

FONDAZIONEISTUD

PRME

Principles for Responsible
Management Education

5TH REPORT ON THE COMMITMENT OF ISTUD FOUNDATION TO THE GLOBAL COMPACT PRINCIPLES

BAVENO, ITALY - 2018

LETTER FROM THE DEAN

I am very proud, as Dean and Director of ISTUD foundation, to introduce for the fifth time the PRME Report, consistently with our decision, to be one of the first Principles' subscribers.

As stated in our mission, ISTUD Foundation has always striven to help companies and individuals to grow and exploit their potential creating value for all the surrounding system, taking into particular account the principle of the stakeholders' value, based on a strict and modern combination between business and social commitment.

In spite of a difficult scenario, sometimes suggesting to abandon such an approach for going back to the idea of companies as mere promoters of shareholders' interest, we have always chosen to continue along with our history and tradition to consider a Company more than an instrument to produce profits and money, but a Community. A community of people, a community that lives inside another larger community where a fair comparison and negotiation of interests, values, resources, consensus, are powerful boosters of economic and social development.

Since the distant Eighties, Istud Foundation has been paying a lot of attention and doing investments on the European Humanistic Culture applied to the management; and this continues to deeply distinguish our approach to the executive education. We believe that learning, from qualitative and humanistic disciplines (as philosophy, history, music and literature) - beside technical subjects - helps managers to increase their attitude and orientation towards the society as a whole and to deal better with the human relations

In detail, our approach to the responsible management is a distinguishing feature of all our master courses and training programmes for graduates and executives. Our Executive Education Programmes are generally aimed at developing managerial competences, promoting and fostering systemic leadership in the daily business, supporting managers to make decisions and to get results for the company, consistently with the expectation of the society.

We know that this is a mainstream all around the world, but in Italy this assumes a stronger meaning if connected with the very sensible and tough topics for the Italian economy and society as legality and anti-bribery.

Such an approach is strongly supported not both by training initiatives and research projects, investigating the inner reasons and the growing challenges of managerial integrity and legality. Our Masters, addressed to create a bridge between young people and the work market, are deeply concerned with the topic of sustainability, social responsibility and accountability, offering a wide range of lectures and cases from different parts of the society.

Research is the flagship of our activities, boasting a wide selection of topics which includes humanities and management, legality and ethics, healthcare and well being, in particular through the recourse to narrative medicine as innovative tool for the humanization of care paths and the promotion of sustainability in national healthcare systems.

Our Institutional Projects are finally implemented with the highest degree of transparency and fairness, and all the public resources we receive from public institutions are used with the highest respect for the public interest. Therefore I want to thank all the colleagues, Clients, Partners, for sharing these ideas and principles, which represent a cornerstone of our tradition as well as a deep and heartfelt belief which will continue to steer our professional and human life.



Marella Caramazza
Director General
ISTUD Foundation



ISTUD Foundation is an independent business school that operates in Europe in the field of executive education, advanced lifelong learning and management research. As an independent high vocational education institution and centre of management research, it acts as a 'bridge' between theory and practice, between academy and the practical experience. Its mission is to consolidate and spread a management culture based on corporate sustainability, multiculturalism, professional upright and value production.

OUR HISTORY

Founded in 1970 by Assolombarda (the largest territorial association of the entire Italian entrepreneurial system) and a group of leading Italian and multinational companies (including Pirelli, Olivetti and IBM), ISTUD Foundation has always accompanied the evolution of Italian management, making an important contribution to the spread of a modern 'management culture' in our country. The first Faculty of the Business School was composed of professors from the Harvard Business School, sided by Italian professionals in management consultancy. Today, ISTUD is the only high-profile independent Italian Business School. In its 48 years of activity, more than 62,000 executive and middle management profiles and more than 2,600 graduates have attended its training programmes and Master courses, along with many professionals now operating in training and research attended ISTUD from the seventies to today. ISTUD relies on a wide network of about 150 trainers and researchers and 2 main premises: in Milan (operative centre) and in Baveno on the Maggiore Lake (didactic centre).

ISTUD Foundation relies on the support of the following members, representing primary companies in the Italian business scenario: Acque Minerali d'Italia, Angelini, Assolombarda Confindustria Milano Monza Brianza e Lodi, Chiesi Farmaceutici, Dompé, Elica, Experientia, Gaudianello, Gruppo Generali, Gruppo Sapio, Norda, Sangemini, Gruppo Sapio, S.E.A. - Società Esercizi Aeroportuali, Vitecgroup Italia.



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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

Social Responsibility has becoming in the last years a crucial issue for companies and their managers. It presses them to rethink their role and their relations with society and other stakeholders compliant with the modified role in the society that has to be played by universities and business schools.

Thanks to the know-how acquired and consolidated in recent years on this topic, ISTUD Foundation has developed an innovative approach in flanking companies with consultancy and support for development and the spread of a culture of social responsibility within their organizations and towards their stakeholders.

The experience in the field shows how the existing CSR practices at times represent the answer to external problems of adaptation, or to problems of internal integration, while it is rare to find coherent and harmonic development in both dimensions. The challenge for companies today who wish to spread a culture of social responsibility within their organisations is to ensure that the CSR practices harmoniously influence both relations outside the company in terms of strategy and communication choices, and the mechanisms and processes of inner integration such as the organisational culture and the degree of consent that the CSR receives from members of the organisation. ISTUD Foundation bases its activity on a mission and a set of values that are compliant with the modified role in the society that has to be played by universities and business schools.

OUR MISSION

To support the development of businesses and to support the development of businesses and individuals wishing to participate in a new, sustainable economic model based on the creation of value for all the stakeholders involved. ISTUD Foundation is Italy's first independent Business School and since 1970 has actively developed higher-training and research projects. ISTUD Foundation offers a prospectus of research programmes and management training courses that are immediately applicable to market realities and to the challenges currently faced by organisations.

OUR VALUES

- **Sustainability:** a systemic, ethical and viable approach.
- **Method:** scientific correctness, research and experimentation as the single path to constant growth.
- **Integrity:** attentive client interaction. We believe in open dialogue and effective listening as means to enrich shared knowledge and information.
- **Teamwork:** working together with enthusiasm and passion. Resolution and consistency are the cornerstones of our commitment.
- **Results:** achievement of results and full accountability towards clients and society alike.
- **Potential:** individual attributes and personal talent are core assets for any company. We respect individuals and their potential.



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ISTUD is organized in 3 business units (BU):

- **Business School (research, master for graduates, Eu-granted projects)**
- **Health Care and Well being Area**
- **Enterprise Solutions (intercompany and in house programmes)**

Knowledge and managerial practice are seen as a tool, a “social technology”, crucial to address and manage the growing complexity and dynamism of today’s economic and social systems.

In this context, intellectual research and innovative training actions, conducted by the four Practices, are the beating heart of ISTUD and are based on the pillars that inspired its history since 1970. In fact, since its foundation, in all its activities ISTUD has used humanistic instruments, like analogies, storytelling and ethnographic approach, maintaining a specific attention to create the conditions for a sustainable value for business and society. At the base of the various initiatives that ISTUD develops there is a constant research and innovation, in the development of a knowledge-oriented and updated approach to the most important questions that arise to the attention of managers and entrepreneurs with the aims to enlarge the managerial training approaches towards the so called “**Humanities for Management**” and the use of creativity and experience based approaches to leadership and managerial contents. This approach is applied also in the research and field-based activities, since the experience demonstrates that the narrative analysis reaches a **qualitative dimension** which none questionnaire will collect.

Accordingly to both EFMD’s inputs and Education for Sustainable Development (ESD), as one of the key elements of the 2030 Agenda for UNESCO Sustainable Development Goals, ISTUD Foundation considers management discipline as the key “social technology” to combine the implementation of strategic changes and innovation in all sectors of society with the provision of the knowledge, skills, attitudes and values necessary to achieve progress on the sustainable development challenges.

The complexity and dynamics of our social and economic system need to be addressed with a social technology that

reflects this inherent complexity and provides means to handle it in an organized and systematic way.

For this reason the business school is highly focused on few crucial priorities

1. **Creating Value by basing growth on knowledge**
2. **Empowering people in more inclusive e-societies**
3. **Creating a competitive, connected and sustainable economy**

ISTUD Foundation has developed in recent years a series of experiences, research, training activities, aimed at exploring the impact of globalisation on management practices. The aim is to encourage cultural and professional growth of the managers involved in the realisation of competitive global strategies, through the creation, increase and strengthening of the competences needed to operate in the modern international context. In this panorama the topic of the relation between **energy and sustainability** is particularly important at present, and the interest has turned to the way some factors which can contribute to eco-sustainable development while safeguarding the environment. The use, for example, of energy-saving measures in companies (in particular in the management costs of Business Equipment) can lead to a considerable reduction of consumption in the industrial sectors and therefore to the adoption of Corporate Social Responsibility policies: in fact, this is a decision relating to business and corporate strategy, which can no longer be postponed.

