regarding urban transformation.*

Department of Global Business-Stakeholder Management
The Department Global Business Stakeholder Management (GB-SM) was founded in 1999 as one of eight departments of RSM. Currently, the department has created a stronghold in the field of sustainability.

The Department (GB-SM) studies, teaches and advises on the complex and challenging relationship between business and society. The Department distinguishes itself by its strong interdisciplinary nature and its international orientation. With more than 30 researchers and professors and at least 60 master students each year the department is unique in the world. The GBSM centres of expertise conduct research for their clients in an advanced way. Its aim is to be inspiring, provocative and innovative. The Department holds a variety of academic chairs such as in the field of corporate communication, corporate governance and responsibility, sustainability management, transition management, non-profit and civil society, business ethics, integrity management and international business & society management.

The research programme of the Department of GB-SM) addresses the relations and communications between companies, stakeholders, governments, international institutions and civil society. These interfaces are studied from several different perspectives, such as a normative, institutional, strategic, and communicative perspective. It is hypothesized that if these interfaces are managed effectively that this will improve the functioning of companies, stakeholder relations, markets, governments, and thus, the functioning of society in general.
in a considerable manner. The research program focuses on the following, partly overlapping research themes:

- **Corporate Identity and Integrity** (mission statements, business principles, moral leadership, codes of conduct, corporate social responsibility, corporate legal (civil and criminal) responsibility, sustainability, corporate citizenship, corporate social investment);
- **Corporate Accountability and Accounting** (corporate transparency, stakeholder dialogue, identity and employee communication, sustainability reporting, public accounting, social auditing, corporate governance);
- **Corporate Reputation Management** (corporate branding, investor relations, relations with non-governmental organisations, relations with non-profit organisations, stakeholder principles, lobbying);
- **Issues Management** (environment, bribery/corruption, fraud, human rights, intellectual property, food safety, animal rights, diversity, [anti-]globalisation);
- **Social and Political Regimes** (trade and investment regimes, competition policy regimes, financial market regimes, labor market regimes, innovation regimes, market integration, governance of international regimes).

**Greening RSM**

RSM decided to walk its talk in the area of sustainable business practice and embarked on the Greening RSM project. This project has been initiated in 2006 with the aim of improving the sustainability performance of RSM and achieving positive impacts in terms of eco-efficiency (reducing resource usage and pollution), reaping monetary benefits, and building a strengthened reputation as a progressive organisation. In January 2008, Greening RSM merged with the university-wide Greening the Campus initiative.

Greening RSM aims at achieving the lasting commitment of the RSM Community – consisting of academic, managerial, and support staff, as well as present and former students, of RSM - to the performance of environmentally sustainable business operations. Greening RSM is determined to make RSM a global environmental leader among business schools by:

- infusing the possibilities of and constraints on the natural environment into the relevant disciplines of all RSM curricula, so as to raise awareness among students and inspire them through teaching to perform environmentally sustainable business operations throughout their careers;
- creating a hub to facilitate RSM researchers to perform interdisciplinary research in the field of environmental sustainability, so that it becomes a key area of RSM research;
- reducing the overall environmental footprint of business-relevant behaviour of the RSM Community to environmentally sustainable levels, in particular by minimising the consumption of natural resources and the production of waste streams, as well as by maximising the valorisation of waste produced;
- raising awareness, inspiring, and stimulating the RSM Community to behave in environmentally sustainable ways through the communication of environmentally benign actions and RSM’s environmental performance to the RSM Community and external stakeholders.

