



**PRINCIPLES FOR RESPONSIBLE MANAGEMENT EDUCATION (PRME)
SHARING INFORMATION ON PROGRESS (SIP) REPORT
2012 – 2014**

PRME

This is our **Sharing Information on Progress (SIP)**
Report on the Implementation of the **Principles for
Responsible Management Education**

SGH Warsaw School of Economics
November 2014

A message from the Rector

As the first Polish university signatory to PRME, I am delighted to reaffirm our lasting commitment to the Principles for Responsible Management Education.

Since its foundation, SGH Warsaw School of Economics has been educating generations of transformative, socially conscious leaders who have shaped Polish economic and political landscape and has served as a center of research excellence, advancing knowledge and contributing to social development.

Rich with over a century of experiences, we recognize that in today's global environment our responsibility to students, business community and a society at large is greater than ever. Sound, sustainable and socially sensitive management is key to effectively addressing complex challenges faced by the global community. Here at SGH, we embrace these values and place them at the core of our activity, infusing them into our curricula, research and outreach programs.

Our aim for the future is to become a regional leader in responsible management education and research, supporting business community and policy-makers in seeking solutions to new societal challenges while promoting PRME principles among higher education institutions in Central and Eastern Europe.

In this SIP report which I am pleased to share, we summarize how SGH Warsaw School of Economics has been adopting PRME principles since its last report in 2012.



Prof. Marek Gruszczyński, PhD
Vice-Rector for Research and International Relations

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About SGH Warsaw School of Economics

Established in 1906, SGH Warsaw School of Economics is Poland's leading university of economics and management. It enrolls over 12.000 undergraduate and graduate students offering them a broad range of more than 1.200 courses conducted both in Polish and in foreign languages. Addressing new market demands and aiming to further increase its graduates' employability, SGH has developed a suite of full-time English programs:

- Bachelor's programs
 - Global Business, Finance and Governance
 - International Economics
 - Management
 - Quantitative Methods in Economics and Information Systems
- Master's programs
 - Advanced Analytics – Big Data
 - European Master in Law and Economics
 - Finance and Accounting
 - Global Business, Finance and Governance
 - International Business
 - International Tourism, Hotel Management and Leisure Services
- PhD program
 - Management and Economics

Along with excellence in teaching, reflected by a growing number of international accreditations received, SGH is renowned for its research activity. The School's 700 faculty conduct leading research in areas linked to economics and management. Increasingly internationalized, research activities are carried out in multinational groups, international academic partnerships and through European-financed grants allowing us to bring the newest knowledge and global awareness into the classroom.

Embracing globalization processes, SGH continues to strengthen its efforts in building a truly international academic community, here in Warsaw. The School is one of the leaders in student mobility annually hosting over 400 international students from more than 60 countries. 6 double degree programs, 5 Erasmus Mundus projects, the CIEE program and two summer schools in English and in German are among many of our international initiatives. In addition, the School is a proud member of the CEMS Master in International Management global program, consistently ranked by the Financial Times among Top 10 Master's in Management programs.

Principle 1 & 2: Purpose & Values

We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

SGH has long been committed to educating global citizens and leaders. We equip our students with the newest knowledge and skills to prepare them for challenges of the global economy while fostering in them a sense of social responsibility and a commitment to civic service. These values, directly resonating with PRME principles, guide our growth and inform our day-to-day activities.

In order to ensure that students develop an understanding of global social responsibility, sustainability and ethics, SGH has introduced curricular changes into the existing programs as well as has designed a new curriculum. In the academic year 2013/2013, it launched a new interdisciplinary specialization as part of the School's graduate portfolio **Eco-innovations in the urban regeneration projects** which comprises 6 newly created courses:

- Eco-cities
- Green project funding
- Green urban regeneration projects
- Making the 21st century cities
- New models of urban entrepreneurship
- Planning and management in eco-cities

On the undergraduate level, topics related to PRME principles are included in the first-year core course taken by all students: *Economic and Social Policy*. Furthermore, a new core major course in Sustainable Development has been created.

At the graduate level, *Business Ethics* course forms part of the core curriculum in Master's program in Finance and Accounting and in International Business. Two new core major course have been developed to broaden students knowledge on social and economic sustainability: *International Leadership and Natural Environment* and *Energy: International Conflicts and Challenges*.

