



AARHUS SCHOOL OF BUSINESS
AARHUS UNIVERSITY



A business school with a strategic focus on sustainable growth through innovation

2009/2010 progress report for the UN programme Principles for Responsible Management Education



Welcome by Dean Børge Obel

We are pleased to present the 2010 report on the implementation of the Principles for Responsible Management Education (PRME) from Aarhus School of Business, Aarhus University (ASB).

As one of Europe's largest accredited business schools with approx. 8,000 students from 80 countries, we are well aware of our social responsibility. Our many students will be the future leaders of companies all over the world.

The role of business is rapidly changing and so is the role of business leaders. Recent years have seen an increase in the impact of companies on society and the global economy. This has resulted in a growing demand from society that companies administer this power in a sustainable manner and take further responsibility.

Our students will be leaders in an era characterised by huge challenges. Such challenges require new knowledge, mindsets and competencies, but also involve many new business opportunities for innovative thinkers. Issues such as shortage of water, energy and food as well as the climate crisis, terror, and the economic

recession in the Western world all call for new solutions and ways of thinking. It calls for leaders who can navigate in a global and very complex environment, leaders who know their classical business curricula and who are also able to see the bigger picture and recognise the responsibility of business in society.

At ASB, we believe that sustainable growth will emerge from innovation. This will be one of our strategic focus areas in the coming years, and we therefore welcome the initiatives presented by the United Nations (UN). By endorsing the principles put forward by the UN Global Compact and the Principles for Responsible Management Education (PRME), we are now part of an inspiring network and are pleased to hereby formally renew our commitment to both.

Making 'sustainable growth through innovation' our core strategic focus means that we are working on all fronts to integrate this theme into our mindset, research, curricula, relations, administration and culture. We want to show the path to our students, alumni, staff and the community at large.

Integrating the strategic theme in all our activities is a genuine change project for us and has already had major impact on our strategic development. Over the next year, *we will further expand our cross-disciplinary and holistic approach through partnerships and projects with companies and with other faculties at Aarhus University and other universities worldwide. The focus of these activities and partnerships will be on providing solutions to the world's challenges.*

This will no doubt provide us with a unique platform for developing the responsible leaders of tomorrow.

Aarhus, July 2010.



Børge Obel
Dean

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The ASB Model

10 steps to build a sustainable and responsible business school

STEP 1



STRATEGY

The 2009-2012 strategy for Aarhus School of Business defines 'sustainable growth through innovation' as a core value and focus point for the entire business school – our research, study programmes, organisation and culture.

In 2010/2011, we will continue to work on the implementation of the strategy and further develop our activities.

STEP 2



MANAGEMENT FOCUS AND SUPPORT

The management acts as the steering group, thus ensuring strategic focus and management attention to all activities.

In 2010/2011 the management will conduct a midterm evaluation of the strategy and the action plans.

STEP 3



INTEGRATED PART OF ACTION PLANS FOR ALL DEPARTMENTS AND SECTIONS AT ASB

As part of our strategic process, all departments and sections have developed actions plans, defining how they will all integrate 'sustainable growth through innovation' in their activities, including research, programmes, support and administration.

In 2010/2011, all departments and sections will implement their action plans and develop new research, study programmes, organisation and culture and thus develop a business school identity and brand focusing on sustainable growth through innovation.

STEP 4



STRATEGIC IMPLEMENTATION THROUGH STAKEHOLDER IMPLEMENTATION MODEL

How do you develop a sustainable organisation? As a tool for stakeholder engagement in connection with the strategy, ASB uses the AA1000 Stakeholder Engagement Standard. This standard complies with the legal requirements for social responsibility reporting.

We engage our stakeholders through a broad variety of activities: Workshops, surveys, conferences, bazaars, partnerships, funding and a high level of communication through the web, Facebook, blogs, webcasts, newsletters and magazines.

In 2010/2011, we will further engage our stakeholders through a variety of activities.

STEP 5

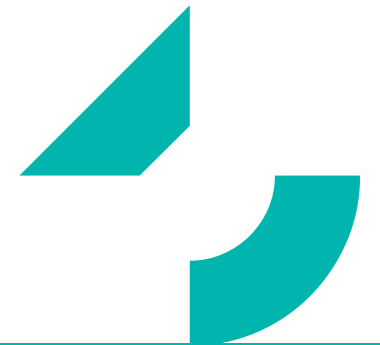


CODE OF CONDUCT

Codes of conduct define the core values for ASB and how we interact with each other and with society. We have a code of conduct for ASB as such, for employees and for students.

In 2010/2011, we will continue our implementation of the codes and 'living' the values.

STEP 6



SCIENTIFIC SOCIAL RESPONSIBILITY

ASB wants to set a new research agenda for the role of research in society. To encourage ASB researchers to work with issues relevant to the great challenges facing society and business, we have developed an innovation model, including funding of cross-disciplinary 'Virtual Communities' within the theme, workshops and special administrative support, to increase external funding of new research and cross-departmental communication and knowledge exchange.

In 2010/2011, we will increase our focus on scientific social responsibility and participate in the debate at both national and international level. We will increase our participation in international research relevant to sustainable growth through innovation and define new cross-disciplinary research projects and partnerships.

STEP 7



BUILDING FUTURE RESPONSIBLE LEADERS THROUGH GLOBAL INSIGHT, A PEDAGOGICAL APPROACH THAT ENCOURAGES CRITICAL AND INDEPENDENT THINKERS AND NEW STUDY PROGRAMMES AND COURSES

We believe that social responsibility requires students and leaders with global insight, the ability to raise questions and to be critical and independent thinkers as well as being problem-oriented and be able to recognise a variety of views. This is a core value for ASB programmes.

A number of new study programmes and courses with focus on sustainability have been developed and are already popular among the students: BScB in Sustainability, BScB in Environmental Law, the Sustainable MBA, Master in Environmental and Energy Law, Sustainable Supply Chain Management, CSR etc.

To encourage and support the development of a student culture aligned with ASB's focus on sustainability and responsibility, we have a close cooperation with the Student Organisation, Studenterlauget, which has more than 3,500 members. Apart from funding a 'sustainable innovation manager' and a communication assistant, we also have a special fund earmarked to support new ideas and projects.

In 2010/2011, a number of new courses and programmes will be developed and the theme will be integrated in existing programmes, where relevant and in close dialogue with companies and the public sector.

We will speed up student activities at ASB and encourage international partnerships and projects.

STEP 8



ASB ORGANISATION AND ADMINISTRATION

We are focusing on our own use of resources, CO₂ emissions, waste, management of subcontractors, HR policies and our overall contribution to society. ASB has been appointed to serve as the main pilot project within energy management for the entire Aarhus University.

In 2010/2011, we will further develop our own sustainability model, including the energy management system, supply chain and subcontractor policy, CSR policy.