**Future ambitions:**
- to be the greenest campus in the Netherlands by 2013.
- further cooperation with City of Rotterdam and the Rotterdam Climate Initiative.
Principle V & VI Partnership & Dialogue
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. We will facilitate and support dialog and debate among educators, business, government, consumers, media, civil society organisations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

RSM invests considerable resources into research activities that support its desire to contribute to society and to business. One of its eight academic departments is the already mentioned Department of Global Business-Stakeholder Management and the School is a member of associations like EABIS (European Association for Business in Society). Specific research projects supported within and across departments of the School include the thirty-five million euro “Sustainable Transport and Mobility initiative” lead by the late Professor Jo van Nunen and the ten million euro initiative on “Sustainable Transition concerning Societal Transformation” that is lead by Professor Jan Rotmans. Dr. Ben Wempe serves as the director of MVO – an initiative financed by the Ministry of Economic Affairs that aims to become the knowledge centre for sustainable business in the Netherlands. Dr Wempe is on the Governing Board of IABS and has been elected as its Conference Chair for the 2007 Annual Meeting. Ms Noreena Hertz, has been appointed professor of Globalisation, Sustainability and Finance in 2009 and just recently Ms Gail Whiteman has been appointed Professor of the Ecorys Chair in Sustainability and Climate Change. The most recent highlight is the launch in January 2011 of a unique Executive MBA Programme Water Specialisation together with Wetsus, a Centre of Excellence for Sustainable Water Technology.

Research centres
As part of the impact strategy, RSM has developed a portfolio of research centres. These centres are the instruments of the school to create meeting places for academics and business partners. These centres are created to integrate the research on specific topics and make the results of research visible and available for external partners. The centres are an excellent means to share the academic research insight with practise in order to stimulate innovation. The following centres on ethics and sustainability are currently active within RSM:

-Erasmus Centre for Behavioural Business Ethics (ECBE) aims at business ethics failures and the impact of these failures on the performance of leaders and managers in companies. The centre fosters and promotes fundamental (social) psychological research in behavioural ethics that has implications for a wide variety of fields such as management, law, and social sciences in general. The centre aims to address questions related to understanding how, for example, it is possible that good people can show bad behaviours, how concerns about justice and morality influence people’s decisions within dyads and groups, which motives underlie ethical leadership, and how distrust can be decreased when ethical failures have emerged. The ECBE is chaired by David De Cremer and is part of a network of academics in the field of behavioural ethics.

-Sustainability and Climate Research Centre (SCR) has the objective of reaching a clearer understanding of the management challenges posed by climate change, and to search for credible solutions to achieving global sustainability. The global impact of climate change on
society and the natural environment calls for a multidisciplinary approach in the mitigation of its effects. Be it through behavioural adaptation, increasingly extreme weather conditions, or the economic impact on corporations and their strategic focus, climate change is a problem that has to be dealt with on a systemic level. SCR’s broad objectives are to reach a clearer understanding of the challenges posed by climate change and search for credible solutions to achieving global sustainability. Specifically, we aim to: connect scientists, students and practitioners worldwide in an effort to further our understanding of climate change and its implications for organisations and society;

- provide a forum for interaction and the exchange of ideas among scholars and policy makers on the best ways to mitigate and adapt to climate change locally, nationally and globally;
- encourage network building amongst scholars working on climate change and those engaging with other issues of sustainability in order to promote synergy and maximize efforts;
- provide easily accessible and up-to-date information on cutting-edge research, ideas and works published on the subject of sustainability and climate change.
- conduct high-level research on management issues related to climate change.

- SCOPE: Expertise in International Business and Sustainable Development
The SCOPE centre for international business and sustainable development was founded in 1997 at RSM. The centre is a joint venture of Erasmus University, the University of Amsterdam, Maastricht University and the Netherlands Organisation for Applied Scientific Research (TNO). The prime aim of SCOPE is to document the internationalisation strategies of the largest (core) firms in the world. The internationalisation strategies of a relatively limited group of around one thousand corporations has shaped the present era of great societal change, also referred to as the new era ‘globalisation’. The strategic choice of these corporations have been heralded, but also been criticized in particular because of their multinational operations. Many of these impressions are seriously flawed due to lacking data. Studying the logic, direction and consequences of the internationalization strategies of core companies, thus, can be considered a vital contribution to the understanding of the nature of globalisation and its impact on many topics in general and sustainable development in specific. The study of core companies around the world forms the linking pin between the micro-economics of corporate behaviour and the macro-economics of national and global trends in particular in areas such as international trade, foreign direct investment and sustainability.

