



PRME

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

**M_SM's Commitment by Principles
PRME Report 2012**

Principles for Responsible Management Education (PRME)

The mission of the Principles for Responsible Management Education (PRME) initiative is to inspire and champion responsible management education, research and thought leadership globally.



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.

Maastricht School of Management has its roots in the Institute for Management Science at the Technical University in Delft (RVB), dating back to 1952. In 1989, the school moved to the historical city of Maastricht.

Maastricht School of Management is a leading provider of management education with worldwide presence. As a key player in global education, we have more than 2000 students graduating each year in more than 20 countries, making us the largest and most international business school in the Netherlands.

MsM offers the prestigious management degree programs of Master of Business Administration (MBA), Master of Science (MSc), Executive MBA (EMBA), Global Distance MBA (GDMBA), Doctor of Business Administration (DBA) and Doctor of Philosophy (PhD). We also offer a wide range of certificate and diploma based executive programs, including tailor-made programs, for those seeking to improve their knowledge and skills in specific competence areas, such as project management, or to deepen their understanding of specific core management disciplines, such as finance or marketing. Our programs are designed to stimulate creative management thinking, transforming knowledge of management theory into effective business practice.

Most of our students are young professionals and mid-career executives from private companies, universities, governmental organizations and NGO's. Our graduates return to their respective organizations with greatly enhanced career prospects, as well as an enviable portfolio of global business contacts accessible through our international alumni network.

Our mission is to enhance the management capacity of professionals and organizations in and for emerging economies and developing countries with the objective to substantially contribute to the development of these societies.

In line with our mission, we are involved in management development research and other international projects throughout the world. Students regularly take part in our outreach programs in Bangladesh, China, Egypt, Germany, Indonesia, Jordan, Kazakhstan, Kenya, Kuwait, Macedonia, Malawi, Malaysia, Mongolia, Mozambique, Namibia, Peru, Romania, Rwanda, Saudi Arabia, Suriname, Swaziland, Tanzania, Uganda, Vietnam, Yemen, Zambia, or Zimbabwe.

Future Initiatives of MsM

- In the near future our programs will also be rolled out in India, the Czech Republic, the Fiji Islands, Poland, Malta, Azerbaijan, Oman, Poland and Chile.



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.

The values of (Global) Social Responsibility and Sustainability are integrated in the curricula as part of the management degree programs of Master of Business Administration (MBA), Executive MBA (EMBA), Executive Programs (EP), and our doctoral programs (DBA/PhD). Besides integrating (Global) Social Responsibility and Sustainability in the curricula, MsM also incorporates these values in our research activities as well as by organizing academic activities. A selection of courses, programs and activities will be given below.

ACADEMIC CURRICULA

MBA Programs

MBA curriculum as part of all its “MBA Programs” in 20 countries

The global business environment of today needs executives who can recognize global trends and respond successfully to them. The Maastricht School of Management MBA programs raises the standard of management knowledge and practice of managers and mid-career professionals through the study of management theory based on empirical research, all in a multicultural, multidisciplinary setting. Our MBA participants have the opportunity to share their expertise with fellow students and faculty members from all over the world. Thus a unique, stimulating environment is created, in which your knowledge and skills are enhanced both inside and outside the classroom. Our proximity to other major European countries and our global network of partners only adds to our attractiveness as an international management school.

MsM offers a MBA curriculum as part of all its MBA programs in 20 countries. This curriculum consists of several courses which emphasize or cover subjects in the field of (Global) Social Responsibility and Sustainability.

Examples of courses that are in the field of Corporate Responsibility and Sustainability are:

1. Leadership, Change and Responsibility. This course reflects the realities to be faced by students in the future, and their need to be better able to succeed in those realities. This has resulted in the combining of important issues – **Leadership, Change and Responsibility** – which present themselves to the manager as dimensions of complex problems. Strategy and operations are increasingly expected, both by forces outside of the organisation as well as by forces from within it, to act from a sense of responsibility. Increasingly, various elements in society call for such responsibility, while also issues have arisen which involve management in far reaching challenges, even to life itself on this planet. These are often described in terms of Ethics and Corporate Social Responsibility. This closes the circle for this course, as those challenges require leadership of a type not common in the past.

2. Business in the Global Arena. This course discusses major shifts in the global economy: globalization, the rise of the BRICs and other emerging economies, outsourcing, but also the financial crisis, the diverging income gap, climate change, and the new ways of global



governance. Which are their driving forces? Which limitations and opportunities do these transformations entail to companies and non-profit organizations in emerging markets? The course particularly investigates international institutions and governance structures that regulate markets and business practices, as well as the ways in which they change. The course also covers innovative collaborative arrangements between business, public agencies, and civil society organizations to deal with complex socio-economic issues. This course helps participants to understand the main socio-economic changes in the 21st century world, prepares them to explore the implications of these changes for national and company competitiveness, and develops their ability to design a private or public sector strategy to ward off new threats and exploit new opportunities.

The objectives of these courses are to develop the competences of the students to understand, apply and critically evaluate the corporate social responsibility within their organization and sustainable value for a business environment.

Besides the above mentioned courses, also other courses in the MBA curriculum discuss subjects as (Global) Social Responsibility or Sustainability in given assignments, cases or examples, although there focus is not in this field.