For some years ISTUD has been working on this topic, offering benchmarking tools for companies interested in becoming a centre of synthesis, rationalisation and constant spread of best practice in relation to the topic of energy saving. This privileged observatory has gained increasing visibility over time, allowing us to organise conventions and publish articles that highlight the critical points of this approach for the purposes of the realisation of efficient social strategies.

A further aspect deeply related to the adoption of effective CSR’s policies it regards the development of organizational models and a company culture focused on preventing and fighting bribery conducts, especially as negative effects of organised crime cells’ action in the legal markets. ISTUD



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Foundation intends to support an ethic and legal business oriented approach since it strongly believes that corruption and organised crime in emerging markets are serious concerns affecting a corporation's ability to freely compete and act. While engaging in anti-corruption strategies is an opportunity for corporations to improve their competitiveness. Encouraging such an approach ISTUD Foundation has promoted both training paths and on-field research aimed at raising awareness on the risks connected to the activities of organised crime groups in relevant economic sectors.

The collaboration with the PRME network will support ISTUD Foundation in following and effectively reaching these goals. In particular, for what concerns the possible works on business integrity, ISTUD is willing to share the experiences developed on this issue and it is open to a wider collaboration with the Anti Corruption Working Group of PRME and it gives its availability to collaborate on the development of an international observatory on business & management integrity and to create in Italy an Anti-corruption Action Center (ACAC).

FUTURE STRATEGIC ADDRESSES

All the activities at the ISTUD Foundation are based on constant research and innovation on topics relating to organisational change, socio-economic development and the professionalization of the executive class. Research is possible also thanks to the partnerships with public and private institutions interested in the results, which are transmitted to the professional and scientific community through conventions and workshops, and published in an editorial series written in cooperation with leading editors and publishers.

The activities, carried out through the direct contribution of the companies themselves in the various projects, allows us to develop up-to-the-minute know-how, specific to the problems and questions that effectively occupy companies today.

Our consolidated presence on the principle academic and professional networks, both in Italy and abroad, makes it possible to organise research activities to international

standards, in accordance with the major changes impacting the present economic system and the global competitive arena.

Among the others strategic areas of interest and research are to be mentioned:

THE SOCIAL ROLE OF COMPANIES

The question of social responsibility is producing long-lasting, profound effects on managerial attitudes that force companies to face the need to rethink their relationship with society.

This topic compels a business school like the ISTUD Foundation to examine the future of the managerial disciplines and managerial training.

Thanks to the know-how acquired and consolidated in recent years on this topic, the ISTUD Foundation has developed an innovative approach in flanking companies with consultancy and support for development and the spread of a culture of social responsibility within the organisations.

The experience in the field show how the existing CSR practices at times represent the answer to external problems of adaptation, or to problems of internal integration, while it is rare to find coherent and harmonic development in both dimensions. The challenge for companies today who wish to spread a culture of social responsibility within their organisations is:

- to ensure that the CSR practices harmoniously influence both relations outside the company and therefore the definition of the strategy and the communication choices
- the mechanisms and processes of internal integration, and in particular the organisational culture and the degree of consent that the CSR receives from members of the organisation.

DIVERSITY AND MANAGEMENT

With regard to diversity management and gender differences the ISTUD Foundation can boast lengthy experience in projects and events focused on the study and development



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of diversity. In diversity management one approach to the management of Human Resources is finalised in the creation of an inclusive working environment that encourages the expression of individual potential and uses it as a strategic lever for attaining the organisational aims. The fields of analysis and study vary from the integration of different cultures, to the difficulty in comprehension between old and new generations, the ability to attract and keep people with high profile and potential, to the management of relations between men and women and the broad topic of the work-life balance and the conciliation of private and professional life.

The management and development of the diversity of the organisations will increasingly be a crucial aspect for organisations in reaching a series of aims, including:

- reflecting the evolution of the market
- attracting and keeping personnel with high potential
- increasing the number of women managers
- limiting the cost of turnover of personnel
- creating synergies following merger & acquisition
- increasing creativity and innovation
- improving the management of expatriates.

In order to play an increasing role in building inclusive working environments, ISTUD Foundation is going to define a new partnership with a relevant organisation competent in the analysis of key issues related to the diversity management. In this perspective the grounds for a strategic collaboration between ISTUD Foundation and **Wise Growth Organisation** have been already established. Together they will propose high level training paths dealing with those main topics currently affecting cultural fit and equality in working environment.

THE GLOBAL WORLD

The corporate successes in the Italian scenario, capable of international visibility and impact, were born in historical periods marked by economic equilibrium and very different dynamics from today. Nowadays the critical factors of success from the past are not sufficient; in the present economic system it is necessary to 'think global' and not to bring to the international scale the winning elements of local business. Anyone leading a company must develop worldwide thinking,

equip themselves with managerial mindset that feeds on diversity, that knows how to manage complexity, to better lead a business with a global impact.

Whereas in the past the challenge of globalisation was faced by focusing on delocalisation and the constant competitiveness, in the current situation it is necessary to acquire a new mentality and to consider the emerging markets as an opportunity to take up.

How can these skills be developed? How can we sustain the Italian management of companies dealing with the international challenges?

It is precisely to respond to these needs that ISTUD Foundation has developed in recent years a series of experiences, research, training activities, aimed at exploring the impact of globalisation on management practices. The aim is to encourage cultural and professional growth of the managers involved in the realisation of competitive global strategies, through the creation, increase and strengthening of the competences needed to operate in the modern international contexts.

HEALTH CARE AND SOCIAL MANAGEMENT

In the field of health care today several features are emerging that will determine the direction of future development. Firstly, there is the need to find a way to blend together the skills of health specialists with a managerial approach to health care. We also find a trend towards humanizing the whole process of medical treatment, a regionalization of the Public Health Service and decentralization of decision making bodies. The expectations of the public and health organizations regarding treatment options are also evolving, while private service companies are taking their place in public health facilities and technology is impacting on the role of health professionals. There is also a constant effort to raise the quality of medical treatment, together with the recognition of the concept of health care as an expression of the optimal quality of life for both patients and workers in the health sector, and of the need for CEM – Continuing Education in Medicine - for health professionals at every level.

ISTUD focuses on projects and study programmes intended to improve the health care offered to the client/end user and for all the health care operators involved in treatments. The



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research aims to find a key to the understanding of all areas of this sector and to produce shared solutions of practical benefit to the health service system.

The ISTUD Health Service Area plans its research projects using:

- standard scientific methodology and approach (formulation of the initial hypothesis; testing of the hypothesis through analysis of relevant data)
- research tools commonly used in social science studies (interpretation of data after collection, language analysis, case studies, analogies, metaphors).

Health Service Area activities are divided into two key areas:

- The finance/management sector deals with training, and with the research into and the identification of solutions inspired by a business management approach, for the organization of health care.
- The social/medical sector deals with the typical problems arising in the process of medical care and treatment, which are unique to this field in their complexity and in the professional competencies they demand. As product of such an approach and methodology the manuscript titled “Languages of Care” represents the accurate and balanced view on Narrative Medicine in the healthcare ecosystem.

LEARNING, TRAINING SYSTEMS AND TRAINING ASSESSMENT

In line with its identity as a bridge building organization, over the years ISTUD has focused on the role of private sector businesses in this field. Relationships with the community, with the local authorities and government agencies have been reinforced through projects and initiatives intended, on the one hand, to help companies to maintain a “community presence” and develop an awareness of their social impact and, on the other, to help government bodies to “interpret” and to exploit to the full the contribution that the private business sector can offer.

This has led to the development of a “value based” perception of the business world and its relationship with the government actors with whom, increasingly, finds itself in interaction

and in dialogue. This new concept has resulted in a series of initiatives that can be combined and adapted for a wide range of purposes and situations.

As regards the “social role “ of corporations, the ISTUD Foundation is currently working on behalf of the major national and international government agencies on a detailed study of some issues that are of crucial importance to the business sector and to government. These issues include community responsibility, new technologies and innovation, in-training and knowledge within the company, diversity and diversity management, assessment. One important issue that cuts across a number of fields is “assessment”, which can refer either to the evaluation of training programmes or to the evaluation of the effectiveness of government policies.

INNOVATION AND MANAGEMENT

Italian companies are facing a crossroad: growth or apathy in a niche position. Launching innovative products that combine the physical and performance dimension of the product, with the aim of creating ‘memorable’ experiences, could be the answer. These memorable experiences encourage consumers to pay a higher price, which in turn creates fidelity and generates word of mouth, increasingly efficient marketing tools for expanding the client base rapidly and with limited investments.

