

Principles for Responsible Management Education (PRME)
Sharing Information on Progress Report 2019



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Statement by the University Board

Nyenrode Business Universiteit is an approved private research university which receives no government funding at all. It is the only private institution in the Netherlands that has been granted university status by the Dutch Ministry of Education. “For business by business” has always been one of Nyenrode’s defining factors. Practical relevance is at the forefront of all our activities. Nyenrode’s educational purpose, therefore, reaches beyond the transfer and creation of knowledge, by also emphasizing the need to build one’s character and focus on attitude and personal skills. This holistic view is expressed in Nyenrode’s Leadership, Entrepreneurship & Stewardship (LES) trinity. The values in this trinity date back to Nyenrode’s roots and represent our core values.

Leadership enables people to recognize and act upon opportunities in order to make meaningful contributions. Entrepreneurship encourages a pro-active and creative mindset, necessary to achieve defined objectives. History has repeatedly shown that those endowed with leadership and entrepreneurial abilities can make a big impact. Stewardship, therefore, holds an essential role in the trinity by balancing Leadership and Entrepreneurship with a sense of responsibility for all stakeholders involved. Stewardship concerns the moral compass: what you do should reflect what the system needs and must be subservient to the whole.

Nyenrode aims to offer education that goes beyond transferring and generating knowledge and includes attitude and skills. The LES-trinity sets Nyenrode apart from its competitors and creates cohesion internally, as these values permeate all activities, staff and decision-making. Leadership, entrepreneurship and stewardship are Nyenrode’s take on what “for business by business” ought to imply.

Mission

“Nyenrode Business University serves society by shaping responsible leaders.”

Nyenrode is committed to serve society and acts as a catalyst with regard to the pivotal role of companies, entrepreneurs, executives, managers and professionals in their respective national and international communities. Nyenrode consistently advocates that companies should be designed, operated and managed as sustainable organizations providing future and meaning to a broad range of stakeholders and constituents, in both the short and long term. Therefore, we renew our commitment to the Principles for Responsible Management Education.

In this report we briefly describe our activities and approaches towards corporate responsibility (CR).
Nyenrode Business

Prof. dr. Miša Džoljić,
Rector Magnificus, Nyenrode Business Universiteit
May 2019

Principle 1 - Purpose

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.

According to its mission Nyenrode is striving to deliver 'responsible leaders' as the result of its educational programs. Nyenrode wants to be the bridge between the academic world and the business world, ensuring that academic knowledge is used in a sustainable and responsible way in the everyday practice of business. Our purpose is to develop the cognitive capabilities of our students/participants. We seek to deepen the capability of participants to appreciate that a key competence of business management is the ability to apply cognitive capabilities in a rigorous and increasingly intuitive manner. This should be done in such way that both the individual and the company, within its social environment, profits. All faculty continuously reinforce the importance of deepening the cognitive capabilities in this way.

Achievements/activities:

- Our students are taught to integrate academic knowledge and the Nyenrode LES values into the solutions for everyday problems in the business world and in a societal setting. Stewardship is the overarching concept based on corporate responsibility, sustainability, integrity and including social and environmental issues in the business agenda. Our students are not only taught to find solutions for today's problems, but also how to put these in a conceptual and future related context, helping the business world to develop in a sustainable way. Special attention is paid to the fields of Business Ethics and Sustainable Development.
- We engage our students as fully-fledged participants in an organization where they can engage and extensively explore, reveal and develop their personal authentic leadership style, entrepreneurial spirit and commitment to stewardship. In this way we "serve society by shaping responsible leaders and professionals".
- A Nyenrodian always stays a Nyenrodian, a steward with a moral compass: he/she reflects on what the system needs and is subservient to the whole. People with stewardship are in search for the common interests. Members of staff and faculty are expected to behave as "true Nyenrodians" and this is an important part of their performance assessment. Many of the members of the Nyenrode faculty and management have secondary positions/jobs in various organizations and settings, for example as members of Supervisory Boards, juries, advisory panels, committees, etc. They advocate the LES and CSR principles Nyenrode stands for in these roles as well.

Principle 2 - Values

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.