Executive MBA Program

Curriculum as part of the “Executive MBA Program” – 24 months MBA Degree Program

Success in today’s global business climate demands highly specialized global business managers. Rapid changes in economic policies and structures are constantly driving countries, organizations and individuals to search for a competitive edge. Enhanced managerial capabilities provide the foundation for creating that competitive edge. Our Executive MBA graduates return to their organizations with enhanced career prospects and the majority is quickly given new responsibilities with increased opportunities for advancement.

The MSM Executive MBA Programs are designed specifically for middle-management executives, the self-employed, and aspiring consultants in general management who have full-time job responsibilities and cannot attend classes on a full-time basis. The programs balance management theory with practical experience and research in a multicultural, multidisciplinary setting and are designed to stimulate creative management thinking and to teach the skills needed to transform management knowledge into practice.

In collaboration with the Cologne Business School (Germany), MsM will start a new Executive MBA with sustainability focus in September 2012. This intake will have a specialization part with the focus on sustainability issues for management. The focus will contain courses such as;

- Sustainability and Business Ethics
- Sustainable Supply Chain Management
- Behavioral Finance

The course Leading, Change and Responsibility (see above) is also part of the Executive MBA curriculum. This course will take place in Shanghai with Corporate Social Responsibility and Ethics as subject coverage.

Executive Education



Curriculum as part of the “Executive Programs”

MsM also offers different Executive Programs which focus on sustainable management. The Executive Programs are for executives who want to develop their management capabilities to face the challenges of today's global business community more effectively. The Maastricht School of Management Executive Programs are designed to give executives the skills they need to respond to tomorrow's management challenges today. The Executive Programs are designed to be completed within 2, 3 or 12 weeks.

Below is the portfolio of MSM Executive Programs with focus on sustainability.

1. Managing Sustainable Development (MSD) - 3 weeks certificate based program

Contribute to economic & social development. This program demonstrates how issues such as poverty, the failure of basic public services and environmental pollution can be successfully managed through a cooperative development approach transcending the traditional boundaries between the public and private sectors and within traditional social networks.

Our experts help executives explore ways to contribute to the sustainable performance of their organization and regional economy, enabling them to gain substantial insight into stakeholder management, corporate social responsibility (CSR), the “greening” of organizations, developing global value chains, and collaboration through partnerships and stakeholder dialogues. The individual action plan executives develop during the program enables them to put their new knowledge and skills into practice in their daily work.

2. Sustainable Tourism Management (STM) - 2 weeks certificate based program

Contributing to sustainable tourism development worldwide. By exchanging views with experts in the field of sustainable tourism development, our STM program provides executives with new insights into the main concepts, best practices and tools necessary to develop sustainable tourism.

We explore how tourism can contribute to local economic development, poverty alleviation and nature conservation. We demonstrate the importance of entrepreneurship, management and marketing in promoting sustainable tourism initiatives, whilst developing their ability to communicate and negotiate with the main stakeholders in the sector.

Part of the program will involve distance-learning/education. Executives are expected to work on a preparatory assignment before coming to Maastricht. Drawing on the knowledge and insights gained during the course, the executives will also work on a final assignment after the course.

3. Environmental Management – Towards a sustainable development (ME) - 12 weeks diploma based programs

The 'Green' factor. Businesses are increasingly being held accountable for their environmental impact. Through this program, we equip executives with the knowledge and tools required to manage and reduce their organization's environmental impact. By sharing experiences and through interactive learning, we enhance their understanding of environmental modeling and decision-making, environmental economics and impact assessment. We give executives an insight into the environmental technologies connected with soil, water and air pollution and deepen their awareness of the various facets of management for sustainable development, including Corporate Social Responsibility, Good Governance and Eco-Tourism.



ACADEMIC ACTIVITIES

Activities in the field of Corporate Responsibility and Sustainability (Location, Maastricht)

CSR Workshop

The CSR seminar is part of the full-time MBA program in Maastricht, The Netherlands and contains sessions on Responsibility with a number of organizations. The students learn the basics of CSR, corporate codes of conduct, stakeholder engagement, CSR issues and morality and the organization. During the session, several companies elaborate about their attitude and engagement to CSR within their company. The students have the possibility to gain more information about the CSR within several companies and the opportunity to ask critical questions and debate on CSR.

The objective of the CSR workshop is to develop the competences of the students to understand apply and critically evaluate various attitudes to CSR by organizations.



Research:

Mission of the Research Department

Research is an integral part of the mission of MsM. The Research Department, in collaboration with MsM Operations Department and in coordination with the Education and Projects and Consultancy Departments, steers and supports the research of Faculty and students to enable MsM to achieve its mission.

In doing so the Research Department aims to lead MsM to conduct, co-ordinate, commission, publish, apply and disseminate research that:

- *Add value* to leaders, managers and entrepreneurs; that
- *Inform* organizational learning, social responsiveness and environmental sustainability; that
- Support *policy makers* to create and maintain supportive and competitive business conditions and that
- Bridge the gap between applied research and decision-making.

Research Themes and Expertise Clusters

Only by a concentrated effort can a critical mass of scientific knowledge be built over time on which businesses, students, governments and other policy makers and decision takers can rely. Good management and good policy should be evidence-based. This requires rigorous research and continuous critical evaluation of received notions in business, development and policy making. In order to ensure that its research is concentrated, of high quality and will make the optimum impact, MsM's research is focused around two themes. This focus ensures that the best synergy can be established in co-operative research between its Faculty members; that the research of Faculty and students can be better aligned; and that Faculty can develop and maintain recognition as experts in their respective fields.