The analytical and ‘reductionist’ methods do not help managers to orient themselves in the increasing complexity of the context in which companies move, linked to the emergence of the post-industrial economy. But above all they do not allow them to grasp the opportunities offered by the new technologies and new business paradigms.

The technologies with the increasing digital transformation of working environment have opened new markets and, therefore, business opportunities based on new techniques and management tools. Internet is both a technological and social innovation that has radically changed the way of living, being informed, working or buying. In this panorama, ISTUD Foundation has supported companies and individuals to correctly approach the digital challenge by offering them: blended training courses using both digital and classical approach, addressed to the company staff; workshops and seminars finalised to acquire and enforce those management



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skills strictly related to IT innovation; support the business strategy on the base of the own company's business model.

ENERGY AND SUSTAINABILITY

The topic of the relation between energy and sustainability is particularly important at present, the international scenario is marked daily by constant increases in the cost of oil. By 2050 the global demand for energy will double and it will be necessary to meet this demand while fighting the greenhouse effect. At present humanity consumes an average of 14 terawatt per second, in 2050 it will need 28 terawatt per second. The fossil fuels – oil, natural gas and coal will be sufficient to majority of the demand until the middle of the century, but not double the demand.

Interest has turned to the way some factors can contribute to eco-sustainable development while safeguarding the environment. The use, for example, of energy-saving measures in companies (in particular in the management costs of Business Equipment) can lead to a considerable reduction in consumption in the industrial sectors and therefore to the adoption of Corporate Social Responsibility policies: in fact, this is a decision relating to business and corporate strategy, which can no longer be postponed.

For some years ISTUD has been working on this topic, offering benchmarking tools for companies interested in becoming a centre of synthesis, rationalisation and constant spread of best practice in relation to the topic of energy saving. This privileged observatory has gained increasing visibility over time, allowing us to organise conventions and publish articles that highlight the criticality of this approach for the purposes of the realisation of efficacious social strategies.

LEAN THINKING

Over the last several years management theory has taken inspiration from a variety of sources, intrinsic to the humanistic culture of Europe: philosophy, history, sociology. Unfortunately little of this wealth of culture has been absorbed into management training and consultancy and, still less, into management practice.

ISTUD's approach to Lean Thinking is based on this fundamental observation. Beginning with an analysis of the reorganization methods adopted by a large number of

American, European and Japanese companies (in their efforts to gradually eliminate the waste inherent in the traditional production set up), the aim is to bring the concept of the "lean company" back to its original philosophical and cultural roots. This approach also finds its confirmation in the growing need expressed by management and corporations to find new paradigms to address, previously unknown problems. The need for new paradigms is particularly urgent for Italian companies. Given the cultural approach, and scale of Italian industry, it is not advisable for them to adopt without question management models developed in Japan or in the English speaking world, even though these models have valuable lessons to teach.

Lean Thinking has absolutely no new ideas to express: it could rather be seen as a reprise and development of earlier models of organization (total quality, process re-engineering, etc.) which have been compacted and integrated into a convincing system. The term "lean" refers to the fact that Japanese production methods streamline to the barest minimum the resources used: Human Resources, capital investment, space occupied, time etc.

The key principle of lean thinking is the continual effort to eliminate waste so as to produce more while reducing consumption of resources. In following this process we must stress that some features of Lean Thinking can, however, contribute to the professional development of all the Human Resources involved. This is because each staff member is required to contribute to the continuous process of improvement and eco-friendly practice, where the optimal use of all resources (space, materials, and waste products) helps to protect the environment. If individual companies adopt an in-house policy of efficiency and energy saving this could lead to a significant reduction in energy consumption across the whole industrial sector, a result which is absolutely consistent with the policy of Corporate Social Responsibility. It is, in effect, a choice which companies can no longer put off to the future, a key choice for Operations and, most importantly, an essential part of any company's strategy.

ISTUD offers, firstly, an analysis of the cultural and sociological background in order to understand the different contexts in which lean thinking has developed: Japan, USA, Germany and Italy. The challenge is, then, to promote the contamination of the management culture with a humanistic approach.



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PROJECT MANAGEMENT

ISTUD Foundation's experience in research and training in the area of Project Management has been consolidated from almost 20 years. As a result of our constant interest in project management during this period, we have set up a dedicated faculty and have established a continuous working relationship with the major international centres working in this area (including the PMI – Project Management Institute). Over this time we have been in constant contact with many different companies, we have set up and carried out specialized training programmes, provided consultancies, have overseen the introduction of project management into companies, published case studies. In short, we have carried out significant changes and, as a result, we have developed a comprehensive overview and vision, which is constantly updated and in line with the current developments of the general theory, methods and practice of project management. ISTUD's work with a company develops from the ground up. We start with basic training, then move on to guidance and support (also in-house) for the project leaders, to the study of project issues, to raising management awareness, until we arrive at the ultimate goal: the organization, planning and set up of the systems (which can be extremely complex) governing projects in the company - in short, the set up of a Project Management Office (PMO).

ISTUD Foundation has developed its own vision of **Project Management**, which we understand principally as a philosophy of management and organization, not merely a set of techniques and tools. This philosophy has proved to be ideal for setting up initiatives and processes of innovation and, at the same time, responding to the following needs which companies see as fundamental:

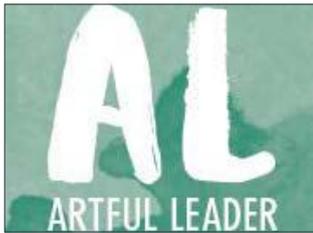
- inter-functional and inter-organizational integration;
- organizational flexibility;
- team-work orientation;
- decentralization of decision making operations;
- focus on critical problems and tasks, through correct use of planning and monitoring techniques.

As a result of this approach, ISTUD Foundation's Project Management sector has been structured into three basic areas:

- **Organization:** here we study the fundamental principles, theories and practice of project organization which will guide the choices made by management regarding the definition of the structure and context of the projects to be set up, as well as monitoring systems for these projects;
- **Relational/behavioural area:** here we study the competences of observation, interpretation and management of the relational dynamics that occur as the project develops;
- **Methodology:** here we study the definition of the aims and the context of the project, the methodology to be applied in the approach and in the work, the identification and management of the different interlocutors, the interconnection between the project and the company's project system and with other ongoing projects, and the tools and techniques of planning and management, where more general issues of quality and risk are incorporated into the strategies of project management.

This is the vision that has always informed our planning of the programmes for training and development of Project Management competences - single company and intercompany - that ISTUD Foundation has provided for our clients.

MAIN PROJECTS (2016-2018)



Artful Leadership
2015-2018

<http://www.artfulleader.eu/>



OSTESA (Organizational success through employee satisfaction)
2015-2018

<http://ostesa.eu/>



Le@d3.0 Academy
2015-2017

<http://www.eleaderacademy.eu/>



D-THINK - Design Thinking Applied to Education and Training
2015

<http://www.d-think.eu/>



SES EU - Social Entrepreneurship Support Europe
2015-2017

<http://www.ses-project.eu>



POLIS - policytemia: socio-economic, psychological and productive impacts on the family group
2016



PRESERVIAMO - care experiences and the narrative of women who undergo to a fertility preservation intervention
2016



The words of breath
2016



Patients' narrative with neuroendocrine cancer
2016



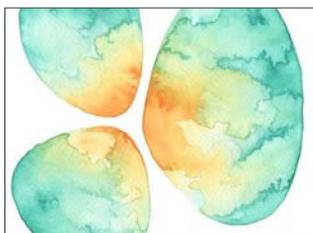
On my skin: tales of daily psoriasis
2016



SOUND - patients' narrative with serious asthma for a new effective diversification and valorisation of cares
2016



FARO - enlightening chronic obstructive pulmonary disease through patients' and caregivers' narrative
2017



OPAL - organization of the path through the care of people with diabetic macular edemas
2017



The lives of people with immune thrombocytopenia
2017



Living, assisting and treating people with metastatic prostate cancer
2017



HEALTHY - healthy tendencies in life environments
2017



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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.

This objective is strongly pursued paying a specific attention to new and future generations of leaders through consolidated master programmes and developing innovative national and international learning settings and contents for global managers.

The involvement of ISTUD Foundation in different corporate global training programmes outlines the importance of working on diversity management, business innovation and business integrity issues with a wide international approach.

For what concerns **youth and post graduates** curricula ISTUD reinforces its efforts on its consolidated Master programmes and paying attention to:

- Open them to an international scenario (with agreements with EU organizations specialized in international internships and reaching excellent results in international rating as Eduniversal ones)
- Exploit new curricula and related programmes.

