# Principles for Responsible Management Education 1st Sharing Information on Progress Report – Academic year 2013 - 2014

# Letter of renewed commitment

*As institutions of higher education involved in the development of current and future managers we declare our willingness to progress in the implementation, within our institution, of the following Principles, starting with those that are more relevant to our capacities and mission. We will report on progress to all our stakeholders and exchange effective practices related to these principles with other academic institutions:*

Message from the Head of the School

At HEC-ULg, the last months were rich in events that reflect a collective reflection driven by the exchange and oriented to the action of the Community # HEC-ULg. The intensity of the work done by the staff, students, alumni, with our partners, is a measure of a common desire to originally participate in the transformation of the model of development going on around the world today.

We want to provide the knowledge necessary for the understanding of crises (economic and financial, environmental and social) and of the major developments that are engaged. We also want to provide necessary expertise to actors of the expected changes and educate makers and entrepreneurs of tomorrow. We wish to act ...

Because what is currently happening is vital. This is the construction of a new mode of growth, implying more quality, solidarity and responsibility. Our regional European place within Northern Europe is also attached to a Europe of diversity and openness to multiple world cultures. Our School built in this diversity throwing "bridges" to other identities, other professional worlds, as with initiatives recently announced (Tax Institute, Diversity & Social innovations Chair, concentration in creativity).

Associating the imperative of cohesive society, intelligent and durable cities and territories, re-with industrialization of our creative economy, this is the challenge that our School of management must meet.

Thomas Froehlicher,

Director general & Dean, HEC-ULg

# Brief Overview

First created in 1898, HEC Management School - University of Liege (HEC-ULg) is, since 2005, the Management School of the University Of Liege, Belgium. Being near the large European cities of Brussels, Paris, London and Frankfurt, as well as at the crossroads of Latin and Germanic cultures and at the center of a trans-frontier economic region between Flanders, Germany and the Netherlands means that for HEC-ULg Management School, every day is an international experience. It offers high-level initial and continuous training programs in the field of management and economics.  Its teaching is built around academic research and corporate links assuring a deep expertise in its fields of specialization.

The school is run with a high degree of autonomy, as it is responsible for all operational matters, human resources, enrolment of students, orientation of research and services to the community at large. The Management Board of the School, controlled by the School Board and the ULg Board of Directors, takes all main decisions. 2 organs, closed to the corporate world, are advising the school authorities: the Governance Council and the Alumni Advisory Board.

The authority for degree awarding is the French Speaking Community of Belgium (FCB). HEC-ULg also issues “home” certificates for the executive education programs.

It is proud to count a community of 15,000 alumni and 2,300 students over all its programs. For the undergraduate programs and the lifelong learning education, the main target markets are Belgium, Luxemburg and the trans-border areas with Germany and the Netherlands. It recruits international profiles for its Master programs and the research activities. It has more than 300 qualified personnel including 150 professors and teachers who have attained the highest academic and/or professional level.

The School has engaged in a quality process and has received the EPAS labelling for its Master in Management, its Doctoral Program (2011, renewed in 2014) and its Master in Business Engineering (2013), the pre-accreditation status from AACSB and the membership of the CGE (Conférence des Grandes Ecoles which is a French association of Major Schools of Engineers and Management - 2011).

This report summarizes how the principles for Responsible Management Education are implemented in our School and it provides some paths for future improvements.

The School’s mission (**Principle 1**) and values (**Principle 2**) reflect its willingness to take part in a regional and international sustainable development. It has created an educational environment allowing students to acquire knowledge and experiences for a more responsible leadership (**Principle 3**). The courses proposed to students are based on a strong conceptual and empirical research led by our faculty members and their research teams (**Principle 4**) covering all main management fields and subjects such as the social economy, gender, Fairtrade, the role and dynamics of enterprises in a global world, etc. Since its creation, besides its numerous academic partnerships, the School has also developed a large network of corporate partners that are represented in its consultative bodies (**Principle 5**). They participate in the definition the school’s strategy and inform us about their economic, social and environmental challenges. Finally, the School tries to install an atmosphere of dialogue, allowing every stakeholder to participate to the school’s management orientations and to suggest improvements, especially in terms of exemplarity (**Principle 6**).

# Implementation of the principles for Responsible Management Education

## PRME Principle 1Principle 1 | Purpose: 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.

The environment of Business Schools is evolving fast. The Business School is criticized and yet, at the same time, is expected to rethink economic and managerial models. Faced with the economic crisis, the Business Schools are rethinking the management models and economic principles necessary to construct a new environment of sustainable and socially responsible growth.

The commitment of the School to participate in the sustainable development of its economic region and in the awareness-raising of students is reflected in **the School's mission**:

HEC Management School - University of Liege (HEC-ULg) educates creative managers who will be responsible for building the future of businesses and organizations in a cross-cultural world. The School is firmly **anchored and active in the regional economic development**.

With its peaks of excellence, HEC-ULg carries out internationally recognized scientific research. The School values **research with socio-economic impact** or with a focus on pedagogical innovation.

It emphasizes the following four dimensions:

* Mutual enrichment with its stakeholders anchored within original research practices, education and expertise;
* Innovative student personal development practices requiring a true engagement in actions and a real involvement;
* Active proficiency in three languages;
* Management decision-making skills based on the quantitative and economic reasoning combined with the understanding of the technological challenges.

HEC-ULg keeps a particular eye on the coherence and the managerial pertinence of its teaching, research, and community services activities. It has forged strong dynamics and a community spirit between students, graduates, staff and partners by involving in the decision-making processes, by communicating with them and by living **its fundamental values**:

* ***creative entrepreneurial audacity***
* ***excellence***
* ***critical thinking***
* ***a spirit of listening and respect for diversity***
* ***corporate responsibility***

Designed in coherence with the School Mission and based on large consultations with the School stakeholders, the **objective** of our Master programs is to allow student to become gradually a professional in the field of the management and to *become a leader able to take creative, ethical and efficient decisions in an international and complex world*; able to work in a team, communicate effectively and continue to learn. As for the Master in Management, a particular emphasis is placed on the *understanding of the human, social and legal context*.

One of the main programs' objectives is that students assume behavior that is *ethical, socially responsible and in the respect for good governance*. Our fundamental values are therefore considered as **Key Learning Outcomes** :

**Intended Key Learning Outcomes : *Faced with a management problem, suggesting solutions that are ethical and socially responsible and that respect the principles of good governance.***

In 2013, the University of Liege issued a Charter explaining its environmental policy. It states that "*the University of Liège, its students, academic bodies, faculty and supervisory staff are committed to playing a leading role for the protection of the environment and using educational activities and research as levers to promote better awareness, global vision and local action in environment and sustainability*". Line managers in faculties and research structural entities are responsible for ensuring the effective implementation of this approach in every activity.

## PRME Principle 2Principle 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.

### Courses specific to HEC-ULg

The Intended Learning outcomes provide a framework for professors and a direction to follow. Issues related to sustainable development and social responsibility are incorporated in several courses, whether compulsory or optional.

All Master students must attend the 3-weeks seminar course called "**Sustainable strategy in a multi-polar world**" (compulsory, taught in English). During this intensive seminar, students are asked to study a specific case:

In 2012, students worked in groups of five on a case study entitled "What sustainable strategy for Liege? " with the support of the city of Liege, Accenture and various actors of the field (GRE, SPI, AREBS and Basse-Meuse Development, two research centers (Lepur and SEGEFA), etc.) (See "Events" below).

Students of the Master in Management (120 ECTS) may choose the **"Social Entrepreneurship" Concentration**, including courses like: Introduction to social entrepreneurship; Social Innovation and Organizational Diversity; Financing social enterprise; Strategy and marketing in social enterprise; Social entrepreneurship and sustainable development; Social investment and community development; etc.

Several **optional courses** also address those issues: Sustainable supply chains, Eco-management, The Firm Competitive Environment, Economic, ethical and technological Impacts, Entreprise sociale et développement durable, Executive and Team Management in an International Environment and for PhD students, Doctoral seminar in social entrepreneurship.

It is important that students develop an ethical leadership dimension. Therefore HEC-ULg developed a "**Skills Portfolio**". Master students have access to intensive workshops focusing on the acquisition of transversal skills (5 ECTS). The "Skills Portfolio" is an innovative and original tool, which has been set up in response to a pressing demand from our students, and our corporate partners. It completes the theoretical training of students by adding a soft skills element.

The Skills Portfolio is firmly based on the principle of learning by doing and includes a broad range of activities organized into four categories depending on the subject taught:

1. Critical Mind and Ethics ;
2. Soft skills such as communication skills, team work, etc.;
3. Professional Identity;
4. Business Intelligence.

The workshops are taught in very small groups of students, from the 2nd undergraduate year. At the end of M2, every student should have taken workshops for a total of 5 ECTS. At the end of this learning module the students will receive, in addition to their degree, a certificate listing the skills they acquired.

