

# PRME Principles for Responsible Management Education

Università Cattolica del Sacro Cuore



**ALTIS**  
ALTA SCUOLA  
IMPRESA E SOCIETÀ

## Sharing Information on Progress

### July 2013

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ALTIS, the Postgraduate School Business & Society of the Università Cattolica del Sacro Cuore of Milan, Italy, is an international research and education centre for the study and promotion of a responsible and competitive business culture.

Founded in 2005, since October 2007 ALTIS is committed to advance the Global Compact's principles by means of forming new leaders well prepared and ready to adequately face the most pressing global challenges. In particular ALTIS' main endeavor is toward forming future leaders of the emerging markets.

## Message from ALTIS' Director, Professor Mario Molteni



ALTIS was founded according to one, simple principle:

### ***Business exists for the benefit of man, rather than man for business***

Business displays the creativity and energy with which men and women attempt to fulfill the needs that drive both their lives and those of others: to think and live business for the common good is not a task for "ethics specialists", but rather a rational attitude. Business activity is often geared towards the interests of the lucky few, whereas ALTIS endeavors to contribute to this rational approach.

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of the lucky few, whereas ALTIS endeavors to contribute to this rational approach.

In order to achieve this aim, we have adopted the cause of ***Corporate Social Responsibility***, representing, as it does, many of the business elements close to our hearts. We do not limit ourselves to CSR, however, but rather use it as a framework for solving strategic and operational problems of both small and large, profit and non-profit organizations. Accordingly, from our mission statement of "***Fostering Impact Entrepreneurship and Management for Sustainable Development***" seven thematic areas have emerged: CSR and Sustainability, Small and medium Enterprises and Industrial districts, Impact Entrepreneurship, Welfare and Social Innovation, Non-profit, Finance and Development, Public Management.

ALTIS does not conform to well-known formulae: it is not a pure research centre, a business school, or a consultancy firm. So what is it? Rather than attempt a definition, we propose a metaphor: a ***bridge***.

ALTIS is and aspires to be:

***A bridge between research, training and action:*** From international scientific research to MBAs and other Master's diplomas and courses; from training to field projects and services to companies: a productive circle which expresses a desire to mould and affect reality;

***A bridge between university and business:*** ALTIS develops training courses and undertakes research together with commercial and non-profit companies; it proposes internships, invites entrepreneurs and managers into class, promotes the Italian network of managers of sustainability and, eventually, offers the expertise and skills of its staff members to companies for consultancies;

***A bridge between profit and not-for profit:*** ALTIS encourages partnerships between companies, non-profit organizations and public administration. It promotes Social Entrepreneurship in Italy and abroad through various initiatives, including the Italian round of the Global Social Venture Competition;

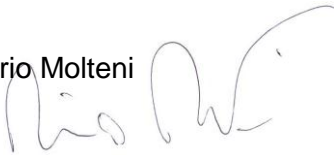
***A bridge between the Northern and Southern Hemispheres:*** ALTIS is truly international, and organizes an MBA in Global Business and Sustainability, involving students from all over the world; a Master's in Management and Social Entrepreneurship in Kenya, and soon in other African countries, micro-credit projects in Uganda and micro-insurance in India and has partnerships with some of the finest international business schools from all over the world.

***A bridge between financial and social performance:*** From the very outset, we have created examples of entrepreneurship which simultaneously generate economic and socio-environmental benefits at the heart of work. As stated in the encyclical letter *Caritas in Veritate*: "*If love is wise, it can find ways of working in accordance with provident and just expediency.*"

Now, by its very nature, the "bridge" leans confidently on both sides of the bank: it isn't suspicious of either, but unites them. It is in this sense that ALTIS wishes to express the attitude at the origin of the Catholic University to which it belongs. Etymologically speaking, catholic means "according to totality": it expresses sympathy for every authentically human endeavor.

July 2013

Mario Molteni



ALTIS Director

Full Professor di Business Administration and Corporate Strategy  
Università Cattolica del Sacro Cuore

**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.

The first principle is fully embedded in ALTIS mission.