- Erasmus Centre for Strategic Philanthropy
The Erasmus Centre for Strategic Philanthropy (ECSP) aims to contribute to the overall performance and effectiveness of the philanthropy sector by building knowledge, capabilities and tools through rigorous academic research; by offering dedicated high quality education; and by encouraging interaction and debate about philanthropy and its impact on society. ECSP operates with a European scope. It addresses the challenges and needs of all philanthropic organisations in Europe, which annually contribute over 50 billion euro to a large variety of projects. The services of the Centre are of a high international standard as they are backed by an innovative academic research program focused on practical and impact-oriented issues within philanthropy.
Transumo

Transumo, where Erasmus University is an active member of, is a programme bringing together over 200 knowledge organisations, companies and government bodies that are jointly conducting research into sustainable mobility. Transumo aims to help the current mobility system develop into one benefiting the Netherlands’ e competitiveness, as well as the global environment and human living conditions. At present, over 20 research projects are taking shape as part of Transumo.

RSM and Wetsus launch unique Executive MBA Programme Water Specialisation

Rotterdam/Leeuwarden, 7 September 2010 --- Starting in January 2011, RSM will join forces with Wetsus, Centre of Excellence for Sustainable Water Technology to launch a new Water Specialisation as part of the top-ranked RSM Executive MBA programme. The memorandum of understanding was signed today. RSM is the first top level business school to offer such a programme. With this programme, RSM and Wetsus will offer a higher management education to companies in the water business. The programme is targeted at internationally oriented and talented business people who wish to develop their activities in the global water business. With a strong emphasis on leadership development in an international environment, the aim of the EMBA Water Specialisation programme is to reflect and further expand on issues related to water quality, distribution and availability. Moreover, the goal is to provide insights into state-of-the-art technological and managerial aspects of operating successfully in the industry.

Sponsored Chair

In 2010, ECORYS sponsors a chair in Sustainability & Climate Change at RSM. ECORYS is a leading European research and consultancy company with approximately 600 staff and 16 permanent offices in 11 countries, providing sound analysis and inspiring ideas. Its mission is to improve public policy worldwide. ECORYS works on local, re-gional, national and international levels with clients in the public, private and not-for-profit sectors. ECORYS applies its expertise to improve the economic and social conditions of the countries in which it has offices; in the European Union and its neighbouring states; and in developing countries, with a particular focus on poverty alleviation.

In this cooperation with ECORYS, RSM lead by the holder of the Chair, Prof. Gail Whiteman, explore the management challenges and opportunities of sustainability and climate change. They look at these issues not just within companies, but within municipalities and other governmental structures who will have to cooperate with various stakeholders in order to achieve effective results. Climate change is a strategically relevant issue for companies for four main reasons: 1) companies are key contributors to climate change through greenhouse gas emissions; 2) companies will be increasingly affected by society’s reactions to such changes, including governmental voluntary initiatives and/or regulations; 3) companies face potential operational risks from climatic changes, and; 4) climate change presents strategic opportunities in terms of innovation and new business opportunities.

Extra curricular activities and seminars

Opportunities for leadership roles in numerous clubs and student-managed conferences will enrich our student’s time at RSM, giving them the chance to meet business and government leaders, expand their network, and flex their leadership muscles. Below is a selection of clubs that are involved in ‘sustainability’, be it organising seminars and conferences on the topic or involvement in charity work:
Global Business Club: The Global Business Club takes a broad stakeholder approach towards businesses, the performance of companies regarding to sustainability is one of the major issues when discussing global business. The Global Business has recently fused into the Net Impact Chapter.

Community Development Teams (CDT): The national and international Community Development Committees are part of the Student Association STAR, and allied to RSM. Every year CDT organises an international aid project in a developing country. The goal is to set up a sustainable project where students can share their knowledge and skills with the local community.

MSc GB&SM: MSc GB&SM organises events for the students of the Global Business and Stakeholder Management Master. However, MBA students are encouraged to attend these events as well. Social activities where money is raised to support a cause, company visits and organisation of conferences/seminars/guest lecturers are only some of the activities of this club.