**32 workshops were offered in 2011-2012, i.e.** : ***"Développer son leadership, affirmer ses valeurs", "Adopter une pensée critique et créative", "Réfléchir les problèmes énergétiques dans une perspective de développement durable", "Comprendre les enjeux de la coopération au développement", "Se former à l’éco-responsabilité", "Concevoir un développement économique durable et efficace : atelier Nord/Sud", "Prévenir les discriminations", "Découvrir les spécificités du management culturel", "Concevoir une entreprise plus verte ? C’est possible", "Aborder les systèmes économiques de manière alternative", etc.***

For instance, this latter workshop enables students to develop an optimistic outlook of the future of the world and to put this vision into reality. Students explore their own resilience and creativity and present various ideas to be applied at HEC-ULg itself. In 2012, three ideas have been selected by the jury: (1) An Eco-challenge ; (2) A "Sustainable Development" label for internships ; (3) A vegetable garden within the School accompanied by a teaching device (lectures on this subject, visits of the garden for schools).

### HEC-ULg professors teaching in other faculties

Several Faculty members also teach in other faculties of the University of Liege (and/or abroad). Some courses address issues related to sustainable development and social responsibility, i.e. : "Analyse sociale de l'économie et de l'entreprise" (A. Cornet), "Notions d'économie politique et sociale" (J. Defourny), "Entrepreneuriat et management en économie sociale" (S. Mertens de Wilmars), "Séminaire d'économie sociale" (J. Defourny), "Bases de l'économie de l'environnement" (H.-J. Gathon, A. Gautier, M. Hermans, B. Jurion), "Economie sociale et solidaire, économie populaire et organisations non-profit" (J. Defourny), "Corporate Social Responsibility” and “Sustainability Management Control” (ESC Rennes – N. Crutzen), etc.

### Executive School

HEC-ULg Executive School also plays a role in constructing a sustainable economy by delivering seminars within our Executive Degrees concerning, for instance "The role of Finance in building a more sustainable world", and "business creation/start-up" trainings.

Students of the Master in Management (evening course) program must attend the "strategic marketing seminar” which includes a case study on Ecover[[1]](#footnote-1) in order to raise students' awareness on sustainable development issues.

HEC-ULg is also involved in organizing an inter-university online Executive Master in Management in partnership with Solvay Brussels School of Economics and Management and the Louvain School of Management (**'Campus Virtuel en Gestion'**). This certificate includes a CSR course (4 credits) which aims at offering students materials for a critical reflection on the ethical, social and environmental challenges of contemporary organizations functioning as well as the specificity of the role of business in the economy.

In addition, HEC-ULg Executive School delivers a **Special Master’s degree in Environmental Management**. This program trains experts able to integrate environmental management into businesses' agendas.

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

### Program design

In accordance with our mission, the aforementioned courses are meant to increase students' critical thinking on ethical, economic, social and environmental issues of a globalized world, educating them to be creative managers who will become responsible leaders.

As the School encourages "*innovative student personal development practices requiring a true engagement in actions and a real involvement*", there has been numerous examples of **pedagogical innovation**, such as: the entrepreneurship and intrapreneurship concentrations, the skills portfolio, the business game, the multidisciplinary seminar on sustainable strategy (interactive online games, case studies, on line self evaluation, pre-readings of portfolios, residential seminar, etc.), the use of NET.

The program has been developed around a **pedagogy anchored in the real world** and based on multiple opportunities for field experience:

* the 10 week internship;
* the (practice-based) master thesis;
* "entrepreneurship" and "Intrapreneurship" concentrations;
* the pedagogical methods used in the courses (stipulated in the pedagogic commitment): practical exercises, case study, project work, team work, presentation, report writing, business testimonials, etc.;
* the numerous conferences organized with top level managers who share their true experience work.

### Internships and (practice-based) Master Thesis

HEC-ULg encourages students to further investigate issues related to sustainable development during their internship or while writing their Master Thesis.

Assessment focuses on the student's capacity to develop a research question (Master Thesis) or to develop a solution to a global management problem anchored in a scientific context (Practice-based Master Thesis). The student also has to handle a specific management problem (internship) and propose pertinent solutions.

The assessment method for the Master thesis and the internship will consist of submitting written work (a report or dissertation), which the student must present and defend orally in front of a selected jury.

1. Internships

Students from different concentrations (marketing, social entrepreneurship) are interested by internships linked to sustainability.

Examples: In 2011, one of our students was offered an internship by the Belgian Fair Trade Federation and another by ETHIQUABLE Benelux, both companies involved in the Fair Trade sector. Their main missions were: a quality survey on “understanding the behaviour of consumers towards Fairtrade products”, organising publicity cars for the Fairtrade Week, communication management, etc.

1. Master Thesis

Besides Master thesis trying to answer the economic crisis issues, several others deal with renewable energies, management of waste, CSR, the social economy, gender and diversity issues, etc. In fact, in 2011-2012, over 30 Master thesis dealt with those issues.

**Master thesis, i.e.** : *"Les certificats verts comme mécanisme de soutien aux énergies renouvelables en Région Wallonne", "Le développement de la responsabilité sociétale des entreprises en Chine : freins et leviers", "La RSE et ses parties prenantes : le rôle du manager", "Modelling the supply chain and its environmental impacts, along with an insight on improvement methods", "Le potentiel du modèle coopératif dans le secteur des énergies renouvelables"\*, "How to encourage luxury hotel guests to behave environmentally-friendly during their stay ?", " From Sustainable Development to the emerging concept of Ecopreneurship : a proposed theoritical framework and a practical analysis of Walloon Small and Medium Enterprises ", etc.*

\*Zoé Muermans received the Gfk Award in 2012 for her Master thesis on *"How to encourage luxury hotel guests to behave environmentally-friendly during their stay?"*.

Showing their interest in that matter, several students submitted their Master thesis to the **Philippe de Woot Award**. This award aims to promote CSR by granting every 2 years a Master student in Management for a Master thesis constituting an original contribution to the understanding and thinking about CSR. The first edition of this award took place in 2010 and Prof. Nathalie Crutzen from HEC-ULg was a member of the inter-university jury.

1. Practice-based Master Thesis

Practice-based Master theses involve analysis of a real global management problem **within a business or organization**. Students spend time in a company throughout the academic year and must contribute well-argued proposals for solutions. The Practice-based Master Thesis must meet the double requirement of a thesis (scientific work) and of a project (practical work). Students must also demonstrate a critical mind through the objective approach of a consultant. In 2011-2012, 5 Practice-based thesis dealt with sustainable issues :

**Project-based Master thesis, i.e.** : *"Les cartouches d'encre : une nouvelle filière de recyclage pour l'ONG Autre Terre ?", "Analyse du marché wallon des terres polluées et identification des opportunités de développement commercial dans ce secteur, dans la perspective du "nouveau décret sols"", "Développement d'un service de création et de suivi de plan marketing à l'attention des PME", "Développement d'un site internet d'informations pour femmes entrepreneures", "Diagnostic communautaire du quartier Saint-Gilles"*.

### The "Entrepreneurship" and "Intrapreneurship" concentrations

Our entrepreneurial and intrapreneurial concentrations, with innovative pedagogy, are unique in the market. These concentrations are only available to students in the 2nd year of our master programs selected through an application process. Based on an inductive approach using **problem-based learning**, it consists of a full year of alternating between **company immersion and university courses** designed to balance academic and professional demands.

### The Skills Portfolio

As stated above, the Portfolio is firmly based on the principle of **learning by doing** through workshops in small groups, allowing students to develop soft skills and critical thinking (i.e. by arguing together). It occupies one or two half-days in the students’ timetable, beginning in the 2nd year of studies.

At the end of each workshop, the student has to write a report detailing his/her experience of learning and his/her actual acquisition skills.

### Conferences

We are pleased to welcome a wide variety of speakers for evening conferences or within our courses. They are at a senior level of well known regional or international companies such as: AB Inbev, ArcelorMittal, Baxter, Danone, Delhaize, Delta Lloyd, IBM, Magotteaux, Petercam… (See below, "Partnerships with the corporate world")

HEC-ULg encourages its students to attend the various conferences organized at HEC-ULg, in relation with sustainable development, some of them organized in the framework of Chairs :

**Conferences, i.e.**: *"Environemental and social performance, business success", "Le développement durable dans le secteur de la construction - La stratégie du groupe Holcim", " Sustainable Development and Corporate Social Responsibility: A philosophical perspective" (Accenture), 'The sustainable supply chain' (Accenture), "Environnement Strategies in Business" (Accenture), "Social aspects of Sustainable Strategies" (Accenture), "Environnement aspects of Sustainable Strategies" (Accenture),* *"La décroissance: utopie ou nécessité ?", "Success Stories - Mode d'emploi", etc.*

The organization of the “Business spirit" conferences is aimed to enable our students to gain a better understanding of the socio-economic context in which they will be working.

### Extracurricular activities

1. Student Competitions

Many students competitions around management exist and HEC-ULg encourages students to participate. These competitions allow students to use the knowledge acquired at HEC-ULg in a "business game" or a "marketing game". HEC-ULg professors coordinate and support the teams. For instance, they participated in 2012 to the “go business award” of the FEB for which one of the selection criteria is the sustainable dimension of the business plan presented by students. In 2013, they presented the “Henkel innovation challenge”. One of the challenges is to create products with high added value while minimizing environmental footprint. In this game, the sustainable development aspect is crucial.

1. Commission Dexia: p28-29 Spirit

Around 20 students from HEC-ULg were invited by the Belgian parliament to follow the debates of the parliamentary commission on the Dexia Bank case (nov 2011 - march 2012), in charge of examining the causes of the dismantling of the group.

The project addressed the values ​​held by the school: civic engagement, ethics and social responsibility of companies and organizations. Students have studied all the documents and then produced a report of twenty pages.

