



Amsterdam Business School

Sharing Information on Progress Report 2015-2016



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University of Amsterdam Business School

at a glance

- ❖ A research-based business school with a focus on corporate responsibility
- ❖ Highly internationalised (46% non-Dutch faculty, over 28 different nationalities)
- ❖ Embedded in a broad-based research-driven university with a strong international reputation
- ❖ A strong portfolio of pre-experience and post-experience master programmes

mission

- ❖ Fostering independent minds, excellently prepared for the future

The mission of the ABS is to offer an inspiring, international learning community to study business and management, where both staff and students can develop their capacities to optimum effect. ABS strives to conduct high-quality academic research on innovative and socially relevant themes, and to offer research-based teaching that meets the highest international standards. ABS is committed to advancing the understanding of business and its role in society, and to leverage synergies between the School and business and societal actors, with particular attention to those based in Amsterdam and surrounding areas.

values

- ❖ Excellence
- ❖ Critical thinking
- ❖ Social engagement
- ❖ Entrepreneurial

A word from the Dean

The University of Amsterdam Business School (ABS) has a long standing research tradition in the areas of corporate social responsibility, corporate governance and sustainable management. Further developing the adoption process of the Principles of Responsible Management Education neatly fitted in with ABS overall strategy.

In the past two years ABS has again witnessed a growth in both student numbers and faculty and has initiated several new initiatives, such as the development of a new Research Master Business in Society, an MBA in Big Data/Business Analytics (both started in September 1, 2015) and the start of two new academic sections (Entrepreneurship & Innovation and Operations Management, both as off January 1, 2014). ABS is dedicated to make further steps and will remain committed to furthering responsible management education and corporate responsibility as a whole.

Marc Salomon, Dean University of Amsterdam Business School



Preface

In this report we discuss our activities and approach towards corporate responsibility (CR), which is the term adopted to refer to corporate governance, sustainable development, society, the natural environment, and social/ethical/integrity aspects as a whole, in the past two years. We will briefly outline what we have done, indicate some activities in progress, and point at aspects that are less opportune for ABS as such, given the limitations and peculiarities of the organisation (the university) and the societal context in which we operate (e.g. the fact that some policies are formulated at the national/university level, and that philanthropic/community traditions in the Netherlands differ from those in some other countries).

Many policies have remained unchanged and activities are ongoing and we therefore refer to the previous SIP report (2014) and in the current SIP only focus on new developments.

Overall, our principal contributions to society are mainly achieved through our research and teaching, and our students, and, to a lesser extent, via community outreach, which is also a reflection of our society, where this is less prevalent than in some other countries. It is also a deliberate decision, however, as we know from research undertaken by our own faculty that impact is highest if organisations relate CR to their core activities, and aim at integration. Otherwise, it very easily ends up being a rather isolated, one-off philanthropic effort, likely to be cut down or stopped altogether when interest wanes for one reason or another, as there is no linkage with the organisation's key foci, and thus no internal stakeholder interest and support. In addition, evidence shows that CR policies should fit the societal context, and should be implemented at the level of the organisation that has the means and authority to do so. These considerations have shaped our approach to CR.

Assessment of outcomes

In this section, we present a short assessment of perspectives and plans from our previous report.

Principle 2: Values

- ❖ All new faculty will receive the Netherlands Code of Conduct for Scientific Practice: Principles of good scientific teaching and research in hard copy with their letter of employment. [implemented]
- ❖ Further development and communication of ethical/CR guidelines for students. [website has been updated, other actions to be implemented].

Principle 3: Method

- ❖ We aim to more thoroughly inform our students of our initiatives in research and teaching regarding CR. [to be implemented].
- ❖ The Business Ethics course will be part of the core curriculum of the MSc Business Studies. [implemented, but later changed, see report below].
- ❖ The MSc Business Studies will have a dedicated entry on the ability to cope with ethical dilemmas in its final qualifications (of characteristics and skills). [implemented].
- ❖ We are exploring the possibilities for an additional course on social entrepreneurship and a research master focused on business in society. [both started].

