



FONDAZIONE ISTUD

2nd Report on the commitment of ISTUD Foundation to the Global Compact Principles

Stresa, Italy
June 2012

PRME Principles for Responsible
Management Education



FONDAZIONEISTUD

ISTUD Foundation is an independent business school that operates in Europe in the field of executive education, advanced lifelong learning and management research. As independent advanced centre of management research and training, it acts as a 'bridge' between theory and practice, between academy and the world of professions. Its mission is to consolidate and spread a management culture based on corporate social responsibility, 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, flanked by Italian professionals in management consultancy. Today, ISTUD is the only high-profile independent Italian Business School. In its 41 years of activity, more than 59,000 executives and middle management and more than 2,500 graduates have attended its training programmes and Master courses and many professionals now operating in training and research attended ISTUD from the seventies to today.

In 2011 ISTUD Foundation has celebrated its 40 years of activity as business school and managerial research center and it has published an innovative autobiography to tell its history through the stories of its people and facts.



Letter from the Dean

More than ten years ago, Fondazione Istud launched the Management & Sustainability field of study and since the very beginning a strongly embedded approach has been followed by all of us.

Our mission, to help companies and individuals to grow and exploit their potential creating value for all the surrounding system, was the starting point of our approach, that lasts up to now, to let managers combine business objectives with social objectives in all the activities we design and deliver.

Today, in this tough and lasting crisis, it could be easy to abandon such approach, and give in to temptation of easy shortcuts, looking at short terms results giving up long term perspectives and basic values we have been believing since our foundation, forty years ago.

But we resist. We continue to make our values live throughout our programs and daily behaviour. Our Executive Education Programs are aimed to develop managerial competences, but mainly are addressed to develop a new approach in doing business, developing a systemic leader able to make decisions and get results good enough for the company and compliant with the entire society expectations.

Our Masters, addressed to create a bridge between young people and the labour world, bring students along the delicate path to a job, possibly the best job they aspire to, giving them all the professional and human support to let their dreams come true and, at the same time, with the responsibility to make them aware of the real world.

Our Research Projects are done in the most independent way we are able to, and to get a real and deep knowledge of the analysed subject, not just for giving definitive answers, but to feed critical thinking and to defend the right to interpretation, proper of the human being, too often denied in the bureaucratic organizations.

Our Institutional Projects are conducted with the highest transparency and fairness, and all the public resources we get from government institutions are used with the highest respect for the interest of the community that granted it to us. I thank all the Fondazione Istud partners for sharing these ideas and way to do our job, even in these tough times, and for supporting the unique and distinctive role we play in the management education market place.

But, most of all, I want to thank all my colleagues that share the same values I share, and that we consider the only worthwhile values to share today.



Marella Caramazza
Director General
ISTUD Foundation



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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.

The question of social responsibility is producing long-lasting, profound effects on managerial attitudes, which with varying and at times unusual methods and intensity are changing in response to external and internal pressures that force companies to face the need to rethink their relationships with society. This topic compels a business school like the ISTUD Foundation to examine the future of the managerial disciplines and managerial training: in fact, it seems to us that even these are being questioned, in their basic principles, in the content and their consolidated forms.

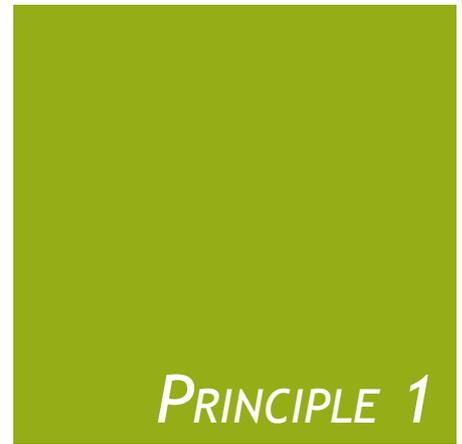
For this reason, ISTUD has redefined its mission and values in order to be more compliant with the modified role played in the society by universities and business schools.

Our mission

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 has since 1970 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.



Since Autumn 2010, ISTUD Foundation is organised in 4 Business Practices:

Leadership and Management Practice with three main avenues:

- **The manager's social role** (What is a manager today; What is expected from a manager by companies, society and managers themselves; What role can/must managers play to advance the establishment of new models of economic development)
- **Decision-making premises** (Values, ethics, culture, rules. We seek to scrutinize, understand and expound what makes decision-making and managerial behavior a noble art, far removed from a mere utilitarian vision limited to the transfer of techniques and tools)
- **Competencies** (Effective decision-making and management require three sets of competencies:

Business Innovation Practice that deals with the following main areas:

- **Marketing:** this is the kind of marketing activity that conveys values and meanings and underpins an emotive relationship of trust and openness between brand and end user.
- **Innovation:** our notion of innovation envisages the creation of value as an integral part of the management process and a collective commitment
- **Design:** it harmonizes the relationship between product and user and facilitates the creation of new meanings
- **Business Models:** they must generate value for all players in the economic process, achieve a sustainable balance among supply, price, cost management and operational decisions
- **Sustainability:** it is a company's social and environmental integration perceived and communicated as a competitive advantage.

People and Organizational Processes Practice

whose main issues are the evolution of:

- the organizational frameworks
- the relationship between individuals and organizations
- the human-resources management practices
- the training systems.

Healthcare and Wellbeing Practice that offers its multidisciplinary competencies to face the following specific factors:

- the need to reconcile specialist cultures with the culture of management
- the need to humanize care
- the regionalization of the healthcare system and the localization of decision-making policies
- the expectations of patients and patient associations
- the coexistence of privately-owned service companies and public structures
- health as the expression of a good quality of life for patients, their families and healthcare operators alike.