LES can be seen as the Nyenrode translation of Ethics, Responsibility and Sustainability (ERS) and Corporate Social Responsibility (CSR). It is embedded in all our activities and we like to lead by example. All stakeholders need to take leadership and behave responsibly. We actively promote the involvement of our staff and students in all kinds of events and activities related to CSR. In the Netherlands, Nyenrode is a key academic center for knowledge regarding Stewardship.

Achievements/activities:

- The development of an awareness of ethics, sustainability and corporate social responsibility is emphasized in all Nyenrode Degree programs. Students become acquainted with the moral and ethical dilemmas with which managers have to cope. An understanding of moral dilemmas will have an impact on the development of students' personal values and corresponding behavior. Where possible, official professional codes are used, like the Dutch Code of Ethics for Professional Accountants (Verordening Gedragscode – VGC) which must be adhered to by every Dutch Chartered Accountant.
- In our Full-time and Part-time MSc the course on Business Ethics, Entrepreneurship, Business Law and Corporate Citizenship are integrated in a multi-disciplinary course.
- Our modular MBA offers a module on Duurzame Transitie & Stewardship (Sustainable Transition and Stewardship).. This module focuses on the competences to oversee the sustainable development trends in different sectors and how public and private organizations fulfil a crucial although distinct role in these transitions.
- The Center for Sustainability was established in 2005 and is predominantly funded by contributions from companies who wish to pursue a forward-looking, innovative approach to Corporate Social Responsibility. Alongside two professors, the center currently employs four researchers and four PhD students. The center is incorporated into the Center for Entrepreneurship, Governance and Stewardship.
- Our European Institute for Business Ethics was founded by the late Professor Henk van Luijk. The first European Chair in Business Ethics was established at Nyenrode in 1984. Since 2010, Nyenrode has held an annual Henk van Luijk lecture on Business Ethics together with MVO Nederland (independent expertise and network organization for Corporate Social Responsibility founded by the Dutch Ministry of Economic Affairs). This institute has also been incorporated into the Center for Entrepreneurship, Governance and Stewardship, but it maintains its own identity since it is a well-known, established institute.
- Corporate Governance is one of our key areas. The Nyenrode Corporate Governance Institute (NCGI) conducts applied research for the Monitoring Committee on Corporate Governance in the Netherlands. This committee was installed by the government to oversee compliance with the Corporate Governance Code in the Netherlands.
- In the field of executive education, we offer the 'Nyenrode Commissarissencyclus', a program for non-executives, or soon to be non-executives. The certificate awarded is already obligatory at a number of large companies for newly recruited non-executives. Our New Board Program is also

an important program and participants include board members of many major companies in the Netherlands. Other examples of executive programs in the field of global social responsibility:

- *Executive Program Energy Transition and Innovation*
 - *Green Financial Academy*
 - *Masterclass Duurzaam Ondernemen/MVO Expeditie; a program regarding CSR delivered in cooperation with MVO Nederland (an organization concerned with sustainable entrepreneurship)*
 - *Behavioral and Cultural Governance*
 - *MBA module Markt, Recht en Ethiek (Market, Law and Ethics)*
- Our Tax Assurance program was the first to help shape the relationship between companies, tax authorities, and tax consultants. Currently, this concept is being discussed among tax authorities internationally and with the European Commission.
 - Nyenrode is a member of MVO Nederland (independent expertise and network organization for CSR founded by the Dutch Ministry of Economic Affairs) and, together with MVO Nederland, is engaged in a CSR Train-the-Trainer program for the BGMEA University of Fashion and Technology in Bangladesh.
 - We regularly host events for De Stichtse Vecht employer association to which faculty members of Nyenrode contribute. For example, conducting a seminar on business ethics for about 50 local entrepreneurs.

Principle 3 - Method

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

Business anchors are an integral part of our knowledge cycle. Faculty members are encouraged to maintain links with the business community. Many of them work in the business world or are active as consultants or non-executive board members of corporations. Faculty use this experience in both teaching and research to expose the students to a large variety of environments and their problems.

