PRME REPORT
HEC Lausanne
2010-2011

‘L’allée de Dorigny’ on the University of Lausanne campus
Photo: ©Pierre-Michel Delessert
Today's business schools face immense challenges in all their various areas of competence encompassing teaching, research, knowledge transfer, links with other institutions and the globalization of economic and social phenomena. With its long-standing tradition of cross-disciplinary knowledge creation, HEC Lausanne, the Faculty of Business and Economics of the University of Lausanne, is determined to make a significant contribution to extending the frontiers of knowledge and expertise in our economy and in our world, and to do so with a strong international perspective.

HEC Lausanne is one of the leading institutions for research and education in management and economics in Europe. With more than 65% foreign professors, approximately 20% foreign undergraduates (plus a significant number of exchange students), 50% foreign Master's students, and 60% foreign PhD students, it offers a truly international context for research and education. HEC offers a broad variety of high quality programs on all levels – from Bachelor to Master, EMBA and PhD. It is well connected with the local and global economic community and has a long tradition of partnerships with universities from around the world.

HEC Lausanne mission is to teach students to become responsible leaders in order to build a sustainable society. With its slogan Responsible learning, responsible leading, HEC Lausanne has made a clear commitment to ethics and corporate responsibility both in research and teaching. Courses on ethics and corporate responsibility have become obligatory in numerous teaching programs, encouraging students to think more holistically of their future leadership roles in business, political and civil society organizations. The high relevance of personal integrity is already pointed out to students from the very beginning of their studies when they have to sign a code of conduct.

By establishing a well-balanced mix of strong disciplinary based foundations and cross-disciplinary innovations with partners, in teaching, research, and corporate connections, HEC Lausanne aims at contributing to the development of a more responsible society. We actively promote socially responsible business by building awareness in our students, companies and the public through media, events, conferences, exhibitions and diverse projects. In 2011, HEC celebrated its 100th anniversary. Looking back at one century of management education, responsible management rapidly imposed itself as the theme for the next 100 years. We organized the activities of our anniversary around the topic of economic and business sustainability, convinced that this would be the key challenge of the next century of business school research and education. Through out the year, many events were organized around this theme as presented on the following page.
January

- Asset and Risk Management in the Aftermath of the Financial Crisis - Conference organised by the Finance Department, with Rob Engle, Nobel Prize for Economics 2003

February

- Business Governance and the Role of the Board of Directors - Conference organised by the Department of Accounting and Control

March

- Women are the future of mankind - all different, all responsible: Conference organised in cooperation with the UNIL Equal Opportunities Board and Commission

April

- Le Carrefour des Décideurs - Conference organised in cooperation with the Project Management Institute (PMI) and the Société Suisse de Management de Projet (SMP) on the theme: Ethics of the entrepreneur.

May

- Conference with Konrad Hummler, director of the Wegelin & Co. bank - organised by the HEC Lausanne Graduates Association
- Le Forum des 100 - organised at UNIL by L’Hebdo
- Centennial Debate - Responsible management and the challenges of the 21st Century: organised by HEC Lausanne with the following participants: Klaus Schwab, founder of the WEF, Paola Ghillani, former CEO of Fair Trade Switzerland, Pierre Landolt Chairman of the Sandoz Family Foundation and Director of Syngenta, Susan George, president of the Board of the Transnational Institute Amsterdam, Laura Tyson Professor of Global Management at the Haas School of Management and economic advisor to Presidents Clinton and Obame and Daniel Duffee the Dean Witter Distinguished Professor of Finance at the Graduate School of Business, Stanford University, an advisor to the Fed and a director at Moody’s.
- Tails, Money, Heads, the Economy - Exhibition organised as part of the “Mystères de l’UNIL”, the annual open day for schools and the broader public.