Principle 4: Research

- ❖ We continue to further develop our Corporate Governance research priority area, which is guided by our top CR researchers. [continued].
- ❖ Given the focus of ABS and its research portfolio, CR will be strengthened with our on-going recruitment in accounting, finance, HRM/OB, international business, marketing and strategy. [implemented, see the final section on Faculty & Researchers].

Principle 5: Partnership

- ❖ In a recent questionnaire sent out to all external teachers and adjunct faculty affiliated with ABS, we have asked them about their involvement in management education initiatives related to CSR, ethics and sustainability, their general contributions to society regarding these areas, as well as their views on future cooperation with ABS. We intend to use these links to explore future possibilities of cooperation with these individuals and their organisations. [to be implemented].

Principle 6: Dialogue

- ❖ Continuation of the Room for Discussion including attention to CR and related topics. [this highly successful programme continued].
- ❖ Continuation of other types of dialogues. [at an individual level various researchers continued multiple dialogues].
- ❖ Contribution to the 2013 GRI conference as academic partner. [implemented].

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.

Overview

The approach to develop critical thinking on the part of students so as to prepare them well for their role in a changing society, and be prepared for future developments in business and organisations as well, is central to the approach to teaching, research and development by the University of Amsterdam (UvA), in which ABS is embedded, as a whole. It is also key to ABS, as indicated in the preceding pages already. In subsequent pages we will give further information on the various ways in which CR is integrated in our areas of activity, and how we aim to develop that further.

Achievements/Activities

- ❖ Sustainable value is at the core of the new [Research Master Business in Society](#)
- ❖ Also in the new Big Data MBA we have made sure to embed the purpose and give attention to "21st century skills' - the skills required to become successful in this age: entrepreneurship / entrepreneurial attitude, flexibility, teamwork, communication skills and ethics."
- ❖ Specific new relevant courses are listed under the third principle.
- ❖ As subsequent sections will illustrate, the trend in appointing tenure-track and permanent [faculty](#) members at different levels in various sections who have corporate responsibility as their core expertise or area of interest, has continued. This has impact on values and methods, as well as research, teaching, and our partnership and dialogue activities.

Future perspectives

- ❖ Develop a school-wide strategy for implementing the principles in all existing programmes

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.

Overview

As outflow of our embeddedness of CR in our core values, CR is an area that is also clearly included in our teaching, whether it is via dedicated courses, or perhaps more notably – and preferably – also via non-CR specific courses, as it is integration that we are aiming for. Courses are very often being taught by faculty with an interest in CR, and hence include examples and cases concerning CR, and such topics are suggested for students' papers and theses). This is how CR has been reaching our students; it is consistent with the more recent commitment in the University's Educational Vision to make sustainability an increasingly self-evident part of curricula. In the past years our Master programmes as well as the Bachelor programmes in which we teach have been restructured and revised in view of a (university-wide) change in the semester/block set-up which started in the academic year 2010/2011. In the revised programmes, we have also realised greater visibility for CR.

Achievements/Activities

- ❖ All new faculty now receive the Netherlands Code of Conduct for Scientific Practice: Principles of good scientific teaching and research in hard copy with their letter of employment.
- ❖ Our [website](#) has been updated to include all information on ethics and sustainability as well as links to university policies.

Future perspectives

- ❖ University initiative to explore whether to establish a data governance centre on ethics and sustainability issues regarding big data
- ❖ Further development and communication of ethical/CR guidelines for students.

Principle 3: Method

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

Overview

As already explained under section 2, ABS has specialized courses on CR and the theme is present in several other courses, with CR cases and examples being included where possible. These courses are highly popular, both at BSc, MSc and MBA levels. Furthermore, in our largest and most successful full-time programme, the MSc in Business Administration, we have chosen to no longer make course on Business Ethics mandatory, but instead have asked all track coordinators to embed CR/ethics in all core courses. As explained in section 4, we actively encourage further knowledge development in CR through PhD trajectories and other CR research projects.