Strongly believing in **educational inclusion**, ISTUD Foundation and Università Cattolica intend to contribute to promoting an **economic growth based on a multiculturalism society**: since 2017 scholarships covering all registration fees for the 1st level University Master in Human Resources and Organization have been established for young people possessing refugee status. The eligible candidates have to meet the

following requirements: Refugee status, University degree and good knowledge of Italian and English languages. The selected candidates benefit of a further contribution of around € 6,000.00 for travelling and lodging expenses covered by G. Toniolo Institute and University Centre for International Solidarity.

MASTER IN HUMAN RESOURCES AND ORGANISATION

The **Master in Human Resources and Organisation** aims at preparing young Italian and foreign professionals, capable of strategically govern all the levers for a sustainable and social responsible management of human resources (to this aim some lectures have been devoted to the topic of ethical dilemmas and legality).

The programme, which has reached its 23rd edition, it is a 1st level University Master course, organised in co-operation with the Università Cattolica del Sacro Cuore in Milan and open to students and graduates from all faculties. The Master is accredited ASFOR (the Italian Association For Management Education Development) and it gives 60 university ECTS. In 2015 it was awarded among the “Top 200 Best Masters in Human Resources Management Global Ranking” (49th in Western Europe) by the Eduniversal international ranking.

Master Specialistica
Accreditato
ASFOR

eduniversal

MASTER IN MARKETING MANAGEMENT

The **Master in Marketing Management** (21th edition) offers an educational path which aims at strengthening the connections between business sustainability, innovation and competitive advantage creation. The objective of the



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Master is to train young Italian and foreign professionals, having competencies that can be immediately and successfully used in a firm. In this frame, a particular attention is given to the comprehension of business aims, considered in the light of the need to create a sustainable value for the society as a whole. The Master is accredited ASFOR (the Italian Association For Management Education Development).



MASTER "SCIENTISTS IN THE COMPANY"

The aim of the Master is to train graduates in scientific disciplines who want to develop their careers in pharmaceutical and biomedical companies. Scientists in the company is the specialisation course on 'Business culture and organisation for companies operating in the life sciences sector' and is destined for students and graduates with first or second level degrees in scientific disciplines with a medical-biological and pharmaceutical specialisation, including graduates in medicine, engineering, biomedical physics and sciences and agricultural technologies.

The programme supplies the competencies necessary to develop individual professional skills mainly in the following areas: monitoring of clinical studies, regulatory affairs, marketing and communication, scientific information on pharmaceutical products.



OUTGOING MASTERS:

Thanks to the strong experience acquired in the youth training field, in addition to a consolidated network of national and international companies, ISTUD Business School has organised and planned three Master's Programs outgoing for next years, i.e.:

2018. MASTER IN CORPORATE LEGAL PROFESSIONALS

Is addressed to young Law graduates, and undergraduates, who have a proven interest in working in a corporate and business environment. The program combines management and legal training in order to enhance participants' employment prospects. The Master includes four months of full-time classes and six months of internship at major companies or legal consultancy firms.

2019. MASTER IN FOOD AND BEVERAGE MANAGEMENT AND MASTER IN SPORT BUSINESS MANAGEMENT

Aimed at preparing young graduates to acquire management and business skills in core national business sectors, e.g., food and its supply chains and sport business and all related industries.

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EXECUTIVE EDUCATION

Being able to deliver executive education programmes focused on CSR is one of the most important strategic addresses pursued by ISTUD Foundation. It offers inter-company and tailored education programmes to help organisations to understand stakeholders' changing expectations and the implications for business success. Workshops and seminars concerning economic sustainability are important parts of the managerial training offer. Its inter-company catalogue are focused on managers and executives of all kind of companies, from the small ones to big multinationals.

For what concerns the **executive education**, the following methodologies are to be mentioned:

EXECUTIVE TALKS AND WHAT'S NEXT



Periodic meetings with the executive community aimed at promoting a debate and a new thinking about main issues of interest to management; Great attention is given to recent socio-economic concerns and challenges and their impact in the business and business' models, with a focus for all those issues strictly related to the process of digital transformation in working environments. On this topic, last talks dealt with relationship between human beings and technological tools, how its impact in the labour market and in the job offer. By these meetings, and informal and creative discussion, ISTUD Foundation intends to promote the circulation of ideas and know-how among entrepreneurs and/or top managers.

ANALOGIES, LESSONS FOR MANAGERS

Aims: The analogies make it possible to develop by leveraging various intellectual and cognitive dimensions, beyond the technical aspects of the profession (widely consolidated) and have the aim of enriching the professional culture of the senior management.

Target: The learning model, by analogy, is particularly efficacious in the training of senior managers.

Topic: The "Analogies" are a training model that is part of the ISTUD heritage, since 1998 it has been successfully offered to companies in both inter-company and in-house format. In recent years it was possible to consolidate a significant heritage of experiences in the planning and organisation of this training model and to create professional relations with a group of lecturers, who combine solid preparation in their field with the ability to relate to the working world.



This teaching model is based on analogical thinking: a method of reasoning that operates by similitude, by apparently improbable comparisons that generate potential new perspectives. Leaving behind 'logic', which operates according to strict cause/effect relations, it connects various 'elements' (topics, themed areas...), seeking correspondences and/or diversities. It is therefore useful to open new routes, offering unusual points of view in approaching a problem.

The meetings on the 'analogy' model are based on the concept that by examining cultures, knowledge and disciplines other than those that we are accustomed to deal with in working contexts, can reveal new and different ways of seeing and dealing with management problems.

On the basis of this assumption, each meeting foresees the presence of a speaker from professional settings very different from the corporate environment. The lecture is followed by



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a dialogue between the participants, the moderator and the speaker, seeking possible analogies between the experience described and the organisational dynamics.

EXECUTIVE MASTER IN LEADERSHIP AND BUSINESS TRANSFORMATION

Aim: The program supports executives over different dimensions of managerial roles, broadening their perspective, polishing their sense of business and deepening the economic and financial dynamics of the company. Moreover participants are led in developing their ability to influence their environment and to promote change and innovation.

Target: Executives who play roles of complex responsibility in their company and want to enhance their performance.

Objectives

- To broaden an integrated and inter-functional strategic vision
- To learn cross-organisational theories and languages
- To take over a systemic understanding of the relationships between the environment and enterprises
- To grow as manager, unleashing individual potential
- To extend the professional networks

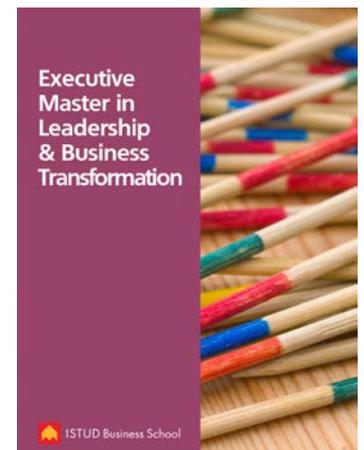
Program Structure.

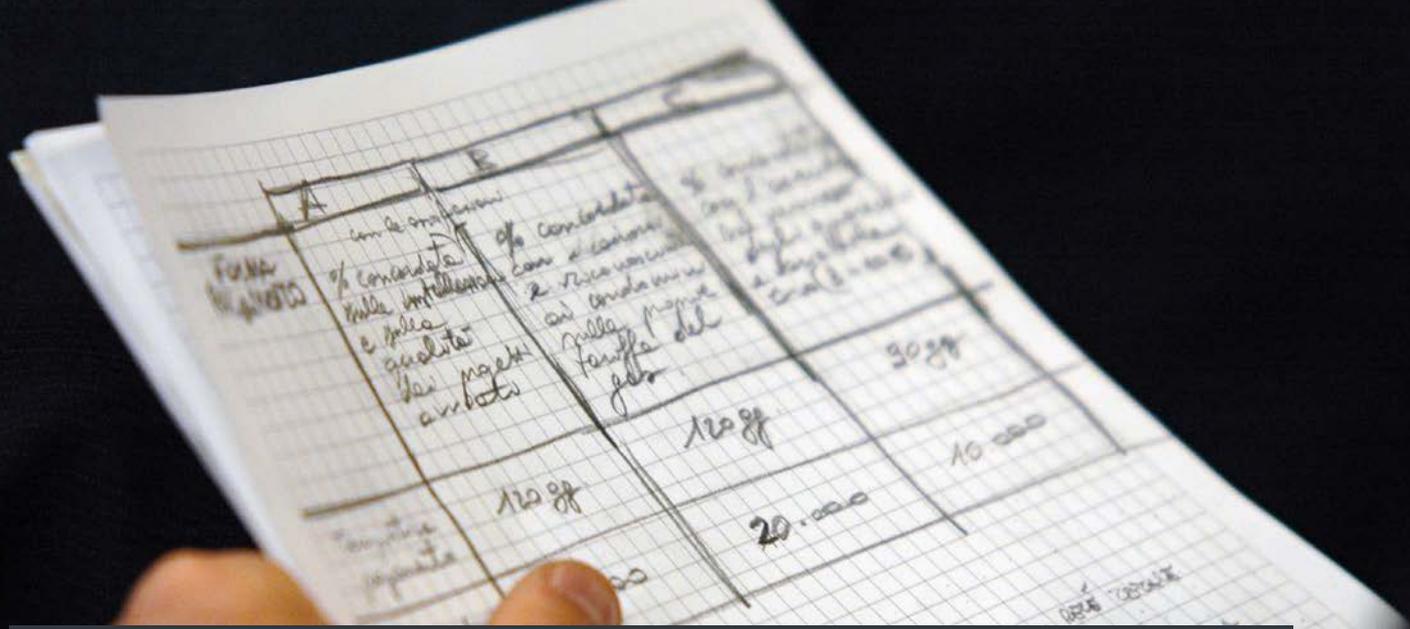
- Module 1: Value Proposition And Business Model
- Module 2: Economic And Financial Strategy And Business Numbers Monitoring
- Module 3: Innovation And Change
- Call2action: Follow-Up

The program includes three residential classroom modules (three days each over four months) and one closing day (call2action, follow-up and celebration).