One of the two research themes that MsM will focus on is: **Food and Water in Sustainable Development**

Background and Context of Food and Water in Sustainable Development

What is sustainable development? There is now wide agreement that sustainability of development can only take place if it is both socially as well as environmentally sustainable. The concept of environmentally sustainable development was given much impetus by the Brundtland Report of 1987 that defined sustainable development as “development that meets the needs of the present generations without compromising the ability of future generations to meet their own needs”. This makes clear that sustainability is about the equitable distribution of resources – in the case of the Brundtland Report that concern was about intergenerational distribution of resources (and opportunities). Following this Report much focus was paid to the management of the environment, and later to achieving ‘green’ growth in the light of climate change, as ways of ensuring greater intergenerational equity in the distribution of natural resources.

But there is also the current distribution of resources and opportunities within and between countries and households to contend with. Here social sustainability refers to the degree to which resources and opportunities are at present equitably distributed. No economic or social system can be sustainable if it results in inequality, social exclusion, poverty and marginalization. Both social and environmental sustainability is under great pressure in the modern global economy. Rolling mass protests and civil conflict that has become a regular feature of the post



global financial crisis world – from the Arab World to Sub-Saharan Africa, to Latin America, the United States and Europe – are significant signs of a system that is not sustainable. It is not sustainable as it does not meet the needs of present generations. More than 1.4 billion people are still in extreme poverty; global income inequality is already high (the Gini-coefficient of income inequality between countries exceed 0.6) and rising; global wealth is even more unequally distributed (almost half of the richest 10 percent of adults in the world, who owes 85 percent of its wealth, lives in only two countries, the US and Japan).

Environmental sustainability is under threat due to growing resource constraints and the impacts of climate change. Here, water, food, energy and land are resources that are under pressure - as rising food prices and food insecurity has reflected. The demand for food has been projected by the FAO to increase by 50% by 2030. Almost 1.5 billion people do not have access to electricity – and the demand for energy is projected to grow by 40% by 2030. At the same time, climate change is expected to lead to declining agricultural productivity in the poorest – mostly tropical – countries, to an increase in extreme weather events, and greater migration of peoples.

Clearly, issues of Food and Water will play an important – central – role in social and environmental sustainability. This is because agriculture is the primary sector wherein significant changes in products, productivity and governance are needed. Agriculture is not only important in providing food and water, and the incomes for billions of people to acquire these and other amenities, but has an impact on mitigation of and adaption of climate change, on land and water use and the efficiency of urbanisation, an on the manufacturing and services sectors.

Research questions of Food and Water in Sustainable Development

There are several research questions and general questions that MsM's Expertise Clusters aim to answer. Both project and doctoral dissertation work are being done in this regard.

Examples of research questions are:

- How can agricultural productivity be increased in a socially and environmentally sustainable manner?
- What are the conditions under which small farmers are integrating their farming operations into global markets?

Within this research theme there are several Research Projects which focus on **Food and Water in Sustainable Development**, such as:

- Partnership Resources Centre
- Building Capacities in Agribusiness at Bogor Agricultural University
- Resource Scarcity, Natural Disasters and Business: Present and Future Challenges for Management and Entrepreneurship
- Preparing for Change - New Business Thinking in an Era of Resource Constraints, Natural Disasters and Climate Change
- Food, Water and Sustainable Development after the Global Financial Crises of 2008-2011: Perspectives on and from China

Future Initiatives of MsM

-MsM will continue to integrate values of (Global) Social Responsibility and Sustainability into the Academic Curricula and Activities.



- The Shared Value Action Learning Project: In the 2012-13 academic year we will introduce a Shared Value Action Learning Project, which will be a substitute for the thesis. The project aims to match NGOs and For-Profit-Organizations in CSR projects and seeks to test a methodology for matching NGOs and For-Profits in such a way as to make CSR projects profitable for both the NGO and the For-Profits.



Principle 3: Method

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

To enable effective learning experiences for responsible leadership, MsM provides a diversity of course materials at the MsM Information Center, such like books, cases and articles based on (Global) Social Responsibility and Sustainability.

MsM Information Center

The Information Center at MsM Maastricht contains around 17,000 books. Most journal subscriptions are available in electronic format via databases. There is also a growing collection of research papers by MsM students worldwide, as well as theses, dissertations, newspapers and dictionaries. An international thesaurus is used to classify the materials. At the beginning of 2010 the Information Center created a portal where registered staff and students can access the library catalog, databases, electronic title list and other relevant links.

Books/ Articles and Cases

At our InfoCenter/ library the students can find and borrow a diversity of textbooks, (research) articles and cases published in several (Top) journals about Leadership, Change and Responsibility, Management Leadership, Organizational Behavior, Business Ethics and CSR etc. Books, Cases and Articles (written by MsM professors) are used as course materials within the (Executive) MBA Curriculum as part of all its MBA programs in 20 countries.