### *Fostering Impact Entrepreneurship and Management for Sustainable Development*

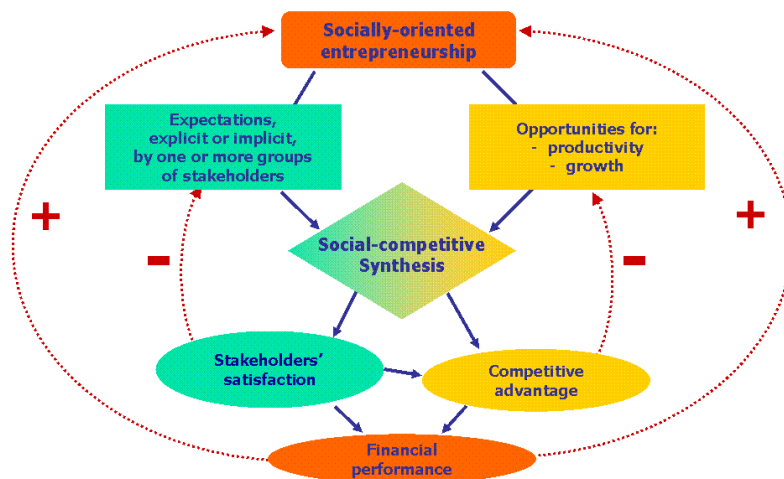
ALTIS promotes innovation in business in order to simultaneously foster competitive advantages and meet the ever growing social and environmental needs of stakeholders.

Founded in 2005 by Mario Molteni, Professor of Business Administration and Corporate Strategy at the Università Cattolica del Sacro Cuore, ALTIS embodies both an openness towards the international world of business and the willingness to effectively serve the interests of the students and enterprises with which it interacts.

For ALTIS Corporate Social Responsibility implies an understanding of:

- The unavoidable implications - economic, social, cultural and environmental - of business activities;
- The creative tension that exists when business attempts to reconcile competitive and sustainability goals;
- The importance of the professional and human resources that contribute to a business' success.

*A bridge between research,  
training and action:*



From the elaboration of Michael Porter's theories, Prof Molteni has derived the concept of Social Competitive Synthesis. Taught in class, but brought into reality in the various activities carried on by ALTIS

*“The double strain of the company's development and the stakeholder expectations' satisfaction has, as its typical expression, a creative act: the “social-competitive synthesis”. This term signifies an innovative way of responding to the expectations of a single or more classes of interlocutors, far beyond the requirements of current regulations and customs. Thus a solution is created – involving either the entire company, or one of its strategic areas, a specific function, a single process – that contributes to sustaining and nurturing its competitive advantage and, therefore, its long-lasting success”.*

(Mario Molteni, The social-competitive innovation pyramid, Corporate Governance, vol. 6 no. 4 2006.).

The mission of ALTIS is therefore to foster:

- The synthesis of competitiveness and social responsibility;
- The development of entrepreneurs and managers, both experienced and young, to become the protagonists in international sustainable business initiatives;
- The good governance of both for profit and non profit enterprises
- The collaboration between for profit and non profit initiatives as a tool for economic development.

ALTIS' principle areas of interest are:

- Impact entrepreneurship
- Corporate social and environmental responsibility;
- Business globalization, with particular attention paid to fast growing and developing countries;
- International promotion of the business model of "Industrial districts";
- Corporate governance;
- Partnerships between private companies, non-profit organizations and the public sector;
- Management of non-profit organizations.

## Principle 2

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

As a premise, and as described above, all ALTIS activities derive from and are guided and inspired by the concept of Corporate Social Responsibility. This principle can be found in specific dedicated initiatives and formative activities (eg courses, Master programs etc) but also as a general mindset inspiring all other initiatives and programs that apparently may not be directly linked to the CSR issues. Below some examples.

### MBAs

The curricula of our international MBA programs include courses related to the themes of social, environmental responsibility and ethics in business:

#### **MBA GLOBAL BUSINESS AND SUSTAINABILITY, MILAN (ITALY)**

To train young managers able to facilitate the internationalization of the Italian companies, both in the emerging and in the developing markets, giving at the same time new strengths, opportunities and ideas; to overcome the current economic uncertainty in an innovative manner; to contribute to the growth of the economic and productive framework of the students' countries of origin. This done in the light of sustainable development and responsible management and entrepreneurship. This is the scope of the MBA Global Business and Sustainability, a full time MBA held in Milan ever since 2008. The MBA consists of two different moments: the courses (9 months), structured in high-profile modular terms, during which the students learn the logics of the international management and the Italian language; an Action Project (3 months, consisting in an internship, a paper or a tutor-assisted business plan), in which the students can practice the know-how acquired during the courses and the previous job's experiences.