June

- Doing business with dictators - Conference with Dr. Shirin Ebadi (Nobel Peace Prize Laureate)

August

- Business and its social environment - legal and fiscal aspects - Conference organised by the Department of Business and Tax Law

September

- The stakes of diversity. A challenge for responsible HR management - Conference organised by the Department of Organisational Behaviour in partnership with HR Vaud
- New academic year opening ceremony - Guest of honour, Jim Stengel, on responsible marketing

October

- Cybersecurity and Cyberpower: between mastery and uncertainty - Conference and debate organised by the Information Systems Department

November

- The HEC Lausanne Responsible Business Fair - Responsible business meets the managers of tomorrow

For more information about the events: www.unil.ch/heclausanne100

Campus-wide events on ethics, CSR and sustainability in 2011:

- Projects related to corporate responsibility
  - Principle 2 | Values
    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.
  - What we do
    In cooperation with one of the leading conference formats of Switzerland, the ‘Forum des 100’, scholars from HEC Lausanne developed a new method to evaluate the Corporate Social Responsibility performance of corporations. The method was applied to four industries: Computers, cocoa, coffee and pharmaceuticals. Four to five leading corporations in each industry were evaluated at each step of their supply chain according to a set of simple but reliable criteria.

Principle 2 | Values
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.
The HEC Lausanne Responsible Business Fair

The Responsible Business Fair initiative provides the opportunity for HEC students to learn about responsible companies, their activities and their business culture in an informal format. It also provides a good platform to initiate contacts regarding internships, research projects, voluntary services or just general information. The fair aims in bringing specialists in touch with these types of companies and organizations.

The fair also aims to strengthen links between the academic world and civil society and to put students in touch with these types of companies and organizations.

HEC Lausanne, with its mission to be a world leader in teaching and research on responsible management, has a strong commitment to corporate responsibility. HEC Lausanne is sending its students to learn about responsible companies, their activities and their business culture in an informal format. It also provides a good platform to initiate contacts regarding internships, research projects, voluntary services or just general information about sustainable business and companies’ business models. For companies, it is a unique opportunity to showcase their business culture and link up with HEC students and the faculty for future collaborations. We welcome all companies that are, not necessarily “perfectly” responsible and sustainable, but those that make a genuine effort to include responsible business practices in their corporate strategy and culture and link up with HEC students and the faculty for future research projects, voluntary services or just general information.

The Responsible Business Fair initiative provides the opportunity for HEC students to learn about responsible companies, their activities and their business culture in an informal format. It also provides a good platform to initiate contacts regarding internships, research projects, voluntary services or just general information. The fair aims to strengthen links between the academic world and civil society and to put students in touch with these types of companies and organizations.

What we do

1. The HEC Lausanne Responsible Business Fair provides a good platform to initiate contacts regarding internships, research projects, voluntary services or just general information.
2. The fair aims to strengthen links between the academic world and civil society and to put students in touch with these types of companies and organizations.

What we will do

1. The HEC Lausanne Responsible Business Fair will be jointly organized with a cycle of presentations and workshops around social economy and cooperatives (2012 being the international year of cooperatives). Combining these two events will have a greater impact allowing the main CSR actors, government representatives and other interested parties to meet, for a day of discussion, thinking and sharing good practices.
2. The fair also aims to launch new projects with our faculty around this alternative economic model. The fair also aims to strengthen links between the academic world and civil society and to put students in touch with these types of companies and organizations.

HEC Lausanne aims to establish a well-balanced mix of strong discipline-based foundations and cross-disciplinary innovations in learning, research, and corporate connections, contributing to the development of sustainable business models. Business ethics and corporate responsibility have become key topics in our teaching activities. We firmly believe that responsible learning is the first step towards responsible leadership.

The next edition of the HEC Lausanne Responsible Business Fair will be jointly organized with a cycle of presentations and workshops around social economy and cooperatives (2012 being the international year of cooperatives). Combining these two events will have a greater impact allowing the main CSR actors, government representatives and other interested parties to meet, for a day of discussion, thinking and sharing good practices. This day is also an ideal opportunity to launch new projects with our faculty around this alternative economic model. The fair also aims to strengthen links between the academic world and civil society and to put students in touch with these types of companies and organizations.

A third of the course is devoted to the introduction of the role of business in society, ethics and social decision-making. By including ethics in the introductory management course, HEC Lausanne is sending a strong signal at the very beginning of the program concerning the societal "embeddedness" of managerial decision-making.