Future strategic addresses

On the basis of all the activities of ISTUD Foundation there is a constant research and innovation on issues about organizational change, socio-economic development and professionalization of the ruling class.

The strategic addresses that ISTUD will pursue in the next years focus in particular on:

- the Italian small and medium companies and the Italian multinationals of the so called Fourth Capitalism (with a specific attention to the no-profit and social enterprise)
- the Italian subsidiaries of large multinational companies
- individuals (post graduates and managers).



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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 actually pursued by the development of traditional master courses and, in particular, by the following ones:

Master in Marketing & Innovation

Our Master in Marketing & Innovation (at the sixteenth edition) offers an education path aiming at strengthening the connections between business sustainability, innovation and competitive advantage creation.

The objective of the Master is to form young Italian and foreign professionals, having competencies that can be utilised immediately and capable of successfully operating 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.

Master in Human Resources and Organisation

Our Master in Human Resources and Organisation aims at preparing young Italian and foreign professionals, capable of strategically governing all the levers for a sustainable and social responsible management of human resources.

The programme, which has reached its seventeenth edition, accredited ASFOR (The Italian Association For Management Education Development) and organised in co-operation with the Università Cattolica del Sacro Cuore in Milan, is destined to students and graduates from all faculties.

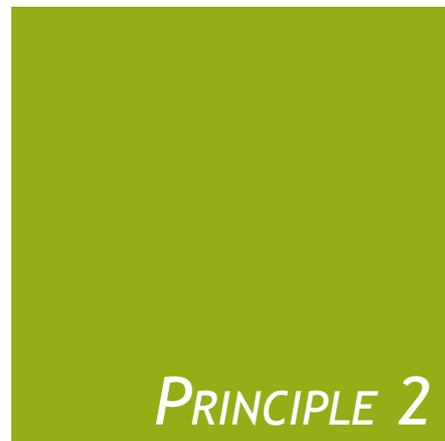
Moreover, in the last years, ISTUD Foundation has focused its attention on the development of training paths on the topics of sustainability and competences development for the creation of a social sustainable value. To be mentioned in this frame are the Master in Green Management and the programme Scientists in the Company.

Master in Green Management

Our Master in Green Management, which has reached its second edition (the first one involved about 10 students), is a nine months Master programme based on eight weeks full-time lessons at the Stresa (VB) campus, a three weeks project work and a six months internship.

It aims at being a very useful instrument to address SME's needs and requirements. Specifically, its main goal is that of fostering a new culture of economic sustainability involving the following target groups:

- enterprises (especially small and medium-sized) requiring a specific set of managerial competencies concerning green economy and its opportunities
- individuals who act specifically on the energy market and require new skills and competencies concerning the evolution of organisational and technical processes, instruments of green finance, evolution of market needs...



PRINCIPLE 2

Key Benefits

This intensive programme emphasizes the development and application of a broad set of skills needed to succeed in this rapidly changing business transformation process. Topics include all facets of green enterprise management: sustainability, human capital, finance, marketing and operations. It provides the practical knowledge and insights to improve decision making, leverage partnerships, manage risk, and measure performances.

Participant Profile

The programme is designed to prepare mid-career working adults for advancement to positions of increasing responsibility and leadership roles in organisations and is aimed at anyone concerned with ensuring that organisations are both profitable and responsible and who seeks to engage in the growing international debate about sustainability and corporate responsibility.

Scientists in the company

The aim of the programme 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.

Executive Education

Being able to deliver executive education programmes focused on CSR is one of the most important strategic addresses pursued by ISTUD Foundation. ISTUD offers inter-company and tailored education programmes to help organisations understand changing stakeholders' expectations and the implications for business success.

Workshops and seminars concerning economic sustainability can be chosen from our catalogue, which pays a special attention to the education of managers and executives.

To be mentioned are in particular the following two which have been delivered once in 2011. A new edition for the year 2012 has already been planned.

PRINCIPLE 2



The social, economic, environmental sustainability as a competitive advantage

Overview

In today's world, executives must find new ways to address social, economic and environmental effects of doing business, while balancing conflicting demands on their attention, time and resources. This seminar underlines the role of the alignment of corporate social responsibility with business strategy and highlights how to integrate social responsibility throughout the business, building social and business value.

Key Benefits

This intensive programme focuses on the practices of companies that have successfully created business and social value through focused, aligned, and integrated CSR programmes. It provides the practical knowledge and insights you need to improve decision making, leverage partnerships, manage risk, and measure performances.

Participant Profile

Senior executives interested in the organisational approach to sustainability, climate change, corporate social responsibility and environmental management.

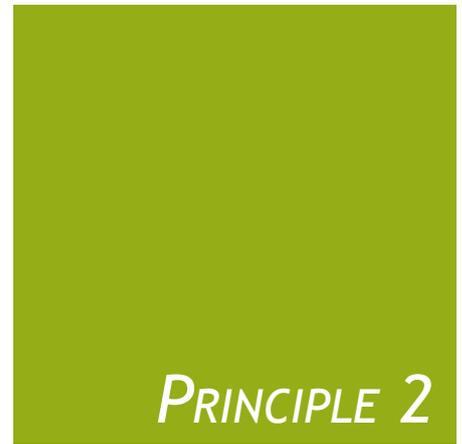
Executive Programme “Eco-sustainability and green economy”

In the frame of the current crisis, topics as energy, environment and climate change have assumed a growing importance; hence the need for an environmental plan capable to curb irreversible consequences for the planet as a whole. In the frame of the above mentioned scenario, the development of specific competencies targeted at supporting SMEs in the adaptation and transformation process which is required, is to be considered as a priority. Several researches have recently highlighted the new profiles of Green economy professionals and the consequent need for investment in their education.