## PRME Principle 4Principle 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.

This principle fits with the School's mission which states that "*With its peaks of excellence, HEC-ULg carries out internationally recognized scientific research. The School values research with socio-economic impact (...)*". Research on the economic, social and environmental aspects of sustainable development in relation with corporate practices is encouraged.

### Peaks of Excellence

HEC-ULg has identified 6 strategic peaks of excellence based on the quality of its intellectual production, the links between research and teaching activity as well as the services to the community at large. This materializes through our offer of Master’s Degree Concentrations and the theme selected by our Doctoral School.

Several of these peaks of excellence study the economic, social and environmental aspects of sustainable development, in particular:

* Social Enterprises & the Social Economy
* Human Resources Management & Organizational Change

Several *academic chairs* contribute to connect the worlds of business and research (see Partnerships).

### Research units and networks

A dozen research units are active on a European scale in diverse fields. They have developed collaborations with universities, research centers and research networks.

Several units and networks focus on sustainable social, environmental and economic themes:

1. Liege Sustainability Management Platform

This transversal and multi-disciplinary platform brings together professors and researchers from various areas in economy and management (human resource management, marketing, social entrepreneurship, supply chain management, etc.) as well as from other disciplines (economy, geography, architecture, environmental sciences, etc.). This platform aims at stimulating exchanges on this topic, favouring collaborative research projects in the field of sustainability, developing new pedagogical teaching approaches as well as promoting and contributing to the sustainable development, locally and internationally.

1. EGID

For instance, our research center, EGID, *on gender, diversity and women entrepreneurs*, under the direction of Professor Annie Cornet, is a research center specializing in the management of diversity, gender, and professional equality policies. It also looks at corporate social responsibility, in particular the involvement of stakeholders.

1. LENTIC

LENTIC, headed up by Professor F. Pichault, is a center specializing in organizational diagnostics, HRM and change management. For over twenty years, LENTIC has carried out research and actions centered on the *human and social dimensions* of change and the processes of organizational innovation. These dimensions are important to understand in order to propose sustainable solutions to corporations.

1. CSE

Our research *Centre for Social Economy* aims for a triple mission:

* Develop research in the social economy and social entrepreneurship, mainly in terms of economic analysis, management and sociology;
* Support social economy and social entrepreneurship teaching at the University of Liege and elsewhere.
* Provide services to collectivity, public and private decision-makers in relation with its expertise.

Topics are investigated in different fields (work integration, education, health, fair trade, renewable energy, etc.) and using different theoretical approaches (mainly in economics, management and organizational sociology).

The CES coordinates the [*"Management of Social Enterprises"* concentration](http://www.ces.ulg.ac.be/en_GB/education/master-in-management-of-social-enterprises) of the Master in Management.

Two Chairs within the CES contribute to the teaching and research in management and entrepreneurship in the social economy, namely the [*"Cera Chair in Social Entrepreneurship"*](http://www.ces.ulg.ac.be/en_GB/cera-chair/cera-chair-2) and the [*"SRIW-Sowecsom Chair in Management in the Social Economy"* (see "Partnerships").](http://www.ces.ulg.ac.be/en_GB/cera-chair/le-soutien-a-l-entrepreneuriat-social-2)

Since 1996, the CES has hosted the Coordination Unit of the [*EMES*](http://www.ces.ulg.ac.be/en_GB/emes) *European Research Network*, which includes 10 research centres throughout the European Union and individual researchers specialized in the field of social enterprise and related concepts (social and solidarity economy, non-profit organizations, third sector, etc.).

The international reputation of HEC-ULg in this domain is also reinforced by the presence of *CIRIEC (International Research Centre on Public and Co-operative Economy)*. CIRIEC is an international and nongovernmental scientific organization whose goals are to implement and promote the search for information, the scientific research and the publications related to economic sectors and activities oriented towards the general interest:

* the economic action of the state at different levels (policy, regulation);
* public services;
* public companies;
* the social economy

In these different domains, CIRIEC addresses issues which are relevant for both managers and academics.

### Doctorates

In 2010, 3 prizes recognized the quality of HEC-ULg PhD students' dissertations:

1. Human Resources Management Association - Best contribution 2010

Present at the Human Resources Management Association symposium (largest event in the field in the French-speaking world) in Saint-Malo, Fabrice de Zanet was granted the best contribution prize for his dissertation "Abandonner le contrôle sans perdre le contrôle".

abrice is now working on the concept of sustainable performance through the creation of a climate and an organizational culture based on trust. He is also involved in the issue of happiness at work (social dimension of SD).

1. Jacques Tymen, RIODD and ISTR Prizes 2010, 2011, 2012

Benjamin Huybrechts, Researcher and Teaching Assistant at the Centre for Social Economy, was awarded several prizes for his dissertation entitled: "Explaining Organisational Diversity in Fair Trade Social Enterprises":

* the Jacques Tymen Prize by the Association d'Economie Sociale (2010)
* the Best Thesis Prize by the Réseau International sur les Organisations et le Développement Durable (RIODD – 2011)
* the Emerging Scholar Best Thesis Award by the International Society for Third-Sector Research (ISTR – 2012)

1. CeFiP Academic Awards 2010

Nathalie Crutzen, was granted the first prize of the "CeFiP Academic Awards" for her doctoral thesis titled "Essays on the Prevention of Small Business Failure: Taxonomy and Validation of Five Explanatory Business Failure Patterns (EBFPs)".

In 2012-2013, 10 PhD students are developing dissertations that can be linked with sustainable issues, especially with the social economy and the third-world economies:

**Dissertations under study in 2012-2013:** *"**Sustainable Product Service Systems: Consumer usage intentions, personal values, and impact on well-being ", "The embeddedness of opportunity identification and evaluation in social entrepreneurship: going beyond the individual", "Les carrières professionnelles des cadres: regard croisé du genre et de l'âge", "L'impact du contexte culturel et institutionnel sur le lien GRH-Performance: cas des ONG internationales au Burundi", "Le financement des ONG locales et des organisations associatives (ASBL) en Afrique de l'Est", "Professionnalisation de la gestion des ressources humaines dans les entreprises sociales: isomorphisme ou innovation?", "Evaluation de la performance globale des entreprises sociales", "Etude de la contribution des institutions de microfinance à la dynamisation des initiatives associatives au Burundi", "L'entreprise sociale dans le contexte africain", "La gouvernance des institutions de microfinance en situation de post-conflit: cas du Burundi", etc.*

### Publications

As proof of the School's commitment to improve the knowledge on sustainable development and social responsibility, a large range of Faculty's publications address these issues. See Appendix 1.

## PRME Principle 5Principle 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 to meeting these challenges.

### Partnerships with the corporate world

As stated in its mission, HEC-ULg *"is firmly anchored and active in the regional economic development".* Its has developed an strong interaction with the corporate world, encouraging professors to carry out research with socio-economic relevance, and participate in professional conferences in Belgium and abroad.

Founded in 1898 by a number of large-size companies in the region, HEC-ULg has always been able to maintain and develop this privileged relation which is an integral part of its spirit. For the year 2011-2012, 58 **lecturers** from the civilian or corporate world have been invited to share their experience with our students (see above "Method - Conferences").

For instance, in 2012, we received Professor E. Friedberg for the delivering of the title of 'Doctor honoris causa'; we inaugurate our Tax Institute by inviting H. Van Rompuy, President of the European Council. In autumn, we organized a conference with J.-L. Beffa, Saint Gobain, GDF Suez, Banque Lazard and an alumni Event with E. Di Rupo, Federal Prime Minister of Belgium, as speaker.

Several **chairs** link HEC-ULg closely to partner enterprises anxious to develop innovative competencies to respond to the social and environmental challenges.

1. Accenture Chair in Sustainable Strategy (2010)

The Accenture Chair in Sustainable Strategy combines HEC-ULg academic expertise with Accenture’s field experience and research on the world's most successful companies to offer a high-quality learning experience on sustainable strategy in a multi-polar world.

The mission of Accenture Chair is thus to raise awareness and to develop (academic and executive) education as well as scientific research on Sustainable Strategy in a multi-polar world where concepts such as sustainable development become unavoidable.

Accenture Chair in Sustainable Strategy has three fundamental objectives:

1. To provide a high-quality academic education in strategy and, in particular, in sustainable strategy. Two academic courses are currently concerned:

* "International Strategy”, an academic course which provides first Master’s students in Management with the necessary basis in strategic management.
* "Sustainable Strategy in a Multi-Polar World", a three-week intensive seminar organized for all second Master’s students in January

1. To contribute to scientific research in Sustainable Strategy and in Corporate Social Responsibility.
2. To propose punctual conferences and executive education on these themes.
3. CERA Chair in Social Entrepreneurship (2000)

Linked with the Peak of Excellence "Social Entreprises and Social Economy", the CERA Chair in Social Entrepreneurship is the fruit of a partnership between the Center for Social Economy and the cooperative financial group [CERA](http://www.cera.be/).

The CERA Chair has an essential mission to establish and develop within the university framework, support for entrepreneurship and management in social economy. The CERA Chair achieves this by setting itself three fundamental objectives:

1. offering high-quality education in social and cooperative economy;
2. improving knowledge of the social economy sector;
3. supporting social entrepreneurship.
4. SRIW-SOWECSOM Chair in Social Economy Management (2010)

Also linked with the Peak of Excellence "Social Entreprises, this chair is sustained by the SRIW (Société régionale d’investissement de Wallonie) and the Sowecsom (Société wallonne d’économie sociale marchande), its subsidary company specialized in the financial support to the social economy enterprises.

