

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

**RSM - A FORCE FOR POSITIVE CHANGE**



January 2020

Rotterdam School of Management, Erasmus University

## Colofon

**This Sharing Information on Progress (SIP) report was written as part of RSM's commitment to the Principles for Responsible Management Education (PRME) and contains an overview of the progress Rotterdam School of Management, Erasmus University (RSM) has made in the application of PRME.**

**It covers our progress between January 2017 and December 2018. Last year (2019) was a busy one that included several accreditations and re-accreditations, and the appointment of a new Dean. This has caused a delay in reporting, which is why we asked for an extension. We trust that this SIP shows RSM's continued commitment to PRME in a convincing way.**

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**Publication date: January 2020, Rotterdam**

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## Introduction by the Dean of RSM

On 1 November 2019, I accepted the position as Dean of Rotterdam School of Management, Erasmus University (RSM). I chose to come to RSM because of its mission to be a force for positive change in the world and because I'm fully convinced that business can and should play a leading role in addressing big societal challenges, and that business education can help achieve those objectives.

These are challenging times for business schools. Societal expectations with respect to our standards in education, the openness and relevance of research, and the sincerity of our engagement with external stakeholders, are changing both in the Netherlands as well as internationally.

As a top-ranked mission-driven business school, RSM is in a unique place to respond to these challenges and I am excited that I can serve this mission.

In this progress report, you will find an update on the further implementation of the Principles for Responsible Management Education in our portfolio of educational programmes, research, and engagement.

I look forward to further strengthening the application of the principles for responsible management education, and to engaging with the broader PRME-community in the coming years.

Prof. Ansgar Richter  
Dean  
Rotterdam School of Management  
Erasmus University

## PRME – general progress overview

Towards the end of the Strategic Plan 2013-2018, RSM came to understand that it needed a new mission to guide its next Strategic Plan 2019-2024. A committee comprising faculty members and professional services staff alike worked almost a full year on it, organising focus groups and consulting with internal and external stakeholders. Early in 2017, RSM launched its new mission: to be a force for positive change in the world. This mission is grounded in RSM's conviction that businesses and organisations can, should, and must play a key role in addressing and contributing to solving the many societal challenges that the world is facing. These societal challenges are defined as the 17 Sustainable Development Goals (SDGs), which were adopted by the United Nations in 2015. RSM has aligned its mission with the SDGs because they are neutral and provide an internationally recognised point of reference for us to aspire to.

Since it is RSM's remit to enhance the management and practices of organisations, by implication RSM must contribute to solving these problems through research, education, and its engagement with society.

In line with the mission, the overarching strategic goal for 2024 is to become a leading school for positive change. To do so, RSM has developed six strategic priorities, which serve as a framework for initiating projects that achieve the strategic goal and the mission:

1. Create positive change impact.
2. Strengthen our education portfolio with an emphasis on mission-driven relevance and impact.
3. Create an intellectual hub for positive change research.
4. Build a faculty ecosystem for positive change.
5. Leverage professional services and support facilities for positive-change business partnerships.
6. Diversify the financial base.

Through this mission statement and strategy, RSM confirms its threefold ambition for students, faculty and corporate partners:

- To educate students to become **agents** of positive change.
- To invest in faculty and staff so they become **enablers** of positive change.
- To service our alumni, corporate and societal partners so they become **accelerators** of positive change.

RSM is committed to promoting global social responsibility, sustainability while maintaining the highest ethical standards in research, teaching and in every service we provide. By doing so, RSM recognises that in our current complex, volatile and ambiguous world, universities and business schools must demonstrate responsible leadership, and devise novel ways of solving challenges affecting society, economics and the environment.

Since our last PRME update in 2017, topics relating to responsible management and sustainability have become substantially more integrated into RSMs philosophy and our research and education

portfolios. RSM has become actively committed to demonstrating and disseminating theories, models and responsible practices that reinforce the connection between sustainable environments and value creation. In line with the values that underpin the School's mission for positive change, RSM aims to help, educate and prepare students, academics and people in organisations to become critical, creative, caring and collaborative thinkers and doers. To describe RSM's mission and values in terms of concrete actions, this means:

- Students are equipped with the knowledge, skills and attitudes needed to become active agents for positive change, and responsible management education values are included in the learning goals throughout the programme curricula.
- RSM creates optimal conditions to promote research excellence at the highest professional standards, including scientific integrity, collegial mentoring, and places an emphasis on the impact research has on both science and society.
- The School is aware of the impacts, both environmentally and societally, of its actions that enhance teaching and research performance; in this respect, for students, employees, and society at large, RSM's culture is caring, inclusive and responsible.

