



10 STEPS TO BUILD A SUSTAINABLE AND RESPONSIBLE BUSINESS SCHOOL

– a Scandinavian approach

[Professor Berge Obel]

pRAEISON



A crisis of global governance and leadership

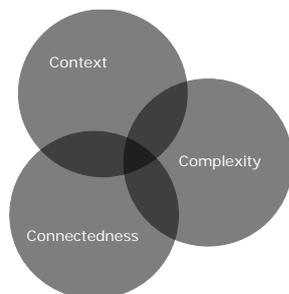
- › The global financial crisis has forced a profound rethink of the optimal form of capitalism and the relationship between business and government
- › The current crisis has exposed systemic failures of corporate governance in administering the purpose of the firm
- › It has shown the failure of global governance to match the new dynamics and consequences of globalisation
- › Governments are re-examining corporate accountability to society and how companies earn their license to operate
- › Companies are re-examining their code of conduct and leadership values

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New leadership skills required

- › 76 % of senior executives say that it is important they have the knowledge and skills to respond to trends like the low carbon economy, resource scarcity and doing business in emerging markets

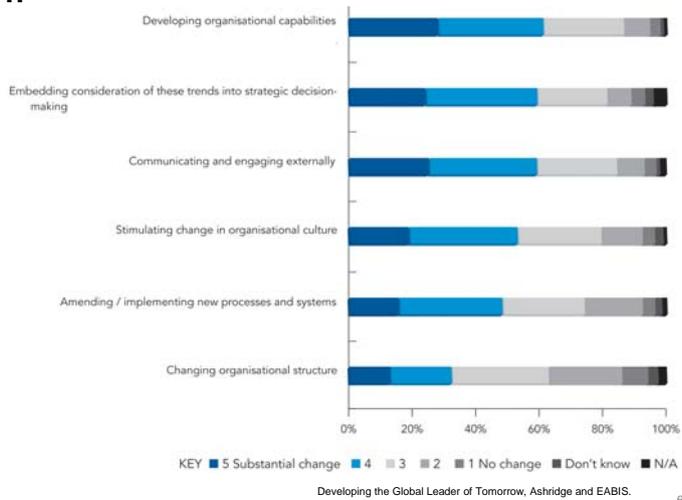


The business impact of trends in the environment



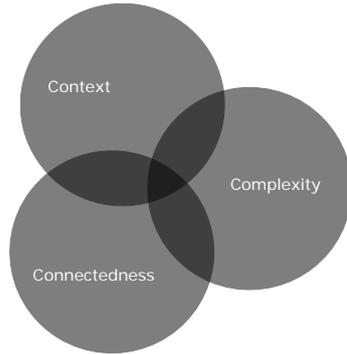
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The organisational response



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Important skills

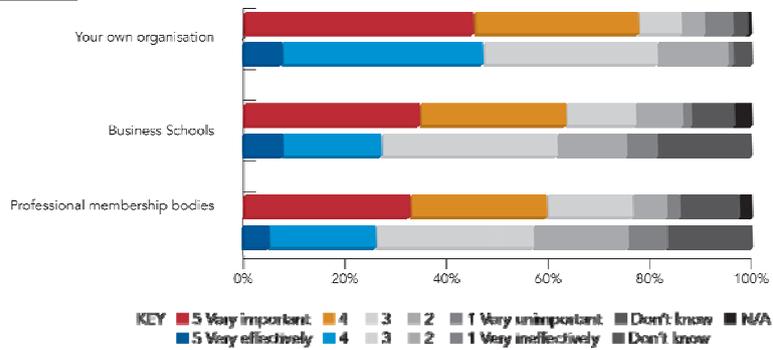


Developing the Global Leader of Tomorrow, Ashridge and EABIS.

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The performance gap

How **important** is it that the following organizations develop these skills and knowledge over the next five years, and how **effectively** are they currently doing so?



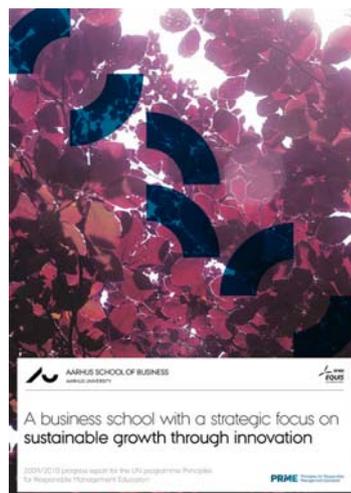
Developing the Global Leader of Tomorrow, Ashridge and EABIS.