Executive Master experience besides classroom

- Managerial skills online fast assessment before the program starts
- Experiential off-sites and company visits
- Guest speakers and testimonials
- Online learning in a dedicated digital environment: warm-up activities, e-learning, open educational contents (OER), exercises and case histories
- Three individual executive coaching sessions based on specific needs and professional challenges.





3

METHOD

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

ISTUD Foundation intends to be a new voice in the field of training and development for management, focusing its activities on the uniqueness and the potential of the individuals and of the organisations. Constant research and innovation are the basis for the research and training programmes proposed, with the development of cutting edge know-how directed towards problems and questions that most effectively concern responsible businesses, organisations and managers today.

Choosing ISTUD means ‘coming into contact’ with a forward-looking reality in the panorama of Italian management education, backed by almost 50 years’ experience in the managerial training and business research sectors. The proven ability to contribute to the evolution of managerial thinking, the international network, the qualified presence in companies and institutions, the high standard of the prospectus and the teaching methods, together with the quality of the lecturers, the reputation and prestige of the name, are some of the principal elements that make ISTUD an excellent choice, unique in the panorama of managerial research and training.

Taking part in an **ISTUD seminar or training course** is an extremely engaging experience, in which the participant is the protagonist of the learning process, in a stimulating setting, with the constant presence of the ISTUD professionals

throughout the course.

In the classroom the focus is on the analysis of concrete situations, the search for efficacious solutions, acceptance of responsibility, interpersonal communication, negotiation and group work. The Faculty lecturers, according to the various moments of the programme and the topics dealt with, use a vast and flexible range of teaching tools, including lectures, exercises, discussion of case studies.

Our approach is based on comparison. Comparison that arises from the dialogue with participants from various sectors and professional families and from the constant debate and discussion with the Faculty lecturers, all experts in their area of competence, with effective understanding of corporate problems deriving from previous strong experiences in management, consultancy or research.

All participants are supplied with ample theoretical documentation on the topics dealt with, a complete and up-to-date bibliography, plus exclusive ISTUD materials prepared and personalised according to the client’s specific needs.

ISTUD is continuously working on the **development of new learning settings** that can be more effective for the improvement of the quality of the learning outcomes of its training paths. There are a few interesting paths to be highlighted:

ANALOGIES, LESSONS FOR MANAGERS

ISTUD Foundation has developed an original and innovative didactic methodology for managers and entrepreneurs: the learning by analogy. Analogy is a way of reasoning for similarities, for apparently improbable comparisons generating new perspectives. It correlates different elements,

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looks for correspondences and diversities and contributes to offer unusual points of view in the approach to problems. The word analogy, from the Greek ana-logos, means “proportioned to” or “in relation with” and was widely used by the writers of literary works and parables.

Aim of this exercise is to stimulate a creative reflection that suggests a new and often different way of evaluating situations and facts which are ordinary and object of consolidated judgement. Every encounter consists in the participation of a witness coming from professional experiences which are often far from enterprise management, and following a dialogue among the participants, the moderator and the witness in search of possible analogies between the narrated experience and organisational dynamics. Among our future projects concerning innovative didactic methodologies, we intend to include in our offer an analogy on ethics and CSR issues.

In our experience, the topics and disciplines which have been exploited in order to set up the analogical framework are very numerous: e.g., history is a discipline that can help to better understand challenges and dynamic of the current times, music and art as well, can be delivered along with the execution of artistic performances. During the last years, analogies was delivered in several contexts. By participating to **European project LEAN LEarningfrom Analogies (LLP-Ldv TOI- 12- CY-1671208)** this methodology was transferred to various business schools, consulting companies and training actors in Cyprus, Poland, Romania in order to support the development of innovative educational processes for problem solving and decision making.

As a consequence of that, a relevant experience and know-how was implemented, enriching ISTUD knowledge domain. In 2016, the book “**Analogies, lessons for managers**” was published to collect all the major analogical topics delivered and discussed in the frame of in-house training sessions. The book, written by the ISTUD researcher Tommaso Limonta and edited by Lupetti (Milan, 2016), includes a brief introduction to the methodology and an overview about the current needs of executive education in the light of the social, economic and cultural changes impacting on the business strategies at global level.

THE ROLE-PLAY EXPERIENCE

As a consequence of a thinking upon the need of enriching the analogical training with interactive dynamics based on the concept of action learning and group games, ISTUD Foundation has recently developed a further tool of the traditional analogies, i.e., the analogical role-play. The essence of this proposal is to invite managers and trainees to play with history, taking on the role of historical characters or groups of people to check how they would have behaved in their place. An effective example is represented by the so called “Polar team expeditions”. Participants are, firstly, informed about the frame in which the event has taken place, and after that, included in different groups and requested to act in the role of the characters. The results and evidences of their team work are shared with the other participants in order to infer operative lessons and suggestions regarding:

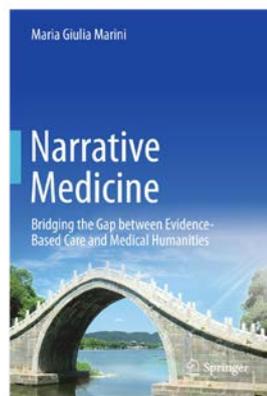
- team work dynamics
- motivation factors
- leadership attitudes
- management of complexity
- empowerment of resources
- recruitment and selection
- team management
- allocation of resources
- decision under uncertainty and stress conditions

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THE NARRATIVE MEDICINE FOR A SUSTAINABLE HEALTHCARE SYSTEM

National and International Health Care systems are filled of excellent and qualified professionals who, from their medical education, have been trained to adopt a highly technical approach. Nevertheless, recent studies reveal how the tendency to neglect the humanity of care leads to a decline in empathy among students in Medicine – as a matter of fact physicians' empathy decreases before becoming professionals.



The natural inclination to express needs resulting from living with illness is often neglected from professionals who are used to interrupt patients after 18 seconds when they start talking. However, these unexpressed needs are crucial to achieve a good quality of care and to reduce inappropriate services caused by the defensive medicine. Humanity of care does not mean only being more sympathetic and charitable with patients, but it means taking advantage from the potentialities of humanity.

Reintroducing **medical humanities** in training programs could help young future physicians, but also experienced professionals, to develop their relational competences and their attention to the humanization of care pathways.

As a matter of fact, **Narrative Medicine** points out a possible solution: researching a sense of attachment to the condition derived from illness and the consequential care pathways is a way to go out from a hostile and not valuing job climate, rediscovering and enhancing the original meaning of the medical profession. This activity requires awareness and offers the possibility to understand, through listening, the different aspects and potentialities of being human, even in situations of illness.

Narrative medicine can be defined as “what is circumscribed between the physician and the patient, from the collection of information on events before the disease, to how it has been

revealed, focusing on psychological, social and ontological implications” (Greenhalg and Hurtwitz, BMJ 1999).

Collecting stories from patients, their families, health care and social professionals brings the attention to how the person lives his/her illness and to the meaning of the care pathway, in order to carry on together with the health care team.

Physicians who are studying and experimenting narrative medicine bring a testimony of how this approach changed their clinical practice, reducing anxiety and insecurities on patients' and professionals' understanding.