The SRIW-Sowecsom Chair "Social Management Economy" includes :

1. 3 specialization courses aiming to reinforce the "Social Enterprises Management" concentration, reinforcement of the thesis support about social management economy, territorial development and innovative solutions to social needs, developments at the international level and at the level of executive education.
2. Development of the research in social economy projects management and territorial development (social needs study, interactions between participants, social innovation), in collaboration with other researchers working on these themes at HEC-ULg and throughout the world.
3. Increase of the services offer to social economy enterprises in partnership with the Executive Education department at HEC-ULg; support to the creation of social enterprises thanks to a scientific support to the action of advising agencies in social economy.
4. The Baillet-Latour Chair (2012)

Also linked with the Peak of Excellence "Social Entreprises", la Chaire Baillet Latour vise à promouvoir une réflexion systématique et rigoureuse sur les différentes formes et facettes du « social investment » et de la philanthropie. Son programme de recherche s’intéresse tout particulièrement aux pratiques des fondations et à leurs rôles dans les reconfigurations en cours de la gestion du « bien commun » . De manière générale, il s’agira aussi de proposer aux fondations des moyens de renforcer leur capacité d’analyse, de management et de gouvernance.

To carry out its mission, Baillet Latour Chair organizes its activities around two areas of work:

1) The **research** will focus on different themes:

* Foundations as social purpose companies: foundations management, foundations and support to social entrepreneurship, etc. ;
* Philanthropy as social investment: forms and methods of "venture philanthropy", the "social return on investment" and other measures of impact;
* The role of "social investment" in our economies, in particular the evolution of philanthropy and foundation sector in globalization.

2) **Teaching** on "Social Investment and Philanthropy" will be provided by the introduction of courses and modules in various programs of HEC-ULg and more broadly of the University of Liège. Many schools could potentially accommodate such courses or modules, given the diversity of the fields of action of philanthropy (medical research, preservation of cultural heritage, humanitarian aid and development cooperation initiatives to help disadvantaged people, biodiversity protection, etc.).

1. Joint Chair in Diversity Management (GDF-Suez, Mobistar + NMBS Holding)

HEC-ULg created a joint chair in Diversity Management with Hasselt University with the support of GDF-Suez, Mobistar and SNCB.

The Chair takes interest in actions about social responsibility, defined as the employers voluntary integration of social issues in their business activities and in their relations with stakeholders, in which the diversity management policies are involved.

The Chair takes also interest in gender, the situation of persons of foreign origins, the professional integration of handicaped persons, professional insertion prospects for different age categories, etc.

### Academic Partnerships

1. ESC Rennes – Winter Session on Corporate Social Responsibility (CSR)

During two weeks early January, HEC-ULg is hosting a group of international master students from ESC Rennes coming to attend a seminar on Corporate Social Responsibility (CSR). After one week of lectures to introduce the theoretical concepts of CSR, the ESC Rennes group joins the HEC-ULg students to work on case studies and listen to CSR experts for a more pragmatic and intercultural approach. At the end of the program, the students from ESC Rennes are invited to visit two different companies actively involved in the CSR. In January 2011-2012, they visited the multinational chemical company Prayon in Engis and the Insurance and Banking company Axa in Brussels. These two visits enable the students to confront their learning outcomes with the reality of CSR in the corporate governance and exchange their opinions with professionals from different sectors.

1. HEC-ULg and NetAcademy, Asia

The "Executive Master in Advanced Management" program, developed by HEC-ULg in active partnership with [Net](http://www.netacademy.com.my/)Academy, with the help of the Wallonia Export Agency, aims to confront asian enterprises to european economical and social contexts.

[NetAcademy](http://www.netacademy.com.my/) is an e-service learning provider based in Malaysia and present in 8 asian countries. It is targeting managers wishing to graduate with european diplomas in the management field. [NetAcademy](http://www.netacademy.com.my/) is proposing online trainings giving access to certificates.

The program is composed of 4 entirely online courses, a presential seminar and a business game featuring the participation of 5 HEC-ULg professors during the module closing week. The training approaches fundamental management subjects, such as "*Finance, Human Resources Management, Supply Chain Management, Global Marketing, Strategy and Corporate Social Responsibility*".

1. Other academic partnerships

HEC-ULg and NUCE, Hanoi - Vietnam (2010)

HEC-ULg and National University of Civil Engineering (NUCE), Hanoi - Vietnam, have established a cooperation since 2010.

A one year formation is co-organised by HEC-ULg in Hanoi for NUCE Engineering graduates. The courses are taught in English by lecturers from HEC Management School and from NUCE. At the end of the year, an Executive Master in Industrial Management is delivered. Thanks to this certificate, students are enabled to enrol in the second year of the Master in Business Engineering at HEC-ULg.

The objective is to help Vietnam improve the training of their engineers, providing them with a solid foundation of management, but also a quality international experience in Europe, with official certificate to the key.

HEC-ULg and ISC, Kinshasa - Congo (2012)

HEC-ULg and the ULg Faculty of Law and Political Science joined the Institut Supérieur de Commerce in Kinshasa (ISC) to create a Congolese Master in Management and Business Law. At the end of the program, the student is awarded a ULg certificate that is taken into account when applying for a degree at the ULg. The courses are given at the ISC in Kinshasa by teachers from the two partners institutions. The certifiate is opened to congolese executives from local enterprises.

The goal is to help Congo to improve the training of their local executives, providing them with a solid knowledge of management.

## PRME Principle 6Principle 6 | Dialogue: We will facilitate and support dialog and debate among educators, students, business, government, consumers, media, civil society organisations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

## We understand that our own organisational practices should serve as example of the values and attitudes we convey to our students.

Our stakeholders (students, alumni, corporate, faculty and support staff) are regularly consulted. Dialogue with the School's stakeholders is integrated in the School's mission (see before) as well as in its structure.

### Governance structure and involvement of stakeholders

Several advisory bodies represent our stakeholders :

- *The General Assembly* is an advisory body composed of representatives of internal stakeholders, including representatives of students.

- *The Governance Council* is an advisory body representing the corporate stakeholders of the School and is composed of 25 members hold key management positions within major companies. It sends representatives to the School Board. It is responsible for issuing opinions on certain projects, providing advice as regards the strategic positioning of the School, the search for extra financial means, etc.

- *The Alumni Advisory Board* is composed of a range of alumni chosen in order to represent all kinds of careers, geographical locations and seniority and also certain representatives of the driving forces of Liege society. It mobilizes the graduate network in order to make informed comment on the programs of the School.

### Students organizations

The HEC-ULg Student Union (*l'Assoc'*) is a non-profit association headed by administrators who are elected annually by the students. It sends representatives of the students to the General Assembly and to the School Board.

A meeting is organized every academic year together with the Management and representatives of students' organizations in order to know the students' needs/wishes and to discuss further cooperation. Then, again, students are involved in HEC-ULg events through the year and specific meetings are organized.

In order to further develop their personal skills, students are welcomed to participate in the organization of the School as students’ representatives or in students clubs and associations (*OIC*). The associations are active in various areas such as sport, organizing parties, conferences, debates, 'job days', selling cheap study materials, running the cafeteria, welcoming foreign students, etc.

***The OIC Essentia*** *invites students to discover the world in a different way by setting up* ***cooperative projects and humanitarian trips*** *to Peru, Senegal, India…**At the School, they organize* ***fair trade breakfasts and activities to raise awareness of fair trade and the social economy.****They organize events in order to* ***raise funds for their humanitarian projects in the third-world countries.***

Holding a position of responsibility in an association can even be academically recognized by taking the specific portfolio workshop called "*Occuper un poste à responsabilité dans une OIC*".

### Transversal Platforms

HEC-ULg has established several [transversal](http://www.hec.ulg.ac.be/en/node/1550) platforms which allow to cross competencies inside and outside the boundaries of the School, mobilizing every stakeholder.

1. ID Campus

'ID Campus' is an open and interdisciplinary platform mobilizing the creativity of young people, researchers, and businesses for the creation of new uses, products, services or business models *for a sustainable society*. The ambition of ID\_Campus is not to generate growth for the sake of it, but to generate growth firmly anchored in strong prospects for *sustainable development, social progress and integration*. This interdisciplinary project answers to a need for a collective view of entrepreneurship rather than a individualistic one.

1. Sustainable Strategy

'Sustainable Strategy' is an interdisciplinary strategy platform. Strategy is a key element in the curriculum for students and includes the classic strategy theories, *together with the concepts of sustainable development, corporate environmental and social responsibility*, as well as an "International Strategies" dimension in a multi-faceted world.  Teaching and research on the above-mentioned topics are undertaken on the basis of the following research and pedagogical methods: writing case studies, papers and scientific articles on these topics; organization of a 3-week residential seminar for students in the second year of a Masters, including conferences featuring numerous expert academics and practitioners on these subjects, as well as the completion of a case study by groups of students.