STEP 9



DIALOGUE WITH BUSINESS AND ORGANISATIONS

Sustainability and social responsibility, growth and innovation are core themes in our dialogue with companies and public organisations. This includes research partnerships, PhD and student projects, conferences, annual parties, alumni activities and public lectures, press releases and a magazine distributed to 90.000 companies in Denmark.

In 2010/2011, we will continue to expand our dialogue with companies and public organisations at both national and international level.

STEP 10



REDEFINING THE BUSINESS SCHOOL CONCEPT AND ROLE

If the role of business in society is changing, new knowledge and competencies will be needed, and we, as a business school, must thus reinvent ourselves, adapt to this new agenda and innovate to ensure that we can provide the knowledge and culture of the 21st century.

In 2010/2011, we will further expand our cross-disciplinary and holistic approach through partnerships and projects with other faculties at the Aarhus University and other universities worldwide. The focus of these activities and partnerships will be on providing solutions and companies to the world's challenges.



PRINCIPLE 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.

handle a complex world. ASB wants to contribute to this development by focusing on sustainable growth through innovation in our research, study programmes, culture and organisation.

Our aim is not to narrow the definition, but instead to provide room for ideas and debates about the social and environmental responsibilities inherent in research, education and business activities.

STRATEGY

In summer 2009, the new strategy for ASB was approved. Central to the strategy is its focus on sustainable growth through innovation:

The current global crises call for closer collaboration between the world's universities and societies. Instead of aiming blindly for growth with profit, there is a need for fostering intelligent growth and innovation.

For this to happen, companies, organisations and society at large must be able to look at the bigger picture and

WHAT IS SUSTAINABLE DEVELOPMENT?

The word sustainability originates from the French verb soutenir, "to hold up or support", and sustainable development has been broadly defined as

Development meeting the needs of the present without compromising the ability of future generations to meet their own needs.

We recognise that a more precise definition of sustainability is context-dependent, and our continuous engagement in grasping the meaning of the word is very much part of our development process.

Innovation is a key element in our focus on sustainable development as we address the need for new business models, intrapreneurship and entrepreneurship, user-driven innovation etc.

MISSION

ASB contributes added value to society through research, education and dialogue on companies and organisations and their surroundings. Together with the rest of Aarhus University, we develop knowledge, welfare and culture through research and research-based education, dissemination of knowledge and consulting.

VISION

ASB wants to be a leading international business school. ASB will develop and transform knowledge and ideas that create sustainable growth through innovation for the benefit of students, companies, organisations and society.

A STRATEGIC APPROACH FOCUSING ON BROAD INTEGRATION

By choosing such a broad strategic theme as sustainability, we show that we do not see sustainability and responsibility as specific new subjects or research areas. We take an 'integration' approach. Social, environmental and economic responsibility should be part of the mindset of all programmes and provide new angles to our research wherever relevant, be a priority for our organisation and be visible in our culture.

MANAGEMENT FOCUS AND SUPPORT
The strategic and integration approach is reflected in the organisation of the theme.

The Dean and Management at ASB act as the steering group for the strategy and its projects.

Project management and reporting of the strategy is rooted in the Development and Communication Section.

INTEGRATED PART OF ACTION PLANS FOR ALL DEPARTMENTS AND SECTIONS AT ASB
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In 2010/2011, we will further engage our stakeholders through a variety of activities.



PRINCIPLES 2 and 3: VALUES and METHOD

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

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

CURRICULA ON SUSTAINABILITY, INNOVATION AND SOCIAL RESPONSIBILITY

ASB's study programmes are already well on the way in terms of focus on sustainability and innovation. A number of new study programmes have already been established with studies to commence in 2010, and several more are in the pipeline.

Among the BSc programmes offered at ASB, the new sustainable study programmes in **Business Administration and Sustainability, Economics and Business Administration and Business Administration and Commercial Law** emphasise responsible management and leadership.

- **The Sustainable MBA:** A one-year full-time sustainable MBA programme has been launched with a special focus on sustainable growth through innovation. Academically, the programme draws on central and classical business study components while aggressively attacking these in the new shapes and forms during the 12-month programme.
 - Sustainable Supply Chain Management
 - European Consumer Policy
 - Issues Management
 - The Political Business and the Political Consumer in Europe
 - Organising the World
 - Standardisation and Sustainability
 - Project Evaluation and Sustainability
 - Sustainable Economics
 - Seminar in Environmental Issues
 - Environmental and Energy Economics
 - CSR Communication, and Corporate Communication
 - Strategic Adaptation for Global Practice.
- **Master in Environmental and Energy Law (MEEL):** MEEL is a two-year part-time degree programme designed to give professionals working within the environmental and energy area a thorough introduction to environmental and energy law and to selected environmental and energy related issues within economics and political science.
- **ASB courses concerning sustainability:** At both BSc and MSc level, ASB offers a range of courses that focus on issues concerning sustainability, sustainable development and corporate responsibility, e.g. courses such as:
 - Environmental Economics and Climate Change
 - Natural Resources and Environmental Economics
 - Sustainable Production and Consumption
- **Student interest in CSR:** An indicator of our accomplishments is the increased interest among students in CSR, which is reflected by the number of bachelor and master's theses written on the topic. A total of 92 theses have been written by ASB students within the field of CSR from 2003-2010. Among these, 47 are available to the public online while the remaining 45 are available in hardcopy. It should be noted that a small amount of these theses have not yet been assessed.

THE VISION OF THE SUSTAINABLE MBA

Our vision is to engage our students in the crossfire between growth, sustainability and innovation and enhance their personal leadership talents in a responsible manner.

We will focus our students' leadership potentials in the perspectives of the global market, in the corporate context and at the personal level, working to develop skills for tomorrow's business.

A SCANDINAVIAN CULTURAL AND PEDAGOGICAL APPROACH

The Scandinavian and Danish value and legal system is built on equality as well as religious and political freedom. There are clear regulations allowing everyone, irrespective of race, religion or gender, to apply for both study programmes and positions at ASB. Full-time degree programmes are tuition-free (for Danish and EU citizens), allowing everyone with sufficient entry qualifications to study. Further, student living expenses are subsidised by the state to further allow education regardless of financial background (Danish citizens only).

ASB further pursues diversity through

- a) programme content and teaching style and
- b) internationalisation.

Deeply rooted in Danish culture and tradition is a didactic approach which rests on critical and independent thinking, problem-orientation and the recognition of a variety of views. A teaching style focusing on students' ability to critically diagnose a problem and be aware of several theoretical or methodological approaches to solve it (and know their respective limitations and consequences) is emphasised in all programmes. Especially at master's level, students will be confronted with several and overlapping approaches/theories to train them to critically reflect. Paradigmatic awareness is seen as important for students at this level as well. Following the progression of the programmes, students are expected to form and

argue in favour of their own solutions to increasingly complex questions. Several courses (electives) focus specifically on cultural diversity and understanding.