The range of elective courses linked to PRME principles is growing and currently includes, among other, following undergraduate and graduate courses:

- Climate Change Policy and UNFCCC Model
- Environmental Economics
- Equal Rights and Diversity Management (on-line)

- Ethics and Institutions in the Global Economy
- Globalization and Regionalization in International Relations
- International Business Ethics
- International Environmental Protection
- Strategies of Sustainable Business
- Value-based Management

As we believe that our coursework has to complement our role of integrating education, business and society numerous other courses, such as *Organizational Behavior, Marketing Strategies and Negotiations, Transnational Corporations and Transition in Central and Eastern Europe*, focus on the importance of PRME principles, debating CSR topics with students.

The salience of social responsibility is also broadly discussed in many postgraduate diploma programs, which all together enroll over 5.000 professionals. Examples of such include *Ethics in Marketing, Institutions and Ethics in International Competitiveness, Ethics in Administration, Public Relations, Ethics in Coaching and Corporate Social Responsibility in Business*.

As we recognize the need to broaden our curriculum towards PRME areas of focus even more, one of our objectives for the future is further integration of sustainability and responsibility themes into all our business curricula.

Principle 3: Method

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

The value-based perspective which SGH integrates into its curricula, as presented in Principle 1 & 2, is also fostered outside the classroom. The School infuses PRME themes into co-curricular activities, school initiatives, organizations, activities, and events.

For the past decade, SGH has been at the forefront of internationalization process, developing its study abroad offer and investing in programs and services to attract international students. Today, we are proud that SGH students enjoy a plethora of opportunities for global exposure and intercultural experiences not only abroad but also here in Warsaw. SGH is the national leader in non-European mobility allowing students to learn about cultures on all continents. We believe that this international outlook helps our students develop their global capabilities and foster their cross-cultural sensitivity, which are key to sustainable and socially responsible business.

Aiming to create a diverse and dynamic forum for education, in which students have opportunities for self-exploration and self-learning, SGH supports dozens of student organizations and clubs. Students clubs whose activities directly support PRME themes include: Polish chapter of OIKOS (Students for Sustainable Economics and Management), Students for Energy Club, GoodWILL, and Student Association: Research on Competitiveness and Student Association: Marketing.

SGH mentors and financially supports numerous student-led initiatives committed to promoting sustainability and social responsibility. Two such key events were **EcoStudent** and **CSR@SGH**. EcoStudent is a one-week event including dozens of meetings, lectures and activities aimed at raising eco-awareness and promoting eco-friendly attitudes among the academic community. In 2014, SGH hosted its 8th edition. The CSR@SGH is on the other hand a new initiative, organized for the first time in May, 2014. It encompasses a series of lectures and roundtables with prominent business leaders and non-profit activist working in the sphere of corporate social responsibility.

In addition to dedicated initiatives, SGH hosts and organizes many events promoting social engagement and commitment. Each year, in collaboration with the Polish Red Cross we host a blood drive. In April 2014, SGH students, faculty and staff run to collect money for a local orphanage. Our students are among the most proactive and engaged, volunteering for numerous not-for-profit organizations. The spirit of civic engagement is also permeating faculty and staff who organize food and clothing donations and organically start run fundraising initiatives.

On the institutional level, SGH has initiated actions promoting sustainability throughout its campus. In 2014, the School organized an architectural design competition **Sustainable Campus** to learn about new, environmentally friendly solutions for its revitalization. The results will be further discussed and will form part of a larger public debate about the future of the historical district of Mokotów. The School has decreased electricity usage in all its buildings and has encouraged faculty and staff to improve their recycling behaviors by placing paper recycling bins

throughout its premises. In 2013, SGH introduced an internal e-shop for all office supplies reducing its paper waster. Moreover, the School is promoting 'biking to work' initiative placing new bike racks for students and faculty outside of its main buildings. In the future, we plan to undertake more actions aimed at reducing our institutional carbon footprint.

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.

At SGH, one of the top research universities in the country, research is of key importance to our activities, providing foundation for teaching and underlying our engagement with business community and policy-makers at national and international levels. Following recent organizational changes, there has been an increase in research activities, in particular of international and interdisciplinary character.