The professional figures involved are numerous: from the solar sector to the wind power and biomass ones.

Topics considered to this aim are:

1. environmental sustainability, regarded as a way to join economic and environmental advantages to support the competition capabilities of SMEs
2. instruments for managers and executives interested in exploiting the Green economy potentialities from a strategic and managerial point of view
3. economic and finance competencies as a lever for a profitable and sustainable management strategy in compliance with the institutional and normative context
4. proactivity and personal thinking over one's own professional perspectives.



PRINCIPLE 2

Fondirigenti projects

ISTUD Foundation has been planning for several years training programmes with the financial support of the inter-professional funds. These programmes are mainly targeted at SMEs with a particular focus on the topics of innovation and sustainability. Hereafter we report as examples the projects “GRIN” and “Professional Faculty”.

“GRIN - Green & Innovation Management”

“Grin” is a territorial education plan addressing executives who operate in SMEs based in Lombardy. It aims at:

1. fostering the development of innovation management competencies in SMEs, with a particular attention to the topics of Corporate Social Responsibility and Green Economy
2. fostering the strengthening of companies' networks in order to promote the development of competencies required for the implementation of cooperation strategies with other firms and key actors of the business community
3. fostering the development of competencies for the organizational innovation in SMEs, regarding both the criticalities and the opportunities resulting from the current global scenario.



Professional Faculty

The project involved 30 unoccupied managers and was promoted by Assolombarda (the largest industrial association of the Milan area) and Aldai (the Managers' Association in Milan) and funded by Fondirigenti.

The project had the following objectives:

- to identify the universe of managers without a permanent occupation, professional resources considered valuable potential of the activities involved in teaching and training activities
- to develop the identified resources' skills, abilities and methodological knowledge which, coupled with the mastery of contents and with the long experience of in company working, would complete their profile, making it more consistent with the teaching and training of young consultants
- to consolidate the wealth of skills and knowledge used in practice for the family of professional managers and to ensure the portability and contamination between different seniorities of officers belonging to the group.

The project involved the combined action of three activities: the training activity (training, coaching and action path of coaching), actions to enhance the marketable skills of training for managers, and the process of institutionalization initiative through the creation of a steering committee of professionals.

PRINCIPLE 2



Future perspectives

The topic of global social responsibility will be investigated in the next future in the frame of two important training paths targeted at international participants.

Master in Marketing Management - Brand, Design & Made in Italy

Master in Marketing Management - Brand, Design & Made in Italy is the International Master of ISTUD Foundation. The programme is a challenging, intensive 5 months full-time international programme, taught entirely in English. An additional month could be added choosing to extend the main Master Programme with the Individual Coached Company Project Work (5 in-company additional weeks with a separate tuition).

The curriculum of the Master in Marketing Management - Brand, Design & Made in Italy is divided in three main parts: Fit for Italy, General Management (core courses) and a further concentration on Brand Management, Design & Made in Italy, designed to provide an opportunity for specialization and in-depth focus on both traditional and cutting-edge issues in the design, brand management and made in Italy (in particular food industry).

Master in MultiCultural Human Resources Management

Master in MultiCultural Human Resources Management is an innovative challenging, intensive 6 months full-time international programme, taught entirely in English and welcomes students from various backgrounds and is intended as comprehensive training in Human Resources.

The curriculum of the Master in MultiCultural Human Resources Management is divided in three main parts: Fit for Occident, General Management (core courses) and a further concentration on Multicultural HRM, designed to provide an opportunity for specialization and in-depth focus on Western Human Capital Management. The Multicultural HRM module will be structured on the ISTUD Management Framework helping students developing a perfect understanding of Western companies organizational processes and of the business context of HR management and leadership, focusing on the organizational and strategic issues influencing HR decisions.

Moreover, within the Master of Human Resource Management has been activated and will be strengthened in the next years a series of meetings called “**Management and Society**”, that are meetings with managers and experts in economic, social and organizational matters aiming to expand the vision beyond the specific issues of business and HR professions. “Management and Society” is an open container, where, starting from seemingly diverse topics, is activated a debate among students and witnesses with the aim of promoting the development of an open mindset in a multicultural and global society.

A hand is shown in the bottom right corner, holding a piece of white chalk and writing on a dark green chalkboard. The board is filled with various mathematical expressions, including quadratic equations like $3a(y+2)^2 + 3y + (4+4)A(x+)$ and other algebraic terms like $2C3$, a , 1 , A , B , 2 , (2) , $A)^8$, and $(x+$. The background is slightly blurred, focusing attention on the hand and the text in the green box below.

3

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

ISTUD Foundation has continued in the last years in the development of an effective educational framework to mainstream CSR and Sustainability within organisations at all levels.

The main elements of this educational framework confirms to be:

- *before the definitive planning: interviews with line responsible in order to identify company's best practices in CSR and Sustainability*
- *identification of most significant best practices and realisation of case studies specific for the firm*
- *delivery of the training programme and discussion of the case studies with the participants*
- *a definition of CSR and Sustainability model*
- *model approval by the Board*
- *mainstreaming of the model to the rest of the organisation.*

This educational framework turns out to be very effective in supporting complex organisational change processes in the field of CSR.