We firmly believe that the student's ability to critical and independent thinking is central to responsible behaviour and the understanding of social responsibility.

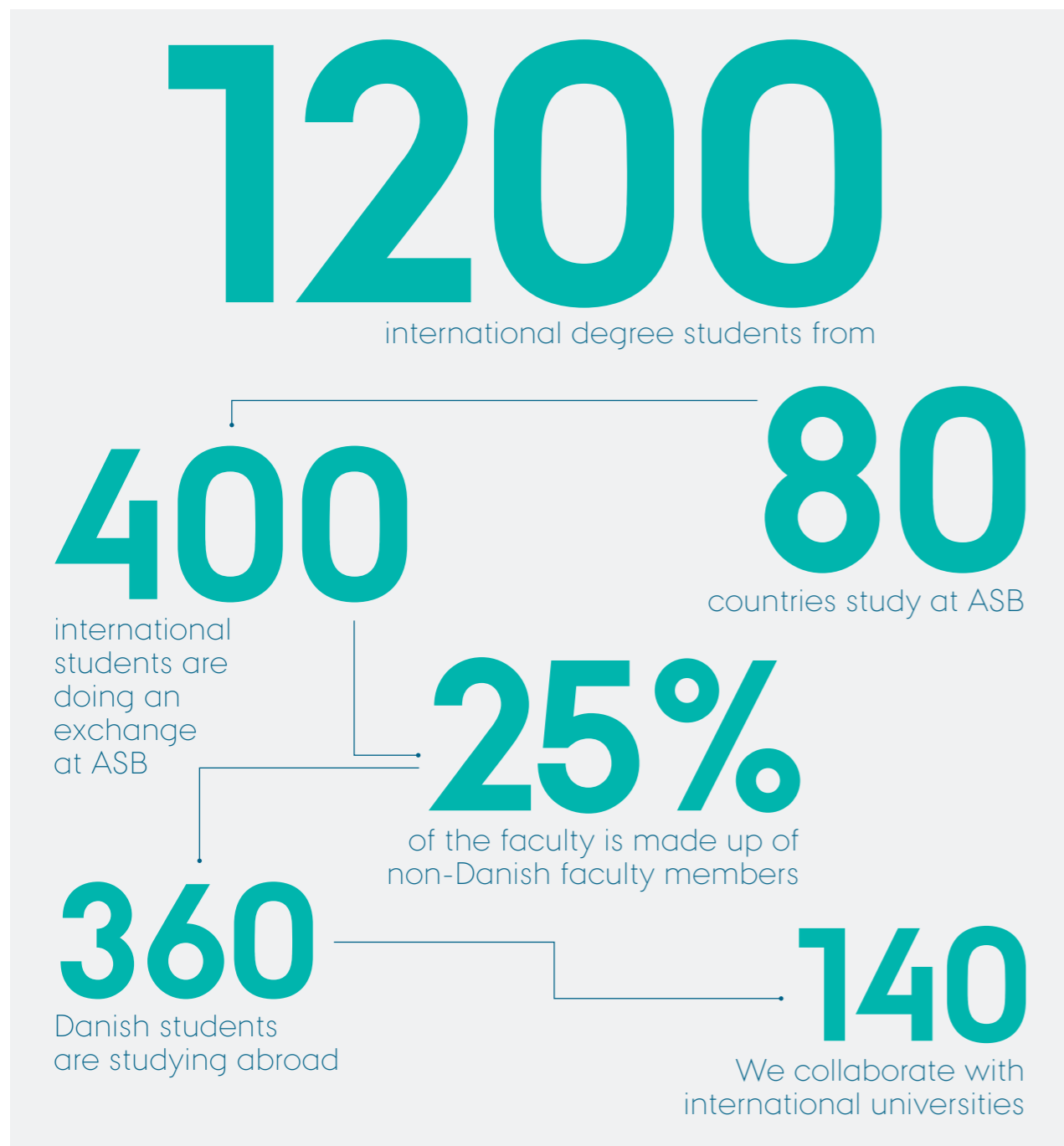
As regards the more practical content of programmes, students are confronted with a broad view of business. Denmark has a large proportion of small and medium-sized enterprises (SMEs), a large public sector and a highly internationalised private sector, resulting in a diverse practical setting for studying business issues. Through national or international student placement, through professionally qualified teachers and through projects and thesis writing, which is typically done with specific companies, students are exposed to the diverse business setting.

• **Teaching Methods and Course Evaluation:** The ASB course evaluation is an important tool in the development of courses, programmes, the study environment, staff development etc. A key objective of the course evaluation is to secure a systematic evaluation of the individual courses – but also to secure a more systematic evaluation of programmes at least every second year. Students and each teacher receive their class results continuously during each semester. The course evaluation includes the bachelor programmes, MSc programmes and Graduate Diploma programmes. At

New Year, the evaluation results will be sent to the heads of department, directors of study etc.

• **ASB Learning Styles Lab:** The ASB Learning Styles Lab is a laboratory for university didactics at ASB that develops new and innovative approaches to learning and exams, including e-learning. This work is based on active interaction with the students, for example by offering individual guidance on personal learning potentials. Another important function of the ASB Learning Styles Lab is organising and further developing the ASB Pedagogical Training Programme for English-speaking assistant professors and hosting courses for lecturers at ASB.

• **ASB Library & ICT:** ASB Library & ICT are focusing specifically on supporting the research and educational strategy of the Aarhus School of Business. The work is user-run in close integration with the scientific ASB environment, the international dimension is taken into account in all ASB ICT and library educational activities. Study integrated and flexible education programmes/workshops are developed and initiated with the expert knowledge of the Library and ICT competencies as starting point. The work takes place in the same direction as the education programmes, forward looking, in professional, pedagogical and technological respects and in close dialogue and understanding with heads of subject, teachers, and students on all levels at ASB.



GLOBAL INSIGHT

Student global insight is a prerequisite for understanding the social responsibility of business.

Recognising the trend of globalisation, ASB is working hard to internationalise the business school with the aim of more cultural diversity and exposure to various viewpoints.

Today, ASB is (in European terms) a fairly international school. The majority of master programmes are taught in English, as is the case with several full bachelor programmes and a large portfolio of electives and summer school courses. By 2010, ASB had 1,200 international degree students from 80 different countries, more than 400 incoming exchange students and 360 outgoing exchange students. A partner portfolio of 140 business schools worldwide forms the basis for the student exchange. It is the policy of ASB to send only a few students to each school and only to receive a few from each school as well as to motivate students to really integrate with other international and local students.

Also faculty has been internationalised both by increasing international recruitment (25% of full-time academic staff now has a non-Danish background) and by regular international research sabbaticals for participating full-time staff. As Denmark is not yet a multicultural society, the internationalisation has allowed for exposure to various cultures. Study groups, for example, are now created with focus on bringing together several nationalities in each group.