# Future perspectives/Key Objectives.

# Our future objectives can be divided into three categories: education, research and exemplarity.

As far as education is concerned:

* We will continue to integrate the sustainability issues into our academic courses (at master level in particular) and we will evaluate the possibilities to discuss these issues, during specific courses, at Bachelor degree.
* We will develop specific executive education programs in line with these principles.
* Finally, we will organize seminars, trainings and events to promote the principles over the boundaries of the School (target = citizens, businessmen)

As far as research is concerned:

* We will encourage further research (conference papers, books, book chapters and, especially, publication papers) on issues related to Sustainable Development
* Multi-disciplinary research projects/approaches (within and outside the Business School) will be developed and encouraged.
* One or several internationally-known scientific conferences will be organised, by specific professors, on major issues related to Sustainable Development

As far as exemplarity is concerned,

* We will investigate and support initiatives aiming at improving the sustainability of our campus
* We will ensure the continuity and the further development of partnerships as well as dialogue with key stakeholders (private and public organisations) on this thematic.
* A formalization of our multi-disciplinary platform is envisaged and will be discussed in the next months. A series of key projects (with project leaders) will be identified and developed further.
* We will promote international exchanges (researchers, students and administrative staff) to share experiences and progress in this field.

# Support that may be of help from other PRME signatories or from the PRME Steering Committee.

Benchmarking is a key tool for HEC-ULg to improve the efficiency of its initiatives in the field of sustainability and corporate social responsibility. We would like to humbly compare ourselves to the best universities in terms of best practices : Which universities are at the top in this matter? Based on which criteria? Why are these initiatives examplary? Should we include these in our future objectives ?

Meetings with representatives from other universities will also be a useful tool as they allow to exchange information, points of view and to understand how other institutions function in their national context.

# Sustainability on campus

HEC-ULg is aware that its own organisational practices should serve as example to its students. Many actions have already been taken by the School alone or in partnership with the University of Liege.

### Environmental Aspects

The School is committed to save natural resources by thinking and acting on saving water, electricity and heating. For instance, our IT rooms are automatically turned off every evening and on the weekend. Our thermal insulation is quite high, notably thanks to double-glazing.

Sorting of waste is applicable throughout the School and students are asked to respect the recycling rules. In fact, a new project in collaboration with students organizations intends to reduce even more our waste by using reusable cups during events and parties.

While printing their thesis and works, students are told to print on both sides of the sheets. The staff also tries to print only when it is necessary.

A "Mobility" Cell of the University gives incentives to the staff to make them use public transport, cycling and carpooling as other ways of transportation to work. A specific week is dedicated to these alternatives each year. We also encouraged this policy by making a new bicycle parking available to both students and staff. This year we have signed a leasing contract for 5 bikes that will be available to the personel and students for small distance. For longer distances, we bought an electric bike that is also at disposal. The University of Liege participates to the campaign "Tous vélo actifs" which aims to encouraged workers to bike on their way home.

### Social Aspects

The School is very concerned about the well-being of its staff. Last year, a large survey was conducted with the help of the psychology faculty. The results were quite good but the School decided anyway to put into place a specific "well-being" committee in charge of proposing solutions to improve the quality of the work life.

At the University level, a specific service is dedicated to the staff quality of life inside or outside the University. It offers services such as a university nursery, access to sports, help to quit smoking, etc.

The University of Liege has also received the European quality accreditation **HR Strategy for Researchers (HRS4R)**. It is therefore the first Belgian university to receive this accreditation, which is awarded by the European Commission in recognition of the quality of the human resources management strategy in research. This recognition guarantees Belgian, European and international researchers that the ULg develops its strategy respecting the principles set forth in the European Charter for Researchers and in the Code of Conduct for the Recruitment of Researchers.

### Economic Aspects

HEC-ULg is committed to progress in the direction of a sustainable economy. Besides our research work, it implies a coherent purchasing policy. This is why HEC-ULg decided to promote Fair Trade products. Our coffee is already 100% fair trade. HEC-ULg has applied to Max Havelaar 's "Fairtrade @Work" Award : http://www.fairtradeatwork.be/fr.

# Appendix 1 - Publications linked with sustainability

You will find in this Annex a sample of publications linked with the different dimensions of sustainability published by our Faculty members over the last years.

**Legend**

​**Bibliometric indicators linked to the journal** (for those whose ISSN has been indicated by the author)​

​• **IF = Impact factor** Thomson ISI. Are indicated : IF of the year of publication and IF of the last edition of JCR **(last)**, « **?** » if not known by ORBi yet ; « **-** » if non-existent.​

​• **IF5 :** idem as IF but for a 5 year period (new indicator since 2009).​

​• **EigenF = EigenFactor** (see : [<http://www.eigenfactor.org/>](http://www.eigenfactor.org/)).​

​• **Article Infl. = Article Influence :** EigenFactor divided by the number of articles published in the journal.​

 More information ? <http://orbi.ulg.ac.be/rpt#rev>

​**Bibliometric indicators linked to the article**​

​• **ORBi viewed** = total number of visualizations of a reference on ORBi (of which X internally within the ULg).​

​• **ORBi downloaded** = total number of downloads of the full text via ORBi, including requests copy.​

​• **SCOPUS®** = number of citations picked up by SCOPUS®.​

 More information ? <http://orbi.ulg.ac.be/rpt#art>

​(Warning : According to disciplines, some bibliometric indicators may not be relevant)​

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​ , , etc: full text of the document available in Open Access ​

​ , , etc: full text of the document available in restricted access ​

​**Peer reviewed (verified by ORBi) :** the information is available in the ORBi journals database​

​

### 1. Dissertations and Theses

1.b. Doctoral thesis



Hoang, T. H. T. (2011). *Beef cattle systems in the context of sustainable agriculture in Bac Kan province, the Northern Mountainous Region of Vietnam*. Unpublished doctoral thesis, Gembloux Agro-Bio Tech, ​Gembloux, ​​Belgium.

<http://hdl.handle.net/2268/104868>

Jury: Lebailly, P. (Promotor), Vu, C. C. (Promotor), Baudoin, J.-P., Burny, P., Dogot, T., Thewis, A., & Vu, D. T.

ORBi viewed: **78** (25 ULg) ; downloaded: **20** (6 ULg)

### 3. Articles in peer reviewed academic journals

3.a. With an international target audience

***As first or last author***

***Others***



Crutzen, N., & Herzig, C. (2013). A Review of the Empirical Research in Management Control, Strategy and Sustainability. *Studies in Managerial and Financial Accounting, 26*, 165-195.

<http://hdl.handle.net/2268/160479>

Peer reviewed 

ORBi viewed: **38** (16 ULg) ; downloaded: **18** (8 ULg) — SCOPUS®: **-**

Cuénoud, T., Moreau, C., & Mertens de Wilmars, S. (2013). Les spécificités managériales dans les entreprises sociales : une démarche européenne par la gestion des compétences. *Revue Internationale de l’Economie Sociale : Recma, Revue des Etudes Coopératives, Mutualistes et Associatives, 329*, 80-91.

<http://hdl.handle.net/2268/163861>

Peer reviewed 

ORBi viewed: **31** (7 ULg) — SCOPUS®: **-**



Lisein, O., & De Zanet, F. (2013). Stimulants organisationnels et RH de l’intrapreneuriat. Analyse des enjeux en petites et moyennes entreprises. *Revue Française de Gestion, 39*(233), 141-160.

<http://hdl.handle.net/2268/153285>

Peer reviewed 

ORBi viewed: **63** (26 ULg) ; downloaded: **9** (4 ULg) — SCOPUS®: **0**



Doherty, B., & Huybrechts, B. (2013). Connecting producers and consumers through fair and sustainable value chains. *Social Enterprise Journal, 9*(1), 4-20.

<http://hdl.handle.net/2268/150866>

Peer reviewed 

ORBi viewed: **71** (3 ULg) ; downloaded: **86** (4 ULg) — SCOPUS®: **-**



Moreau, C., & Mertens de Wilmars, S. (2013). Managers’ competences in social enterprises: which specificities? *Social Enterprise Journal, 9*(2), 164-183.

<http://hdl.handle.net/2268/146986>

Peer reviewed 

ORBi viewed: **99** (14 ULg) ; downloaded: **12** (3 ULg) — SCOPUS®: **-**



Cools, M., Brijs, K., Tormans, H., De Laender, J., & Wets, G. (2012). Optimizing the implementation of policy measures through social acceptance segmentation. *Transport Policy, 22*, 80–87.

<http://hdl.handle.net/2268/132947>

Peer reviewed (verified by ORBi) 

ORBi viewed: **14** (4 ULg) ; downloaded: **18** (3 ULg) — SCOPUS®: **1**

IF 2012: **1.541**; last: **1.541**; IF5: **2.161** — EigenF 2012: **?**; last: **0.0025** — Article Infl. 2012: **?**; last: **0.6204**



El Abboubi, M., & Cornet, A. (2012). La formalisation de la GRH dans une PME comme enjeu d’une certification RSE. *Revue de Gestion des Ressources Humaines*.

<http://hdl.handle.net/2268/91770>

Peer reviewed 

ORBi viewed: **205** (35 ULg) ; downloaded: **23** (8 ULg)



Zossou, E., Van Mele, P., Wanvoeke, J., & Lebailly, P. (2012). Participatory impact assessment of rice parboiling videos with women in Benin. *Experimental agriculture, 48*(3), 438-447.