Achievements/Activities

- ❖ The MSc Business Administration has introduced a dedicated entry on the ability to cope with ethical dilemmas in its final qualifications (of characteristics and skills).
- ❖ Introduction of new courses with specific content in the MSc Business Administration
 - Business Strategy & Sustainability
 - Sustainable Business Models
 - International Business & Sustainable Development
- ❖ Introduction of a new course at the very beginning of the MBA programme:
 - Ethics, Responsibility and Sustainability
- ❖ Starting in the academic year 2014-2015 we have introduced an honours course on Social Entrepreneurship, linking our expertise on entrepreneurship with our dedication to CSR. This course is coordinated by our Leadership & Management section and is given in cooperation with the Amsterdam Centre for Entrepreneurship.

Future perspectives

- ❖ We aim to more thoroughly inform our students of our initiatives in research and teaching regarding CR.

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.

Overview

Corporate responsibility (environment/sustainability, social and ethical issues, corporate governance) has been an area of specific interest at ABS for some time and falls neatly under the corporate governance research priority area. It is a specific expertise of researchers who are also embedded in their disciplinary areas and, for others, it is one of the topics of interest within a wider portfolio. Overall, we have a significant number of core faculty members and PhD students whose research is fully focused on CR, while many others have a vivid interest in aspects of it.

Achievements/Activities

- ❖ New hires with research related to our Corporate Governance Research Priority Area include: dr. Michelle Westermann-Behaylo (International Strategy & Marketing section), Francesca Ciulli, MSc (International Strategy & Marketing section), dr. Vladimir Vladimirov (Finance section), Daniel Wäger (International Strategy & Marketing section), dr. Rafael Almeida da Matta (Finance section), dr. Annebel de Hoogh (L&M section), dr. Torsten Jochem (Finance section), dr. Tomislav Ladika (Finance section), dr. Pushpika Vishwanathan (International Strategy & Marketing section), dr. Frauke Mattison International Strategy & Marketing section).
- ❖ New PhD students include: Jort ten Berg (*Risk Management as Social and Institutional Practice*, supervisor: prof.dr. Brendan O'Dwyer), Binqi Tang (*The Influence of Executives' Cognition on Corporate Social Responsibility*, supervisors: prof.dr. Ans Kolk and prof.dr. Alan Muller), Khadija van der Straaten (*International trade and domestic inequality: A combined macro, meso and micro level approach*, supervisors: prof.dr. Ans Kolk, dr. Fabienne Fortanier).
- ❖ Also in other parts of the [UvA sustainability](#) is a key topic
- ❖ Sustainable World and Human Health have also been selected as two of the seven key themes of UvA
- ❖ ABS is conducting research on integrity and ethics within projects and project management in collaboration with IPMA-NL, the industry association for project management. What role do managers play in promoting ethical behaviour? Which organisational factors contribute to ethical behaviour? UvA managers are invited to participate in the project.

Future perspectives

- ❖ We continue to further develop our [Corporate Governance research priority area](#), which is guided by our top CR researchers:

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.

Overview

There is a large body of knowledge and much research activity, with consequently a substantial network of companies and other stakeholders connected to the CR researchers at ABS, as much of the empirical research takes place at or with the corporate world to begin with.

Achievements/Activities

- ❖ Via our students we interact with companies and other stakeholders, and contribute to society more broadly as well. Many students undertake CR-oriented Master's theses within companies investigating CR issues ranging from reporting and management systems to strategy and marketing, covering activities in developing, emerging and also developed countries.
- ❖ Interaction also takes place by inviting speakers from business, government or societal organisations for classes, often in combination with targeted assignments.
- ❖ Research output finds its way into managerial (refereed) outlets, both internationally and nationally. Professors are also invited to speak at companies and professional services firms as a way of sharing knowledge. In this way, contacts are established, which sometimes result in projects, internships or other forms of research cooperation and exchange.
- ❖ We have started in 2016 to help IT DEL in North-Sumatra to develop their business curriculum and prepare selected students for the MSc Business Administration. In 2016 this included sending 4 lecturers to Indonesia to teach, interact with their faculty and discuss how this collaboration can be further improved.