ASB recognises that moving in the direction of a multicultural society is not without problematic aspects. A mentor programme has been developed with a focus on social responsibility and the aim to develop students' professional skills and social awareness. During a one-year period, selected alumni will mentor a business degree student. The student, in return, will mentor a local refugee or immigrant with the aim to help integration into Danish society. The programme has attracted much interest and is a good example of how ASB recognises its broader role in society.

• **Language Policy:** ASB emphasises foreign language and intercultural communication as an interdisciplinary competency to be acquired as part of all study programmes. Furthermore, it is an objective in the overall strategy of ASB to ensure that the results of our research are published internationally and by the best publishing houses and the best journals. In this context, it is essential to ASB that the quality of the academic content is matched by a similarly high quality of the written language (Danish and foreign languages). The fundamental principle underlying the language policy at ASB is that ASB's first language is Danish, and that English is a second language. However, ASB is at the same time obliged to communicate in English with students and members of staff who do not (yet) master Danish. The overall objective of ASB's language policy is thus to be an international university whose staff and students are able to conduct themselves in the global labour market.

27 different ways to combine undergraduate programmes

22 Number of graduate programmes

FRAMEWORK FOR ETHICAL BEHAVIOUR

As public state institutions, Danish universities are very well regulated by law in terms of ethical behaviour. All administrative staff and faculty must abide by these rules and are liable to prosecution if they violate these rules.

For students, a number of state laws and rules regulate their general conduct. At ASB level, 'Study rules and regulations' explain what is expected of the students and the consequences of not observing the rules. Decisions regarding or influencing students can be appealed all the way to the Danish Ministry of Science, Technology and Innovation.

As these rules, to a large extent, pertain to study-related issues, a working group of faculty and students has developed a code of conduct which more clearly takes into account some of the ethical issues regarding behaviour and cooperation that are not currently well described. The increased internationalisation of ASB, with an everyday life with many nationalities and cultures, has made this relevant.

Intensive introduction programmes for all new students also help integrate students into ASB and to introduce them to ASB norms and behaviour, although at a less formal level.

It is important to note that the general governance system at ASB has student representation at many levels, thus securing the influence and relevance of student-related policies. Thus all study

committees have a member of faculty as chairman and a student as vice-chairman, and all collegiate forums have student representation; i.e. the academic council, which is advisors to the Dean, has student representation, and the board of the University of Aarhus as well (in all cases with the same rights as the academic staff members).

- **Code of Conduct for students:** It is important that the study environment at ASB works in the best possible way, thus ensuring that the students can derive maximum benefit from their academic activities, establish strong social networks and engage in efficient collaboration with ASB's lecturers, administration and research library. A high level of satisfaction among students is based on motivation, trust and caring for others. It is crucial that ASB's students are aware of their responsibilities in relation to academic work, their fellow students and ASB. The students also play an important role when acting as representatives of ASB.
- **Code of Conduct for employees:** ASB is a university school that produces and imparts knowledge, and it is a workplace for a number of different groups of staff who are involved in research, teaching, dissemination, administration and technology. These groups contribute in various ways towards realising the school's common objectives: to conduct value-creating, commercially oriented research and dissemination and to create high-quality

graduates. In the course of this work, employees naturally form relationships with one another, with students and with the outside world, and this places special demands on the individual's inclination and desire to cooperate.

- **ASB Mentor Programme:** The ASB Mentor programme offers master's students the opportunity of having their own mentor from the business community, a former ASB student. At the same time, the students have the opportunity to act as mentors themselves for a refugee or immigrant, in other words a type of 'double mentoring': A mentor meets with his or her mentee, and the mentee in turn acts as a mentor for his or her own mentee. The focus of the mentor conversations between the student and his/her mentor is career-related topics such as the job market, work-life balance, career opportunities and networking, whereas the conversations between the refugee or immigrant and the students focus on, for instance, the Danish educational system, Danish culture and the Danish language. The refugees and immigrants can get answers to questions such as: 'Why is working in groups so important in Denmark – is it because the teachers are lazy?', 'When I ask my teacher, he tells me to find out for myself – is it because he does not know the answer?' 'Why should I join a reading group – isn't it easier to read on one's own?' This unusual programme involves the business community, ASB and the integration environments jointly seeking to take

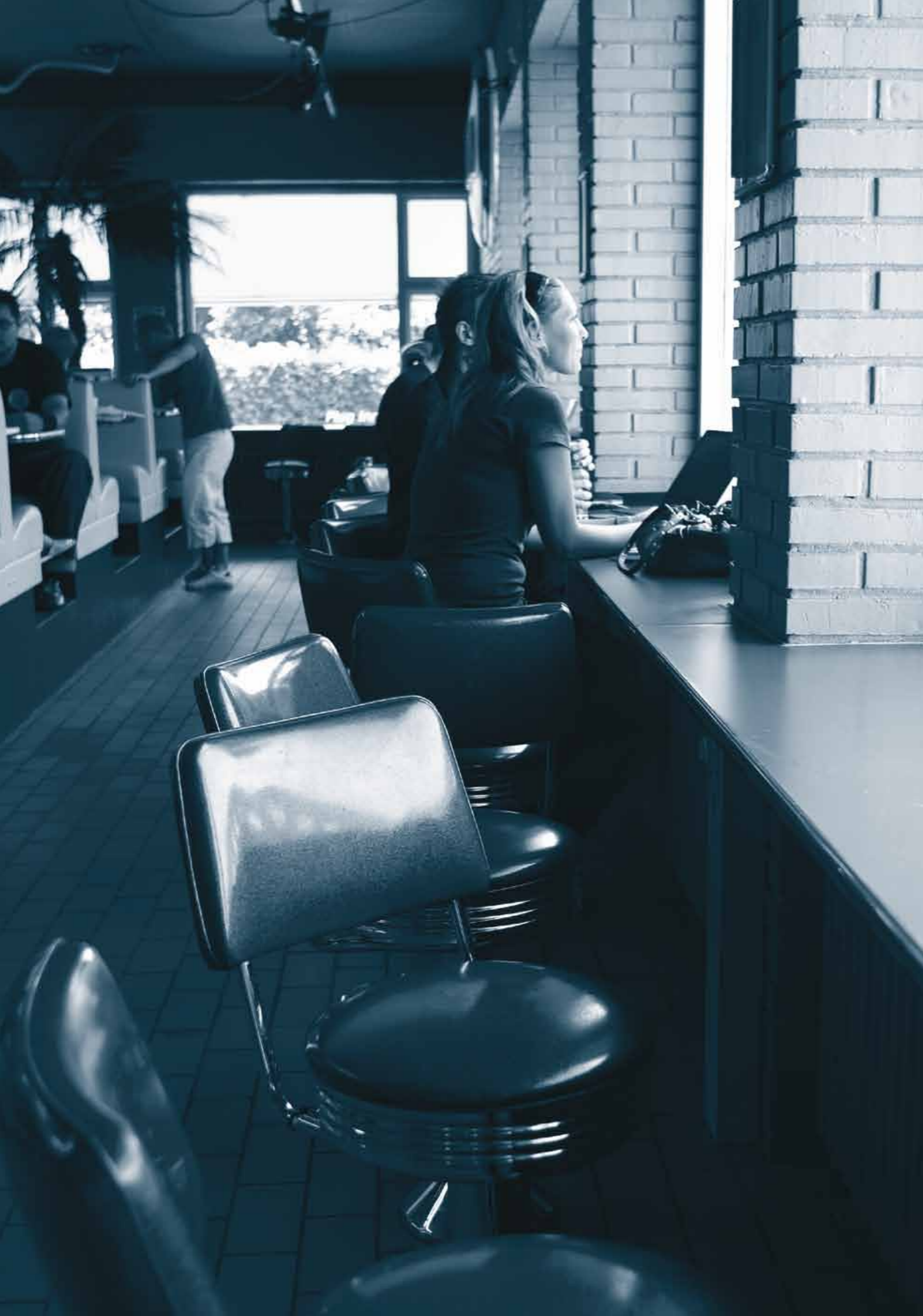
the integration challenge to a higher level. The mentor concept becomes the method of achieving successful integration. Eshan came to Denmark as a refugee from Afghanistan together with his family in 1990. In this video, Eshan explains why he chose to get himself a Danish mentor and what he has gained from the mentor relationship: <http://www.youtube.com/watch?v=9kkOJ76n7kc>