A selection of course materials on Corporate Responsibility and Sustainability through the years:

- **Book:** Remme J., Jones, S., van der Heijden, B. and De Bono, S. (2008) *Leadership, Change and Responsibility*. Oxford: Meyer & Meyer;
- **Article:** Borland, Helen. 2009. "Conceptualising global strategic sustainability and corporate transformational change." *International Marketing Review* 26, no. 4/5: 554-572;
- **Article:** *A New Mindset for Corporate Sustainability – The Value of Innovation* (Grayson et al, white paper, 2008).

Teaching cases (written by MsM professors) are also used as discussion during class or as assignment for the given course.

Inter Library Loan

Inter Library Loan is a service for borrowing books and obtaining articles from other libraries through a national system or even international if necessary. The Inter Library Loan System enables students to retrieve information not present in the Information Center from other libraries.

Facilities

The ICT-platform in the Information Center is fully equipped with 50 multimedia pc's with internet access and many software applications. Scanning and printing facilities are also available. This enables effective learning experiences for all students at MsM, Maastricht.

Share experience and knowledge

Besides the available literature, our MBA participants have the opportunity to share their expertise and knowledge with fellow students and faculty members from all over the world. A



unique, stimulating environment is created, in which the knowledge and skills of our students are enhanced both inside and outside the classroom. By this way the professor and students create a learning environment that enables an effective learning experience.

Thesis Topics

Some students base their theses topic on Sustainability or (Global) Social Responsibility. Starting from 2005, all research papers written by MsM students worldwide are available in electronic format via databases.

A selection of thesis topics of a current MBA students:

- *“Challenges for developing a sustainable tourism industry in Armenia”*;
- *“Implementing Sustainability in the Meetings Industry”*;
- *“The Role of Internal Controls on Corporate Social Responsibility/Sustainability in Petrochemical Industry, Case of Royal Dutch Shell in The Netherlands”*;
- *“Strategy as it pertains to business sustainability models and creative destruction”*.

Information Center Portal

The portal gives access to the library catalogue, databases and other relevant links. Facilities that are available via the Information Center Portal are:

1. Library catalogue V-Smart

MsM has a large database accessible for all MsM participants. In this database students can find all theses of (E)MBA students and action plans of EP students starting from 2005 till recent. *The Information Center has recently installed the V-smart web-based integrated library software to simplify the management of its collection and to provide faculty and students with improved access to its resources.*

2. Databases

These databases give the students the opportunity to search for articles in Top Journals or Summaries of several books available.

- a. Business Source Complete and Regional Business News (Ebsco)
- b. Emerald Management Extra 125 (Emerald)
- c. ScienceDirect Business, Management and Accounting (Elsevier)

3. Electronic title list A-Z

The list summarizes all the available Top Journals. If for example a student knows that a certain Journal publishes specifically about Social Responsibility or Sustainability, the student can click on this Journal and look for articles published in the Journal. The Electronic title list is connected with the 3 databases mentioned above.

4. Round Table Africa Library

The goals of Round Table Africa are twofold. It aims at capacity building in the field of applied research by supporting African Doctor of Business Administration (DBA) candidates who examine particular economic sectors. Their research focuses on developing sound recommendations for enhancing business opportunities in the sectors studied (research cycle). The second goal of the program, then, is to generate momentum for sustainable business development in Southern and Eastern Africa by launching joint projects, either by focusing on investment opportunities or on policy development (implementation cycle).

Future Initiatives of MsM

-MsM will continue creating educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.



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.

Research Themes and Expertise Clusters

Only by a concentrated effort can a critical mass of scientific knowledge be built over time on which businesses, students, governments and other policy makers and decision takers can rely. Good management and good policy should be evidence-based. This requires rigorous research and continuous critical evaluation of received notions in business, development and policy making. In order to ensure that its research is concentrated, of high quality and will make the optimum impact, MsM's research is focused around two themes. This focus ensures that the best synergy can be established in co-operative research between its Faculty members; that the research of Faculty and students can be better aligned; and that Faculty can developed and maintain recognition as experts in their respective fields.

The two research themes that MsM will focus on are:

1. Food and Water in Sustainable Development

Issues of Food and Water will play an important – central – role in social and environmental sustainability. This is because agriculture is the primary sector wherein significant changes in products, productivity and governance are needed. Agriculture is not only important in providing food and water, and the incomes for billions of people to acquire these and other amenities, but has an impact on mitigation of and adaption of climate change, on land and water use and the efficiency of urbanisation, an on the manufacturing and services sectors.

Both social and environmental sustainability is under great pressure in the modern global economy. Rolling mass protests and civil conflict that has become a regular feature of the post global financial crisis world – from the Arab World to Sub-Saharan Africa, to Latin America, the United States and Europe – are significant signs of a system that is not sustainable. It is not sustainable as it does not meet the needs of present generations. More than 1.4 billion people are still in extreme poverty; global income inequality is already high (the Gini-coefficient of income inequality between countries exceed 0.6) and rising; global wealth is even more unequally distributed (almost half of the richest 10 percent of adults in the world, who owes 85 percent of its wealth, lives in only two countries, the US and Japan).

2. Business, Innovation and Governance in Developing (and Fragile) countries.

Business – particularly innovative businesses – has a vital role to play in developing and emerging economies. But business needs an appropriate environment to flourish, which in turn requires good governance. Good governance however, is endogenous, often the outcome of the activities of the businesses sector and its interaction with politics. Understanding how policies can improve businesses, the business environment and business-governance interactions requires a thorough understanding of the broad field of Private Sector Development (PrSD). Under this research theme, the promotion of private sector development in developing countries, and in particular the so-called fragile states, are studied.