### Progress on PRME principles and sustainability in education

This progress report demonstrates how, since the previous report in 2017, we have integrated the PRME principles into our core activities of research, education and engagement. The progress made in education is best demonstrated through the transition of the intended learning outcomes of programmes.

As part of this PRME update, we have assessed all our current MSc courses on the coverage of a broad set of sustainability related keywords. Annex II contains an overview of how topics related to sustainability have been embedded in the intended learning outcomes of our MSc programmes. The following table gives an overview of the learning outcomes of our GBSM master programme on three domains of learning:

<b>Learning domain 1: Knowledge</b>	<b>Learning domain 2: Skills</b>	<b>Learning domain 3: Attitudes</b>
<p>1. Students hold in-depth and systematic knowledge on managing for sustainability.</p> <p>1.1 Explain the principal concepts and theories of managing for sustainability from a broad, holistic and multi-level perspective.</p> <p>1.2 Analyse complex risks and opportunities of sustainability challenges affecting firms in a global context.</p> <p>1.3 Construct progressive organisational strategies and business models for sustainability.</p>	<p>2. Students are able to design and implement sound sustainability management research projects.</p> <p>2.1 Formulate studies in sustainability management research for intended theoretical and practical value.</p> <p>2.2 Apply quantitative and qualitative techniques to sustainability management-related problems.</p> <p>2.3 Evaluate findings of sustainability management research in order to draw reasoned conclusions and recommendations.</p>	<p>3. Students hold solution-based skills and attitudes to dealing with challenges of sustainability management.</p> <p>3.1 Demonstrate a reflexive and creative attitude to handling sustainability dilemmas.</p> <p>3.2 Demonstrate professional communication skills to effectively collaborate and proffer practical organisational solutions to sustainability challenges.</p> <p>3.3 Critically evaluate solutions to sustainability challenges to make reasoned decisions for courses of action.</p>

*Note: a full overview of the link between sustainability and the Intended Learning Outcomes of our master programmes is added in Annex II*

#### SDG coverage in output of research and education

Sustainable development is embedded in many research and education initiatives at RSM. A demonstration of this continued commitment can be found in the substantial stream of SDG-related outputs in publications, PhD theses produced by our faculty members, how SDG's are embedded in education courses and master theses, and how our SDG-related results are communicated to news and research channels via RSM Discovery videos and articles in our magazines.

The following table gives an overview of RSM's SDG-related research results for the period 2017-2018. For this overview, we have catalogued all our research and education materials and results and matched these to the SDGs using neural network technology. For the indexing exercise, we applied tools developed by the SDG resource centre of Elsevier (<https://sdgresources.relx.com/>), and combined the Elsevier queries with our own analytics to give an "SDG ratio".

The overview of the SDG ratio (below) shows, for the first time, our progress in embedding SDGs into our core activities. The neural network technology is still in development, so we are not claiming comprehensiveness. Further advancements, however, will enable us to measure the School's SDG performance in its research, education and engagement as we head towards 2030.

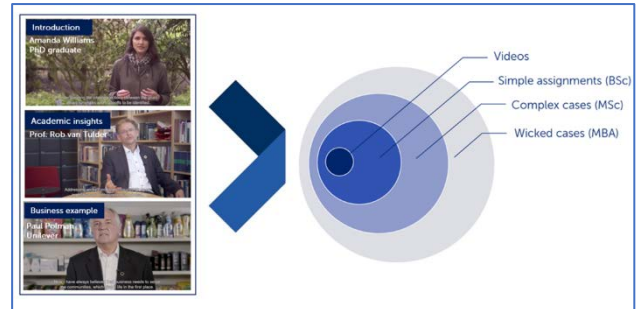


Sustainable Development Goal	Research		Education			Communication
	Articles	PhD Theses	MSc Courses	MSc Theses	MBA/EMBA Courses	RSM Discovery videos and articles
SDG 1	1			3	2	7
SDG 2			1	26		2
SDG 3	14	2	8	51	31	24
SDG 4	2			5	1	1
SDG 5	3	1		29		5
SDG 6			1			
SDG 7	14	2		37	3	18
SDG 8	15	2	2	154	25	39
SDG 9	50	7	16	301	31	95
SDG 10	7		2	8	5	13
SDG 11	13	1	2	37	9	114
SDG 12	14	4	1	155	17	19
SDG 13	7			23	3	15
SDG 14	4			6	2	
SDG 15				2	1	4
SDG 16	39	3		132	8	32
SDG 17	1		1			1
Total SDG related	184	22	34	969	138	389
<b>Total documents indexed</b>	<b>286</b>	<b>30</b>	<b>86</b>	<b>3217</b>	<b>187</b>	<b>642</b>
<b>SDG ratio</b>	<b>64%</b>	<b>73%</b>	<b>40%</b>	<b>30%</b>	<b>74%</b>	<b>61%</b>