- **Forum for Ethical Themes:** The student chaplain at ASB has organised a forum about ethical themes three

times per semester. The target group is students at ASB who would like to reflect on ethical themes concerning business conditions and life in general. Ethical issues are meant to be debated and not just read about in a book. Therefore, focus has been on debate and dialogue in this forum. That is how students can develop their own personal way of ethical thinking and broaden their ethical horizon. There is a skilled introductory speaker each time and the themes range from 'Honesty in business', 'Self-leadership',

'Spirituality in business life', 'How to handle stress', 'Trust, a Danish resource' to more theoretical themes about 'View of human nature in Business' and 'What is ethics?' Forum for Ethical Themes helps the students personally and thereby also while they are studying. It is a necessary forum in an environment where economic aspects easily overshadow human aspects.





A LIVING STUDY ENVIRONMENT DEVELOPS SOCIAL COMPETENCES

ASB is well-known for its unique study environment. ASB has Denmark's largest and most active student organisation, Studenterlauget, which counts some 3,500 members. The organisation is responsible for running the cafés PlugInn and Caféen as well as the popular campus bar Klubben. Studenterlauget has about 130 employees, the majority of which are students. Among the many leisure time activities available to the students, there are 27 different clubs and associations, an extremely popular Thursday bar with a disco, concerts featuring top bands, theatre revue, fitness rooms and intimate cafés.

- **Close cooperation with student organisations:** To encourage and support the development of a student culture aligned with ASB's focus on sustainability and responsibility, we have a close cooperation with

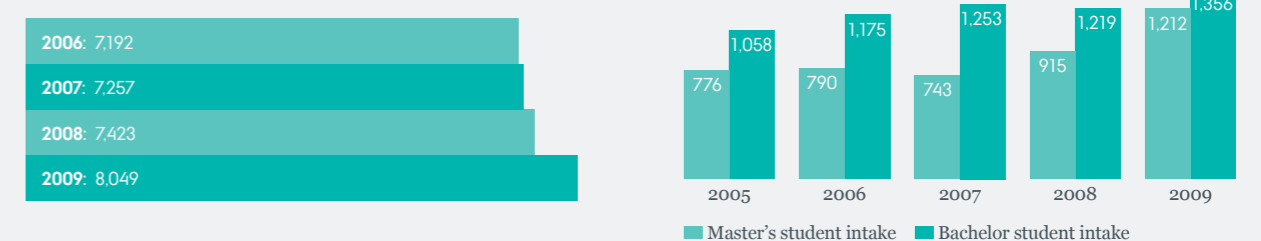
the student organisation Studenterlauget, which has more than 3,500 members. Apart from funding a 'sustainable innovation manager' and a communication assistant, we also have a special fund earmarked to support new ideas and projects. Studenterlauget is also a subcontractor to ASB as they run our student cafés etc. As part of our new subcontractor policy, we demand services that can meet our standards for environmental and social responsibility.

- **The Buddy Programme 2010:** ASB and Studenterlauget present the Buddy Programme 2010. The Buddy Programme is an initiative striving to create closer relations between local ASB students and new international degree students, and to introduce the international degree students to the true Aarhus Experience. The programme provides each international degree student with a Buddy – a volunteer ASB student. The purpose is then to

give the local and the international students at ASB an opportunity to grow friendly bonds through social events and parties arranged for the Buddies and the international degree students. Furthermore, the international degree students will be offered Danish language courses through the Buddy Programme, as well as other practical information to help them settle in.

- **Sustainable Bazaar:** ASB students organised a clothing bazaar on 22 April 2010. The purpose of the clothing bazaar was to contribute to concretising sustainability and call attention to how students and regular citizens can make a difference. The focus of the bazaar was consumption, CO₂ emissions, clothing production and the reuse of clothes. The overall focus of the event was that reuse of clothes is a sustainable way of saving money while at the same time cutting down on CO₂ emissions.

NUMBER OF STUDENTS



SHOWING A GOOD EXAMPLE

ASB can only be trustworthy in our focus on sustainable growth if we show the way and develop our own organisation according to the principles of sustainability and social responsibility. Therefore, we are starting up a range of activities with focus on our own energy consumption, waste management, supply chain management, HR policies, student policies and policies for our subcontractors and external relations.

- **Green ASB:** Green ASB focuses on creating sustainable growth in the areas of maintenance and administration at ASB in terms of energy consumption (electricity and heating), water, paper consumption, waste management, and purchasing. ASB wants to create a development which is beneficial for both the environment and the ASB budgets by reducing consumption in the various areas and help creating new habits.

An example is of this is the Danish initiative the 'CO₂-neutral website'. It is a voluntary climate project launched by the people behind IngenCO₂.dk, which aims to eliminate Internet-based CO₂ emissions. So, as a user of asb.dk, you will from now on be able to spot the 'CO₂-neutral website' logo at the bottom of the website www.asb.dk. Through this registration, ASB also contributes to the other projects of 'IngenCO₂'.

- **Green Workshop:** ASB organised the Green Workshop on 20 May 2010. The workshop is the very first step towards creating sustainable growth at ASB. At the workshop, students and members of the staff had the opportunity to participate in defining how a 'green' and sustainable ASB should look and offer their ideas to areas in which an effort must be made and how to do this. Additionally, the participants learned more about energy-efficient and eco-friendly behaviour. In short, Green Workshop is the basis for the future Green ASB and students and staff help to set the agenda.