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New business school agenda

- › 326 business schools participate
- › 6 principles for responsible management education
 - › **Purpose**
 - › **Values**
 - › **Method**
 - › **Research**
 - › **Partnership**
 - › **Dialogue**

PRME Principles for Responsible Management Education



A strategic business school focus on sustainable growth

ASB Strategy 2009-2012

- › Support of research activities within the theme, including the attraction of external research grants
- › Support of educational activities and the development of new ones
- › Development of student activities
- › Development of ASB as an organization and the organization's attitude towards sustainable innovation culture
- › Handling of internal and external communication
- › Partnerships with companies, organizations and NGOs.

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Definition of sustainable development

Development meeting
the needs of the present
without compromising
the ability of future generations
to meet their own needs



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A Scandinavian approach

- › Holistic view
- › Didactic approach based on independent thinking, problem orientation and the recognition of a variety of views
- › Critical dialogue and "the good argument"
- › Integrated
- › People oriented
- › Evolutionary

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A ten step model

1. STRATEGY
2. MANAGEMENT FOCUS AND SUPPORT
3. INTEGRATED ACTION PLANS FOR ALL DEPARTMENTS AND SECTIONS AT ASB
4. STRATEGIC IMPLEMENTATION THROUGH STAKEHOLDER ENGAGEMENT MODEL
5. CODE OF CONDUCT
6. SCIENTIFIC SOCIAL RESPONSIBILITY
7. BUILDING FUTURE RESPONSIBLE LEADERS THROUGH
 1. GLOBAL INSIGHT,
 2. A PEDAGOGICAL APPROACH THAT ENCOURAGES CRITICAL AND INDEPENDENT THINKERS AND
 3. NEW STUDY PROGRAMMES AND COURSES
8. ASB ORGANISATION AND ADMINISTRATION
9. DIALOGUE WITH BUSINESS AND ORGANISATION
10. REDEFINING THE BUSINESS SCHOOL CONCEPT AND ROLE

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Strategy

Strategic focus points:

Sustainable growth through
Innovation.

ICT within everything



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First year results; research

› Increased research focus and production across disciplines

- › Law,
- › finance,
- › accounting,
- › communication,
- › management,
- › economics,
- › consumer behaviour,
- › marketing,
- › supply chain,
- › Logistics
- › CSR
- › Innovation
- › etc.



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Research

Virtual Communities:

- › Integrating Sustainability
– From Dialogue to Reporting
- › Sustainable Consumption
– Near-term and Long-term strategies
and interventions
- › Sustainability and organizational design



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Research

- › Responsible investment:
- › **Good news is in store for future generations of responsible investors. A new investment model from the Department of Business Studies at Aarhus School of Business, Aarhus University gives investors the possibility of tailoring their investments according to a set of values which are as accurate as never seen before.**
- › PhD student Pernille Jessen



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Research

Journal of Sustainable Finance & Investment *Earthscan*

Editor in Chief:
Associate professor Matthew Haigh
Aarhus School of Business



Research

- › Olsen, Birgitte; Tegner, Helle; Rønne, Anita (2009):
Wind Energy and the Law: A Comparative Analysis.
Journal of Energy and Natural Resources Law. P. 145-178
- › Gaines, Sanford (2009):
Considering WTO law in the design of climate change regimes beyond Kyoto. IOP Conference Series: Earth and Environmental Sciences. No. 8
- › Thomsen, C. & Ellerup, A. (2009):
CSR communication in small and medium-sized enterprises: a study of the attitudes and beliefs of middle managers.
Corporate Communications - An International Journal. Vol. 14. No. 2. P. 176-189

Research

- › Rask, Morten; Andersen, Poul Houman; Mathews, John A. (2009):
**Integrating private transport into renewable energy policy:
The strategy of creating intelligent rechargeable grids for Electric Vehicles.**
Energy Policy. Vol. 37. No. 7. P. 2481-2486
- › Haigh, M. & Hazelton, J. (2010):
**Incorporating sustainability into accounting curricula:
Lessons learnt from an action research study.**
Accounting Education. Vol. 19. No. 1.
- › New project:
Sustainable freight and logistics systems

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First year result: programmes

More than 350 students have signed up
for sustainable programmes and electives:

- › BScB in Sustainability
- › The Sustainable MBA
- › Master in Environmental and Energy Law



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Electives

- › **Bachelor:** Sustainable Production and Consumption
 - Natural Resource and Environmental Economics
 - Sustainable Economics
 - Project Evaluation and Sustainability
 - Seminar on Environmental Issues
 - Environmental Economics and Climate Change
 - Social Marketing
 - European Consumer Policy
 - Business Ethics
 - Issues Management
 - Organizing the World: Standardisation and Sustainability
- › **Master:** Sustainable Supply Chain Management

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ASB organization and culture

- › Green ASB
- › Student activities
- › Workshops



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