- **Sustainability policies in Corporate Strategy:** is a 32h course whose focus is on the ways in which an increasing number of companies are attempting to address a range of social and environmental challenges through developing practices for assuming social responsibility in doing business. In addition the course is aimed at presenting the strategic implication of CSR for business activity within particular issues and areas of corporate responsibility. To do that, besides an introduction to the CSR topic, some lessons consider specific corporate activities and discuss the implications for and impacts on both companies and stakeholders. In this framework the UN Global Compact initiative is presented to the class.
- **Environmental Management** This course (48h) is aimed at providing the class with the basic information on how environmental issues and themes have influenced the structure, practices and missions of the global market in general, and of companies and market players in particular, representing sometimes constraints, but more often business opportunities. A particular focus is given to the impact of environmental issues on companies' strategy and practices with the aim of conjugating sustainability principles and their implementation in firms' strategies and practices.

#### **MBA GLOBAL BUSINESS AND SUSTAINABILITY – SOCIAL ENTREPRENEURSHIP TRACK, NAIROBI (KENYA)**

The MBA program aims at developing competencies for high potential young professionals as entrepreneurs and managers who are advocates for social, environmental and economic development. The MBA program combines managerial and entrepreneurial training with key aspects of social development and Corporate Social Responsibility, an internationalization centered approach, and sector specific concentrations, creating practical tools and competencies to fill the lack of social enterprises in African countries.

In 2012, the MBA program was awarded by the **ASHOKA Innovation Award** for “*embracing entrepreneurship for sustainable development and for the empowerment of future global leaders*”.

- **Sustainability Policies in SME Strategy:** the 20 hrs course is conceived to teach how to manage social and environmental issues in business activity, so as to reduce the potential negative impact on communities and natural environment, while at the same time gaining advantages for business development. The topic, being of growing importance in the corporate and entrepreneurial world-wide context, it is of utmost importance in developing countries, where the private sector can make a positive contribution towards improving the economic, social and environmental conditions, though the pathway can differ from that of developed contexts.
- **Business Ethics:** This course (14 hrs) aims at helping students acquire a basic understanding of ethics and ethical theories and the ability to think critically and analyze ethical issues that arise in a wide range of contemporary business practices and professional life.



#### **E4IMPACT PROJECT. THE LEADING ALLIANCE FOR IMPACT ENTREPRENEURSHIP EDUCATION IN AFRICA**

Conceived in the stream of the success and recognition of the Nairobi's MBA, the E4Impact project aims at building a pan-African system of MBAs, whose goal are:

- To develop a new generation of African entrepreneurs able to combine economic success with social impact
- To foster capacity building of African Universities in offering innovative and self - sustainable programs
- To stimulate an international entrepreneurial eco-system: incubators, accelerators, impact funds, venture capitalists

The 12-15 month-long MBA is planned to be have a blended format, partly in presence and partly online, in order to meet the participants professional needs.

Participants will be recruited among current or future entrepreneurs that would like to develop a business idea or to scale up already existing business in a more effective way.

One of the conditions of eligibility to the MBA is in fact to submit a business idea that, through and thanks to the technical skills and managerial competences acquired during the course, will become a concrete and feasible business plan to be presented to prospect funders, that will be involved throughout the MBA program to create a conducive ecosystem.

Therefore, the blended format allows students to directly implement the acquired information, thus responding to the Master's motto:

***“We don't teach entrepreneurship, we train entrepreneurs”.***

A team of business coaches and professional mentors will follow each student individually in a teamwork-oriented and strongly interactive environment.

The Master's program will be organized in partnerships, subscribed between the Catholic University (ALTIS) and a local University and will grant a master's degree in Business Administration issued by the Catholic University of Milan, or as a double degree. Other international partner Universities (from USA, India) will contribute with their Faculty, besides the local and the Catholic University Faculty members.