- **Energy management project:** ASB has been chosen to run a pilot project on energy management at Aarhus University (AU). The idea is that ASB, with financial support from the AU management, is to develop and test an energy management model which, in the long term, is to be applied throughout the whole university. Besides developing and implementing a specific energy management model, the pilot project is also about developing other initiatives that can support this model. For instance, there is a wish to develop a concept for how to, through the involvement of staff and students, create a change of conduct that can reduce the consumption of electricity, water and heating.



ADDITIONAL HIGHLIGHTS – READ MORE AT WWW.ASB.DK/SUSTAINABLEINNOVATION

- **New elective to greenify the business community:** A new elective from the Department of Business Studies, 'Sustainable Supply Chain Management', will benefit both companies' funds and the environment alike.
- **Students come second in international innovation competition:** Four students from ASB earned an impressive second place in the international innovation competition impACT, held in Bremen. The jury was thrilled with their Fair Innovation project, which converts energy from Danish spinning workouts into energy projects in Bangladesh.
- **Cross-disciplinary team wins Venture Cup final with new malaria technology:** A cross-disciplinary team from ASB, the Department of Molecular Biology and the Faculty of Health Science, Aarhus University, wins one of the five Venture Cup industry finals. The product is nothing less than a sensational new technology which can be used to diagnose malaria drug resistance.
- **Request for Danish companies:** Go into the woods!: Three thesis students from ASB use biomimicry to help Danish companies bring in nature as an innovation tool. The goal is to get biologists to work together with engineers and business developers in connection with the development of future technology.
- **Students from ASB support African slum settlements:** Two slum settlements in South Africa benefit from development programmes by Executive MBA students at ASB. The programmes are to improve health and the living standards of the locals, e.g. with a focus on the Football World Cup in South Africa.
- **Teambuilding and personal development to dominate start of study:** ASB's focus on teambuilding and personal development is to help ensuring the best possible start of study for new students at ASB. Read more about the Introduction Day focusing on teambuilding where new students are given a greater insight into their personal strengths within a group at www.asb.dk
- **Travelling exhibition to raise awareness of successful integration:** Colourful pillars at ASB's main entrance will provide passers-by with insight into the path to successful integration for eight female immigrants in Denmark. The purpose of the exhibition is to create a debate about the prejudices confronting women from different ethnic backgrounds in the Danish labour market and to focus on their often unexploited potential.

ASB EXECUTIVE

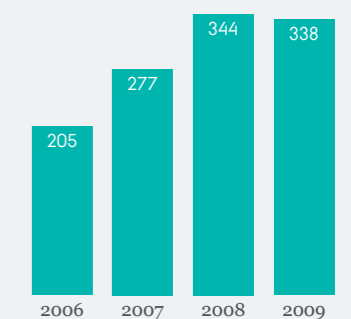
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Number of ASB Executive courses

Graduate Diploma students



Master students





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.

SCIENTIFIC SOCIAL RESPONSIBILITY

As part of our strategic focus on 'sustainable growth through innovation', we want to set a new research agenda on the role of research in society and support research in the area of 'sustainable growth through innovation'.

When we decided on our new strategic focus, the decision was based on the fact that we already had many ongoing research activities in fields related to sustainability and innovation.

An illustration of this is the research expert list made for the press in connection with the COP15 meeting in December 2009. Nineteen ASB researchers across departments were ready to act as experts on climate and energy issues.

VIRTUAL COMMUNITIES

To further stimulate development and innovation, ASB has decided to increase the support for interdisciplinary research. In the budget for 2009, we have allocated DKK 1.0 million (EUR 130,000) to promote interdisciplinary research within the area of 'sustainable growth through innovation'. We call these new activities for 'virtual communities'.

As the name indicates, they are based on the idea of creating network cooperation across traditional professional competencies, organisational units, sectors and borders. Two virtual communities have been launched in 2010.

- **Virtual Community: Integrating Sustainability – From Dialogue to Reporting:** The objective of the project is to establish a virtual community on the ways organisations integrate sustainability. The project focuses on various aspects of sustainability, including strategy, knowledge communication, implementation, and stakeholder reporting. Interdisciplinarity is the feature of the project. Three researchers from contrasting ASB departments comprise the management team. The virtual community commences with four research projects:

- Integrating Sustainability, coordinators J. Lauring, C. Thomsen and M. Haigh
- Sustainability Discourses in Financial Markets, coordinator M. Haigh
- Social Sustainability, coordinator C. Thomsen
- Sustainable Designing, coordinator J. Lauring

- **Virtual Community: Sustainability and Consumption – 'Near-Term and Long-Term Strategies and Interventions':** The objective of the project is to improve the flow of information among the members of the virtual community about sustainability and consumption research, teaching, funding possibilities, conferences etc. Professor John Thøgersen is the manager of this virtual community.

To further encourage ASB researchers to work with issues relevant to the great challenges of society and business and focus on the theme of 'sustainable growth through innovation', we also have organised cross departmental workshops and special administrative support to increase external funding of new research and cross-departmental communication and knowledge exchange.

OUR RESEARCH FRAMEWORK

ASB supports development and innovation by allocating a considerable amount of time to research (40%), while 32% is allocated to teaching and 28% to other activities.

SELECTED ACHIEVEMENTS

- **Sustainable Innovation Workshop:** A group of ASB faculty members organised a Sustainable Innovation Faculty Workshop on 14 January 2010. The aim of the workshop was to increase communication and networking between ASB employees with an interest in or already doing research within the broad area of sustainability and innovation and in this way provide a platform for the establishment of joint research projects within the following three areas of sustainability: environmental sustainability, economic sustainability and social sustainability (including CSR). The purpose of the workshop was to present ongoing and completed research taking place at ASB as well as ideas for novel research within the strategic focus area of sustainability, to provide opportunities for initiating a process of forming groups with the ultimate aim of making cross-disciplinary research funding applications, and to present the relevant sources of research funding. More than 80 faculty members participated from all departments.
- **Journal of Sustainable Finance & Investment:** Associate professor Matthew Haigh from the Department of Business Studies at ASB is the editor of a newly launched new peer-reviewed journal, the Journal of Sustainable Finance & Investment. The journal joins the portfolio of Earthscan, the world's leading publisher on climate change,

sustainable development and environmental technology. By presenting the latest research directions, the Journal of Sustainable Finance & Investment furthers knowledge of the institutional and policy connections across major sustainable financing and investment activities.

- **Cooperation with the Danish Government Centre for CSR:** Danish businesses are free to choose whether or not they wish to work on CSR. However, there is a statutory requirement from 2009 that large businesses in Denmark must take a position on CSR in their annual reports. A project team of three researchers from Center for Corporate Communication, Associate Professors Christa Thomsen, Anne Ellerup Nielsen and Irene Pollach, have made an agreement with the Danish Government Centre for CSR, a part of the Danish Commerce and Companies Agency (DCCA) under the Danish Ministry of Economic and Business Affairs. The project team will be performing an analysis of the first reports on corporate social responsibility in 2011. They will be evaluating the method applied in the first analysis, which will be performed by another project team in 2010. On the basis of their evaluation, they will contribute with their proposals as to how future analysis should be performed.