## SDG Repository

Furthermore, we have built an SDG Repository that contains:

- a) Videos in which RSM students explain each SDG.
- b) Videos in which RSM students explain why they, as business students, are passionate about a specific SDG.
- c) Videos in which RSM faculty explain how their research links to an SDG.
- d) Videos in which representatives from a large variety of organisations explain how they are contributing towards the SDGs.
- e) “Simple” multiple-choice questions and assignments.
- f) Complex cases.
- g) Wicked cases.



All 77 videos we recorded are available online via [www.rsm.nl/sdgs](http://www.rsm.nl/sdgs) and YouTube.

## Research centres at RSM addressing sustainability topics

- Sustainable value creation: [www.rsm.nl/erasmus-platform-for-sustainable-value-creation/home/](http://www.rsm.nl/erasmus-platform-for-sustainable-value-creation/home/).
- Partnerships: [www.rsm.nl/research/centres/prc/](http://www.rsm.nl/research/centres/prc/).
- Leadership: [www.rsm.nl/research/centres/erasmus-centre-for-leadership/](http://www.rsm.nl/research/centres/erasmus-centre-for-leadership/).
- Future energy business: [www.rsm.nl/ecfeb/home](http://www.rsm.nl/ecfeb/home).
- Women in business: [www.rsm.nl/ecwo/](http://www.rsm.nl/ecwo/).
- Sustainable business models: [www.irim.eur.nl/eco-transformation/](http://www.irim.eur.nl/eco-transformation/).
- Landscape restoration: [www.rsm.nl/enable](http://www.rsm.nl/enable).
- Entrepreneurship: <https://ece.nl/>.

The following sections provide evidence of RSM’s continued commitment to ethics, responsible management and sustainability, and how it has developed substantially over the past few years throughout its portfolio of research, teaching and engagement activities.

*Professor Rob van Tulder (right) hands out the first copies of his publication **Business & The Sustainable Development Goals: A Framework for Effective Corporate Involvement** (RSM Positive Change series) to Lise Kingo, CEO and executive director, UN Global Compact, and Prof Jan-Peter Balkenende, chair of the Dutch Sustainable Growth Coalition.*



Engagement: RSM Leadership Summit, Erasmus Energy Forum and Sustainability Forum

RSM regularly organises large events targeted at a broader community. Examples include the RSM Leadership Summit, the Erasmus Energy Forum (replaced by the Living Energy Conference in 2018) and the RSM Sustainability Forum. Each event has its own characteristics, but all focus on issues of business and leadership, sustainability and governance, and they aim to connect faculty members, business professionals, students and representatives of government and civil society organisations. More about these events can be found in the section ENGAGEMENT.