PrSD is described by the OECD-DAC as cutting across many sectors and involving a wide range of public policies and institutions to promote the private sector in broad terms. Private sector



development instruments includes measures aimed at business environment reform (BER), provision of business development services (BDS), support to value chain development (VCD), training and capacity building of entrepreneurs and managers, provision of credit and improvements in economic infrastructure. These initiatives are typically provided in a manner to further advance public-private partnerships (PPPs) and/or ethical business practices in developing countries. In recent years a growing interest has also been shown in social entrepreneurship, corporate social responsibility (CSR), venture philanthropy and in aligning PrSD with 'green growth'. In these, PrSD initiatives have been trying to come to terms with the major global development challenges to sustainable development.

Within these two research themes various projects, theses and dissertations resort. Each of these themes is approached from three Expertise Clusters (ECs):

1. Entrepreneurship and Innovation Expertise Cluster

The MsM Entrepreneurship and Innovation EC has a deep knowledge and understanding of all the facets of the field of entrepreneurship, including innovation. It is particularly concerned to study the relationship between entrepreneurship and economic development, recognizing that not all entrepreneurship is good for economic development. Some entrepreneurs are unproductive, and some outright destructive. How the reward structure of society (incentives) can be shaped through institutions, and how public policies can affect productive, innovative entrepreneurship is a central objective of this ECs work.

Given the global challenges confronting the development community and the participants in MsM's programmes in their economies, in particularly the need for to attain social and environmental sustainability, and given the specifically great imperative to stabilize and develop the most fragile states, this EC is focused on understanding how food and water security can be promoted through innovative, entrepreneurial agriculture, and how the business-private sector development relationship in fragile states can best be strengthened through the promotion of governance.

Specifically, a number of questions are pursued: What works and what does not in private sector development policies? How can women's participation and entrepreneurship in the private sector be promoted? What does the nature of innovation and entrepreneurship in the 21st century mean for economic structural change, including late industrialization, urbanization and the relationship between industrialization/urbanization and agriculture/rural development? Is private sector development possible and desirable in fragile states? How should private sector development be designed and undertaken in fragile states? What are the critical success factors for private sector development in fragile states? Can private sector development support state development? How can entrepreneurship flourish within a poor institutional environment? Is there a role for institutional entrepreneurship in fragile states? How can social entrepreneurship, intrapreneurship, public entrepreneurship and Corporate Social Responsibility be harnessed for development, also in fragile states?

2. Global Value Chains and Partnerships Expertise Cluster

The Global Value Chain and Partnerships EC follows two approaches in value chain analysis. The first is bottom-up, where the EC examines initiatives to private sector development as a means to include small farms and firms in commercial markets with the aim to reduce poverty in developing countries. The second is top-down, in that the EC studies the influence of



sustainability standards adopted by multinational lead firms to improve environmental and social sustainability in their own supply chains. In both approaches, there special attention is being paid to the role of multi-stakeholder networks that support and influence value chain activities, such as banks, government agencies, and non-governmental organizations.

The Expertise Cluster is particularly interested in the potential of multi-stakeholder networks - and of its nodes or partners - to initiate institutional changes within the chain as well as in the chains' business environment so as to facilitate the built-up and improvement of value chain processes. The EC works with two groups of research questions. The first involves the *configuration of the multi-stakeholder networks*: What are the conditions for multi-stakeholder networks to effectively influence value chain activities? What are the motivations of individual organizations to participate in cross-sector networks? Which are effective approaches to bridge traditional divides between the government, business, and civil society organizations? The second concerns the changes aimed at: Which changes are required to include small farms and firms in developing countries into commercial chains? How can small farms benefit from the international sustainability standards? Which specific conditions apply to value chain development in conflict-affected areas? How can we measure effects of partnership interventions in value chains? And how do changes in the global economy, for instance the rise of China and India, influence inclusion of small farms and firms in the poorest countries?

3. High Performance Organization Expertise Cluster

A High Performance Organization (HPO) is defined as an organization that achieves financial and non-financial results that are exceedingly better than those of its peer group over a period of time of five years or more, by focusing in a disciplined way on that what really matters to the organization.

In recent decades profit and non-profit organizations across the world have been searching for the elements that facilitate continuous organizational success. Fuelled by bestsellers such as *In Search of Excellence* (Peters and Waterman) and *Good to Great* (Collins) managers have been trying various concepts to improve performance, mostly with mixed results. Recently, MsM's research, lead by Dr. André de Waal, identified the factors that determine the continuous success of what has been termed a High Performance Organization (HPO). A meta-analysis of 290 research studies into high performance initially identified 189 characteristics of a HPO. These were subsequently tested in a worldwide questionnaire, resulting in 35 characteristics (grouped in five factors) that influence whether a organization is and remains a HPO. The resulting HPO Framework has been applied numerous times in the past five years, at individual organizations and in industry sectors worldwide. Recently, a review of these applications has shown that applying the HPO Framework indeed helps organizations to achieve higher performance.