Thanks to this educational framework focused on internal best practices, ISTUD Foundation has continued to develop numerous case studies on CSR and Sustainability issues. Furthermore, all the research projects carried out by ISTUD are based on the case studies methodology, which has allowed us to collect a significant database of cases on CSR and Sustainability matters. In particular, during the last 2 years:

- 3 cases of informal networks' best practices inside of Intesa Sanpaolo, investigated in the frame of the research project "**Emerging organization forms**" (Milano, Lupetti, 2011).
- 5 cases of entrepreneurial best practices investigated in the frame of the research project "**Italian enterprises, climate change and impact of the 202020**" (ATM, Edison, Italcementi, SEA and TNT) and two further cases (Barilla and Fedrigoni) investigated in the same context (2011).
- 146.000 clinical cases and 40 enterprises investigated in the frame of the research project "**Epidemiology and the costs of accidents and chronic diseases of human resources in relation to the generational factor**"(2010).

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- 35 medical structures and 45 clinical cases investigated in frame of the project ANTARES - *“Medullary injuries analysis: assistance, équipe and statistics”* (2011).
- 160 medical structures investigated in the frame of the INAIL project - *“The health care and social offer for people with medullary injuries”* (2011).
- 149 clinical cases of patients reporting severe obesity and 25 cases of clinical professionals investigated in the frame of the ONICE project *“Narrated obesity in Italy: towards an effective care”* (2011).

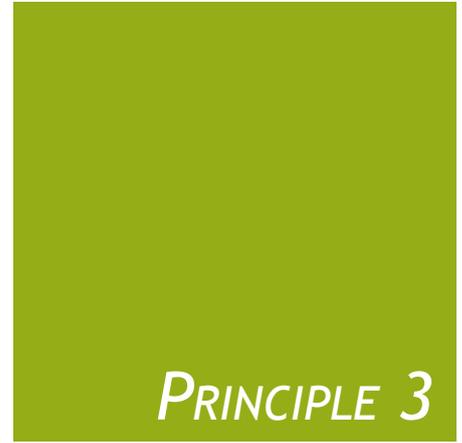
As primary business school in the Italian and international scenario, ISTUD pays a growing attention to the development of innovative and multidisciplinary training methods, as the “Analogies”, with a specific focus on the principle of responsible leadership.

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 trying correspondences and diversities and contributes to offer unusual points of view in the approach to a problem.

The word analogy, from the Greek ana-logos, means “proportioned to” or “in relation with” and has been widely used by the writers of literary works and parables. For entrepreneurs and managers thinking through analogies means reflecting on concepts and events that do not concern directly their activity, but lend themselves to be interpreted by the criteria that are specific of the organisational behave. 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 judgements.

Every encounter consists of 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.



During the last two years, analogies have been delivered in several contexts. To be mentioned are in particular two cycles, carried out at UBI Bank and Auchan, each one involving about 20 top managers from different functions.

Natural and social contract. The ecological question as anthropological challenge

The analogy was delivered on the occasion of the ISTUD shareholders' meeting in Parma and was focused on the specific topic of environmental unsustainability, regarded as the consequence of the conviction that a limitless growth is possible. By means of the analogy with the anthropology and its myths (mythological, literary, symbolical...), the intervention was intended to investigate the correlations between the ecological crisis and the unsustainability of human relations.



Future perspectives

Since the beginning of 2012, ISTUD - with the support of Assolombarda and Aldai - has been involved in a project for the valorisation of enterprises confiscated to the Mafia.

Valorisation of Milan executives' competencies for the management of enterprises confiscated to the Mafia

The project "Valorisation of Milan executives' competencies for the management of enterprises confiscated to the Mafia" has been promoted by Aldai and Assolombarda. Its goal is to provide the National Agency for Confiscated Goods with a selection of highly qualified professionals capable to effectively manage such kind of firms with the aim to ensure their productive exploitation. Beneficiaries are unemployed and employed managers who sent their Cv to Aldai and Assolombarda in charge of selecting the 67 final participants.

Financed by Fondirigenti, the project has been carried on by three business schools: SDA Bocconi, ISTUD Foundation and LUISS Business School, each one with a distinguishing role in the training phase.

In the next future ISTUD Foundation is willing to continue to develop projects with such a relevant social impact.

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.

ISTUD Foundation has undertaken in the last ten years several research projects - at international and at national level - on CSR, Sustainability issues and generational studies.

The first research project we carried out on CSR topic was REBUS, “Relationship between Business & Society”, funded by the European Commission and containing in-depth analysis of 28 multinational companies operating in Europe (2001-2003).

The contents of this research project were disseminated in a book, which represents our first milestone in CSR topic.

In a global scenario marked by an increasing financial crisis, new opportunities will equally arise from the development of a green and sustainable approach to the economy. Nevertheless, opportunities come with risks and threats.

For a business school as ISTUD, a topic deserving particular attention is the increasing need for new skills and competencies regarding green management at different levels. Therefore, we are focusing our research efforts on this important topic.