Achievements/activities:

- Focal points for Nyenrode are:
 1. focus on what makes Nyenrode Business University unique: the bridge between professional practice and theory.
 2. focus on ethical thinking and responsibility in behavior and consequences.
 3. focus on the leadership qualities that are present in every personThese focal points are Nyenrode specific and are applicable to all Nyenrode degree programs; both in the business school and in the accounting school and at all levels (BSc, MSc/ MBA, PhD).
- Nyenrode's Center for Entrepreneurship, Governance & Stewardship offers the opportunity to follow electives, executive education courses and write a thesis in this field. It is our experience that about 10% of all students do their thesis on a topic that is related to responsible leadership.
- A large proportion of the study is done in and with groups. Relatively small class size also makes it possible to have a lot of interaction at lectures and tutorials. Moreover, being enrolled in a campus-based program gives students ample opportunity to learn from each other outside the classroom. In peer groups interaction is achieved by the assignments and presentations that need to be worked on in groups and the campus setting. As part of the Personal Leadership Development practice, students engage in peer-group coaching as part of their peer learning (intervision).
- Nyenrode uses Alumni Peer Group Coaching (PGC) to build a group of supportive and bonded students and to familiarize them with and strengthen their individual coaching skills. A group of 4-6 students come together, each one bringing something they find challenging during their study, career or in personal life. Through the process of PGC, each student gains fresh ideas on their challenges, and the stimulation of considering what others are facing. In the process, a strong learning community and network is created. For some courses peer grading is one component of the course grade. This allows for critical feedback giving and receiving leading to a more constructive
- Over the past years we wrote several teaching cases that are published internationally on topics relevant for responsible leadership:
 - Nijhof, André H.J., Schaveling, Jaap, & Zaal, R. (2019). Business, society, and the need for stewardship orientation. *Journal of Organizational Change Management*, 32(1), 145-163. doi: <https://doi.org/10.1108/JOCM-09-2017-0348>

- Khan, Bushra, Nijhof, André H.J., Diepeveen, D.M., & Melis, D.A.M. (2018). Does good corporate governance lead to better firm performance? : Strategic lessons from a structured literature review. *Corporate Ownership & Control*, 15(4), 73-85.
- De Rooter, Melanie, Schaveling, Jaap, Nijhof, André H.J., & Ciulla, J.B. (2018). Leadership and the creation of corporate social responsibility: An introduction to the special issue. *Journal of Business Ethics*, 151(4), 871-874. doi: doi.org/10.1007/s10551-018-3883-5
- Melis, D.A.M., & Nijhof, André H.J. (2018). The role of institutional investors in enacting stewardship by corporate boards. *Corporate Governance: the international journal of business in society*, 18(4), 728-474. doi: 10.1108/CG-09-2017-0210.
- With the introduction of Canvas and the appointment of a staff member for educational innovation in 2017 we are better able to introduce new and different teaching methods (blended learning). Individual lecturers are being encouraged – and will be encouraged – to use multiple teaching methods within their course. One of the roles of Program Management is to monitor constantly new teaching methods and to discuss them during lecturer meetings to determine how well the course fits in with the program. At present (2019) we work on an Academic Skills module to be used within the Canvas environment and so-called inspiration sessions are organized for program management go help them use the Canvas environment in program delivery. All this helps to prepare the proper environment in which educational innovation can be achieved.

Principle 4 - Research

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.

At Nyenrode Business University we provide academic education and we want to be relevant for business. This requires that we both generate and disseminate academic knowledge. This, of course , includes research in the field of CSR.

Achievements/activities:

- Nyenrode has a center Entrepreneurship, Governance and Stewardship. In total about 30 FTE is employed at this center and 8 people focus on research in relation to CSR and Sustainability. Annually we publish about 10 articles related to his field.
- Several center-wide research projects focus on this theme:
 - SMART – A 4 year research program for the European Union on how legal requirements in value chain hotspots function as obstacles and enablers for sustainable development : Professor Tineke Lambooy – Center EGS and MSCM
 - Corporate Governance and Corporate Performance – An ongoing research program (in cooperation with Deloitte) on how the mechanisms of corporate governance relate to corporate performance. In this program topics like responsible leadership and transparency are seen as part of the corporate governance concept, while performance is defined as both financial and non-financial performance (Environmental, Social and Governance)
 - Managing a Helpdesk for Biodiversity and Business at Nyenrode together with CREM. The Helpdesk is designed as an instrument of Platform Biodiversity, Ecosystems & Economie (BEE), which Platform is managed by VNO-NCW & IUCN. The Helpdesk assists companies with improving their biodiversity impact profile (since Oct 2012).: Professor Tineke Lambooy – Center EGS
 - Inclusive Business Accelerator – A program to initiate a one-stop shop for research, mentoring and training concerning inclusive businesses in developing countries. - Dr. Nicolas Chevrollier – Center EGS
 - Impact Booster – A program for a consortium of Non-Governmental Organizations to develop, execute and evaluate a training program for social entrepreneurs : Professor Andre Nijhof – Center EGS and Strategy