On top of the students-related activities, a capacity building program addressed to local academic and administrative staff will be organized, with the aim of enhancing their mid/long term autonomy.

In the long term, the role of ALTIS will be therefore concentrated on

- central coordination,
- scaling-up and replicating the program in other nations (so far, the MBAs are planned to open in Kenya, as a revision of the current one, in Ghana and Sierra Leone, between 2013 and 2015)
- fostering the network among the deployed Masters and involved Universities
- establishing alliances with incubators, accelerators etc for the funding of the students' entrepreneurial projects
- fund raising.

E4Impact is funded by MET Fund, various Institutions, private Foundations, local and international market players and can count on the endorsement and support of Ashoka, incubators, accelerators, investing funds, local Public Agencies dedicated to the development of SMEs and Social Entrepreneurship initiatives.

## Other masters programs:

ALTIS post-grad offer includes also two master programs that are not strictly related to the instances of sustainability but that, as mentioned above, carry the imprinting of the ALTIS values

### **EXECUTIVE MASTER IN BUSINESS ADMINISTRATION:**

(Blended formula: in presence-online): carried out in partnership with the Italian financial publisher "Il Sole 24 Ore", it is an Executive MBA for working managers. A CSR course module is scheduled in the program.

### **EXECUTIVE MASTER FOR SMALL AND MEDIUM ENTERPRISES:**

(Blended formula: in presence-online). Addressed to entrepreneurs of SMEs, the master provides skills and innovative competences to manage growth and organizational/tecnological innovation processes, relationships with the financial community and intergenerational transition.

### **EXECUTIVE MASTER IN MANAGEMENT AND INNOVATION IN PUBLIC ADMINISTRATIONS:**

(Blended formula: in presence-online). It is meant to increase the managerial competences of public sector managers and officials. It focuses also on the theme of innovation of Public Administration.

## Executive Courses:

### **PROFESSIONE CSR (CRS PROFESSION)**

A 170 hrs course, addressed to professionals that are involved in CSR and sustainability-related activities on a full or part-time basis, within enterprises, foundations, consultancy companies, Public Agencies, NGOs. The course (9<sup>th</sup> edition in 2012-13) analyzed both strategic aspects of the implementation of CSR and specific topics, such as HR management and employees benefits, marketing, supply chain, environment, community relations, social reporting.



## **EXECUTIVE COURSES FOR THE NON-PROFIT SECTOR**

Different executive courses are organized for professionals of the non-for-profit sector. Each has a specific topic (management, project management, HR management, fund raising etc) and addresses specific profiles of audience.

## **Other initiatives:**

### **CSR IN MOZAMBIQUE (EMPRESAS RESPONSÁVEIS: ANÁLISE DO DIALÓGO SOCIAL E RESPONSABILIDADE SOCIAL DAS EMPRESAS LOCAIS E ESTRANGEIRAS EM MOÇAMBIQUE)**

The project is funded by the Delegation of the European Union to Mozambique (EuropeAID) and is led by the CEPKA (Centro de Pesquisa Konrad Adenauer)-Research Centre of the Universidade Católica de Moçambique), ALTIS and ProgettoMondo MLAL-an Italian NGO.

The project has a twofold objective: first, exploring the level of commitment to CSR policies and activities of both local and foreign firms operating in Mozambique; secondly, promoting the CSR culture within the entrepreneurial, public administration and non-profit sectors, so as to contribute to promote the sustainable development of the Country through the active commitment of the various social actors.

In order to reach these objectives, the projects consists of three main actions: the realization of a survey, **the development of a Master Course on CSR** in collaboration with the above mentioned Universidade Católica de Moçambique, and the implementation of pilot projects on a corporate level.