Since 2012, our faculty has been continuing its involvement in research supporting PRME principles, primarily through publications (mostly in Polish and thus not included in this SIP report) and through active participation in conferences in Europe and globally. The majority of relevant research activities is conducted within:

- Department of Environmental Economics and Natural Resources
- Department of Human Capital Development
- Department of Management in Economy
- Department of Sociology
- Department of Theory of Management (prof. Piotr Płoszajski, Department Head, has been one of the pioneers of CSR research in Poland)
- Institute of International Competitiveness
- Institute of International Marketing and Management
- Institute of Value Management

Key research projects supporting PRME principles

Collegium of Business Administration

- *Human capital as an element of company's value*

Project implemented under EU ESF Human Capital Operational Programme – Priority II Development of human resources and adaptive potential of enterprises and improving the health of workers. The key aim of the project is to change the perspective of employers on the profits of in-company human capital investments through the creation of human capital measurement tool (NKL), its testing and implementation by the end of the project duration. As part of this project an innovative tool for measuring human capital – NKL – will be prepared. Inexpensive and user-friendly, combining quantitative and qualitative data, it will be used to raise the employers' awareness about salience of human capital development. By showing business community the benefits of investing in employee development it will raise the understanding that spending on training should be treated as an investment rather than a cost, fostering future investment in employees.

Collegium of World Economy

- *New phenomenon in marketing: CSR implementation in Polish medium-sized companies*
- *Effectiveness of CSR communication on the consumer goods market in Poland*
- *Human capital and innovation as factors of long-term competitive advantage in international trade – conclusions for Poland*

Collegium of Management and Finance

- *Social responsibility in new economy*

Selected English publications supporting PRME principles

Aluchna M., (2013). Socially responsible boards. The evidence from RESPECT index companies. *International Journal of Social Entrepreneurship and Innovation*, (vol. 4), 2, 312-330.

Aluchna M., Mikołajczyk O., (2013). Ethical dilemmas of young economists. The case of Warsaw School of Economics students. *Social Responsibility Journal*, (vol. 9), 2, 298-315.

Hejduk I., (2014) Challenges of contemporary management – Theory of sustainability. In: *Sustainable Global and Regional Development*, Berlin

Hejduk, I., Grudzewski, W., Wańtuchowicz, M. (2013), Integrated model of a sustainable enterprise - The role of organizational trust. In *Global Economics: Past, present & future*. Warsaw: DIFIN

Hejduk, I., Grudzewski, W., Wańtuchowicz, M., (2013) Sustainable business models in contemporary organization. In *Global Economics: Past, present & future*. Warsaw: DIFIN

Hejduk, I., Grudzewski, W., Wańtuchowicz, M., (2012) *Trust in integrated model of sustainable enterprise*, Lublin: TIIM 2012 conference proceedings - Technology Innovation and Industrial Management 2012

Kowalski A. M., Marcinkowski A., (2012) The problem of preparation of food packaging waste for recycling in Poland. *Resource, Conservation & Recycling*, 69, 10-16

Mirońska, D., (2012). Communication of CSR activities of enterprises in the developed countries-instruments and trends. *Handel Wewnętrzny (Internal Trade Journal)*, 54-61

Mirońska, D., Zaborek, P., (2013). Analysis of Polish consumer's sensitivity to the Cause Related Marketing activities undertaken by producers of consumer goods and services. In: Z. Pisz, M. Rojek-Nowosielska (Eds.), *Social responsibility of organizations. In search for paradigms, methods, and strategies*, Wrocław : Research Papers of Wrocław University of Economics, 288, 115-125

Mrówka R., Pindelski M. (2012). The influence of environmental changes in companies' approach to CSR. In ed. J. Kaczmarek, T. Rojek (Eds.) *Dilemmas of the contemporary economy facing global changes*, Cracow: Cracov University of Economics, 511–524

Sienkiewicz Ł., (2013) *Promoting green jobs throughout the crisis*. Brussels: European Employment Observatory Review, European Commission

Szumniak-Samolej J., Bachnik K., (2013). Shared Value in Practice: TOMS Business Model. *Chinese Business Review*, (Vol. 12), 9.

Wachowiak, P., (2013). The process of social reporting – An original model, *Organization and Management*, 1, 123-139.

Weresa, M., (2014). *Innovation, human capital and trade competitiveness. How are they connected and does it matter?*, Washington D.C.: Springer

Zaberek, P., Mirońska, D., (2013) Cause Related Marketing activities of companies and the expectations of consumers in Poland. *Handel Wewnętrzny (Internal Trade Journal)*, 105-112.