RSM Charity Foundation: RSM's Charity emerged out of internal strengths and a desire to bring a social change with a highly effective and efficient system. The main goal of the RSM Charity Club is to support the causes that we identify as a value addition to both RSM as well as the society. The project that the MBA students support yearly is selected by them through a consensus reached by the student body. For two years they have supported an NGO called Pedulianak (http://www.pedulianak.com/about.php). It is an NGO started by an RSM alumnus that supports the street children of Indonesia by providing proper food, shelter, education, medicine etc. One of the main reasons for selecting this project is that this project aligns with the culture of RSM - education. The organisation gains its competitive advantage by fully integrated uniform projects. By associating with this charity, RSM students can contribute to the self sustainability efforts of this organisation. So the intention of organising various activities at RSM is to raise money to support the various projects of this NGO.

RSM Net Impact Chapter (Sustainable Global Business) Description: The RSM Net Impact Chapter's goals are:
- To make RSM students more aware of sustainability issues in international business
- To make students more equipped in dealing with complexities related to sustainable business practices
- To use acumen of sustainable business as a competitive advantage for RSM students

Themed Research International Project (TRIP)
RSM organised a very exciting Themed Research International Project (TRIP) to Brussels for the current Full-Time MBA students themed Doing Business in Europe. The TRIP consisted of a combination of company visits, guest lectures and Team Building & Leadership exercises. Students visited the European Commission, the European Investment Bank or CEBRE and two of the companies amongst BP, Toyota, SAS, Deutsche Bank Banque Degroof and Nether. The objective is to observe and examine economic, social and sustainability change dynamics in the context of future career goals. Supervised by a faculty member, the TRIP was meant to broaden the students' horizons within the context of their chosen specialisation.
Creating sustainable business in China
Pioneering students hosted a seminar on creating sustainable business in China
Rotterdam, March 2010 --- Three keynote speakers from international business and a panel of experts were among the 150 people contributing to a seminar examining the development of sustainable business in China, organised by four students at Rotterdam School of Management, Erasmus University. The students are among the first cohort studying for the school’s new MScBA Chinese Economy & Business.

Max Havelaar Lecture
The Max Havelaar Lecture is organised by a partnership between Max Havelaar Foundation, Rotterdam School of Management, Erasmus University, Triodos Bank and the Expert Centre on Sustainable Business and Development Cooperation (ECSAD).

On Wednesday 27 October 2010, the fourth Max Havelaar Lecture will be hosted by Rotterdam School of Management, Erasmus University. This year, this prestigious lecture is entitled ‘With great power, comes great responsibility’. The lecture expands on how the power of companies can be wielded as a positive contributor to key themes such as human rights, combating poverty and sustainable development. The lecture also discusses the issue if it would be better for companies to contribute at their own initiative, or in collaboration with other parties, and the basic requirements for each. In accordance with the lecture’s tradition, this theme will be discussed from various perspectives.

Conferences 2009 in which RSM Professor Gail Whiteman took part:
- UNFCCC COP 15 Side-event co-organiser: Climate Justice, Bella Centre, Copenhagen, December, 2009.

Trip to the arctic
Professor Gail Whiteman was invited to participate in a prestigious scientific journey in July 2010 through the North West Passage of the Arctic on the ship Louis St. Laurent.
The voyage was organised by The Institute of Arctic Oceans in Canada in support of the International Polar Year Project called ‘Canada’s Three Oceans’ or C3O. The objective was to use science-capable icebreakers to collect physical, geochemical and biological data as a sort-of ocean climate baseline around northern North America from Victoria in the subarctic Pacific to Halifax in the subarctic Atlantic; a ship track of over 15,000 km, to collect data from top to bottom and at biological scales from bacteria to whales. There are 40 PI’s involved, and 149 researchers have gone to sea 2007-2009.
Future Initiatives
- More conferences and seminars on sustainability issues;
- working with our corporate network to ensure greener business processes and a more environmentally-friendly business ethic