## PURPOSE

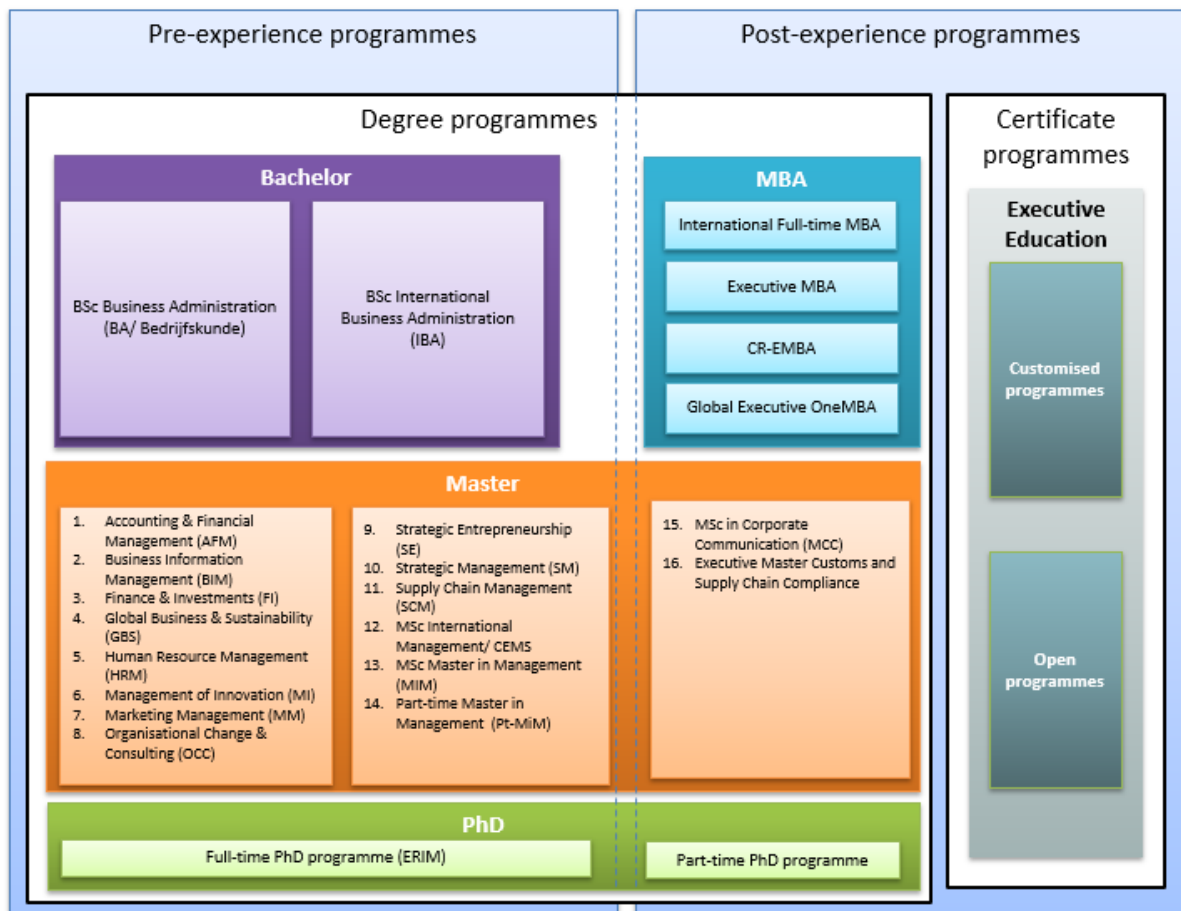
● **Principle 1 | Purpose:** We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.



In 2017, RSM adopted a new mission statement – ‘We are a force for positive change in the world’ – accompanied by a definition of its values, to guide the School. RSM supports students, academics and people in business to become critical, creative, caring and collaborative thinkers and doers. For education, RSM aims to ‘equip students with the knowledge, skills and attitudes needed to become active agents for positive change by fostering inclusive and responsible business around the world.’

In order to equip students to become positive change agents, the education portfolio needs to align with the needs of the learner, the industry and society. RSM embeds its mission throughout the education portfolio, by expanding the degree portfolio and augmenting faculty qualifications with recognition of innovation and impact in education. RSM also intends to build a profitable executive education portfolio, helping individuals and (their) organisations to make positive change.

RSM is a full-service business school, offering programmes at BSc, MSc, MBA, PhD and executive level. RSM currently operates 24 degree programmes, and a substantial portfolio of open and customised executive programmes. The following diagram gives an overview of the education portfolio at RSM:



In line with this new mission, the education portfolio and the curricula have started to transition by focusing much more on the values of global social responsibility, sustainability, and ethical behaviour and by stipulating that these values are important attitude-related aspects of its programme learning outcomes. From enrolment in their first RSM course through to achieving alumni status, students benefit from the integration of classroom education and out-of-class learning experiences on these targeted topics.

Given the variety of the education portfolio, the ways in which these topics are incorporated depend on the specific needs of the communities of learners, ranging from bachelor students to senior professionals participating in RSM Executive Education programmes.

#### Achievement/activities: Bachelor programmes

Following the last PRME SIP (2015-2016), RSM started an overhaul of the two bachelor programmes in 2017 and 2018. This so-called 'Boost the Bachelor' project entailed a fundamental review of the two bachelor programmes: implementation of the redesigned programmes started in September 2019. The PRME values are now integrated in the design and intended learning outcomes of both bachelor programmes and are implemented at class level in the courses. In addition, during the programme bachelor students can enrich their RSM learning journey through group assignments and extra-curricular activities. The UN Sustainable Development Goals (SDGs) are part of the curricula:

for example, as part of the core Leadership, Sustainability and Governance course, students must assess the corporate strategy of a Fortune 500-listed company in relation to the SDGs.

*Achievements/activities: Master & MBA programmes*

At master level, PRME are formally embedded in core courses and electives. Students are challenged to demonstrate their knowledge and skills in this domain. Topics related to PRME and sustainability are often included in the subject of their master theses. Moreover, ethics is an integral part of each master programme. As the overview of results in the first chapter showed, SDG related content is embedded in a substantial number of courses at master and MBA programmes and also many master theses cover topics that are related to the SDG's.