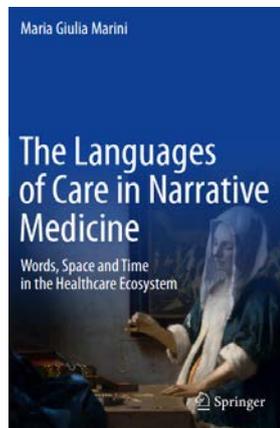
The experience of ISTUD Healthcare and Well being Area in the field of narrative medicine has been deeply described by the Healthcare Director Maria Giulia Marini, whose essay “**The Bridge. Bridging the gap between Evidence-Based Care and Medical Humanities**” (Springer) has been released in 2016. The book examines all aspects of narrative medicine and its value in ensuring that, in an age of evidence-based medicine defined by clinical trials, numbers, and probabilities, clinical science is firmly embedded in the medical humanities in order to foster the understanding of clinical cases and the delivery of excellent patient care. The medical humanities address what happens to us when we are affected by a disease and narrative medicine is an interdisciplinary approach that emphasizes the importance of patient narratives in bridging various dividers, including those between health care professionals and patients. The book covers the genesis of the medical humanities and of narrative medicine and explores all aspects of their role in improving healthcare. It describes how narrative medicine is therapeutic for the patient, enhances the patient-doctor relationship and allows the identification, via patients' stories, of the feelings and experiences that are characteristic for each disease.

Furthermore, it explains how to use narrative medicine as a real scientific tool. **Narrative Medicine** will be of value for all caregivers: physicians, nurses, healthcare managers, psychotherapists, counsellors and social workers.



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ISTUD Healthcare is going to deliver a manuscript based on its experience in the field; the book, titled “**The Languages Of Care**” by Maria Giulia Marini, shares knowledge and experiences in the field of narrative healthcare, allowing the reader to: get clear definitions of the main concepts, theories, and approaches used in Narrative Medicine; understand how narrative medicine can be effectively put into practice; integrate Evidence-Based Medicine and Narrative-Based Medicine which are the root of Narrative Healthcare; question own words, space and time when we care for the others and are cared for the others.



INTENSIVE WORKSHOP SCIENCE AND TECHNOLOGY OF NARRATIVE MEDICINE

Is an advanced course of Narrative Medicine, addressed to health care professionals with a basic knowledge in this discipline, and interested in learning more structured methodologies to be applied to:

- Narrative Research
- Education
- Clinical Practice
- Health Care Organization.

Target. The Workshop is addressed to Physicians, nurses, social-healthcare operators, psychologists, counsellors, members of patient’s associations, professionals from health care companies, healthcare trainers, philosophers, anthropologists, journalists and other experts in communication, decision makers, with a basic knowledge in Narrative Medicine and an experience of application of narrative to contexts of care.

THE MASTER IN APPLIED NARRATIVE MEDICINE

The Master is intended to be:

- **PRAGMATIC**, based on narratives from the daily clinical practice
- **APPLICATIVE**, allowing to carry on a project work applied in the own care setting, with an expert methodological support
- **INTERNATIONAL**, with direct testimonies from European and extra-European Narrative Medicine experts, and with classrooms composed by national and international participants
- **MULTIDISCIPLINARY**, since through the integration of experiences, it is possible to create a real community of health care professionals able to disseminate the narrative approach.

The Master is addressed to: Physicians, nurses, social-healthcare operators, psychologists, counsellors, members of patient’s associations, professionals from health care companies, healthcare trainers, philosophers, anthropologists, journalists and other experts in communication, decision makers.



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FUTURE STRATEGIC ADDRESSES

ISTUD is highly committed to develop innovative educational framework that can address various intellectual and cognitive dimensions, beyond the technical aspects of the managerial profession (widely consolidated) and that have the aim of widening and enriching the professional culture and personal development of executive and senior management. Examples of this attitude are the two courses below:

MINDFULNESS

In a world dominated by the frenetic and hyper stimulation, it is very easy to lose lucidity and fall victim to habits and dysfunctional reactions. For this reason, during the last year, ISTUD Foundation proposed to managers a series of courses inspired by the approach of mindfulness. Cultivating a mindful attitude helps to develop awareness of what happens to us in the present moment, increasing our ability to manage and respond to stressful conditions; it means to learn to focus your attention on an object (a task, a person, a situation ...), without being distracted by internal or external stimuli and overwhelmed by the emotional aspects.

This courses are aimed to managers that work within complex organizational systems, with both coordination and operational roles, which they need to make more informative and effective on the behavioural and organizational terms: improving the capacities of perception (self, other, context), listening, relationships, decision- making, leadership...

The **objectives** of the approach is to:

- Enforce confidence in the managers' own lives and integrate mindfulness-oriented practices
- Develop the ability to manage stress and metabolism in all of its forms
- Increase the ability of recognition and response to own and others' needs and moods
- Train the ability to focus and maintain attention
- Increase clarity and effectiveness in decision-making and interpersonal relations.

THE ART OF COURAGE

The modern scenario requires managers to act out of their comfort zones, and make quickly important decisions. To act with courage and lucidity in unfamiliar situations is a skill that can be developed through training and the construction of right personal and organizational conditions. ISTUD Foundation offers his approach to the art of Courage to help managers to operate successfully in this fast scenario.

The art of courage provides the basic tools for acting with courage in front of the unexpected, develop confidence and understand their own mental models.

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.

In 2002 ISTUD launched its first research program on CSR, in order to explore and understand the strategies adopted by European companies to improve the quality of relations between themselves and society. Through the research project was found out and described a three-steps maturity model (“tactical approach”, “strategic rationalisation” and “cultural consolidation”). At the time of the research program the most of analysed companies were positioned on the “tactical approach” step.

After five years another research project was promoted by ISTUD, which aimed at verifying the existence of a learning process inside organizations and a possible evolution among a panel of around 80 companies. The results of this second research project enlightened an evolution towards a more rationalized and strategic approach. Sustainable operation process, roles and responsibilities focused on sustainability, some consistent control systems and metrics, certifications and ratings, were only some of the signals of this transformation process. But at that moment it was clear that sustainability had not yet become able to affect and inspire the whole companies culture and business model.

Now, eight years later that analysis, and after we have collected several practical experiences in supporting companies to establish competence and value systems consistent with sustainability, our hypothesis is that the present challenge for scholars and practitioners is to break the old paradigm and

rethink the way in which work and value are generated and distributed towards the entire social and economic system surrounding the company.

From this point of view, systemic thinking becomes the preferable perspective to analyse and design new strategic patterns giving a new strategic role to the stakeholders.

They are becoming more and more numerous, informed, demanding, differentiated, interdependent. In this enlarged context the company should see itself as the central actor of a network of economic, social and political subjects that grow and define their objectives and behaviours on the premise that projects and results can be effectively obtained only through the contribution of all.

In the last years, the GRI introduced the concept of materiality, to enable companies to decide which sustainability initiatives to invest in, and to single out the most relevant stakeholders to deal with.

ISTUD Foundation is highly investing in the analysis and use of the materiality matrix, in order to support companies in ranking those critical issues that are important for the stakeholders and, at the same time, relevant for their strategy and business. The materiality matrix has become one of the most adopted instruments to report the sustainability investments and provides companies with qualitative evaluations of social and environmental value.

ISTUD is focusing its research activities also on other crucial issues for business and global sustainability. Multidisciplinary research teams on the following research topics have been created:

- Working life cycle, welfare and generational studies
- Management and legal business



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- Diversity Management

MANAGEMENT AND LEGAL BUSINESS

The ability to navigate laws and regulatory systems has become a crucial skill for companies, as legal issues now have a decisive and wide-ranging impact. As a consequence there is a growing trend for large companies to have in-house corporate legal professionals who are equally at ease as business partners. This means that in today's highly complex labour market, management training can enrich education by enabling graduates and post-graduates to understand corporate mechanisms and have a bird's eye view of the company. For business partners and consultants working in a corporate setting, acquiring a systemic perspective is a vital skill. Their legal expertise is not only an asset for themselves but for the company as a whole. In Italy there are more than 200,000 lawyers registered by the Cassa Forense (it means National Lawyers' Fund) and a large number of them, particularly the younger legal professionals, are keen on deploying their skills and qualifications in a corporate setting. In order to meet this need ISTUD Foundation has launched training courses combining management and law knowledge (e.g. the Master in Corporate Legal Professionals) and it has established a dedicated area, the so called Management and Law Area, which analyses main topics related to such fields (e.g., research reports on legal functions and corporate reputation as strategic assets for the value of the company).

Starting from a series of surveys carried out by ISTUD Foundation in the course of the Executive Development Programme, the research on this topic aims at offering useful points of view on the relationship between managerial choices and ethical dilemmas. In particular, special attention has been paid to the following issues:

- manager's focus during the decision-making process
- enterprise concept
- profit or no-profit vocation
- manager's profile.