Principle 5 - Partnership

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.

Nyenrode's relationship with the corporate world is extensive. The alumni organization (VCV) has over 5,000 members and our alumni number more than 15,000 worldwide, creating a tremendous opportunity to connect with many companies and organizations all over the globe.

Achievements/activities:

- Nyenrode maintains a very good relationship with top executives. Thanks to these close connections, there is a lot of cross-fertilization between corporations and the University: professionals teach in our programs as guest lecturers or as part-time faculty members; cooperative research is conducted; executives participate in our executive programs; and, scholarships are sponsored so that students go to work for these organizations after graduating.
- Each degree has an Advisory Board with members from the corporate world and those building upon the direct link with the professional sector for which the students in the program are aiming. It gives advice regarding the competencies in which students are being trained and also about issues that are relevant for the sector.
- The alumni network of Nyenrode – the VCV – has a circle dedicated to Sustainability. This circle organizes several times per year a session together with another circle. Examples are sessions together with the innovation circle on how sustainability triggers innovation and with the marketing circle on how marketeers fulfil an important role in sustainable development.
- The interface between business and society gets a lot of attention in our executive education programs. The New Board Program, was gives more attention to this thematic subject. A comparative study of the Academy for Business in Society shows that Nyenrode has a number of executive courses (see below) that are counted amongst the top programs in Europe¹.

1. Energy Transition and Innovation
2. MVO Expeditie (CSR in Action)
3. Green Business Modelling
4. Behavioral and Cultural Governance
5. Integrity Implementation
6. FMA module Duurzaamheid & Innovatie (Sustainability & Innovation)
7. Professional Future Strategist
8. Bedrijfsvoering in het sociale domein (Management in the social domain)

Principle 6 - Dialogue

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.

As an organization, Nyenrode aims to be a good citizen on every level (regional, national and (global). Shaping future leaders and professionals means that our students need to be exposed to all kinds of community-related activities.

Achievements/activities:

- We have a close affiliation with local business. MSc in Management students conduct a consultancy assignment for local entrepreneurs. This contributes to both regional development as well as expanding the understanding of MSc students of the perspective, challenges and potential of small firm initiatives. If the entrepreneurs appreciate the work of the students, they are asked to donate money to charity instead of paying the students or the university.
- Nyenrode is a member of the local sustainability platform Greenpoint Stichtse Vecht and we have actively contributed by establishing local governance structures. We also can and do provide academic content to the meetings and the events organized by the sustainability platform.
- Nyenrode is a member of the OSV, de Ondernemersvereniging Stichtse Vecht (the local business association).
- Nyenrode sponsors the NBA Young Professional elections. NBA Young Professional (NYP) is an organization that brings young accountants from all branches together to share experiences and ideas and acquire new knowledge.
- Nyenrode cooperates and contributes to the LNVH (Network of Female Professors). The LNVH is a network of over 850 female professors and associate professors. Together they represent every discipline and all Dutch Universities. The LNVH aims to promote the proportionate representation of women in academia. Although Nyenrode has no special policies or programs to promote female faculty members, it has the highest percentage of female professors and associate professors in the Netherlands (25% versus the national average of 14%).
- We sponsor and host the events of the Young Bilderberg Conference. This is a network of young potentials who, as future leaders, try to influence the agenda of their companies, based on a declared commitment to values of diversity, sustainability and integrity.
- We sponsor the annual Young Captain Award event and the three finalists are invited to join our New Board Program and get the tuition fee waived for the first year.
- We sponsor the annual event organized by The Other Network, a network of business actors and entrepreneurs from widely diverse cultural backgrounds. The winner of the “The Other Business Man (m/f)” award is invited to follow one of our Leadership Programs.
- For 25 years ICA (Inter Company Association) has been the umbrella organization for the young entrepreneurial societies of 50 top companies in the Netherlands. ICA is a knowledge

platform and has a following of about 40,000 young professionals. Nyenrode and ICA cooperate to give these young professionals the opportunity to think outside the box, broaden their horizons, and become the leaders of the future. We are an official partner of the annual ICA Young Professional of the Year Award. This award is presented to a talented professional who will become a leader in the future.