*Highlight: MSc Global Business and Sustainability*

Since 2003, bachelor graduates with a particular interest in sustainability can enroll in the one-year MSc in Global Business and Sustainability (MScGBS) ([www.rsm.nl/gbs](http://www.rsm.nl/gbs)). The core curriculum is built around the foundations of sustainable business thinking: sustainable leadership, global business strategies, corporate integrity and grand challenges in sustainability. Electives focus on managing non-governmental organisations (NGOs), cradle-to-cradle design, corporations and justice, companies in ecologies, and climate change. The NVAO Peer Review Team that performed last year's programme assessment for NVAO reaccreditation considered that: *'every single aspect of the teaching and learning environment in this specific master programme is geared to delivering a high level of quality.'* Moreover, the learning outcomes and the curriculum of the MScGBS were *'likely to realise the mission of the programme, i.e. to produce a new generation of change agents with the capacity to think critically about business strategies and develop new sustainable business models for positive change.'*

*Highlight: KPMG/RSM Sustainable Master Thesis Award*

In collaboration with KPMG, RSM honours the best master thesis on a sustainability-related topic every year. The award recognizes a business student's effort to address an important sustainability issue of our time by taking into account the business and society perspectives alike, while demonstrating academic excellence. Today, discussions on sustainability often encompass both environmental challenges as well as pressing societal issues, such as the number of women in top positions, but also issues such as corruption and conflict. Moreover, topics such as sustainable consumption, marketing and even mindfulness in business education have been addressed. Therefore, we used the SDGs as a guiding framework to define whether theses are related to sustainability.

Inspired by the standards used for similar awards (UNECE, Oikos, CBS Copenhagen Business School and FIR Forum pour l'Investissement Responsable), the working group subsequently established its own framework. It consists of the following four criteria:

1. Academic excellence (critical criteria)  
The grade of the thesis requires to be an 8.5 at minimum.
2. Possible reception by companies (40%)  
The topic, methodology, findings and conclusions should be practically relevant for managers or entrepreneurs.
3. Potential environmental/social impact (40%)  
Topic and findings of a thesis should be of importance to society at large. The thesis may influence policy makers or civil society leaders to drive change.
4. Originality (20%)  
The author impresses with independent thinking, a critical attitude and innovative ideas.

The award is officially handed out at the RSM STAR Sustainability Forum.

The Sustainable Master Thesis Award 2019 covers the period September 2017 to August 2018. During this period, 375 theses were graded 8.5 or higher. Amongst these 375 theses, 72 were related to a sustainable topic.

The 2019 award was handed to Paul Ruijs, MSc Global Business & Sustainability graduate from 2018, working at the United Nations Global Compact. His thesis is entitled *Overcoming short-termism of investors, a barrier for sustainable development contributions – An explanatory research that studies to what extent companies can curb short-termism in order to foster sustainability*. The runner up was MSc Supply Chain Management alumnus Annelou Ringers, whose thesis covered *socially responsible purchasing in the fast-fashion industry*.



[www.rsm.nl/about-rsm/news/detail/14724/](http://www.rsm.nl/about-rsm/news/detail/14724/)

[www.rsm.nl/rsm-sustainability-forum/rsm-star-sustainability-forum-2019/rsm-star-sustainability-forum-2019-report/](http://www.rsm.nl/rsm-sustainability-forum/rsm-star-sustainability-forum-2019/rsm-star-sustainability-forum-2019-report/)

For an assessment of all our degree programmes that adhere to the PRME principles, see Annex 0.

Achievements/activities: post-experience education

RSM's primary focus is on developing business leaders with international careers who can become a force for positive change by carrying their innovative mindset into a sustainable future. Our first-class range of MBA, part-time PhD and executive programmes encourages active participation in exploring solutions to the world's grand challenges. Sustainability is fully embedded in the MBA curricula, for instance through the Living Management Project approach.

## PRME in Open Executive Education Programmes

RSM's Open Programmes are designed for professionals and managers at any stage of their career. The intensive, focused and fast format (2-to-10 days) means they can pick up new skills in a relatively short time. While we believe that all our programmes contribute to responsible business and provide a positive impact on individuals and organisations, we highlight below some examples of open programmes and initiatives that are most related to the central themes of the PRME.

### *Women in Business*

Our two-day Women in Leadership programme, running since 2015, addresses the issues women encounter in business, particularly the challenges that women face when climbing the corporate ladder. Women in Leadership offers women the opportunity to access the latest best practices, learn about cutting-edge leadership research, compare experiences, and discuss their ideas and challenges with other professional women. The programme is highly interactive, combining lectures, small group discussions, storytelling, and panel discussions. The result is a greater appreciation of the value that women bring to business, more clarity and confidence in their own personal ambitions. In 2017 and 2018, the impact of these programmes was extended by the provision of several in-company versions that support the gender diversity initiatives of several organisations including: an international bank headquartered in the Netherlands; an independent Dutch scientific research institute, and one of the major institutions of the European Union.