In addition to this introductory course, HEC offers two elective courses for students in their third year. The course "Corporate sustainability" focuses on the first year introduction of the term and respectively deepening the sustainability concepts. Students in touch with these types of companies and organizations.

In the Master (MSc) program

Students in the Master’s in Management program at HEC Lausanne take an obligatory course on “Corporate social responsibility” in their first year. In the Master’s in Finance students, have an obligatory course on “Business Ethics in Finance”. All Master students have the possibility to participate in various elective courses. A course on "Unethical decision-making", which is co-taught by a business ethicist and a psychologist offers insights into the psychological and sociological forces that drive unethical and illegal behavior in organizations. This course is also offered as a selective course for the PhD students in management. A course on "Business ethics and market behavior" focusing on the ethical aspects of market-oriented decision-making.

In the Executive MBA program

HEC Lausanne offers three different EMBA programs (with specializations in Finance, Technology and Health). Students in all these programs have an obligatory course on “Business and society”. Ethics and sustainability are also targeted in modules on marketing, leadership, and strategy. The fair also aims to strengthen links between the academic world and civil society and to put students in touch with these types of companies and organizations.

HEC Lausanne aims to establish a well-balanced mix of strong discipline-based foundations and cross-disciplinary innovations in learning, research, and corporate connections, contributing to the development of sustainable business models. Business ethics and corporate responsibility have become key topics in our teaching activities. We firmly believe that responsible learning is the first step towards responsible leadership.

The fair also aims to launch new projects with our faculty around this alternative economic model. The fair also aims to strengthen links between the academic world and civil society and to put students in touch with these types of companies and organizations.

A third of the course is devoted to the introduction of the role of business in society, ethics and social decision-making. By including ethics in the introductory management course, HEC Lausanne is sending a strong signal at the very beginning of the program concerning the societal "embeddedness" of managerial decision-making.

In addition to this introductory course, HEC offers two elective courses for students in their third year. The course "Corporate sustainability" focuses on the first year introduction of the term and respectively deepening the sustainability concepts. Students in touch with these types of companies and organizations.

In the Master (MSc) program

Students in the Master’s in Management program at HEC Lausanne take an obligatory course on “Corporate social responsibility” in their first year. In the Master’s in Finance students, have an obligatory course on “Business Ethics in Finance”. All Master students have the possibility to participate in various elective courses. A course on "Unethical decision-making", which is co-taught by a business ethicist and a psychologist offers insights into the psychological and sociological forces that drive unethical and illegal behavior in organizations. This course is also offered as a selective course for the PhD students in management. A course on "Business ethics and market behavior" focusing on the ethical aspects of market-oriented decision-making.

In the Executive MBA program

HEC Lausanne offers three different EMBA programs (with specializations in Finance, Technology and Health). Students in all these programs have an obligatory course on “Business and society”. Ethics and sustainability are also targeted in modules on marketing, leadership, and strategy. The fair also aims to strengthen links between the academic world and civil society and to put students in touch with these types of companies and organizations.

HEC Lausanne aims to establish a well-balanced mix of strong discipline-based foundations and cross-disciplinary innovations in learning, research, and corporate connections, contributing to the development of sustainable business models. Business ethics and corporate responsibility have become key topics in our teaching activities. We firmly believe that responsible learning is the first step towards responsible leadership.

The fair also aims to launch new projects with our faculty around this alternative economic model. The fair also aims to strengthen links between the academic world and civil society and to put students in touch with these types of companies and organizations.

A third of the course is devoted to the introduction of the role of business in society, ethics and social decision-making. By including ethics in the introductory management course, HEC Lausanne is sending a strong signal at the very beginning of the program concerning the societal "embeddedness" of managerial decision-making.

In addition to this introductory course, HEC offers two elective courses for students in their third year. The course "Corporate sustainability" focuses on the first year introduction of the term and respectively deepening the sustainability concepts. Students in touch with these types of companies and organizations.