Since this initial study in 2007 further research has concentrated on the following aspects of an HPO: (i) 'best ideas' of how organizations achieve high performance, (ii) sector studies, in which organizations in a specific sector are compared on their HPO scores and financial and non-financial performance, (iii) organizational studies, in which units of one organization are compared on their HPO scores and financial and non-financial performance, (iv) organizational studies, in which the development of an organization through the years during an HPO transition is followed.

This ongoing research is focused on developed as well as developing and emerging economies. A



particular focus of the expertise cluster for the coming years is put on the following three research topics:

1. How organizations in the food and water industries can become more effective, especially where they are involved in agriculture in developing countries, and thereby become high performance organizations (HPOs).
2. How universities in developing countries can become high performance universities (HPUs), and thereby support the countries they operate in to achieve a higher standard of education and living.
3. How organizations in a value chain can start better cooperating and thereby create high performance partnerships (HPPs).
4. The kind of leadership, management and employees in HPOs in developing countries need, i.e. what are the characteristics of high performance managers (HPMs) and high performance employees (HPEs).

The expertise cluster is also concerned to assist organizations to be performing better in terms of being entrepreneurial and innovativeness, and to assist in its research in understanding how public organizations in developing and emerging economies can become and remain HPOs.

Future Initiatives of MsM

MsM will continue investing in its research operations and expanding the clusters, and has earmarked a separate investment budget over the next two years to do so.



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.

MsM Outreach Programs

These are joint programs designed by Maastricht School of Management out of a constant aspiration to share our internationally accredited programs, multidisciplinary teaching methodology and flexible programs with partners all over the world.

In our ongoing efforts to make high-quality management education accessible to as many individuals as possible, we offer our MBA management training programs in localized regions throughout the world. The design of the MBA programs abroad enables participants to combine regular employment with MBA studies. To increase the value of these programs, we aim to give them region-specific characteristics.

A selection of our partner institutions:

***Asia**

- Nanjing University (NJU) in China
- School of Industrial Management (SIM) at HCMC at HCMC University of Technology in Vietnam

***Latin America**

- CENTRUM Pontificia Universidad Católica Del Perú in Peru
- FHR Lim A Po Institute for Social Studies in Suriname

***Middle East/ Arab Region**

- Kuwait Maastricht Business School (KMBS) in Kuwait
- Sana'a University - Center for Business Administration (SU-CBA) in Yemen

***Africa**

- Regional Information Technology Institute (RITI) in Egypt
- Regent University College of Science and Technology (RUCST) in Ghana

***Europe**

- Cologne Business School (CBS) in Germany
- MSM Romania

The similar program structure and content of the MBA Programs abroad are very similar to those of the MBA programs offered in Maastricht and also consist of several courses which emphasize or cover subjects in the field of (Global) Social Responsibility and Sustainability. They have proven to be very popular among self-sponsored individuals who need to maintain regular employment to finance their management training. Our MBA programs abroad are slower paced than the full-time MBA programs in Maastricht, lasting 18 - 24 months. This flexibility enables classes to be scheduled after working hours and during weekends. On successful completion of the program, the relevant MBA degree is awarded. Some degrees may be joint MBA degrees



from MSM and its local partner institute, otherwise MSM awards its own degree. In total MsM offers in 20 different countries a MBA program.

Collaboration between Maastricht School of Management (Netherlands) and the Cologne Business School (Germany)

As already explained in Principle 2 Values, MsM will start in collaboration with the Cologne Business School (Germany) a new Executive MBA in September 2012. This new intake is introduced to jointly extend our knowledge on sustainability issues for management.

MSM Tailor-made Training/ Programs

MSM designs Tailor-made programs to help organization successfully deal with today's global market challenges. Our 'tailor-made' programs are tailored to the specific organizational needs, making them the perfect tool to strengthen managers' leadership skills and overcome any strategic or management gaps in an organization. Below an example is given of a tailor-made program.

Three-month training program for Baosteel Group

In September, senior managers from various companies/departments of Baosteel Group will start with a tailor made program of Business Administration and Management in Maastricht.

The participants

The 8 managers coming from various companies and departments of Baosteel Group, age from 28 to 41, work experiences vary from 4 to 15 years. All possess Bachelor Degrees (mostly in Engineering), some obtained already a Master Degree. Each has indicated specific area of interests for training.

Program duration and timing

Baosteel requested for a three-month training for 8 of its senior managers. Due to the work commitments of these managers, timing for the training program is limited from September to December 2012.

The three-month program consists of four parts: MBA modules, special modules, seminars and self study and research. They will join the internationally composed MBA cohort for these modules. This provides them with a unique opportunity to work with people from 20-30 different countries in a multicultural environment. The participants will take 3 MBA Foundation modules and 1 Core module. To cater the specific training needs of the participants, additionally MsM offers 3 special modules to the group:

- Marketing Management
- International Business
- Global Corporate Strategy

During these modules, participants will have the opportunity to discuss issues of their specific concerns with professors and practitioners in the respective fields.

Seminars

During the program, the participants will attend a seminar on High Performance Organizations and will receive the latest publication. Participants are also encouraged to attend guest lecturers throughout their study at MSM.

Self study and research

Sufficient amount of time is reserved in between modules for self study and research, enabling participants to digest and absorb the new knowledge they acquired through lectures.