Future perspectives

- ❖ In a recent questionnaire sent out to all external teachers and adjunct faculty affiliated with ABS, we have asked them about their involvement in management education initiatives related to CSR, ethics and sustainability, their general contributions to society regarding these areas, as well as their views on future cooperation with ABS. We intend to use these links to explore future possibilities of cooperation with these individuals and their organisations.

Principle 6: Dialogue

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

Overview

There have been various ways in which dialogues with and among various groups in society on CR have been opened and maintained. A prominent initiative in the national context has been the so-called Room for Discussion, a bi-weekly debate on various topics with academics, politicians, policy-makers, (top) managers and civil society representatives. Many staff members have also been active in national and international meetings to engage in in-depth conversations with academic and particularly non-academic audiences as well.

Achievements/Activities

- ❖ Continuing of the successful 'Room for Discussion' to provide students and the wider public insight from academics and high ranking business and political leaders concerning the credit crisis. In these sessions, key academics and also senior representatives from government, business and other interest groups are interviewed and have the opportunity to express and debate their views. Quite a number of ABS faculty have participated in these series and Corporate Responsibility has been a recurring topic. Several of the sessions have attracted attention from the national media.
- ❖ ABS was sponsor of the Amsterdam Light Festival (November 2014 - January 2015). The artwork in front of the building, Waste Lights Waste World (a huge Globe powered by waste battery cells) nicely fitted with ABS's sustainable outlook. The brochure note that "the artworks along the walking route Illuminade encouraged interaction", which was especially the case for Waste Lights Waste World where visitors, the artists present, students and ABS staff met occasionally.
- ❖ ABS sponsored and hosted the Global Money Week of the Child and Youth Finance Movement in March 2015 (Global Money Week is a global celebration initiated by the Child and Youth Finance Movement, with local and regional events and activities aimed at inspire children and youth to learn about money, saving, creating livelihoods, gaining employment, becoming an entrepreneur).
- ❖ Furthermore ABS was co-organiser of the Nationale Denktank (National Think Tank, an organisation that aims to further society and solve societal problems by engaging young thinkers from different disciplines) yearly event. This year the topic was Big Data and possible solutions for current issues.
- ❖ ABS hosted and facilitated the ENACTUS international programme managers meeting in 2014 and 2015. Enactus is an international nonprofit organization dedicated to inspiring students to improve the world through entrepreneurial action. One of the objectives is to enable progress through the development of social enterprises that have a positive impact in people's lives. In addition, by connecting generations of leaders to learn from each other and then challenging students to apply what they're learning about business and entrepreneurship to solve real world problems within their own communities, students develop stronger leadership skills as well as an understanding that they can have a positive impact on society through entrepreneurial action.

Future perspectives

- ❖ Continue to contribute to new and existing dialogues.

Operations

In this section we will give some information on development within our university, as sustainability in operational management (in relation to facilities) is coordinated at the level, as well the national and institutional context.

Achievements/Activities

- ❖ The UvA Roeterseiland (Gamma) campus has been undergoing major reconstruction in the past years. All decisions on new building and renovation projects are guided by the objective of maximum sustainability in construction and use. See <http://campus.uva.nl/en/city-as-campus/sustainability/sustainability.html> These objectives are also valid for maintenance. UvA has analysed optimisation possibilities with an external bureau.
- ❖ In June 2016 solar panels have been placed on top of the ABS building. The energy will be pumped into the UvA grid. These are part of 2500 panels (4100m²) with an expected output of 578.000 kWh. These were placed by partner OVG, who attained the BREEAM classification 'outstanding', replacing the then number one titleholder for roof capacity (Embankment Place, London).
- ❖ Heating systems of Hortus Botanicus (UvA) and the museum Hermitage have been [linked](#).
- ❖ UvA has restated it aims to have a sustainable real estate portfolio and sustainable operations (UvA policy on sustainability) and will strive to implement the following
 - Annual reduction of CO₂ emissions with 3% (benchmark 2010)
 - Annual reduction of energy use in UvA building with 2% (benchmark 2005)
 - Adherence to Agentschap NL guidelines for
 - Realisation of the following at the REC campus, of which ABS is part: waterpower installation, seven join-the-pipe tap points, in cooperation with social workplace Pantar furniture waste is recycled.
- ❖ The Students for Sustainability Amsterdam (SFSA) launched several new initiatives such as
 - Developed a vision on sustainable catering, which was presented to UvA
 - Development of a Green Office within UvA/HvA
 - Campaign to free UvA investments from investments in fossil fuels

Faculty & researchers

Examples of faculty members who are active in areas related to PRME:

Jort ten Berg: PhD student writing a dissertation on Risk Management as Social and Institutional Practice.