In the Master (MSc) program

Students in the Master’s in Management program at HEC Lausanne take an obligatory course on “Corporate social responsibility” in their first year. In the Master’s in Finance students, have an obligatory course on “Business Ethics in Finance”. All Master students have the possibility to participate in various elective courses. A course on "Unethical decision-making", which is co-taught by a business ethicist and a psychologist offers insights into the psychological and sociological forces that drive unethical and illegal behavior in organizations. This course is also offered as a selective course for the PhD students in management. A course on "Business ethics and market behavior" focusing on the ethical aspects of market-oriented decision-making.

In the Executive MBA program

HEC Lausanne offers three different EMBA programs (with specializations in Finance, Technology and Health). Students in all these programs have an obligatory course on “Business and society”. Ethics and sustainability are also targeted in modules on marketing, leadership, and supply chain management. In addition, the introductory week of the EMBA programs focuses on the development of sustainable strategies. This introductory week is conducted every year in cooperation with a company (Nestle in 2011, Nespresso in 2010).

Students work on the sustainability challenges that the company is facing. The company sends managers and their CGG collaborators to work with students during the week.

What we will do

1. The HEC Lausanne Responsible Business Fair provides a good platform to initiate contacts regarding internships, research projects, voluntary services or just general information.
2. The fair aims to strengthen links between the academic world and civil society and to put students in touch with these types of companies and organizations.

What we will do

1. The HEC Lausanne Responsible Business Fair provides a good platform to initiate contacts regarding internships, research projects, voluntary services or just general information.
2. The fair aims to strengthen links between the academic world and civil society and to put students in touch with these types of companies and organizations.

HEC Lausanne aims to establish a well-balanced mix of strong discipline-based foundations and cross-disciplinary innovations in learning, research, and corporate connections, contributing to the development of sustainable business models. Business ethics and corporate responsibility have become key topics in our teaching activities. We firmly believe that responsible learning is the first step towards responsible leadership.
The broad variety of courses on ethics and responsibility in all our teaching programs build solid foundations for our vision of HEC Lausanne as a power house of responsible management education.

Principle 3 | Method
We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

what we do
Code of conduct
To promote the personal integrity of students, HEC Lausanne has developed a “Code of Conduct” for students to sign at the beginning of their studies. This code of conduct outlines the rules that HEC Lausanne students are expected to follow. The code of conduct mentions that HEC offers education that contributes to the construction of a globally sustainable society and educates responsible future leaders. Personal integrity is a key element of responsible leadership. HEC promotes diversity as a source of mutual enrichment and scientific progress, and it cultivates a climate of fruitful and tolerant debate while following ambitious and rigorous rules that HEC Lausanne students are expected to follow. The code of conduct mentions that HEC Lausanne consistently appears at the top of research-related rankings presented in this chapter.

Principle 4 | Research
We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.

what we will do
After the successful introduction of a code of conduct for students, HEC aims at developing a code for the faculty as well. HEC aims to contribute to the development of a network of European institutions that share the same values and research agenda. HEC Lausanne is ranked in the UTD Top 100 World Rankings of Business Schools as the leading school in Switzerland as well as 17th in Europe. Lausanne also appears in Tilburg University's ranking of the top 100 worldwide economics schools for research, based on research contributions from 2004 to 2008, and in the top 100 in the ASU Finance Research ranking for 2000-2009. Various researchers at HEC Lausanne have worked on research projects related to ethics and corporate responsibility. Their work results in various initiatives, publications and conference presentations. In addition, HEC Lausanne has decided to bundle those research activities in a new platform in order to use the momentum of the celebration of the 100th anniversary celebrations.


After having initiated PRIME as a platform for research on responsible innovation, management and economics, several research projects have been launched. This learning platform should contribute to devising pragmatic solutions to real eco-socio-economic problems on related topics for corporations, civil society organisations, and governmental organisations. PRIME will also contribute to making HEC Lausanne visible as an international point of reference in the field.

The activities of PRIME will target a wide range of topics ranging from social and environmental problems in supply chains to the understanding and transformation of consumption routines, the analysis of driving forces of ethical and unethical behaviour within organisations, and the role of leadership in maintaining responsible business practices. It will promote research on responsible management at levels of society.

PRIME will connect to other research institutes in Europe, the US, and Asia through joint research projects, conferences, and provide space for visiting scholars from partnering institutions. The platform will operate on a budget provided by its corporate members and will apply for funds granted by the Swiss National Science Foundation and the European Union.