- In an international context Nyenrode is an active member of an Inclusive Business alliance. In this alliance, non-governmental organizations, companies and knowledge institutes inspire and strengthen companies at the Base of the Pyramid in developing countries and connect them to investors and business partners in the Western world. This alliance has an online platform as well as local inclusive business accelerators in Vietnam and Mozambique. In the future, this will be extended to include other countries.
- At our Dies Natalis of 2018 (November 20), Peter Bakker, President and CEO of the World Business Council for Sustainable Development (WBCSD), delivered the key note speech, inviting the business world to take the lead in securing a stable future for everybody. In addition to this a conference was held at Nyenrode on January 18, 2019 with the theme 'Corporate responsibility in relation to climate change'. International businesses, investment managers, assurance companies, people's rights organizations and climate agencies discussed how the business world can take the responsibility to secure a safe and stable future for the coming generations

Faculty and researchers active in the field of CSR

Due to the interdisciplinary nature of CSR & Sustainability, these are themes that are relevant to most, if not all Centers of Nyenrode. Examples are, among others, the work of Professor André Nijhof on Sustainability and Innovation, the efforts of Professor Tineke Lambooy on legal tools for market transformation and the research of our Phd student Richard Jansen on organizational dynamics in market transformations. Many other colleagues are mentioned in the list of publications in the next paragraph.

Publications in the field of CSR

Over the last 5 academic years we have published the following publication in the field of CSR:

Nijhof, André H.J., Schaveling, Jaap, & Zaal, R. (2019). Business, society, and the need for stewardship orientation. *Journal of Organizational Change Management*, 32(1), 145-163. doi: <https://doi.org/10.1108/JOCM-09-2017-0348>

Khan, Bushra, Nijhof, André H.J., Diepeveen, D.M., & Melis, D.A.M. (2018). Does good corporate governance lead to better firm performance?: Strategic lessons from a structured literature review. *Corporate Ownership & Control*, 15(4), 73-85.

A. Argyrou, R. Diepeveen & T. Lambooy, 'The Role and position of women in the Dutch social enterprises' in: B.K. Sjøfjell & I.L. Fannon (eds) *Creating Corporate Sustainability: Gender as an Agent of Change*, Cambridge: Cambridge University Press 2018, ISBN 9781108427111

De Ruiter, Melanie, Schaveling, Jaap, Nijhof, André H.J., & Ciulla, J.B. (2018). Leadership and the creation of corporate social responsibility: An introduction to the special issue. *Journal of Business Ethics*, 151(4), 871-874. doi: doi.org/10.1007/s10551-018-3883-5

Melis, D.A.M., & Nijhof, André H.J. (2018). The role of institutional investors in enacting stewardship by corporate boards. *Corporate Governance: the international journal of business in society*, 18(4), 728-474. doi: [10.1108/CG-09-2017-0210](https://doi.org/10.1108/CG-09-2017-0210)

Argyrou, A. & Lambooy, T.E. (2017). An introduction to tailor-made legislation for social enterprises in the EU -A comparison of legal regimes in Belgium, Greece and the UK. *International and Comparative Corporate Law Journal*, 12 (3), (pp. 47-107).

Argyrou, A. & Charitakis, S. (2017). Gender Equality in Employment Utilizing Female Social Entrepreneurship in Greece. *International and Comparative Corporate Law Journal*, 12 (2), (pp. 36-60).

Colenbrander, A., Argyrou, A., Lambooy, T.E. & Blomme, Rob (2017). Inclusive governance in social enterprises in the Netherlands -A case study. *Annals of Public and Cooperative Economics*, 88(4), (pp. 543-566).