In the last years ISTUD has been more and more involved in projects and initiatives focused on the relation between **Management and Legality**, developing an Observatory on Management and Business Integrity through new projects and initiatives and taking active part in the Anti-Bribery Work Group. As results of such activities ISTUD Foundation produced manuscripts and articles aimed at awareness raising of top managers and entrepreneurs who face with risks related to criminal cells and organised crime groups' activities in legal markets.

DEVELOPMENT OF A MANAGERIAL MODEL FOR THE MAFIA-SEIZED PROPERTIES

The project was promoted by Aldai and Assolombarda and saw his first trial in Milan. The goal set is to put at the disposal of the National Assets Seized and Confiscated a pool of highly qualified and professional choices that can be used in the assessment and management of seized and confiscated enterprises, in order to make productive citizenship "assets" consist of those firms.

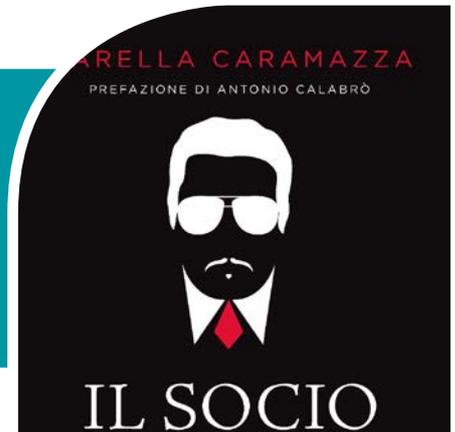
The beneficiaries are unemployed managers but also employees who have sent their résumés to Aldai and Assolombarda, who then provided, together with a team of experts, to select the 64 participants.

The project, funded by Fondirigenti, is made up of three business schools: SDA Bocconi, ISTUD Foundation and LUISS Business School. These three educational institutions provide teachers with proven experience who have a dual role to perform during classroom lectures and support participants during the field work, an activity that involves the study of businesses confiscated and that will lead to the drafting of reports related to businesses.

The project's evidences was described and commented by Marella Caramazza (ISTUD Director General) in the book "**The Mafia-seized companies**" (Guerini, Milan, 2015).



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Among the upcoming publications on that topic, it has to be mentioned the book titled “**The hidden partner**” by Marella Caramazza (ISTUD Director General) which analyses by trial cases and court judgements the way how Mafia groups enter in the legal economy; This can now be considered a consolidated fact with its defined practices and modus operandi.

DIVERSITY MANAGEMENT

The first research project on **Diversity Management** was carried out by ISTUD in 1999: it aimed at providing tools, methodologies and criteria for the valorisation of diversities in the management of human resources. Since then, ISTUD has always attached a particular importance to the investigation of diversity challenges which still represent an area of pivotal interest.

Pursuing this objective, ISTUD has increased its collaboration with **Wise Growth Organisation** in order to realise a strategic partnership supporting both of them to better estimate and face with diversity management challenges in working environments.

Wise Growth
Strategie di inclusione della diversità

MAIN EVENTS (2016-2018)

GREEN MANAGEMENT - ENERGY AND SUSTAINABILITY

- **Made in ItalyGreen**
Milan, April 20th 2016
- **Eco-renaissance in the town. Mi Ambiente. A new green sustainability for companies**
Milan, April 5th 2017
- **Future Energy, future green I session**
Milano, December 12th 2017
- **Future Energy, future green II session**
Milano, March 14th 2018

WELLBEING AND NARRATIVE MEDICINE

- **Organizational wellbeing: people at the Mindfulness centre and other resources at companies' disposal**
Milan, April 6th 2016
- **Towards an ecological health**
Milan, December 13th 2016
- **FARO Project Press Conference**
Milan, October 11th 2017

MANAGEMENT, BUSINESS AND ORGANIZATION

- **Design Thinking for training**
Milan, February 8th 2016
- **Weness: Innovation, cooperation and growth in the "We" economy**
Milan, March 1st 2016
- **The evolution of Engagement: towards an "irresistible" organization**
Milan, May 24th 2016
- **The Italian management model: distinctiveness, competitiveness and growth. A meeting with Alessandro Profumo**
Milan, June 6th 2016
- **Smart Working**
Milan, April 11th 2017
- **Legal for digital Business and Digital marketing**
Milan, November 23rd 2017
- **Executive Talks: The leadership in the 4.0 digital age**
Milan, March 22nd 2018
- **Roundtable: the Legal operators as business partners. The value of managerial skills**
Milan, May 7th 2018
- **Executive Talk - Human & Tech**
Milan, September 25th 2018
- **Diversity & Inclusion: managerial challenges and strategies to enrich the pluralities in the enterprises**
Milan, November 13th 2018



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.

ISTUD Foundation is a private, non profit foundation whose members are, since its birth in 1970, leading Italian and international companies and primary industrial associations such as Assolombarda (which is the largest territorial association of the entire entrepreneurial system in the country) so the strong interaction and link with managers, executives, top managers is part of the school soul.

ISTUD's mission is to support the development of businesses and individuals wishing to participate in a new, sustainable economic model based on the creation of value for all stakeholders in this process. The development of partnership and alliances with companies is crucial to better understand and face today's global business challenges. For these reasons in the last years ISTUD has strongly reinforced its collaboration with international universities and higher education in EU and at global level and it is now considered by Italian companies as a reliable global partner able to mainstream CSR and sustainability within organizations at international corporate level.

INTERNATIONAL STRATEGY

The international strategy of ISTUD aims to modernise, update and enlarge the managerial training approaches and training offers towards the so called "Humanities for Management" and the use of creativity and sustainable experience based

approaches to leadership and managerial contents. As described above, in the last years ISTUD has significantly expanded its international activity:

- Increasing the number of international partners
- Participating in international networks EFMD (European Foundation for Management Development) and EABIS (European Academy for Business in Society), PRME (Principles for Responsible Management Education) of the UN Global Compact and THA (Thriple Helix Association)
- Developing innovative international training projects.

INTERNATIONAL PARTNERSHIPS

On July 2nd 2012 ISTUD has marked a Memorandum of Understanding (MoU) with the Institute of Social Economy and Culture of Beijing University (Beida), one of the most prestigious universities in the world and the second largest in China. It also collaborates with other leading Chinese universities such as the Tsinghua University Business School in Beijing, for the development of joint training activities for students and Chinese and Asian managers.

To supply high-level international training, ISTUD has consolidated also its collaboration with the Wharton School of the University of Pennsylvania and LinKS (ISTUD-LinKS@Wharton) for the training of executives and it has expanded the international collaboration through its extensive network of contacts with all the major European business schools, and ISTUD can today rely on a broad international faculty of the highest level.

Regarding the internationalization of post graduates training programmes, ISTUD has succeeded in including 2 training courses for post graduates students (Master HR and Scientists



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in the Company) in the international ranking EDUNIVERSAL in 2013 and the Master in Human Resources and Organization has been recognized amongst the “Top 200 Best Masters in Human Resources Management Global ranking ‘(49th in Western Europe).

To reach these international goals ISTUD has selected (and will choose in the future) its national and international partners based on their previous experiences and on their coherence and relevance with the contents that will be developed in the specific projects.

EU PROJECTS

ISTUD Foundation has developed and carried on during the last 2 years different EU-funded projects, such as Erasmus+ which focused on some crucial issues for the business market development and played a core role in the mission of the Foundation itself (some of them are described in the previous values). These projects have also been developed with the aim to work and collaborate with a selected number of international partners, interested in sharing effective and innovative approaches to face nowadays crucial challenges in managerial education and training. Thanks to these initiatives ISTUD has developed and strengthened partnerships with business schools, universities, research centres, consulting firms in all EU countries and it can count on a wide international faculty.

Hereafter the already granted EU-projects whose activities are ongoing:

HEALTHY - HEALTHY TENDENCIES IN LIFE ENVIRONMENTS



Year: 2017-2019
Themed Areas: Health Area

HEALTHY is a project under the ERASMUS+ Programme developed with different partners coming from Turkey, Romania, Bulgaria and Spain (BOSEV, COMU, CPIP, Bulgarian Training and DEFOIN). The aim is to create different tool (a toolkit, a Virtual Learning Space and a handbook) that

can be useful for people who are overweight or obese and want to change their lifestyle but also for professionals and teachers who works to teach healthy habits. The work, which began with the collection of narratives of people with obesity and their families, wants to have an innovative and practical cut.

ARTFUL LEADERSHIP

Year: 2015-2017
Themed areas: Innovation and Management
Partner countries: Italy, Macedonia, Netherlands, Portugal.



Globalization, technology, profound demographic changes, financial crisis, ethic dilemmas lead us to question the validity of our educational, management and leadership paradigms. The new generations arriving to the workforce have different expectations and demand for more ethical, people-centered management.