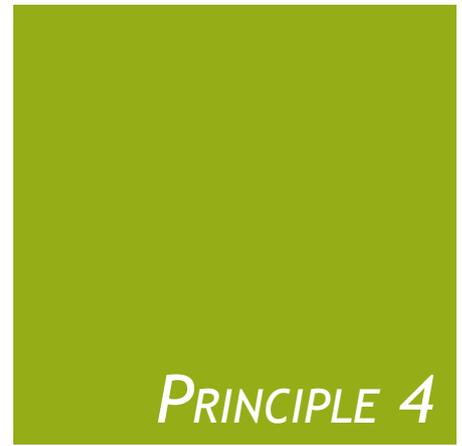
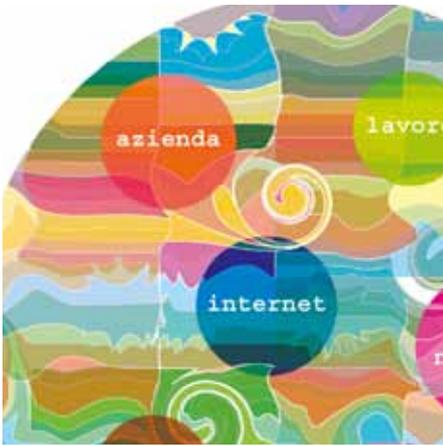
Multidisciplinary research teams have been developed on the following research topics:

Generational studies

As ISTUD, we are paying a particular attention to the generational studies, regarded not only as a key factor of our training offer, but also as a pivotal point for those managers and entrepreneurs who deal with human resources management. In this frame, a particular attention has been given to the investigation of the so-called “Y generation”, distinguishing itself from the others for aptitudes, desires, capabilities... With the strong support of private companies and public institutions, two research projects have been carried out in the considered period:

- “Youth and the new technologies”, Lupetti, Milan 2010.
- “Youth and job: from the engagement to the generation mix management”, Research paper issued by ISTUD in 2011. The investigation has been carried on exploiting the innovative methodology of focus groups which have been delivered at primary universities on all the national territory. Students involved have been about 260.





Furthermore, ISTUD Foundation has been recently involved in a Grundtvig project addressing the topic of age related leadership:

Age-related Leadership
- workshop for Managers
who lead elder employees
- Grundtvig Learning
Partnership (2011-2013)



“Age-related Leadership” develops an intercultural workshop and training concept for managers to improve their knowledge and competencies of leading aging employees and for HR managers to apply these workshops and trainings as “train-the-trainer” in their company. The international partnership with partners from Germany, Swiss, Finland, Italy aims to create an awareness among trainers and managers for aging employees and aging people in general as well to promote knowledge and competencies about individual aging processes and about how to integrate this knowledge into a successful leadership of aging employees. The workshop “age-related leadership” focuses on suitable teaching methods which the trainers will develop together taking into account cultural characteristics and also considering the needs of older learners.

The workshop development is based on an intercultural analysis of age-related leadership and cultural characteristics in the involved countries. A pilot workshop on “age-related leadership” will be organized in Germany with managers and trainers from all involved countries.

Diversity Management

The first research project on Diversity Management was carried out by ISTUD Foundation 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 (see also Diversity Group ASFOR in Principle 5).

Management and ethics

Based on a series of surveys carried out by ISTUD Foundation in the course of three editions of the Executive Development Programme (2007, 2008 and 2009), this research aimed at offering a point of view on the relationship between managerial choices and ethical dilemmas. In particular, special attention was paid to the following issues:

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

Green Management

Initiatives carried out in this area aim at providing an exhaustive representation concerning emerging needs, market evolution and new financial instruments which can be exploited in order to support green activities. A particular attention is equally paid to the area of managerial flexibility, and specifically to the start up of new business models which are both sustainable and profitable. Initiatives carried out in this area involve particularly SMEs which need to acquire new skills and competencies concerning matters as installation costs, incentives or legal compliance.

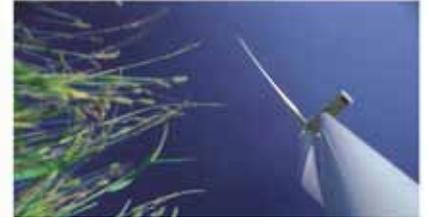
PRINCIPLE 4



Green economy, Italia

Idee, energia e dintorni

a cura di Maurizio Guandalini e Victor Uckmar



To be mentioned in this frame are the following research reports:

- “The environment pioneers”, issued by ISTUD in 2009
- “Green economy, Italy”, issued by ISTUD in 2009
- “Understanding and communication of the Value Chart of Italcementi”, issued by ISTUD in 2010.

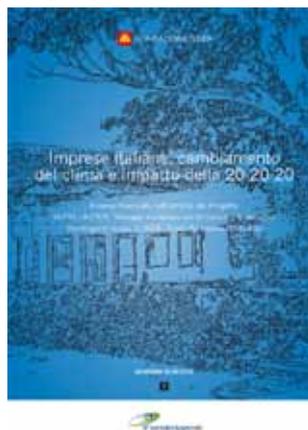
Green Observatory

In order to foster a deeper awareness of what implies a green approach to economy and society, ISTUD Foundation has promoted the creation of an annual Observatory which aims at being a meeting place to share ideas, information and experiences on the topic “Innovations for a Sustainable Economy”. A particular emphasis was equally put on the ethical and social implications of corporate actions, which play a key-role in the development of a really sustainable business.

Italian enterprises, climate change and impact of the 202020

In order to comply with the growing need for information on the evolution of energy market, we have carried out a research project in cooperation with the “Euro-Mediterranean centre for the climate change”, aiming at fostering a culture of sustainability which stresses the importance of green management as a tool for profit and competitiveness.

Through the analysis of 5 case studies (chosen among energy producers,



companies and financial players), we aim at providing clear guidelines concerning emerging corporate needs in terms of new skills and competencies, while offering a real and rigorous frame of strategic, economic, organisational and legislative impacts deriving from the adoption of eco-compatible business models. The research has been completed in 2011.