Alumni Refresher Courses

Maastricht School of Management (MSM) organizes short 2 week Refresher Courses for its Alumni in their home countries or in the region. The Netherlands Fellowship Program (NFP) funds these courses.

The aim of the Refresher Courses is to prolong the effectiveness of earlier training. Refresher Courses also enable Alumni to renew contacts and expand their network. Refresher courses target Alumni who completed NFP-funded training or education at least two years before the planned starting date of the Refresher Course.

Selection of past Refresher Courses

1. CSR: Living up to international quality standards

Maastricht School of Management and the MSM Alumni Association – Vietnam Chapter (VNAC) organized together a Refresher Course on Corporate Social Responsibility (CSR), titled CSR: Living up to international quality standards. The course was scheduled for October 23 - November 3, 2011 and has taken place in Ho Chi Minh City.

The primary objective of this program is to enhance participant's understanding of the driving forces behind CSR in industries and firms, of the range of CSR strategies companies may adopt, and of the challenges companies face and the benefits they gain in following this CSR strategy. The interactive course included (guest) lectures, films, company visits, practical individual and group assignments, games, and discussions so as to offer a unique learning and networking experience. It allowed participants to better identify and manage the CSR requirements of both local and international stakeholders for their organizations.

2. Achieving Sustainable Business Results through Training

Maastricht School of Management and the Netherlands Alumni Association of Nepal (NAAN) organized a Refresher Course on 'Achieving Sustainable Business Results through Training'. The course was scheduled for May 15 – 26, 2011 and has taken place in Kathmandu.

The main objective of this Refresher Course was to maximize impact of training provided by participants for their organization. This course emphasized using training as a strategic tool so that sustainable business results are achieved. The Refresher Course discussed the different phases of the training process, with a focus on proper needs assessment before going into the phase training design and training delivery.

3. Performance Management and CSR towards Sustainable Development Ecuador, Spring 2008

The Netherlands Alumni Association of Ecuador and Maastricht School of Management organized a course on Performance Management, Good Governance and Corporate Social Responsibility towards Sustainable Development, in Guayaquil and Arashá, Ecuador. The twenty selected participants came from Ecuador, Bolivia, Colombia, and Peru.



This was the first major event executed by NAAE in its two years of existence and was taught by the Dutch experts Prof. André de Waal and Prof. Guido Heijdra, both from MSM. During the course, the participants received guest lectures by representatives of Amanco-Plastigama, Floralp and Diners Club, highly respected Ecuadorian private companies related to the issues of the course.

Future Initiatives of MsM

-Further cooperation with Cologne Business School in Germany.

-Start up of a new MBA Program in Czech Republic in collaboration with CMC Graduate School of Business in October 2012.

-Executive Programs abroad. In addition to our high-quality management degree programs, MSM also offers a wide selection of short certificate and diploma-based executive programs, as well as tailor-made programs. Whilst these programs have mostly taken place in Maastricht, we are increasingly being approached by partner organizations seeking to implement these programs in other countries. As an international organization, we are experienced in working with partner organizations on a flexible, mutually beneficial basis on the design and delivery of management and executive training. Such training can be based on our existing portfolio of open executive programs, or can be tailor-made. In the future MsM wants to implement several Executive Programs abroad in collaboration with Outreach Partners.



Principle 6: Dialogue

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

To enable a dialogue between students, professors, government, business etc., MSM organizes several guest lectures, seminars, events and workshops during the year elated to (Global) Social Responsibility and Sustainability.

Examples of organized events are:

- Corporate Social Responsibility Workshop (Maastricht, The Netherlands, organized every year in March)

Refer to Principle 2: Values for more information about this event.

- Maastricht Debates* on Corporate Social Responsibility (Maastricht, The Netherlands, March 9, 2012)

How does sustainability make business sense? : A Debate on making sustainability profitable. A recent global study from MIT Sloan Management Review and Boston Consulting Group showed that 31% of companies world wide say that sustainability is contributing to their profits. More and more sustainability is incorporated into business strategy. Top business experts active in the field of sustainability addressed the recent developments and trends in sustainability. The debate concluded a full day of presentations and discussions from the managers of the below mentioned companies.

The following representatives of the business community addressed the issue of sustainability in business in a public debate on ‘*How does sustainability make business sense?*’:

- Adrie Heinsbroek: Senior Advisor Sustainability, ING Groep
- Alistair Fraser: Regional Health Manager, Shell International
- Anke van Houten: Corporate Communications Officer, Imtech
- Herman Mulder: Chairman of the Board, Global Reporting Initiative
- Inka Pieter: Head of CSR & Environmental Strategy, KLM Royal Dutch Airlines
- Jan Paul van Soest: Chairman of the Advisory Board, de Groene Zaak
- Onno Schellekens: Managing Director, Investment Fund for Health in Africa
- Richard Kooloos: Director Sustainable Development, ABN Amro Bank NV
- Rudi Daelmans: Director Sustainability, Desso Group BV

**Maastricht Debates is a platform for debate and networking on issues of international cooperation, European relations, and globalization. Maastricht Debates is a joint platform of the three major knowledge institutes in Maastricht with a strong globalization and development profile: Maastricht School of Management (MsM), Maastricht University, and the European Centre for Development Policy Management (ECDPM). Each debate is organized by issue experts from within the Maastricht network. Maastricht Debates is a variety type of debating activities, encompassing presentations by (high level) personalities combined with inputs from discussants; panel discussions; interactive discussion rounds following presentations, or lectures. Where opportunities arise, Maastricht Debates tries to link up with complementary events, such*

as international conferences, exhibitions, or cultural events.