LEADING WITHIN RESEARCH

ARC	Accounting Research Centre
CORE	Centre for Organizational Renewal and Evolution
ASBccc	ASB Centre for Corporate Communication
CCP	Center for Corporate Performance
CENTLEX	Centre for Lexicography
MAPP	Centre for Research on Customer Relations in the Food Sector
CIM	Centre for Research in Integration, Education, Qualifications and Marginalization
CIBL	Centre for International Business Law
CORAL	Centre for Operations Research Applications in Logistics
DOGE	Centre for Design of Global Enterprise
KCL	Knowledge Communication Lab
LsLab	Learning Styles Lab

A SELECTION OF PUBLICATIONS DEALING WITH SUSTAINABILITY, CSR, ENVIRONMENT, ENERGY, AND ETHICS

MARKETING AND STATISTICS

- Grønhøj, A. & Bech-Larsen, T. (2010): Using vignettes to study family consumption processes. *Psychology and Marketing*, vol. 27, no. 5, pp. 445-464
- Thøgersen, J. (2009): Promoting public transport as a subscription service: Effects of a free month travel card. *Transport Policy*, vol. 16, no. 6, pp. 335-343
- Thøgersen, J. & Crompton, T. (2009): Simple and Painless? The Limitations of Spillover in Environmental Campaigning. *Journal of Consumer Policy*, vol. 32, no. 2, pp. 141-163
- Krystallis, Athanasios; Dutra de Barcellos, Marcia; Kügler, Jens Oliver; Verbeke, Kim; Grunert, Klaus G. (2009): Attitudes of European citizens towards pig production systems. *Livestock Science*, vol. 126, no. 1-3, pp. 46-56

MANAGEMENT

- Ulhøj, J. (2009): Beyond climate focus and disciplinary myopia. *International Journal of Environmental Research and Public Health*, vol. 6, no. 3, pp. 1204-1214
- Bergenholtz, Carsten; Goduscheit, René; Jørgensen, Jacob (2010): Open innovation models: a case study of playing poker with chess pieces. *Innovative Marketing*, vol. 6, no. 2, pp. 31-37

- Rask, Morten; Andersen, Poul Houman; Mathews, John A. (2009): Integrating private transport into renewable energy policy: The strategy of creating intelligent rechargeable grids for Electric Vehicles. *Energy Policy*, vol. 37, no. 7, pp. 2481-2486

LANGUAGE AND BUSINESS COMMUNICATION

- Lauring, J. & Thomsen, C. (2009): Ideals and Practices in CSR Identity Making: The Case of Equal Opportunities. *Employee Relations*, vol. 31, no. 1, pp. 25-38
- Thomsen, C. & Ellerup, A. (2009): CSR communication in small and medium-sized enterprises: a study of the attitudes and beliefs of middle managers. *Corporate Communications – An International Journal*, vol. 14, no. 2, pp. 176-189
- Pollach, Irene; Scharl, Arno; Weichselbraun, Albert (2009): Web content mining for comparing corporate and third party online reporting: A case study on solid waste management. *Business Strategy and the Environment*, vol. 18, no. 3, pp. 137-148

ECONOMICS

- Schöder, Phillip J.H. & Dröge, Susanne (2009): The welfare comparison of corrective ad valorem and unit taxes under monopolistic competition. *International Tax and Public Finance*, vol. 16, no. 2, pp. 164-175
- Abqinehchi, Soheil & Zanjirani Farahani, Reza (2010): Modeling and analysis for determining optimal suppliers under stochastic lead times. *Applied Mathematical Modelling*, vol. 34, no. 5, pp. 1311-1328

BUSINESS STUDIES

- Haigh, M. & Hazelton, J. (2010): Incorporating sustainability into accounting curricula: Lessons learnt from an action research study. *Accounting Education*, vol. 19, no. 1.
- Haigh, M. & Guthrie, J. (2009): A political economy approach to regulated Australian information disclosures. *Business Ethics – A European Review*, vol. 18, no. 2, pp. 192-208
- Haigh, Matthew & Guthrie, James (2010): Management practices in Australasian ethical investment products: a role for regulation? *Business Strategy and the Environment*, vol. 19, no. 3, pp. 147-163
- Rikhardsson, Pall M. & Holm, Claus (2009): The effect of environmental information on investment allocation decisions. *Business Strategy and the Environment*, vol. 17, no. 6, pp. 382-397

BUSINESS LAW

- Olsen, Birgitte & Sørensen, K. (2009): Virksomheders redegørelse for samfundsansvar. *Juristen*, pp. 177-188
- Olsen, Birgitte; Tegner, Helle; Rønne, Anita (2009): Wind Energy and the Law: A Comparative Analysis. *Journal of Energy and Natural Resources Law*, pp. 145-178
- Gaines, Sanford (2009): Considering WTO law in the design of climate change regimes beyond Kyoto. *IOP Conference Series: Earth and Environmental Sciences*, no. 8

See more at
www.asb.dk/sustainableinnovation



ADDITIONAL HIGHLIGHTS

- **Emotions on the bottom line:** New research from ASB shows that the ways in which employees handle information and make decisions are affected by the emotional state of the workplace. This means that the emotional state of employees affects the results generated by companies.
- **The world elite gathers at ASB:** A number of the world's leading researchers in management and organisational design visit ASB. Together with experts from ASB, they, among other things, conduct

research on companies' emotional state and hold the world premiere of a virtual, research collaboration with several Danish and international companies. Read more about the network that defines a new direction for the collaboration between researchers and companies at www.asb.dk.

- **DKK 11 million strengthens Danish companies' effort to become sustainable:** The fight for a greener and socially balanced world causes great legal challenges for Danish companies in the form of new and sometimes unclear international and national codes of practice. But

now, the research centre CIBL under the Department of Business Law at ASB has received DKK 11 million for new research to help the Danish business community to demonstrate social responsibility.