Narrative medicine for sustainable health services

“Narrative medicine for sustainable health

services” is a research project (published in the ISTUD-Lupetti series in 2012) consisting of several contributions written by narrative medicine experts who have tested on the field this method’s efficacy, both on the patients’ and on the managerial side. The narrative approach is here presented as a powerful tool to ensure costs reduction with a particular attention to highly expensive areas as the defensive medicine or the diagnostics, whose financial requirements are often unsustainable for the public budget.



List of articles and publications since June 2010

Il giunco e la quercia

Daniele Boldizzoni, Luigi Serio

June 2010, Quaderni di Management

Capitale sociale e competitività delle imprese in una logica di sviluppo locale

Luigi Serio

June 2010, Professionalità

Giovani Holden al lavoro

Marella Caramazza

June 2010, L'Impresa

La difficoltà fa fuggire il cliente

Renzo Rizzo

July 2010, HBR Italia

Privato con multidisciplinarietà

Nicola Castelli, Alessandra Cosso, Roberta Geusa, Maria Giulia Marini, Luigi Reale

October 2010, Il Sole 24 Ore Sanità

Med-Golfo, per l'Italia è quasi meglio del Bric

Maurizio Guandalini, Victor Uckmar

November 2010, Milano Finanza

Med-Golfo: il gigante che sfiderà Usa e Cina

Maurizio Guandalini, Victor Uckmar

November 2010, Il Denaro

Futuro del business: area Med protagonista

Tommaso Limonta

January 2011, Il Denaro

In cura di medicina narrativa

Maria Giulia Marini

February 2011, Il Sole 24 Ore

La gestione delle risorse umane nelle PMI

Daniele Boldizzoni, Luigi Serio

March 2011, Editori Laterza e UCIMU

Politiche restrittive e tecnologie obsolete

Simonetta Manzini, Antonio Nastri

March 2011, Direzione del Personale

Imprese italiane, cambiamento del clima e impatto della 20-20-20

Marella Caramazza, Caterina Carroli, Claudia Quartuccio, Sebastiano Renna, Federica Vigano'

March 2011, Research paper issued by ISTUD

L'organizzazione tra strategia e struttura

Luigi Serio

March 2011, HBR Italia

La parabola della Velina e della Precaria

Marella Caramazza

March 2011, HBR Italia

Green Italia. La rivoluzione verde è adesso

Maurizio Guandalini, Victor Uckmar

April 2011, Mondadori Università

Il nuovo identikit dei medici

Maria Giulia Marini

June 2011, Il Sole 24 Ore Sanità

La leucemia si cura a domicilio

Maria Giulia Marini, Nicoletta Martone, Luigi Reale

June 2011, Il Sole 24 Ore Sanità

L'innovazione guidata dal cliente

Renzo Rizzo

June 2011, HBR Italia

Urge un cambio di paradigma nella formazione

Marella Caramazza

June 2011, HBR Italia

Giovani e lavoro: dall'inserimento alla gestione del "generation mix"

Daniele Boldizzoni, Simonetta Manzini, Antonio Nastri, Luca Quarantino

October 2011, Research paper issued by ISTUD

Cure integrate in medicina

Nicola Castelli

December 2011, Il Sole 24 Ore Sanità

Giovani, mondo del lavoro e nuove tecnologie

Antonio Nastri, Luca Quarantino

November 2011, Lupetti

Forme organizzative emergenti. Dalle comunità di pratica ai network informali

Marella Caramazza, Tommaso Limonta, Luigi Serio, Federica Vigano'

November 2011, Lupetti

Quarto capitalismo e occupazione dei giovani

Marella Caramazza

March 2012, HBR Italia

Future perspectives

Since 2011, the cooperation between ISTUD and the publisher Lupetti, vaunting a well recognised tradition in the sector of management education, represent an important instrument for the dissemination and valorisation of our research projects on a large scale.

Within the end of 2012, "The narrative medicine" and "Italian enterprises, climate change and impact of the 202020" will be published in the ISTUD-Lupetti series.



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.

This principle is particularly important for ISTUD Foundation, since our approach to CSR is strongly linked to our capability to create partnerships with companies. Thanks to the work we realised inside companies, we acquired a set of “practical” competencies, which have made ISTUD a reliable partner for many companies, willing to mainstream CSR within organisation through the means of executive education and training.

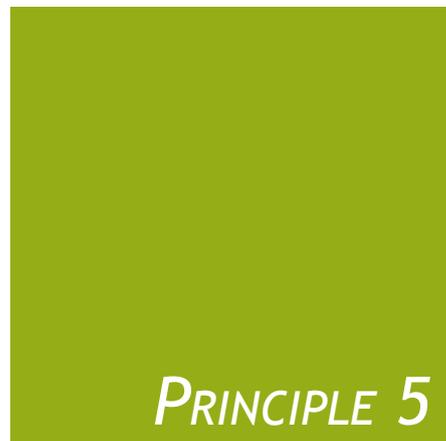
The approach we developed so far is based on some strong convictions:

- CSR topic compels business schools to re-think the future of the managerial disciplines and managerial training*
- to be effective, CSR practices need to influence the organisational culture and the degree of consensus that CSR issues obtain from organisation members*
- leadership and organisational change are deeply linked to CSR.*

The model we developed shows how 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 who wish to spread a culture of social responsibility within their boundaries is to ensure that CSR practices harmoniously influence both relations outside the firm, and therefore the definition of the strategy and the communication choices, and the mechanisms and processes of internal integration, and in particular the organisational culture and the degree of consensus that CSR issues obtain from organisation members.