### Principle 3

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

Starting from the explicit mission of the MBA Programs (in Italy or abroad), the aim of facilitating the formation of responsible leaders can be found in:

- **Environment:** MBA classes are highly international and promote a truly multicultural experience. In the past five editions of the MBA Global Business and Sustainability-Milan students from 36 different nations (Argentina, Brazil, Burundi, Cameroon, China, Egypt, Ecuador, Ethiopia, Germany, Ghana, Hong Kong, India, Italy, Kenya, Kenya, Latvia, Macedonia, MEXICO, Nigeria, Peru, Philippines, Russia, Rwanda, Serbia, Slovakia, South Africa, Sudan, Syria, Taiwan, Tanzania, Tunisia, Turkey, Uganda, USA, Vietnam, Zimbabwe) have attended classes.
- **Materials:** besides the courses dedicated to socially and environmentally responsible managers, the general recommendations given to Faculty members is to choose among materials, cases etc. related to sustainable management, even in courses that may appear distant from this topic.
- **Internships:** students are exposed to opportunities and networked with players and professionals that act in the area of CSR, Social Entrepreneurship, Environment and are invited to consider choosing their internship in these fields.  
As an example, in the past three editions of the Italian MBA significant scholarships, offered by a bank foundation and a NGO, have been available for Indian students with the scope of involving them in projects aimed at developing projects, exchanges and entrepreneurship initiatives between the Italy-based and the India-based Punjabi community.
- **Initiatives:** students attending MBAs or other masters or executive courses are invited to participate in the initiatives that ALTIS organizes in the responsible management field.  
As an example, already three of our MBA Alumni have been awarded in the framework of Global Social Venture Competition (see Principle 4 for description of the GSVC) and their initiative have been funded.
- **Attitude:** Specifically for the entrepreneurship-oriented masters and courses, the choice of ALTIS is to offer formats (blended in presence-online) that enable attendants to immediately apply the skills and competences acquired in class, thus allowing them to keep their business running and to implement enhancements straight away.

In order to favor an inclusive and sustainable global economy, a course called Global Strategy is scheduled in the MBA Global Business and Sustainability that is aimed at illustrating the dynamics of BRICS and emerging markets to students, from an economic, business but also social and cultural perspective. Top ranked speakers from the Academy, business environment but also representatives of Institutions are involved in this course.



Consul general of South Africa -  
SK Molobi addressing the MBA class in a  
Lectio Magistralis (Focus South Africa, 2012)

#### 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. learning experiences for responsible leadership.

ALTIS is equipped with a team of researchers and operators who have the expertise to carry out extensive research projects. Besides the deriving peer reviewed publications and conference presentations, the team of researchers is strongly oriented towards the practical outcomes of their work, thus feeding field projects, consultancy opportunities to be offered to companies or to the educational division.

At the same time, many researches derive from and are strictly interlaced with the various initiatives and projects that ALTIS supports both in developing countries and locally.

Often research projects are commissioned by public, private and non profit bodies and agencies, or are carried out in close collaboration with them.

As for the specific themes, ALTIS has recently been focussing on the following areas:

- Entrepreneurship in developing or emerging countries and in Italy.
- Social entrepreneurship
- Microfinance and micro-insurance
- Social impact bonds
- Sustainability reporting for profit and non profit organizations
- CSR
- Environmental sustainability
- Work-life balance
- Welfare (ie employees benefits) policies of companies
- SROI

Moreover, numerous researches are produced by the SMEs and Public Administration divisions.



## 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.

### CSR MANAGER NETWORK

The fifth principle is fully implemented at ALTIS at the national level through the CSR Manager Network Italia. The network has been founded by ALTIS' Director seven years ago in collaborations with Italian institutions and research centers in order to adequately support top management in facing their social and environmental responsibilities.

The **CSR Manager Network Italia** gathers managers and professionals who work in companies of any size and are responsible for CSR, either full-time or part-time. Its two main objectives are:



- To create a community in which managers can analytically compare their own experiences, identify ways for improvement and innovation, and learn about the latest managerial trends in Italy and abroad;
- To promote a lobby of representation, towards the world of politics, business and union associations and not-for-profit organisations, and which is able to take part in national and international debates.

All CSR Network' members are invited to participate in five open workshops every year and have private access to an ongoing on line forum on the themes of CSR, through which they can exchange information, ask for suggestions, reach the CSR scientific committee for advice and guidance on matters of social responsibility for an annual fee of 1000\$.

### ALTIS CONSULTING

Established in 2011, this division of ALTIS has the aim to offer services to enhance companies' competitiveness, income and profits, applying the tools of social and environmental sustainability.