- **Responsibility on a formula:** A new investment model from the Department of Business Studies at ASB enables investors to tailor their investments according to a set of values which are as accurate as never seen before.
- **DKK 12.4 million grant for multicultural management:** Associate Professor Jakob Lauring from ASB

ASB HAS SIX DEPARTMENTS

Department of Management

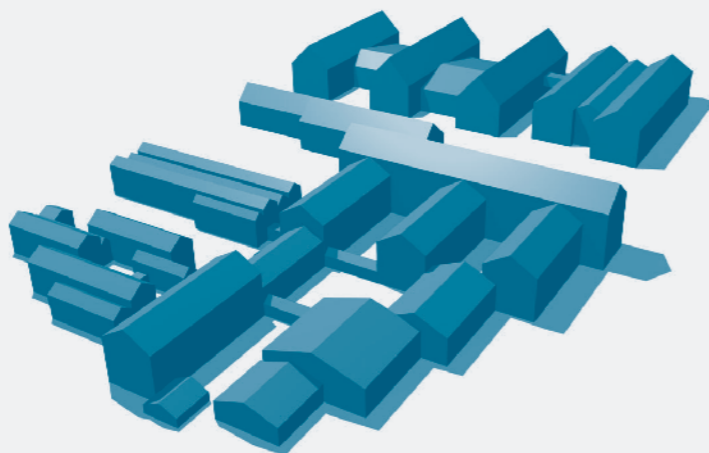
Department of Marketing and Statistics

Department of Business Studies

Department of Language and Business Communication

Department of Business Law

Department of Economics



has received DKK 12.4 million for a new research project. The grant will be dedicated to the first Danish research project on how Danish companies can grow to be among the best in the world in managing creative collaborations across cultures.

- **New research can help children of refugees and immigrants:** A new research project at ASB investigates the extent to which the immediate environment affects children of refugees, e.g. their performance in the educational system. The results may help to improve state and local integration policy.
- **Leaders lack focus on climate competencies:** The climate is very much on business leaders' agendas. However, according to a new study carried out by ASB and the Danish Society of Engineers (IDA), less than half of all Danish business leaders focus on the managerial competencies required to strengthen their company's climate efforts.
- **DKK 11 million for healthy consumer choices:** Professor Joachim Scholderer from ASB has received DKK 11 million to carry out new research in how food packaging promotes healthy consumer choices.
- **Towards greener financial reports:** In connection with COP15, Associate Professor Matthew Haigh from ASB participated, as the only researcher, when the global Climate Disclosure Standards Board (CDSB) issued new reports on a common global framework for climate reporting based on existing initiatives and standards.
- **New legislation seeks to prevent future financial crisis:** New experiences from Germany now demonstrate how corporate governance legislation can be improved to prevent financial crises in the future. A German expert visited ASB and shared his experiences.
- **Short-term profit thinking threatens pension funds:** Pension funds in much of the Western world remain at risk if they continue to be managed and regulated as short-term profit-making machines. Associate Professor Matthew Haigh from ASB has examined the governance arrangements of private sector and public sector pension funds in the USA, Australia, New Zealand and United Kingdom. He noticed several governance problems. For one, the financial losses that pension funds have suffered since 2006 due to risky investing indicate a disturbingly low commitment to financial sustainability.
- **Companies in crisis increase pressure on customers and suppliers:** A growing number of leading companies and public authorities are pressuring suppliers into accepting longer time limits for payment and pressuring customers into accepting the opposite in response to the financial crisis. In addition to worsening the crisis, these defensive moves also negatively affect companies' innovativeness, according to Associate Professor René Franz Henschel from the Department of Business Law at ASB, who is an expert in contract management.
- **From dull and nerdy to powerful and extreme:** The image of accounts managers and finance directors has changed dramatically. Research from ASB shows that credibility, caution and the obligation to ask questions has been replaced by drive, power and full speed ahead. However, the financial crisis has shown that the accounting nerd is still very much needed. Professor Hanne Nørklit from the Department of Business Studies at ASB and colleagues from the UK and Sweden are the authors of the study named 'The image of accountants: From bean counters to extreme accountants.'
- **Green companies have the best export ability:** Danish companies in the energy and climate technology sectors show significantly stronger than average export ability – this is the surprising message from a new green partnership between ASB and the Danish Energy Industries Federation (DI Energy Industries).

PRINCIPLE 5 and 6: PARTNERSHIP and DIALOGUE

We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

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

As illustrated by the research projects described above, faculty members of ASB have a close dialogue with managers in companies and public organisations in connection with their research projects and dissemination of the results through Executive programmes. ASB researchers are often invited to speak at conferences and seminars, participate as members of boards and are very often interviewed by the national press.

At corporate level, we support dialogue by a number of activities:

- **Morning ASB:** ASB offers a series of sessions concerning up-to-date topics held at ASB. The overall topic is the financial crisis and the challenges faced by managers in these times. The lectures also focus on new business opportunities and sustainable innovation, new leadership trends and challenges, CSR and HR issues. At each session, the speaker

contributes with new research and knowledge on the current topic. The sessions are free and open to the public and ASB offers live streaming of the sessions for those who are unable to participate. Each semester, 400 managers participate.

- **2010 Annual Reunion Day:** ASB organised the Annual Reunion Day on 28 May 2010. This year's theme was inspired by ASB's strategy, namely 'sustainable growth through innovation' and aimed to educate approximately 200 alumni on how the concept of sustainability is multifaceted and invariably connected to the business world. The programme included a medley of academic lectures, debates and interviews that spanned myriad industries and professions. For example, Linda Argote from the Tepper School of Business, Carnegie Mellon University, spoke on sustainability through learning and innovation and how the ability to learn is arguably the only sustainable advantage for firms. Furthermore, a debate between three prominent professors and three business leaders from A.P. Moller-Maersk, Grundfos and SAP AG, touched on the balance between growth and sustainable development and the demands it places on corporate leadership. This session aimed to answer the question: Is the answer business as usual or is there radical change on the way? Also, Helle Bank Jørgensen, partner and sustainability and climate change leader from PricewaterhouseCoopers US, talked about the latest international

developments within sustainable growth and innovation and their impact on bottom lines in a time of crisis.

- **ASB UPDATE:** ASB's new magazine ASB UPDATE focuses on the strategic theme 'sustainable growth through innovation' and is part of the strategy towards the business community. Topics addressed in the magazine include: Do we need a new economic paradigm?; Where are the growth opportunities for Danish companies in times of crisis?; Is sustainability a driver for growth?; What role do business schools have in developing sustainable growth (including an interview with Dr Manuel Escudero from PRME). The magazine has been printed in 90,000 copies and distributed to a wide range of ministries, companies, universities and to students. Of these, 85,000 have been distributed in collaboration with Borsen, the leading Danish business newspaper. View the magazine at: www.asb.dk
- **Summer Alumni Event: Demystifying Sustainable Business (June 2010):** ASB has 7,500 active alumni across the world. This event is targeted at alumni, in particular industry representatives, and aims to delve further into what 'sustainability' means for businesses; far beyond the 'green' issues and those of environmental considerations. Professor Paul Hyland and Dr Karen Becker, visiting researchers from Queensland University of Technology, will join forces with Associate Professor Frances

Jørgensen from ASB to cover the key global and local issues of sustainability for businesses, including the resulting implications for management of people and resources. This event will also raise questions such as how to make better informed decisions and address the measurement of our sustainability performance.

- **An extensive communication platform:** The project has built an extensive communication platform, including:
 - A website www.asb.dk/sustainableinnovation
 - Facebook
 - Blogs
 - Video lectures and interviews at www.asbcast.dk
 - Electronic newsletters.