<http://hdl.handle.net/2268/117375>

Peer reviewed (verified by ORBi) 

ORBi viewed: **42** (10 ULg) ; downloaded: **0** — SCOPUS®: **0**

IF 2012: **1.062**; last: **1.062**; IF5: **1.027** — EigenF 2012: **?**; last: **0.0008** — Article Infl. 2012: **?**; last: **0.2799**



Merenne-Schoumaker, B. (2011). L’énergie face aux défis du développement durable. *Historiens et Geographes, 415*, 89-98.

<http://hdl.handle.net/2268/130218>

Peer reviewed (verified by ORBi) 

ORBi viewed: **27** (3 ULg) ; downloaded: **3**



Dervaux, A., Pichault, F., & Renier, N. (2011). L’apport de la théorie de l’acteur-réseau à la professionnalisation de la GRH en milieu hospitalier. *Journal d’Economie Médicale, 29*(1-2), 62-73.

<http://hdl.handle.net/2268/88374>

Peer reviewed 

ORBi viewed: **253** (45 ULg) ; downloaded: **25** (15 ULg) — SCOPUS®: **0**



Defourny, J., & Nyssens, M. (2011). La percée de l’entrepreneuriat social: clarifications conceptuelles. *Juris Associations, 436*(avril), 18-23.

<http://hdl.handle.net/2268/96878>

Peer reviewed 

ORBi viewed: **175** (11 ULg) ; downloaded: **59** (3 ULg) — SCOPUS®: **-**



Zossou, E., Van Mele, P., & Vodouhe, D. S. (2010). Women groups formed in response to public video screenings on rice processing in Benin. *INTERNATIONAL JOURNAL OF AGRICULTURAL SUSTAINABILITY, 8*(4), 270-277.

<http://hdl.handle.net/2268/91051>

Peer reviewed 

ORBi viewed: **28** (1 ULg) ; downloaded: **0** — SCOPUS®: **3**

IF 2010: **1.211**; last: **1.493**; IF5: **-** — EigenF 2010: **0.0005**; last: **0.0006** — Article Infl. 2010: **0.778**; last: **0.5701**



Huybrechts, B., & Reed, D. (2010). Introduction: Fair Trade in Different National Contexts. *Journal of Business Ethics, 92*(2), 147-150.

<http://hdl.handle.net/2268/69671>

Peer reviewed (verified by ORBi) 

ORBi viewed: **380** (2 ULg) ; downloaded: **42** — SCOPUS®: **0**

IF 2010: **1.125**; last: **1.270**; IF5: **1.628** — EigenF 2010: **0.0076**; last: **0.0097** — Article Infl. 2010: **0.2616**; last: **0.3155**



Defourny, J., Henry, A., Nassaut, S., & Nyssens, M. (2010). Does the mission of providers matter on a quasi-market? The case of the Belgian “service voucher” scheme. *Annals of Public and Cooperative Economics = Annales de l’Economie Publique, Sociale et Coopérative, 81*(4), 583-610.

<http://hdl.handle.net/2268/81118>

Peer reviewed (verified by ORBi) 

ORBi viewed: **133** (21 ULg) ; downloaded: **9** (4 ULg) — SCOPUS®: **3**



Defourny, J., & Nyssens, M. (2010). Conceptions of Social Enterprise and Social Entrepreneurship in Europe and the United States: Convergences and Divergences. *Journal of Social Entrepreneurship, 1*(1), 32-53.

<http://hdl.handle.net/2268/81082>

Peer reviewed 

ORBi viewed: **280** (21 ULg) ; downloaded: **24** (3 ULg) — SCOPUS®: **33**



Dieu, A.-M., Delhaye, C., & Cornet, A. (2010). Femmes au foyer : des activités méconnues et peu valorisées en employabilité. *Travail et Emploi, 122*(avril-juin), 27-36.

<http://hdl.handle.net/2268/89064>

Peer reviewed 

ORBi viewed: **18** (7 ULg) ; downloaded: **3** (3 ULg) — SCOPUS®: **0**



El Abboubi, M., & Cornet, A. (2010). L’implication des parties prenantes comme un processus de construction sociale. analyse à partir de la théorie de l’acteur-réseau. *Revue Management et Avenir [= RMA], 33*(2010/3), 275 à 297.

<http://hdl.handle.net/2268/89065>

Peer reviewed (verified by ORBi) 

ORBi viewed: **60** (12 ULg) ; downloaded: **12** (7 ULg)



Dieu, A.-M., & delhaye, C. (2009). Des reconversions professionnelles positives: le retour des femmes sur le marché de l’emploi. *Cahiers de l’Éducation Permanente (Les), 181*, 133-148.

<http://hdl.handle.net/2268/18404>

Peer reviewed 

ORBi viewed: **34** (6 ULg) ; downloaded: **79** (10 ULg)



Zossou, E., Van Mele, P., Vodouhe, D. S., & Wanvoeke, J. (2009). The power of video to trigger innovation: rice processing in central Benin. *INTERNATIONAL JOURNAL OF AGRICULTURAL SUSTAINABILITY, 7*(2), 119-129.

<http://hdl.handle.net/2268/91044>

Peer reviewed (verified by ORBi) 

ORBi viewed: **11** ; downloaded: **0** — SCOPUS®: **12**

IF 2009: **-**; last: **1.493**; IF5: **-** — EigenF 2009: **-**; last: **0.0005** — Article Infl. 2009: **-**; last: **0.778**

### 4. Articles in non-peer reviewed academic journals

4.a. With an international target audience



Merenne-Schoumaker, B. (2012). Métaux et terre rares à l’heure du développement durable. Enjeux et perpectives. *GEO, 71*(1-2012), 19-39.

<http://hdl.handle.net/2268/130251>

ORBi viewed: **53** (4 ULg) ; downloaded: **5**



Cornet, A., & Cadalen, S. (2010). Leadership et genre : regard croisé de la gestion et de la psychanalyse. *Gazette Cournot (La), 47*.

<http://hdl.handle.net/2268/96152>

ORBi viewed: **34** (13 ULg) ; downloaded: **39** (7 ULg)

### 5. Books

5.a. As author or co-author

Pichault, F., & Nizet, J. (2013). *Les pratiques de gestion des ressources humaines. Conventions, contextes et jeux d’acteurs*. Paris, France: Seuil.

<http://hdl.handle.net/2268/157716>

ORBi viewed: **89** (17 ULg) — SCOPUS®: **-**



Rijpens, J. (2012). *Volontaire de gestion... Et pourquoi pas? Outils pour les volontaires de gestion dans l’action associative et culturelle*. Bruxelles, Belgique: Fédération Wallonie-Bruxelles.

<http://hdl.handle.net/2268/122096>

ORBi viewed: **46** (6 ULg) ; downloaded: **17** (1 ULg) — SCOPUS®: **-**



Cornet, A., & Warland, P. (2010). *La gestion de la diversité dans les entreprises et les organisations – manuel à destination des employeurs* (2e edition). Liège, Belgique: Editions de l’ULg.

<http://hdl.handle.net/2268/89164>

ORBi viewed: **95** (27 ULg) ; downloaded: **6** (2 ULg)

Henry, A., Nassaut, S., Defourny, J., & Nyssens, M. (2009). *Economie plurielle et régulation publique. Le quasi-marché des titres-services en Belgique*. Gent, Belgium: Academia Press.

<http://hdl.handle.net/2268/13002>

ORBi viewed: **191** (29 ULg)

5.b. As editor or publication director



Cornet, A., & Warland, P. (Eds.). (2013). *Gérer la diversité au quotidien Cas pratiques de GRH*. LIEGE, BELGIQUE: ATELIER DES PRESSES.

<http://hdl.handle.net/2268/159581>

ORBi viewed: **30** (4 ULg) ; downloaded: **0** — SCOPUS®: **-**

Hamaide, B., & Brunet, S. (Eds.). (2012). *Développement durable et économie environnementale régionale*. Bruxelles, Belgique: Publications des Facultés universitaires Saint-Louis.

<http://hdl.handle.net/2268/118535>

ORBi viewed: **32** (5 ULg) — SCOPUS®: **-**

Mertens de Wilmars, S. (Ed.). (2010). *La gestion des entreprises sociales*. Liège, Belgium: EdiPro.

<http://hdl.handle.net/2268/56039>

ORBi viewed: **368** (31 ULg)

Defourny, J., Develtere, P., Fonteneau, B., & Nyssens, M. (Eds.). (2009). *The Worldwide Making of the Social Economy. Innovations and Changes*. Leuven & The Hague: Acco.

<http://hdl.handle.net/2268/13544>

ORBi viewed: **71** (7 ULg)

### 6. Chapters and parts of collective works

6.a. Chapters



Huybrechts, B. (2013). Social Enterprise, Social Innovation and Alternative Economies: Insights from Fair Trade and Renewable Energy. In H.-M., Zademach & S., Hillebrand (Eds.), *Alternative Economies and Spaces. New Perspectives for a Sustainable Economy*. Bielefeld, Allemagne: Transcript.

<http://hdl.handle.net/2268/149206>

Peer reviewed 

ORBi viewed: **117** (2 ULg) ; downloaded: **52** (1 ULg) — SCOPUS®: **-**



Huybrechts, B. (2012). L’économie sociale et solidaire. In V., Blanchet & A., Carimentrand (Eds.), *Dictionnaire du commerce équitable* (pp. 94-102). Paris, France: Quae.