It is important to point out that during 2011, ISTUD Foundation has been recognized by the Italian Ministry of Research, University and Education as an official Research Institute authorized to sign agreements for the reception of researchers from third countries to carry out scientific research projects.



EU projects

ISTUD Foundation has developed and carried on during the last 2 years different EU funded projects focused on some crucial issues for the business market development and playing a core role in the mission of the Foundation itself. “Aging and generation mix management and exploitation”; “Spreading of new skills for new jobs in the EQF Frame”; “Supporting effective and sustainable internationalization processes” are just some of the crucial managerial issues faced. These projects are also developed with the aim to work and collaborate with a selected number of international selected partners interested in sharing effective and innovative approaches to face nowadays crucial challenges in managerial education and training.

ComP Competencies Framework for European Project Managers - Leonardo Multilateral project Tol-Transfer of Innovation (2011-2013)

The general objective of the ComP project is to improve the efficiency in EU funds management by improving the quality of education of EU funded project managers and upgrading their key competencies according to the EQF approach. These aims will be achieved by defining the competencies model of EU project managers (considering each phase of the project implementation), the training curricula for EU funded project managers, the educational standards in all countries participating in the project and finally the adaptation measures to the ICT platform for the validation of the competencies of European projects managers. This could help to focus the attention on the competencies needed by EU project managers when managing sustainable projects and support the spreading of this approach when they design and carry on new EU projects.

GlobaliSME Training for SMEs internationalization - Leonardo Multilateral project Tol- Transfer of Innovation (2010-2012)

The project is aimed at transferring at international level the ISTUD Internationalisation programme for SMEs, a training course to support high-growth oriented managers and entrepreneurs in the internationalization processes of their companies.

The course, designed to support effective, sustainable and ethical internationalization processes and involving managers of small companies in 2 EU countries, has been developed and successfully held in Italy by the ISTUD Foundation and will be transferred to other European Business schools, Universities and innovation intermediaries in Poland and Cyprus, which are committed in adapting the ISTUD Internationalisation programme module to their own business environment.

PRINCIPLE 5



In the last two years ISTUD has confirmed and enlarged its presence in leading International networks like:

EABIS

ISTUD Foundation is an active member of EABIS - Academy of Business in Society - since its foundation in 2001. In 2008, we participated in the annual Colloquium with a paper entitled “Executive Education for Leadership & Sustainability” and hosted in April 2010 the EANIS-ALTIS Symposium “The future of economies and management in a post-crisis world”. The European Academy of Business in Society (EABIS) is a unique alliance of companies, business schools and academic institutions, with the support of the European Commission, committed to integrating business in society issues into the heart of business theory and practice in Europe. EABIS aim is to shape and enhance the quality of debate on the role of business in society in Europe; equip current and future business leaders with the mindset and capacity to put business in society at the heart of the way companies are run by integrating the changing role of business in society into the mainstream of business research, education and training; transform the way that business leaders, academics, policy-makers and others interact and communicate on business in society issues amongst themselves and with a wider audience; and inform policy-making on issues of business in society.



EFMD

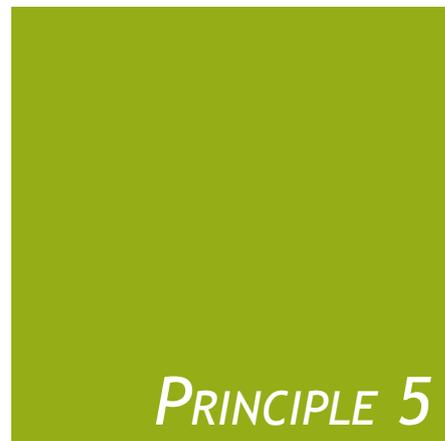
ISTUD Foundation is also a charter member of the EFMD network. The European Foundation for Management Development (EFMD) is an international membership organisation, based in Brussels, Belgium. With more than 650 member organisations from academia, business, public service and consultancy in 75 countries, EFMD provides a unique forum for information, research, networking and debate on innovation and best practices in management development. EFMD is recognised globally as an accreditation body of quality in management education and has established accreditation services for business schools and business school programmes, corporate universities and technology-enhanced learning programmes. Within its scope, EFMD is committed to offer professionals and institutions involved with management learning and organisational development the opportunity to be part of a dynamic, relevant and diverse network sharing the common objective of developing effective and socially responsible leaders and managers. It is in this context that EFMD signed in 2003 a partnership agreement with the United Nations Global Compact and launched the Global Responsibility Invitation which in turn led to the creation of the Globally Responsible Leadership Initiative.



GMAC survey

In the last two years, ISTUD Foundation has successfully collaborated, with the involvement of some business customers, to the implementation of the annual Corporate Recruiters Survey of GMAC (the Graduate Management Admission Council) and EFMD.





Kyoto Club

Since May 2010, ISTUD Foundation is also member of the Kyoto Club.

The Kyoto Club is a non-profit organisation founded in February 1999. Its members are business companies, associations and local municipalities and governments engaged in reaching the greenhouse gases reduction targets set by the Kyoto Protocol.

To reach its goals the Kyoto Club promotes awareness-raising initiatives, information and training to foster energy efficiency, renewable energy sources and sustainable mobility.

Towards public decision-makers the Kyoto Club puts forward policy proposals to make decisions in the energy field more and more environmentally friendly.



Diversity group ASFOR

This initiative is carried out by a work group consisting of schools belonging to the ASFOR network (Italian Association for Management Education Development), which certifies our Master in Marketing and Innovation and our Master in Human Resources and Organisation. Aim of the project is promoting a reflection on the role that education can play in spreading a diversity management culture. In this frame, a particular attention was given to the examination of best practices (as Intesa Sanpaolo and ENI), which embody virtuous examples of integration and valorisation of diversities.