Maastricht Debate on Development (Sept. 19th, MsM)

The 2012 MsM Development Debate is about the private sector dimension of international cooperation. The dominant view in current development thinking and practice is to strengthen the role of the private sector in sustainable development and growth. The debate has moved from the responsibility of individual companies (Corporate Social Responsibility) to the leverage that businesses – whether small, medium or large – have in the countries in which they operate¹. However, can aid encourage entrepreneurship (or discourage it) and if so how can programs be improved? And, what do experiences in your country tell us about the impact of aid on entrepreneurship?

- Floriade Seminar: Sustainable Food Production: Can the world be fed in a sustainable way? (Venlo, The Netherlands, May 8, 2012)

On Tuesday May 8, during the B2B week on Sustainability ('Duurzaamheid'), MsM has provided in cooperation with FoodFirst a seminar on Sustainable Food Production: Can the world be fed in a sustainable way? In short, there seems to be no way out but, to recognize and process wicked problems and policy paradoxes into new forms, ways, and configurations of a multifaceted and multilayered global sustainable agricultural landscape.

The discussion centered on the following issues:

1. How can a growing world population be fed in a sustainable way?
2. Are fertilizers and intensive agriculture necessary to realize this aim, or are there ecological alternatives?
3. What is sustainable food production, and how can applicable standards be developed?
4. How can market parties be stimulated to produce food for 9 billion people as sustainably as possible?

- International Conference on Sustainable Business Competitiveness in Indonesian Agribusiness

(IPB, Bogor, Indonesia, June 25 – 26, 2012)

The conference is organized by IPB Bogor, Indonesia and Maastricht School of Management, the Netherlands.

Over a period of three years, Bogor Agricultural University/Institut Pertanian Bogor (IPB) and Maastricht School of Management (MsM) have been executing the multi-annual project Round Table Indonesia, www.roundtableindonesia.net. This project aimed at contributing to the improvement of a sustainable business and investment climate in the Indonesian agricultural sector, by strengthening the knowledge capacity, formulating concrete investment opportunities, and facilitating partnerships.

As a result, IPB and MsM have developed courses on sustainable business development and facilitated business projects in poultry, mangosteen, palm oil, shrimps, and tourism. All projects are based on in-depth value chain analyses, and roundtables with key stakeholders of government,

¹ SID NL Lecture Series 2012-2013, May 2012



private sector, academia, and civil society. It is the belief that linking education and applied research with business development will lead to a stronger and more sustainable Indonesian agricultural sector, being of crucial importance for the Indonesian development as a whole.

In this regard, IPB Bogor and MsM have agreed to host a two-day international conference on Sustainable Business Competitiveness in the IPB International Conference Centre Bogor, Indonesia on 25 and 26 June 2012.

The purpose of the conference was to explore inclusive business strategies in Indonesian agriculture with the aim of strengthening the competitiveness and sustainability of this key economic sector. The first day focused on challenges and issues for the government and private sector for which a wide group of experts within the public sector, business, donor agencies, knowledge institutes, and (international) civil society are invited. The second day was set-up as an academic seminar on Frontiers in Sustainable Business Competitiveness research.

-MsM Annual Research Conference 2012 (Maastricht, The Netherlands, September 4, 2012)

MANAGEMENT AND ENTREPRENEURSHIP CHALLENGES FOR SOCIAL SUSTAINABILITY. Our Youth: Conflict or Prosperity?

In emerging and developing countries, a growing share of the population is young. Many are migrating, and more and more are living in culturally diverse environments.

In advanced economies young people have been hard hit by an economic slowdown, rising state indebtedness, monetary instability, and spiraling unemployment. Promotion of entrepreneurship among the young has become a priority. How will this cohort of young leaders and entrepreneurs shape up to the challenges of global development such as energy scarcity, climate change, natural disasters, peace and security, employment creation, migration and the reach of the digital economy? Should development policies, management education and entrepreneurship promotion be done differently?

In this light, this 2nd Annual MsM Research Conference will deliberate the business and policy implications and imperatives of these demographic trends and pressures. Papers dealing with the conference topics as listed are welcomed.

Topics of papers for the Annual MsM Research Conference :

- The impacts of population growth on world prosperity
- Youth entrepreneurship, innovation, networking and public policies
- Development of management and leadership skills across the age, gender and cultural divides
- Immigration, skills, the mobility of talent: opportunities and challenges for business
- Demographic dynamics and changing consumption patterns
- Protecting children in fragile states and states in conflict
- Child and youth development
- Education and the role of policies and institutions

Future Initiatives of MsM



- Organize more Guest lectures, seminars, events and workshops on (Global) Social Responsibility and Sustainability.
- Further cooperation with Bogor Agricultural University/Institut Pertanian Bogor (IPB) and organize International Conference on Sustainable Business Competitiveness in Indonesian Agribusiness.
- Start a mentoring project in which students are mentored by top managers in the private and public sector.
- Further cooperation with Top business experts active in the field of (Global) Social Responsibility and Sustainability and organize debates on Corporate Social Responsibility