<http://hdl.handle.net/2268/102965>

Peer reviewed 

ORBi viewed: **227** (12 ULg) ; downloaded: **154** (9 ULg)



Davister, C., Defourny, J., Grégoire, O., & Nyssens, M. (2012). Les profils d’entreprises sociales d’insertion. In L., Gardin, J.-L., Laville, & M., Nyssens (Eds.), *Entreprise sociale et insertion. Une perspective internationale* (pp. 37-63). Paris, France: Desclée de Brouwer.

<http://hdl.handle.net/2268/162369>

Peer reviewed 

ORBi viewed: **15** (3 ULg) ; downloaded: **10** (3 ULg) — SCOPUS®: **-**



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ORBi viewed: **162** (18 ULg) ; downloaded: **22** (6 ULg)

### 8. Scientific conferences at universities and research centers



Moreau, C. (2013, May 29). *Professionalization of human resource management : Towards an analytical framework for social enterprises*. Paper presented at IAP-Day, Louvain-La-Neuve, Belgium.

<http://hdl.handle.net/2268/152965>

ORBi viewed: **21** (9 ULg) ; downloaded: **0** — SCOPUS®: **-**



Moreau, C. (2012, December 18). *Professionalization of human resource management: analytical framework’s proposal*. Paper presented at PhD Day in Management, Louvain-La-Neuve, Belgium.

<http://hdl.handle.net/2268/152968>

ORBi viewed: **9** (4 ULg) ; downloaded: **0** — SCOPUS®: **-**



Crutzen, N. (2012, May 23). *Sustainability Performance Management in Large Firms: A Qualitative Research Amongst Seven Firms*. Paper presented at Research Seminar on Corporate Social Responsibility, Toronto, Canada.

<http://hdl.handle.net/2268/127906>

ORBi viewed: **29** (10 ULg) ; downloaded: **22** (7 ULg) — SCOPUS®: **-**

Mertens de Wilmars, S. (2011, June 09). *Rôles et adaptations des entreprises sociales*. Paper presented at Conférence sur l’économie sociale, La Réunion, France.

<http://hdl.handle.net/2268/118925>

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Crutzen, N. (2010, December 02). *CSR Performance Measurements: Motivations, Tools and Survey Results*. Paper presented at CSR Performance Measurement, Bruxelles, Belgique.

<http://hdl.handle.net/2268/78739>

ORBi viewed: **58** (6 ULg) — SCOPUS®: **-**



Ozer, P., & Bay, M. (2009, March). *Alimentation durable : De la promotion des filières courtes à la promotion d’emplois durables*. Paper presented at Colloque: Alimentation durable : De la promotion des filières courtes à la promotion d’emplois durables, Liège, Belgique.

<http://hdl.handle.net/2268/28645>

ORBi viewed: **413** (39 ULg) ; downloaded: **187** (15 ULg) — SCOPUS®: **-**

### 9. Scientific congresses and symposia

9.a. On invitation

***With an international target audience***



Corhay, A., & Crutzen, N. (2012, November 07). *Responsabilité sociale et management durable dans une école de gestion: le cas de HEC-ULg*. Paper presented at 2nd PRME MENA Regional Forum - “Doning Business Responsibly”, Beyrouth, Liban.

<http://hdl.handle.net/2268/133623>

ORBi viewed: **41** (7 ULg) ; downloaded: **25** (6 ULg)



Crutzen, N. (2012, September 25). *Sustainability Performance Management in Large Firms: A Qualitative Research amongst Seven Large Western European Firms*. Paper presented at 15th EMAN Conference, Helsinki, Finland.

<http://hdl.handle.net/2268/131239>

Peer reviewed 

ORBi viewed: **69** (6 ULg) ; downloaded: **42** (3 ULg)



Van Der Kaa, C. (2010, November 09). *Eco-zonings : compte-rendu de la recherche CPDT 2009-2010*. Paper presented at La dimension territoriale des politiques énergétiques et de réduction des gaz à effet de serre, Liège, Belgique.

<http://hdl.handle.net/2268/75748>

ORBi viewed: **62** (9 ULg) ; downloaded: **54** (11 ULg)

Cornet, A., & El Abboubi, M. (2010). *La formalisation de la GRH dans une PME comme enjeu d’un processus de certification RSE. Le Cas d’un Call Center*. Paper presented at agrh congrès annuel, st malo, france.

<http://hdl.handle.net/2268/89130>

Peer reviewed 

ORBi viewed: **41** (3 ULg)



Ozer, P. (2009, June 13). *Clean Development Mechanisms (CDM) and Sustainable Development in South Countries*. Paper presented at International Symposium \_ Developing Countries Facing Global Warming: a Post-Kyoto Assessment, Brussels, Belgium.

<http://hdl.handle.net/2268/16062>

Peer reviewed 

ORBi viewed: **150** (17 ULg) ; downloaded: **48** (6 ULg)

***With a national target audience***

Crutzen, N. (2010, October 07). *La gestion de la performance des entreprises sociales : Pourquoi? Comment? Une approche “Gestion d’entreprise”*. Paper presented at 14ème journée d’étude de la FeBISP “L’évaluation en question”, Bruxelles, Belgique.

<http://hdl.handle.net/2268/73646>

ORBi viewed: **44** (9 ULg) — SCOPUS®: **-**

Cornet, A. (2010). *2010 – L ‘égalité hommes-femmes en Wallonie, pistes d’action pour le gouvernement wallon, les travaux du CWEFH*. Paper presented at Conseil pour l’égalité des Chances, Namur, belgique.

<http://hdl.handle.net/2268/89114>

ORBi viewed: **14** (4 ULg)

Cornet, A. (2010). *Gestion de la diversité, pourquoi et pour qui ?* Paper presented at – formation gestion de la diversité, Liège, belgique.

<http://hdl.handle.net/2268/89163>

ORBi viewed: **10** (2 ULg)

Cornet, A. (2010). *la gestion des âges*. Paper presented at Formation gestion de la diversité, Liège, Belgique.

<http://hdl.handle.net/2268/89135>

ORBi viewed: **36** (17 ULg)

Dieu, A.-M., & Cornet, A. (2010). *Gestion des âges en entreprise: quels enjeux pour la santé des travailleurs ?* Paper presented at conférence sur la santé au travail, liège, belgique.

<http://hdl.handle.net/2268/89167>

ORBi viewed: **29** (8 ULg)



Mertens de Wilmars, S. (2009, October 02). *Le management des entreprises de l’économie sociale*. Paper presented at Forum national sur le Management, Montréal, Canada.

<http://hdl.handle.net/2268/118905>

ORBi viewed: **37** (7 ULg) ; downloaded: **9** (2 ULg)

9.b. On a personal proposal

***Published***

**With an international target audience**

**With peer reviewing**

Crutzen, N. (2013). CORPORATE SUSTAINABILITY, STRATEGY AND ACCOUNTING CONTROLS: AN EXPLORATION OF CORPORATE PRACTICES. *Actes du 34ème congrès annuel de l’AFC*.

<http://hdl.handle.net/2268/149592>

Peer reviewed 

ORBi viewed: **78** (4 ULg) — SCOPUS®: **-**



Crutzen, N., & Schaltegger, S. (2013). Implementing sustainability strategies through accounting controls: An exploration of practices in seven multinational corporations. *Proceedings of the 36th Annual Congress of the European Accounting Association (EAA)*.

<http://hdl.handle.net/2268/148068>

Peer reviewed 

ORBi viewed: **86** (5 ULg) ; downloaded: **126** (3 ULg) — SCOPUS®: **-**

***Oral presentations only or conference poster***

**With an international target audience**



Ceulemans, K., Van Caillie, D., Molderez, I., & Van Liedekerke, L. (2013, November 18). *A Management Control Perspective of Sustainability Reporting in Higher Education: In Search of a Holistic View*. Paper presented at 13th FINANCE, RISK and ACCOUNTING PERSPECTIVES CONFERENCE (FRAP), Cambridge, United Kingdom.

<http://hdl.handle.net/2268/157433>

Peer reviewed 

ORBi viewed: **30** (2 ULg) ; downloaded: **1** (1 ULg) — SCOPUS®: **-**

Moreau, C. (2013, October). *La professionnalisation de la gestion des ressources humaines: proposition de grille d’analyse*. Paper presented at 4th CIRIEC International Research Conference on Social Economy “Social economy on the move… at the crossroads of structural change and regulation”, Anvers, Belgium.

<http://hdl.handle.net/2268/163863>

Peer reviewed 

ORBi viewed: **8** (1 ULg) — SCOPUS®: **-**

Crutzen, N., Louche, C., & Van Liedekerke, L. (2013, September 12). *Corporate social solidarity: a conceptual and empirical exploration*. Paper presented at EBEN annual conference, Lille, France.

<http://hdl.handle.net/2268/157888>

Peer reviewed 

ORBi viewed: **25** (3 ULg) — SCOPUS®: **-**



Crutzen, N. (2013, July 15). *Cities and the environment: The role of formal and informal controls in steering cities towards sustainability*. Paper presented at Global Environmental Management Accounting Network Conference, Gold Coast, Australie.

<http://hdl.handle.net/2268/153380>

Peer reviewed 

ORBi viewed: **11** (6 ULg) ; downloaded: **9** (3 ULg) — SCOPUS®: **-**



Moreau, C., Mertens de Wilmars, S., & Pichault, F. (2013, July 02). *The professionalization of HR management: towards an analytical framework for social enterprises*. Paper presented at 4th EMES International Research Conference on Social Enterprise “If Not For Profit, For What? And How?”, Liège, Belgium.