Eduniversal

The two most important master courses for postgraduates organized by ISTUD Foundation have received an important recognition by entering in 2011 the international rating of Eduniversal (selection of the 4000 best masters held by the 1000 best business schools in 9 regions worldwide):

- Master in Human Resources and Organization - Top 200 Eduniversal Best Masters in Human Resources Management Regional Ranking
- Master in Marketing Management and Innovation - Top 200 Eduniversal Best Regional Ranking Masters in Marketing



Future perspectives

China and international markets

ISTUD Foundation has deeply enlarged its international activities and relations. In particular it is willing to enter new emerging markets like China and India.

For what concerns China, within the current year ISTUD will sign a memorandum of Understanding with BEIDA- Peking University (the second most important university in China).

In June 2012 a delegation from ISTUD Foundation will visit some leading Chinese Universities and Business Schools in Peking and Tianjin and in Shandong and Liaoning provinces.

In the next future, ISTUD Foundation will offer to international students the possibility to attend a Master in Marketing Management, Brand, Design and Made in Italy and a Master in Intercultural Human Resources Management (see the detailed descriptions under Principle 2).



6

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.

Since its foundation, ISTUD has always played a role of primary importance in the promotion of experience and knowledge sharing among stakeholders dealing with CSR issues.

In order to foster the exchange of experiences and create broader dialogue opportunities, numerous events have been organised.

To be mentioned are in particular:



FONDAZIONE ISTUD



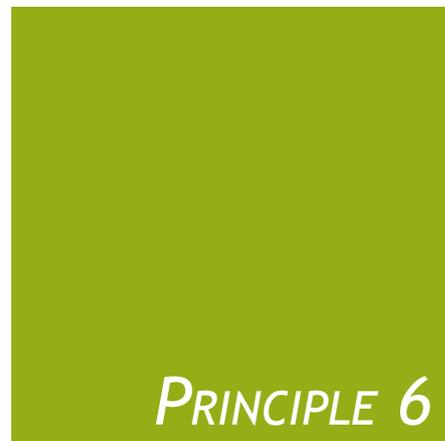
EABIS
European Academy
of Business in Society

Mainstreaming Corporate Responsibility and Sustainability through Executive Education

(30 June - 1 July 2010), Stresa, Italy
Workshop realised in collaboration with Eabis.

This workshop brought together corporate managers and business schools representatives to discuss how multinational companies manage organisational transformation processes on leadership oriented to CSR and Sustainability and how executive education can play a supporting role in this change process.

Indeed, the ultimate objective of the Workshop was to help each participant become more and more effective and strategic partner when working on projects that aim to transform a firm through CSR and Sustainability.



Since 2010, ISTUD has been developing a series of workshops on the topics of Green Economy and “Business in...Eastern Europe, China, Med-Gulf area and Qatar”. These initiatives are considered as a sort of brainstorming and knowledge sharing platforms involving managers and experts from several countries. In particular, for what concerns the Green challenges, we make mention of the following ones.

Green events

Since the beginning of the financial crisis, ISTUD Foundation has paid a particular attention to opportunities and challenges arising from green business practices. In this frame, three important workshops have been organised, aiming at providing exhaustive information concerning renewable energies and their business opportunities:

- “**Italian Green Day. The growth of the Green economy**”, Milan, Centro Svizzero, 30 June 2010.
- “**Green Italia day**”, Milan, Centro Svizzero, 20 April 2011
- “**What Green strategy? Living green: between sustainability and Blue economy**” Milan, Centro Svizzero, 14 December 2011.

Code of Ethics

ISTUD Foundation has defined and adopted a Code of Ethics that can be defined as the “Constitution” of the School, a charter of rights and moral duties that defines the ethical and social responsibilities of each participating organization and as an effective means of introducing a clear and explicit the responsibilities of executives, managers, employees and consultants to various stakeholder groups. The Code of Ethics is a way that ensures fair and efficient transaction management and human relations to support the company’s reputation. The Code of Ethics for the Foundation ISTUD corresponds to the way we conduct our work and our business: with ethics, integrity and reliability, every day. ISTUD Foundation is committed to ensuring a constant and ongoing commitment to transparency and accountability of all its actions. His reputation depends on it.

The Code of Ethics ISTUD Foundation is available at the following link: http://www.istud.it/up_media/231/codice_etico.pdf

PRINCIPLE 6



Future perspectives

As primary business school, ISTUD has always been involved in the promotion of dialogue and confrontation among trainers, civil society, public institutions and media. To be mentioned, the activities that needs to be strengthened are:

Marketing potential

As methodological support to the didactic activity, ISTUD is paying a growing attention to the implementation of online tools for the upload of articles, teaching materials...A first step in this direction has been made with the activation of the web platform “marketing potential”, specifically addressing students, researchers and entrepreneurs with a particular interest in marketing and innovation topics.

<http://www.marketingpotential.it/>

ISTUD Surveys

Based on the “Observatory” web tool, ISTUD surveys on the principal socio-economic questions include 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.

http://www.istud.it/attivita_ricerca/Osservatorio.aspx





FONDAZIONEISTUD

Corso Umberto I, 71
28838 Stresa (VB)
ITALY

Tel. + 39 (0) 323 933 801
Fax + 39 (0) 323 933 805
E-mail: info@istud.it

Tommaso Limonta: tlimonta@istud.it
Cristina Godio: cgodio@istud.it

www.istud.it