### *Sustainable Finance*

In 2018, a new open programme on Sustainable Finance was launched. This 3-day programme explores how the financial sector can contribute, or even speed up, businesses' transition to long-term value creation within a sustainable economy. Participants in the programme learn how finance can be used to increase businesses' contribution to a sustainable economy; understand how the global economy is transitioning towards sustainability; learn how companies and financial institutions can adapt a more sustainable economic model, and explore the newest approaches in sustainable investing and lending. Additionally, they discover practical tools to implement sustainable investing and lending in their organisation, learn how to engage with others and set up an active dialogue.

## Future perspective for education

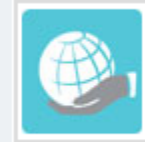
In order to reach its strategic priority for education by 2024, RSM intends to:

1. Continue to review and redesign all degree programmes so they reflect its mission and vision.
2. Expand the education portfolio for mission-driven impact through the development of at least new thematic and/or interdisciplinary programmes.
3. Incentivise teachers and faculty to develop innovation and excellence in teaching.
4. Design and develop an SDG-inspired portfolio of education modules for all RSM programmes, preferably in co-creation with relevant societal partners.
5. Develop initiatives within RSM Executive Education that give new and existing programmes more reach, more impact, and more cohesion.



## VALUES

**Principle 2 | Values:** We will incorporate into our academic activities, curricula, and organisational practices the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.



### UN Sustainable Development Goals – Sharing our knowledge

RSM is convinced that business can and should play an instrumental role in addressing the world's biggest challenges in order to create prosperity for all. Aiming to provide a new generation of change agents with the knowledge, skills, values and attitudes to make a difference in the world, RSM uses the framework of the UN's 17 SDGs to implement its new mission. The SDGs, agreed by world leaders in 2015, set out a framework through which the most urgent social, economic and environmental challenges can be addressed. These development goals are neutral, non-political and provide an internationally recognised point of reference. Being inspired by the SDGs means RSM activities – through research, education programmes and engagement with society – are relevant, meaningful, and have real impact. It acknowledges that business is part of a broader system in which it has an effect, and that we live in a complex world without easy solutions to wicked problems.



TARGET 17-6

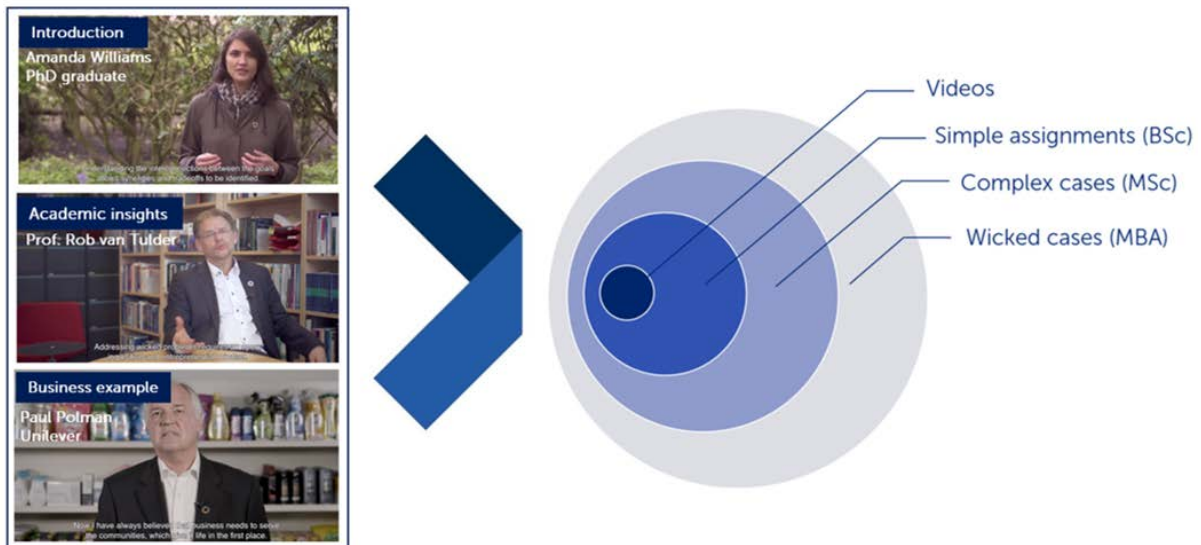
**17** PARTNERSHIPS  
FOR THE GOALS

**TECHNOLOGY**

KNOWLEDGE SHARING AND COOPERATION FOR  
ACCESS TO SCIENCE, TECHNOLOGY AND INNOVATION

RSM has produced a series of 17+1 learning modules directly linked to the SDGs to increase students' awareness of them, and to highlight their relevance and relationship to business. These modules feature knowledge from research and practice, and show how the SDGs are essential for