**What we will do**

PRIME: Platform for Responsible Innovation, Management and Economics

Founded in 2012 by the University of Lausanne (UNIL), the Platform for Responsible Innovation, Management and Economics (PRIME) promotes forward-thinking and innovative research and action for addressing today’s pressing economic, societal and environmental challenges. By partnering with the private and public sector, with practitioners and policy-makers alike, our learning platform seeks to bridge research with mainstream thinking, practices and policies. Our main goals are to raise urgent issues and identify the key research areas of tomorrow; collaborate with partners in implementing innovative research projects and disseminate results and engage in debates through conferences and publications.

PRIME is in partnership with the Fair Labor Association concerning sustainable supply chains.
Principle 5 | Partnership

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.

The Faculty has a long-standing tradition of cross-disciplinary knowledge creation and dissemination, and has launched several successful initiatives through partnerships. Several of the research projects described in this report have involved corporations and have led to direct and pragmatic results for managerial decision making.

Principle 6 | Dialogue

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

what we do

At the heart of a key European business cluster, HEC Lausanne is part of an incredibly dynamic region made up of global headquarters for many multinational companies, research centres, technological parks and over 1200 innovative start-ups and SMEs. This leads to strong relationships between the faculty and the business world. Many students enjoy internships with some of the leading companies in the region: P&G, Swatch group; UBS, Novartis, Nestle to name but a few.

These companies help forge the HEC Lausanne vision (HEC Lausanne Advisory Board); they were closely involved in the events of its 100th anniversary celebration. High profile speakers from the corporate world voiced their view on the challenges of sustainability in the coming years. The HEC book on responsible management practices was (cf page 9) sent to 6'000 companies, executives, visitors and other VIPs of HEC Lausanne. HEC scholars have developed a new methodology for evaluating the Corporate Social Responsibility performance of corporations. The results of the research were presented to practitioners and companies, during a major event in Switzerland (Forum des 100) organised by a national magazine (L’Hebdo).

what we will do

PRIME aims at bundling the UNIL sustainability initiatives with the needs of partners from corporations and civil society. It seeks business partnerships with large and medium-size corporations. These corporate partners will contribute to research questions, data, and project funding. They will participate in the workshops, training sessions, and conferences, and will receive access to the knowledge created and processed by the centre.

Social business fairs will be continued on a yearly basis and developed in collaboration with business organizations seriously involved in concrete CSR actions.
HEC Lausanne maintains close dialogue with local and national political authorities. Leading figures such as Michelle Calmy-Rey or Pascal Couchepin, both former presidents of the Swiss confederation, have engaged in non-profit humanitarian activities in Burkina Faso. HEC Lausanne regularly participates in inter-university projects with 40 other universities and companies in joint projects, such as the World Knowledge Dia-

who1000. We also par-

Participate in discussions with Swiss companies on the issue of social and environmental responsibility. Events have been held such as a debate held in the Spring of 2010 between Nestlé President Pascal Bichara and Jürgen Stein, a Swiss activist and 

v
ingue to study entrepreneurial

HEC Lausanne supports actively the Prix Christophe Pralong. This 

awarded to a doctoral student who worked with a local organisa-

Community outreach initiatives

HEC Lausanne has launched several initiatives aimed at contribut-

Community outreach initiatives

iMiniDons has been further developed and will soon run on all up-to-date available platforms, managed by a 

national service provider under the su-

nthis application, the debate between Nestlé President Pascal Bichara and Jürgen Stein, a Swiss activist and 

HEC Professors collaborate with numerous national institu-

tions such as the UN, the WTO, the FIIA, or the WHO.

iMiniDons was developed during the HEC Centennial year in order to give it more visibility. Available at the Apple store, iMiniDons enables small donations (from 1
to 100 CHF) to be made to a selection of socially responsible projects carried out by non-profit 

Swiss organisations, most of which are active in professional rehabilitation and sustainable 

development. These projects concern all segments of the population (women, children, young 

people with disabilities, people who have sustained accidents etc.). The donors, through this 

very small and simple gesture, become mini-supporters of the partner organisation and re-

ceive periodic updates and information about the projects which they support. The iMiniDons 

app was developed and deployed by MSc in information systems students, in the framework 

of their Master project and in close collaboration with a Swiss company active in messaging 

services. To our knowledge, iMiniDons is the first mobile application that allows users to make mini-donations to non-profit organisations exclusively dedicated to reinserting handicapped individuals into the professional world.