Addressing to enterprises, non profit organizations and Public Administration, ALTIS Consulting's services cover the areas of

- Strategy and corporate development
- Sustainability and CSR
- Work-life balance and employees-benefits
- Responsible supply chain
- Innovative financial tools
- Customers' behavior analysis
- SROI measurement and sustainability reporting

### THE WINNING TRIP

Gathering the spontaneous input of the Alumni network of the Executive Master for small and medium Enterprises, ALTIS is supporting "The wining trip", an initiative that aims at building a voluntary-based tutorship program, carried out by the Alumni of the Italian master's program, in favor of the students-entrepreneurs currently attending the MBA Global Business and Sustainability in Nairobi, Kenya.

Final scope of the initiative is to share the experience of established Italian small and medium entrepreneurs, partner with local entrepreneurs and, possibly, to continue the relationships even after the tutorship period.

This program is meant to be on a voluntary basis but can have also outcomes on a business level.

## Principle 6

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

ALTIS' mission is by definition open, and the above described metaphor of the bridge implies that almost all actions and projects are carried out in a multi-stakeholder environment.

## Initiatives

To provide some examples, below some of the ALTIS' projects aimed at fostering a full participatory approach toward a sustainable global economy.

### PREMIO FAMILIALAVORO (WORKLIFE BALANCE AWARD):



The WorkLife Balance Award is a competition which showcases the best experiences and most interesting projects centred around work-life balance developed by companies, public administrations and non-profit organizations.

The concept includes all the policies and initiatives of personnel management, work organization, company and inter-company welfare, links and relationships with the policies of regional welfare, launched by the above-mentioned bodies, and intended to improve the company environment and to encourage the correct balance between personal, work and family commitments of employees and collaborators.

Since 2008 the award is organized by ALTIS under the mandate and with the endorsement of the Lombardy Region Government. The competition implies the following:

- Involving organizations in an in-depth informative campaign on this subject.
- Supporting them in a process of growth towards greater awareness and advanced policies.
- Incentivizing work-family integration policies and practices.

Initially limited to companies and public agencies of the Lombardy Region, since the 2012 edition, applications have been extended to the whole Italian territory and special awards are reserved to initiatives coming from all continents.

In the 2012 edition, 156 applications were received (among which 64 non Italian) from 34 countries. Awarded were projects from Uganda, USA, Hong Kong, Spain, together with Italy-based multinationals, SMEs and Public Agencies.

### GLOBAL SOCIAL VENTURE COMPETITION



The Global Social Venture Competition (GSVC) is an international Business Plans competition launched ten years ago by Haas School of Business, UC Berkeley. It is aimed at fostering the start-up and development of new economically viable and socially valuable entrepreneurial initiatives. ALTIS, as of 2008, is the outreach partner for Italy and is now spreading the competition among its international Alumni.



**Ephraim, MBA graduate in 2010,**  
one of the winners of the  
Italian GSVC in 2011

## Other activities:

- **Network:** ALTIS has therefore established partnerships in Italy and abroad with Associations and Agencies, Financial Institutions and Banks, Public Administrations, Foundations, NGOs, Non for Profit Organizations, Multinational Corporations, Companies and Enterprises, Research Centers, Press Agencies and Media, along with several universities. Many of them are directly involved in the deployment of the School's projects.
- **Media:** A particular attention is paid to establish fruitful relationships with media: on the one hand, through collaborations and periodic publications on sector magazines and, on the other hand, through a positive and effective work of media relations. A wide press coverage of ALTIS activities can be consulted at: <http://altis.unicatt.it/altis-rassegna-stampa-rassegna-stampa-2013>
- **Events:** Eventually, several events, presentations, open seminars are organized.



Mr Giovanni Perissinotto, former CEO of Generali Assicurazioni, the largest Italian insurance group, presenting the Microinsurance project carried out with ALTIS in India – Feb 2012



Kenyan Ambassador J.W. Gaita presenting business opportunities for Italian Entrepreneurs in Kenya – Oct 2012



ALTIS hosting an event of Microventures- one of the partner NGOs with which the School cooperates. ,Apr 2012



# The future

Looking to the future ALTIS main targets are the following:

- Consolidation and expansion of the E4Impact Project, extending the MBAs to other African countries, on top of the MBAs already planned in Kenya, Ghana and Sierra Leone.
- Shift of the focus of the currently running MBA Global Business and Sustainability (Milan edition) towards entrepreneurship.

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