business – and vice versa. Tackling the urgent issues raised by the SDGs helps to address the world’s most important challenges, and paves the way for new business and innovation opportunities within the boundaries of a healthy and prosperous planet. As well as videos, RSM has built a repository that contains simple questions on each of the SDGs for bachelor students, complex teaching cases for master students, and wicked teaching cases for MBA & Executive MBA students.



#### SDG Videos and MOOC

The 77 videos are available for the general public to view at [www.rsm.nl/sdgs](http://www.rsm.nl/sdgs), and have served as the basis for the development of a MOOC: Driving business towards the SDGs. This MOOC is available on Coursera and currently has around 2,500 learners enrolled. It received MOOC Awards of excellence from the SDG Academy and SDSN Networks.



### Positive Change Series

Our RSM Series on Positive Change publications inform managers and business students about trends that are critical for a sustainable future, and about opportunities for business to contribute to positive change. We present new frameworks that can be used to challenge corporates' current way of thinking and re-calibrate their strategies

The publications are available as free downloads on [www.rsm.nl/positive-change/series-on-positive-change/](http://www.rsm.nl/positive-change/series-on-positive-change/)

Currently, we have three publications available for download:

1. Business & The SDGs – A Framework for effective corporate involvement.
2. 4 returns, 3 zones, 20 years – A holistic framework for ecological restoration by people and business for next generations.
3. From Risk to Opportunity – A framework for sustainable finance.

Besides inspiring and informing business professionals, they are also used in classrooms – at RSM and business schools around the world.



### Goal-setting for all students and I WILL

Developing “life skills”, such as being able to set goals – and make plans to achieve these goals (goal-setting) – increase the study success of students, especially among minority and male students, according to research by Professor Michaéla Schippers.

The goal-setting intervention is a deceptively simple, but often deeply revealing three-stage online writing exercise that begins about three weeks after the start of the first trimester of the bachelor programme.

- (1) Participants are asked to react to a series of questions relating to their ideas about what they want to learn, their social relations, work, etc. Participants then outline their ideal future as well as their worst possible future. With this self-knowledge, they define and prioritise 6-8 future goals.
- (2) Participants describe each goal's desired outcome and create concrete, detailed plans to achieve these goals.
- (3) Participants then create a public statement and commit to a specific goal.

In this three-stage process, a critical aspect of success is the last stage: making a public commitment to a goal. This is where I WILL, RSM's community of commitment, plays a distinctive role in the success of this goal-setting intervention.

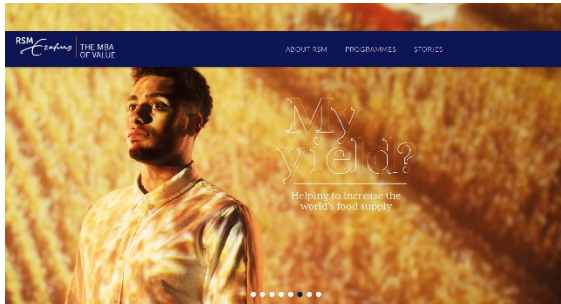


*A number of I WILL statements. Every member of the RSM community can receive their I WILL statement and a professionally taken photo, which they can share on social media. These pictures and statements are shown during graduation, and some of them are visible in our buildings.*



## MBA of Value

Inspired by the adaptation of the new mission in 2017, we decided to rebrand our MBA programmes, focusing on delivering value to society. We work to ensure that our MBA students understand that their decisions will profoundly affect organisations, society, the economy and the environment. We work to equip them with the deep knowledge, the insights, the frameworks, skills, tools and the mindset needed to make the best decisions for sustainable business.



## RSM Discovery

RSM uses its online science communication platform, RSM Discovery, to present practical research results to business professionals. English-language videos and articles present RSM research that is of real and practical use to professionals in all kinds of business fields. The style of presentation is suitable for a non-academic audience. New videos and articles are communicated through national and international press releases and on RSM's social media channels. Journalists and business practitioners can contact researchers directly.