Argyrou, A., Anthoni, P. & Lambooy, T.E. (2017). Legal Forms for Social Enterprises in the Dutch Legal Framework -An Empirical Analysis of Social Entrepreneurs' Attitudes on the Needs of Social Enterprises in the Netherlands. *International and Comparative Corporate Law Journal*, 12 (3), (pp. 1-46).

Argyrou, A. (2017). Making the Case for Case Studies in Empirical Legal Research. *Utrecht Law Review*, 13 (3), (pp. 95–113).

Argyrou, A. (2017). Providing Social Enterprises with Better Access to Public Procurement -The Development of Supportive Legal Frameworks. *European Procurement & Public Private Partnership Law Review*, 12 (3), (pp. 310-324) (15 p.)

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Blomme, R.J., & Morsch, J.P.M. (2016). Five insights for change managers in second/order change: Organizations as complete systems. In Şefika Erçetin, S. *Handboek of research on chaos and complexity theory in the social sciences*. (pp. 213-225). Hersey: ICI Global.

Kishna, T., Blomme, R.J., & Veen, J.A.A. van der. (2016). Organizational routines: Developing a duality model to explain the effects of strategic change initiatives. In A. Goksoy (Ed.). *Organizational change management strategies in modern business*. (pp. 363-385). IGI Global. ISBN 9781466695337. doi: 10.4018/978-1-4666-9533-7.ch018

Blomme, R.J., & Lub, X.D. (2016). Routines as a perspective for HR-professionals: how diversity in habits and schemata are influenced by environmental developments. In Ordóñez de Pablos, P., & Tennyson, R.D. *Handbook of research on human resources strategies for the new millennial workforce*. (pp. 336-349). Hersey: ICI Global.

Apostolakis, G., Kraanen, F., & Dijk, G. van. (2016). Pension beneficiaries' and fund managers' perceptions of responsible investment : A focus group study. *Corporate Governance*, 16(1), 1-20. doi: <http://dx.doi.org/10.1108/CG-05-2015-0070>

Isaga, N., Masurel, E., & Montfort, K. van. (2015). Owner-manager motives and the growth of SMEs in developing countries : Evidence from the furniture industry in Tanzania. *Journal of Entrepreneurship in Emerging Economies*, 7(3), 190-211. doi: <http://dx.doi.org/10.1108/JEEE-11-2014-0043>

Apostolakis, G., Dijk, G. van, & Drakos, P. (2015). Microinsurance performance: A systematic narrative literature review. *Corporate Governance*, 15(1), 146-170. doi: <http://dx.doi.org/10.1108/CG-08-2014-0098>

Groot, M. de, & Nijhof, A.H.J. (2015). Socially Responsible Investment Funds: A review of research priorities and strategic options. *Journal of Sustainable Finance and Investment*, 5(3), 178-204. doi: <http://dx.doi.org/10.1080/20430795.2015.1100035>

Levashova, Y., Lambooy, T.E., & Dekker, I. (Eds.). (2015). *Bridging the gap between international investment law and the environment*. The Hague: Eleven International Publishing. ISBN 9789462365872.

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Argyrou, A.a, Lambooy, T.E., Blomme, R.J., & Kievit, H. (2015). An Empirical investigation of supportive legal frameworks for social enterprises in Belgium: A cross-sectoral comparison of case studies concerning social enterprises in the social housing, finance and energy sector. In V. Mauerhofer (Ed.). *Legal aspects of sustainable development: Horizontal and sectorial policy issues*. (pp. 151-185). Springer. ISBN 9783319260198. doi: DOI 10.1007/978-3-319-26021-1_9

Lambooy, T.E., Prihandono, I., & Barizah, N. (2015). Foreign direct investments in the mining industry in Indonesia: Disputes concerning environmental degradation and pollution. In Y. Levashova, T.E. Lambooy & I. Dekker (Eds.). *Bridging the gap between international investment law and the environment*. (pp. 383-440). The Hague: Eleven International Publishing. ISBN 9789462365872.

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Nandram, S.S. (2015, February). The Buurtzorg case and illustrations of Zorgaccent and Amstelring. *Amity Global Business Review*, 10, 56-63.