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 to meeting these challenges.

Close links with business and industry are one of SGH's distinctive features. As Polish leading university of economics and management, we play a key role in addressing needs of the business community, preparing market-ready graduates, sharing our research and supporting businesses with our expertise. For this purpose, SGH has created the SGH Corporate Advisory Board and the SGH Corporate Partners Club.

The Advisory Board, comprised of business executives representing national companies and multinational corporations, meets regularly with the School's leadership to discuss ways in which SGH could serve business through its activities and how companies could support the School in its educational and research engagements. As a result, the School has introduced new or revamped existing professional postgraduate diploma programs, has conducted numerous workshops and seminars for companies as well as has designed tailored courses for both business and public administration. The Department of Theory of Management, SGH's leading unit in CSR research, conducted workshops and seminars on **Corporate social responsibility as a tool to increase competitiveness** for small and medium size enterprises as part of a larger project organized by the Polish Agency for Enterprise Development.

The SGH Corporate Partners Club, run by the External Relations Office, is on the other hand a service offered to companies, encompassing, among others, recruitment and employment branding. The School uses the Club as a resource to survey employers' needs and to gauge their opinions. It helps us better shape our coursework and thus enhance our graduates' employability. Representatives of corporate partners conduct numerous meetings, seminars and webinars with our students, helping them to better understand the realities and responsibilities of today's global business environment.

To create a more effective learning environment for students, many business leaders and practitioners are invited to take an active part in classes, sharing their know-how and experiences. SGH, on the institutional level through EU-financed project *StudiuJ Praktycznie (Study Experientially)*, is encouraging faculty to develop syllabi that include meetings with business community, during which social responsibility and ethics are a common topic. In addition, some courses are entirely designed in collaboration with companies, in particular *Developing a Winning Sales and Marketing Strategy* delivered together with L'Oreal Poland and *Management in a Logistics. Company of the Future* in collaboration with DB Schenker.

Moreover, SGH has been among pioneers in integrating fully experiential learning modules into its curriculum. As part of the CEMS MIM program, a joint degree granted by a global alliance of leading business schools, students conduct a business project course. Throughout a semester small group of students engage with companies in solving live case studies, which often are linked to PRME major themes of social responsibility and sustainability.

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.

In the past two years, SGH has strongly engaged in facilitating broad dialogue and public debate around PRME themes as well as in disseminating responsible management values. The School has organized multiple national and international conferences linked to social responsibility and sustainability, while our faculty presented at conferences from Dublin to Sydney. Highlight of conferences hosted at SGH include:

- *Corporate social responsibility in organizations. In search of paradigms, methodologies and strategies for companies*, November, 2012
- *Corporate social responsibility in organizations. Current status and future improvement*, June 2013
- *Sustainability as a new management tool in the times of crisis*, October, 2013
- *Concepts of sustainability in new management paradigms*, October, 2013
- *Lifelong learning universities and European policies on social investment*, European Universities Continuing Education Network annual conference, June, 2014

Along with strong research activity, SGH's faculty is increasingly participating in national and international organizations promoting PRME values in education, business and broader society whilst the School is involved in the global ABIS network (the Academy of Business in Society).

Selected list of faculty engagement with PRME-linked bodies and organizations

Prof. Halina Brdulak – expert

Global Compact United Nations Development Program

Prof. Tomasz Dołęgowski – member

European Spirituality in Economics and Society Forum

Prof. E. Duliniec – member

Scientific Council, Respect Index and Rating at Warsaw Stock Exchange encompassing companies committed to socially responsible business

Prof. Janina Józwiak – member

Banking Ethics Commission, the Polish Bank Association
Association of Management Education SEM FORUM

Prof. Elżbieta Lissowska – expert

Diversity Index and Equal Rights – a project run by the Government's Office for Equality and Polish Confederation Lewiatan

Wojciech Rogowski, PhD – member

Research with Batory Foundation on business ethics, in particular whistle blowing in business

Committed to service we reach out beyond the academic community to disseminate PRME principles and share its values. Through activates and courses organized as part of the Young Economist Academy and the Third Age University we contribute to improving sustainability literacy among youth and seniors and to sensitizing them about global challenges ahead.