<http://hdl.handle.net/2268/152938>

Peer reviewed 

ORBi viewed: **67** (8 ULg) ; downloaded: **0** — SCOPUS®: **-**



Moray, L., & Crutzen, N. (2013, April 30). *La gestion durable des territoires: pratique multidisciplinaire émergente*. Paper presented at Higher Education & Research Awards for Future Generations, Bruxelles, Belgique.

<http://hdl.handle.net/2268/148081>

Peer reviewed 

ORBi viewed: **50** (8 ULg) ; downloaded: **24** (5 ULg) — SCOPUS®: **-**



Crutzen, N., Zvezdov, D., & Schaltegger, S. (2013, March). *Patterns of Management Control for Sustainability*. Paper presented at Environmental Management Accounting Network Conference (EMAN conference), Dresden, Germany.

<http://hdl.handle.net/2268/145761>

Peer reviewed 

ORBi viewed: **65** ; downloaded: **60**



Thys, S. (2013, February 01). *Comment les circuits « alternatifs » de consommation alimentaire s’intègrent-ils dans une dynamique durable, incluant dimensions sociales, économiques et environnementales? Le cas des GAC et du Commerce équitable*. Paper presented at 1er Congrès interdisciplinaire du développement durable, Quelle transition pour nos sociétés ?, Namur, Belgique.

<http://hdl.handle.net/2268/146840>

Peer reviewed 

ORBi viewed: **22** (4 ULg) ; downloaded: **5** (1 ULg) — SCOPUS®: **-**



Crutzen, N., & Herzig, C. (2012, September 04). *Sustainability, Strategy and Management Control: A Review of the Literature*. Paper presented at 24th CSEAR Conference, St Andrews, UK.

<http://hdl.handle.net/2268/131238>

Peer reviewed 

ORBi viewed: **206** (9 ULg) ; downloaded: **186** (6 ULg)



Pichault, F., & Nizet, J. (2012, September). *A la recherche de l’interface entre la GRH et la coordination du travail: une étude de cas en milieu hospitalier*. Paper presented at XXIIIe Congrès annuel de l’Association francophone de Gestion des Ressources Humaines, Nancy, France.

<http://hdl.handle.net/2268/148952>

Peer reviewed 

ORBi viewed: **24** (1 ULg) ; downloaded: **34** (1 ULg) — SCOPUS®: **-**



Moreau, C. (2012, July). *Professionalization of human resource management in social enterprises: Isomorphism or innovation?* Paper presented at PhD Pre-Colloquium Workshop, 28th EGOS Colloquium 2012, Helsinki, Helsinki, Finlande.

<http://hdl.handle.net/2268/144679>

Peer reviewed 

ORBi viewed: **22** (8 ULg) ; downloaded: **4** (4 ULg) — SCOPUS®: **-**



Moreau, C. (2012, April). *Professionalization of human resources management in social enterprises: Isomorphism or innovation?* Paper presented at 2nd Doctoral Spring School & Symposium on Social Entrepreneurship Research, Vienne, Autriche.

<http://hdl.handle.net/2268/144680>

Peer reviewed 

ORBi viewed: **23** (6 ULg) ; downloaded: **1** (1 ULg) — SCOPUS®: **-**



Moreau, C. (2011, October 19). *Gestion des compétences dans une entreprise sociale de Belgique. Quelle qualité d’emploi dans les entreprises sociales actives dans le secteur des titres services ? L’exemple de Proxemia*. Paper presented at Forum International de l’Economie Sociale et Solidaire 2011, Montréal, Canada.

<http://hdl.handle.net/2268/144682>

Peer reviewed 

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Crutzen, N. (2011, September 17). *Sustainability Performance Management in Large Firms: A Qualitative Research amongst Seven Western European Firms*. Paper presented at EBEN Annual Conference, Anvers, Belgique.

<http://hdl.handle.net/2268/99001>

Peer reviewed 

ORBi viewed: **71** (6 ULg) ; downloaded: **274** (5 ULg) — SCOPUS®: **-**



Moreau, C., & Mertens de Wilmars, S. (2011, July 04). *Managers’ competences in social enterprises: what specificities?* Paper presented at 3rd EMES conference on Social Enterprise, Roskilde, Danemark.

<http://hdl.handle.net/2268/163862>

Peer reviewed 

ORBi viewed: **7** (3 ULg) ; downloaded: **2** — SCOPUS®: **-**



Robert, J. (2011, June). *Management éthique, responsabilité sociale en entreprise et leadership: quelques questions*. Paper presented at Association internationale de Sociologie (RC10)”Democratic Participation in Employment and Societal Regulation”, Cachan (Paris), France.

<http://hdl.handle.net/2268/116332>

Peer reviewed 

ORBi viewed: **73** (27 ULg) ; downloaded: **38** (19 ULg) — SCOPUS®: **-**



Crutzen, N. (2011, May 09). *Sustainable Strategic Performance Management in SMEs: Tilman SA, A Belgian Case Study*. Paper presented at Second Belgian Entrepreneurship Research Day, Louvain-la-Neuve, Belgium.

<http://hdl.handle.net/2268/90421>

Peer reviewed 

ORBi viewed: **33** (3 ULg) ; downloaded: **31** (2 ULg) — SCOPUS®: **-**



El Abboubi, M., & Cornet, A. (2011). *La formalisation de la GRH dans une PME comme enjeu d’une certification RSE*. Paper presented at Congrès agrh, Marrakech, Maroc.

<http://hdl.handle.net/2268/118707>

Peer reviewed 

ORBi viewed: **11** (3 ULg) ; downloaded: **1** (1 ULg)



Crutzen, N. (2010, December 02). *Sustainable Strategy and Related Performance Management in Small Firms: A Belgian Case Study*. Paper presented at Workshop on In-Depth Case Studies in Entrepreneurship and Small Firms, Bruxelles, Belgique.

<http://hdl.handle.net/2268/78740>

Peer reviewed 

ORBi viewed: **40** (4 ULg) ; downloaded: **99** (4 ULg) — SCOPUS®: **-**

Cornet, A. (2010). *Enjeux et difficultés du diagnostic – politique de gestion de la diversité*. Paper presented at Diversités regards croisés des chercheurs et des praticiens, Paris, France.

<http://hdl.handle.net/2268/89166>

Peer reviewed 

ORBi viewed: **14**

Cornet, A., & Maréchal, M. (2010). *Les bonnes pratiques de gestion de la diversité dans le secteur public*. Paper presented at Colloque “Vers une nouvelle GRH publique”, ANNECY LE VIEUX, fra ce.

<http://hdl.handle.net/2268/89106>

Peer reviewed 

ORBi viewed: **30** (4 ULg) — SCOPUS®: **-**

El Abboubi, M., & Cornet, A. (2010). *How do CSR Standards Affect Stakeholder Management? An Integrative Framework Grounded in Pratice*. Paper presented at annual meeting of the Academy of Management (AOM), Montréal, montreal, canada.

<http://hdl.handle.net/2268/89105>

Peer reviewed 

ORBi viewed: **33** (8 ULg)

Robert, J. (2010). *Trade Union implication in the sustainable development:global position and contingent situations*. Paper presented at 7 th Congress of the International Network Regional and local Development of Work and Labour “Labour and sustainable development”, Peking, China.

<http://hdl.handle.net/2268/37072>

Peer reviewed 

ORBi viewed: **40** (20 ULg)



Lisein, O., Degré, J., & Pichot, M. (2009, September). *Modèles intrapreneuriaux: une caractérisation exploratoire*. Paper presented at 20ème Congrès de l’Association francophone de Gestion des Ressources Humaines (AGRH): “Méthodes émergentes et Recherche en GRH”, Toulouse, France.

<http://hdl.handle.net/2268/22991>

Peer reviewed 

ORBi viewed: **105** (31 ULg) ; downloaded: **3** — SCOPUS®: **-**

**With a national target audience**

Crutzen, N., Zvezdov, D., & Schaltegger, S. (2013, June 27). *SUSTAINABILITY AND MANAGEMENT CONTROL: EXPLORING AND THEORIZING ON CONTROL PATTERNS IN LARGE EUROPEAN FIRMS*. Paper presented at 13th EURAM conference, Istanbul, Turkey.

<http://hdl.handle.net/2268/151749>

Peer reviewed 

ORBi viewed: **58** (6 ULg) — SCOPUS®: **-**



Crutzen, N., & Herzig, C. (2012, November 16). *Management Control, Strategy and Sustainability: A Review of the Literature*. Paper presented at MARG Conference (Management Accounting Research Group Conference), Birmingham, UK.

<http://hdl.handle.net/2268/134346>

Peer reviewed 

ORBi viewed: **80** (8 ULg) ; downloaded: **72** (3 ULg) — SCOPUS®: **-**

### 11. Reports

11.a. Research reports

***External***

Ben Sedrine, W., Fecher-Bourgeois, F., & Sak, B. (2011). *Comptes satellites des coopératives et mutuelles en Belgique. Première élaboration (SATACBEL)*. Bruxelles, BELGIUM: Commission européenne, Direction générale “Entreprise et Industrie”.

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1. *Ecover* is a Belgium-based company that manufactures ecologically sound cleaning products, made from plant-based and mineral ingredients. [↑](#footnote-ref-1)