Artful Leadership is an Erasmus + project aimed to suggest possible and viable solutions to this question. Its main goal is to create innovative digital learning resources about Servant Leadership, supported by arts-based learning methods and deployed through different methods and techniques (e.g. digital storytelling, visual art, design thinking, etc.). These digital learning resources will be then easily implemented in formal and non-formal education settings.

<http://www.artfulleader.eu>

OSTESA (ORGANIZATIONAL SUCCESS THROUGH EMPLOYEE SATISFACTION) EU PROJECT

Year: 2015-2017
Themed areas: Social role of companies
Partner countries: Cyprus, Czech Republic, Italy, Poland and Portugal



Started in September 2015, the **OSTESA EU project** is a 3 year

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initiative designed to develop soft skills (such as leadership) to improve and build a positive organisational climate, which is assumed to be a major force in influencing employee's motivation and behaviour. The core assumption of the project is that in a positive organizational climate, employees have the confidence and stability they need to increase their performance. How then can organizations and particularly SMEs create and improve this positive organizational climate?

OSTESA EU provides them with a support system which consists of different tools and training materials designed to upgrade key competences so thus to increase the competitiveness of the organizations. Project resources are built on a Research Analysis Report which identifies relevant dimensions of organizational climate, explores the impact of leadership style on it, investigates the core needs of the target groups and guides the development of the other project outputs.

<http://ostesa.eu/>

LE@D3.0 ACADEMY

Year: 2015-2017

Themed Areas: Leadership and Management

Partner countries: Italy, UK, Poland, Germany



The project aims at promoting a Knowledge Alliance between companies and universities with the purpose to spread among trainers the use of MOOCs (Massive Open Online Courses) and OER (Open Educational Resources) to develop transversal e-leadership competences to cope with the changing needs of job market.

<http://www.eleaderacademy.eu/>

D-THINK – DESIGN THINKING APPLIED TO EDUCATION AND TRAINING

Year: 2015-2017

Themed Areas: Learning, and evaluation of training paths

Partner countries: Portugal, Finland, Spain, Italy, Belgium and Poland



The project aims at promoting in the field of education and training the recourse to the innovative methodology of design thinking as a transversal learning tool, to achieve the goal of more skilled human resources, able to deal with the growing challenges of new and flexible markets.

SES EU - SOCIAL ENTREPRENEURSHIP SUPPORT EUROPE

Year: 2015-2017

Themed Areas: Youth

Partner countries: Portugal, Romania, Poland, Cyprus, Italy



The project has been developed with the aim to promote the employment, fostering and strengthening of the existing competences in the field of social entrepreneurship, according to the EU strategies aimed at transforming Europe into an intelligent, inclusive and sustainable economy.

<http://www.ses-project.eu/>



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DIALOGUE

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

ISTUD activities are based on the maximum development of the opportunities for exchanges and relations with the outside world, whether it is the world of business, of the institutions or of research. Our Business School organises its activities through constant dialogue and discussion with a series of national and international partners including our partner companies and associations, the professional and territorial organisations (regions, provinces, municipalities), the business associations (chambers of commerce) and cultural associations (foundations and similar), the universities, the business schools and the research centres in Italy and abroad, without forgetting the individual public figures in the cultural and managerial sectors.

From 2012, ISTUD is officially accredited by the Italian Ministry for Education, University and Research as private research institute and from 2011 ISTUD is authorized by the Ministry to host researchers/students that come from third countries.

The collaboration with local participants and staff resources will contribute to develop the incoming students' language competences in Italian but, in the same way this interaction will support the improvement of the participants and staff resources in English.

ISTUD thinks that mobility is an important opportunity to enrich the personal experiences and to enhance competences and knowledge of both the neo-graduate students and the staff. To take this opportunity it is fundamental to be fluent in English, the most common used language abroad. ISTUD, every year, organizes 40 hours of English lessons, in groups, for each student of the ISTUD Master. It also gives the opportunity to the staff to improve English through individual courses, e-learning courses, telephone calls with English teachers and the attendance to many meetings spoken in English.

To further support this exchange process ISTUD has signed an agreement with **King Stage London (UK)** concerning the mobility of students who attend ISTUD's Masters and Programmes. This agreement is aimed to help the students to find traineeships opportunity in companies abroad through these actions: CV review, screening of opportunities, Career Advice, service of guidance to the application, follow-up during the internship period.

As primary business school, ISTUD has always been involved in the promotion of dialogue and confrontation among trainers, civil society, public institutions and media.

An intensive collaboration has been promoted with **AIESEC (International Associations of Students in Economic Sciences and Business)** with whom are currently organized workshops, seminars aimed at fostering international mobility of students.

In order to actively promote events in the matter of green and sharing economy, ISTUD has developed a specific partnership with the Italian Representatives of the EU Commission in Milan.

A students and trainers' exchange programmes has been finally implemented with the Universities of Coventry and Bournemouth.



PRINCIPLE 6

SOCIAL NETWORKS

LINKEDIN

- **ISTUD Business School:** company page and university page

FACEBOOK PAGES

- **Fondazione ISTUD:** Fan page, it shows and spreads ISTUD activities in general
- **ISTUD Sanità e Salute:** Fan page of ISTUD Healthcare Area

TWITTER OFFICIAL ACCOUNTS

- **ISTUD_IT:** it engages companies and managers who deal and share projects with ISTUD.
- **ISTUD_Sanita:** account of ISTUD Healthcare Area

INSTAGRAM

- **ISTUD_IT:** promotes the spreading of photos and pictures regarding ISTUD activities

YOUTUBE

- **Fondazione ISTUD:** promotes the spreading of video regarding ISTUD activities

ISTUD SURVEYS

Based on the “Observatory” web tool, ISTUD surveys the principal socio-economic questions and includes a panel of more than 2000 managers from Italian and multinational companies who were trained at ISTUD, belonging to various corporate functions and manufacturing sectors. The concept behind the surveys is to enter, as active agents, the socio-economic debate and the exchange of ideas within the country; becoming the interpreters of the opinions of an authoritative part of the present and future executive class.

PRINCIPLE 6



FUTURE STRATEGIC ADDRESSES

The national and international strategy of ISTUD Foundation aims to enlarge the managerial training approaches and training offers towards the so called “Humanities for Management” and the use of creativity and sustainable experience based approaches to leadership and managerial contents.

As already presented, ISTUD has expanded the international collaboration through its extensive network of contacts with all the major European business schools, and ISTUD can today rely on a broad international faculty of the highest level that will be involved in innovative capacity building activities and train the trainers sessions and in the transfer and share of good practices in higher education, in order to reinforce its training offer thanks to the possibility to confront with EU universities and VET providers.

To reach these national and international goals ISTUD has selected and will choose its national and international partners based on their previous experiences and on their coherence and relevance with the contents that will be developed each time in the specific projects.

At the moment ISTUD can count on partners on all the 29 EU countries and in various third countries in Asia, USA and Latin America. As described above, the most relevant geographic areas for the internationalisation strategy of ISTUD Foundation are the EU countries for what concerns the training programmes for post graduate students and for the research and innovation projects to be developed under the EU Erasmus+, Horizon2020 and Cosme Programmes.

For what concerns the research activity of the Observatory on youth and labour market ISTUD will strengthen and enlarge its relations and collaborations with EU Universities and also with non EU countries like China, India, Latin America and USA but, possibly, it will also enlarge these relations in North Africa and Canada. ISTUD wants to develop joint and double degrees programmes for post graduates students and for managers and executives with some EU leading universities, with a specific attention to some countries like UK, France, Germany and Poland as these are the most interesting countries for Italian students and for Italian international companies.

The most important objectives of the next mobility activities of ISTUD will be to:

- give to its post graduates students the possibility to spent a short or medium long time in partner organisations to attend joint international programmes and/or to spend international internships in companies located in a EU or non EU country that can add value to the learning outcomes of the training programme attended in Italy and that can increase and enlarge the specific professional competences developed by the participant/student. In the selection of these partnerships a particular attention will be given to this specific point and the partners will be selected on the base of the relevance and added value for the professional competences, to be developed by a specific training programme and for a specific target group
- give to the participants of its short cycled training programme the possibility to integrate their learning with study visits abroad to understand and deepen relevant experiences and best practices in foreign countries
- provide to its staff and faculty members the opportunity to know and confront with other educational centres, universities and training organisations, in order to learn from their best practices and to increase their multidisciplinary and multicultural competences and learning.

SUPPORT FROM PRME

1. Exploit opportunities to collaborate on business and legality and anti-corruption practices
2. Provide more opportunities for business school faculty and students to meet (vis a vis and with webinar) and share best practices on responsible management education
3. Provide periodic updates via email newsletter on what's happening with the other practitioners
4. Share global trends on PRME and the related impact
5. Create networks to jointly present project proposal under EU and other possible international donors funding



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