Dr. Claudia Büngeler: assistant professor with projects on diversity and inclusion at work.

Dr. Francesca Ciulli: postdoc whose project focuses on the interaction between European multinational electric firms and institutions in addressing sustainability issues.

Dr. Georgios Georgakopoulos: Assistant professor and director of the MSc accounting & control; stakeholder engagement; sustainability accounting

Dr. Torsten Jochem: Assistant professor with an interest in governance and (local) democracy.

Prof.dr. Ans Kolk: Full professor, corporate responsibility and sustainability, especially in international business; topics include social, ethical and environmental issues, partnerships, poverty and development, codes of conduct and standards, sustainability/CSR reporting and assurance (director of the ISM research programme)

Robert Kleinknecht: PhD student on corporate governance, international business and CSR

Dr. Arno Kourula: Assistant professor, with an interest in corporate responsibility, NGOs, Base of the Pyramid, stakeholder engagement, business ethics

Dr. Frauke Mattison: assistant professor (starting early 2017), with an interest in privacy issues.

Prof.dr. Brendan O'Dwyer: Full professor, corporate and NGO auditing and accountability, non-financial reporting assurance, stakeholder engagement, professional accounting ethics and disciplinary procedures, corporate governance (director of the ACC research programme)

Sofia Pajic: PhD student with a project on refugees at work (together with Deanne den Hartog, Stefan Mol and Gábor Kismihók)

Binqi Tang: PhD student working on a thesis on The Influence of Executives' Cognition on Corporate Social Responsibility.

Dr. Mark van der Veen: Senior lecturer and director of the MSc Business Studies and Management Studies; dissertation and contract research on environmental management in strategy and marketing

Dr. Pushpika Vishwanathan: Assistant professor, interplay between strategy and ethics, with a particular focus on the topics of corporate governance, stakeholder management, corporate social responsibility (CSR) and organizational design.

Dr. Marlene Vock: Assistant professor, marketing, social alliances, consumers and CSR

Dr. Vladimir Vladimirov: Assistant professor, empirical research on bankruptcy law and indirect costs of bankruptcies.

Dr. Michelle Westermann-Behaylo: Assistant professor, stakeholder management, business and human rights, and the role of business in the peaceful resolution conflict

Dr. Daniel Wäger: Assistant professor, his research spans from theory on social movements and organizations to neo-institutional theory and research on upper echelons and covers empirical phenomena such as corporate responsibility, corporate governance and the multinational corporation.

Staff members who address ethics, responsibility and/or sustainability as one of the topics in their wider research portfolio include:

Accounting: Dr. Sanjay Bissessur (earnings management);

Finance: Prof.dr. Arnoud Boot (corporate governance & financial markets); Rafael Almeida da Matta (corporate finance), Erasmo Gambiano (governance for real estate firms); Dr. Tomislav Ladika (CEO pay, corporate governance); Enrico Perotti (corporate governance & corporate finance);

Leadership & Management: Prof.dr. Deanne den Hartog, Dr. Annebel de Hoogh (ethical leadership); Dr. Frank Belschak, Inge Wolsink, Renske van Geffen (leadership and proactive behaviour at work)

Strategy & Marketing: Dr. Flore Bridoux (stakeholder behaviour, strategy value creation); Prof.dr. Willemijn van Dolen (CSR & marketing); Dr. Sebastian Kortmann (strategy, innovation, co-creation & sustainability); Dr. Jan-Willem Stoelhorst (strategy, stakeholders and governance); Dr. Ilir Haxhi (strategy and corporate governance)

Operations Management: Merve Gündik (smart energy)