An application called ‘iMiniDons’ was developed during the HEC Centennial year in order to 
give it more visibility. Available at the Apple store, iMiniDons enables small donations (from 1 
to 100 CHF) to be made to a selection of socially responsible projects carried out by non-profit 

Swiss organisations, most of which are active in professional rehabilitation and sustainable 
development. These projects concern all segments of the population (women, children, young 

disabled individuals, people with hearing or vision loss etc.). The donors, through this 

very small and simple gesture, become mini-supporters of the partner organisation and re-

ceive periodic updates and information about the projects which they support. The iMiniDons 

app was developed and deployed by MSc in information systems students, in the framework 

of their Master project and in close collaboration with a Swiss company active in messaging 

services. To our knowledge, iMiniDons is the first mobile application that allows users to make mini-donations to non-profit organisations exclusively dedicated to reinserting handicapped individuals into the professional world.

In order to fulfil its social role, HEC 

Lausanne aims to improve, within 

the scope of its competencies, prob-

lem-solving skills of its students and 

the scope of achieving this is by turning citizens 

into more responsible economic deci-

sion-makers.

Using the HEC Lausanne Centenary 

as a spring board, and as part of HEC 

Lausanne’s social responsibility man-

agement, a public 3.0 installation was designed and produced. Through a series of carefully built-in games and 

animations, this installation brings to 

light the complexity of the economic system and explains the fundamen-

tal concepts of macroeconomics (for 

example, inflation, interest rates, un-

employment, profit, taxes, and credit) 

in French and English (transla-

tion in German and Italian also 

being envisaged) and should 

be ready by the end of Autumn 

2012. It will be tested, in the 

Cantons of Vaud and Valais, 

in secondary schools in partner-

ship with their respective de-

partments of education.

Exhibition “Argent côté pile, économie côté face” (Tails, 

Money, Heads, Economy)

In order to fulfill its social role, HEC 

Lausanne aims to improve, within 

the scope of its competencies, prob-

lem-solving skills of its students and 

the scope of achieving this is by turning citizens 

into more responsible economic deci-

sion-makers.

Using the HEC Lausanne Centenary 

as a spring board, and as part of HEC 

Lausanne’s social responsibility man-

agement, a public 3.0 installation was designed and produced. Through a series of carefully built-in games and 

animations, this installation brings to 

light the complexity of the economic system and explains the fundamen-

tal concepts of macroeconomics (for 

example, inflation, interest rates, un-

employment, profit, taxes, and credit) 

in French and English (translation in German and Italian also 

being envisaged) and should 

be ready by the end of Autumn 

2012. It will be tested, in the 

Cantons of Vaud and Valais, 

in secondary schools in partner-

ship with their respective de-

partments of education.

Out of Africa project

HEC Lausanne, in collaboration with the University of Nairobi, has received a grant from the 

Swiss National Science Founda-

tion to study entrepreneurial leadership in SMEs in Kenya and 

Uganda. The objective of the study is to explain and pre-

dict the social and financial per-

formance outcomes emerging from the participation of 

many activities are being de-

veloped at HEC Lausanne, efforts 

which are actively supported 

within the Alma Mater. The University is also equipping it 

with an ambitious sustain-

ability policy, set resolutely 

apart from the faux policy of 

so-called greening. The University, moreover, will develop 

many initiatives to offer examples of new lifestyles that 

respect local and global limits and balances. The sustainability 

strategy, which takes shape 

through a participatory process, is called the UNIL’s Agenda 21. 

Some of the major measures envisaged include: encouraging teaching and research on themes of sus-

tainability, strengthening the culture of sustainability in the 

UNIL community, and manag-

ing UNIL’s consumption of nat-

ural resources and energy in a 

rational way.