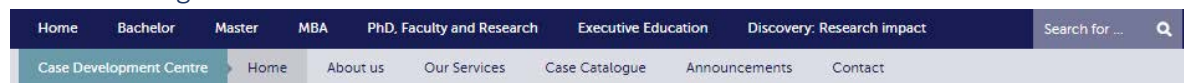
The RSM Discovery platform also publishes blog posts from researchers, which enables them to give their informed opinions on current national and international topical issues, such as climate change, human rights and public safety. Examples can be found at <https://discovery.rsm.nl/home/>. A full overview of RSM Discovery articles and videos can be found in Annex III.

## METHOD

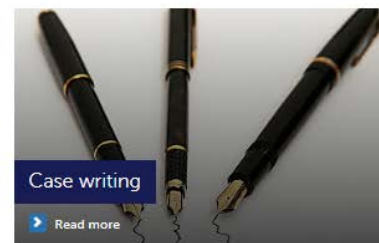
**Principle 3 | Method:** We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.



## RSM Teaching Cases



Home > CDC



### RSM Case Development Centre


Business students, and even seasoned business experts, can learn from the experiences of other real-life organizations and decision-makers. The Case Development Centre (CDC) at Rotterdam School of Management, Erasmus University (RSM) supports case-based management education by turning exceptional business and management experiences into powerful learning tools. We connect world-class research, education, and business by developing high quality case studies.



Business cases developed and written by RSM's Case Development Centre (CDC) are used as teaching aids by businesses and by management schools worldwide. CDC is one of few organisations in Europe specialising in case development.

CDC develops business cases by working closely with academia and businesses. The cases bring first-hand knowledge of business practices to management education and to businesses themselves, and are an effective way of communicating management theory to practitioners. They are published through reputable outlets including The Case Centre and Ivey Publishing, as well as popular media channels such as the Financial Times.

During 2017 and 2018, CDC published 34 cases. We will highlight a selection of them, and have placed a full list in Annex II.



Prof. Dr. van Rossum. Written by Chirikure, N, Hoekman, J, Kegels, N, Schaller, S, & Verder, K. (2018). <http://hdl.handle.net/1765/109753>

Despite a high percentage of the population being affected by being overweight and clinical obesity, few treatments have been available. At the same time, insurance companies have done little, if anything, to mitigate the problem. Dr van Rossum, professor at Erasmus Medical Center (EMC), is actively working to tackle this situation nationwide. In 2011, she started the *Centrum Gezond Gewicht*, which researches obesity and develops new treatment programmes. Further, Dr van Rossum aims to make these new obesity treatments a part of the basic coverage provided by health insurers in order to make them accessible to everyone. Dr van Rossum is currently negotiating with government officials, insurance companies, and other stakeholders in order to transform her vision into reality. After a slow start-up phase, she reached an important milestone recently in being able to negotiate with crucial partners who will eventually enable changes in obesity treatment. This case outlines the importance of communicating her message to the right parties, which turned out to be a daunting endeavour. A recurring theme is the alienation she experienced as result of the interdisciplinary communication.

The Corporate Bank (Part I): Establishing The Corporate Bank.

The Corporate Bank (Part II): Leading the Team.

The Corporate Bank (Part III): Leading Yourself.



Written by van Oostveen, R. van, Dierendonck, D van, & Yue, T. (2017).

<http://hdl.handle.net/1765/102226>

<http://hdl.handle.net/1765/102228>

<http://hdl.handle.net/1765/102227>

This case follows the Dutch bank Van Lanschot's journey through a major restructuring programme. Hit hard by the financial crisis, Van Lanschot wanted to reduce its loss-making business banking division by half within five years and refocus on the more profitable wealth management services it provided to private clients. Rob Van Oostveen was put in charge of the restructuring. His task was to establish a new corporate bank division that would take in most of the business banking activities while gradually reducing the number of clients, employees, and the size of the business itself. How did he handle this unpopular and challenging task? Moreover, how did he manage to do it successfully – not just shrinking the business, but also getting the people earmarked for redundancy to continue working with him effectively? The case consists of three parts. Part 1 shows how Van Oostveen identified the organisational changes that needed to be done. Part II describes how he developed a unique strategy to achieve the changes and how he led his team to implement this strategy. Part III presents his personal reflections on the key aspects of being a good change manager. Combined, these three parts present a holistic picture of an organisation's restructuring process and the typical challenges that the change manager would encounter. By addressing these challenges candidly, this case provides valuable insights to anyone who is involved in or concerned about change management.



### Greenwheels: Self-Driving Cars – Should Greenwheels Enter the Market?

Written by van Eer, O, Struijk, K, Meijer, M, Witteveen, Y, & de Haart, M. (2017).

<http://hdl.handle.net/1765/99233>

The ways in which cars are being used is undergoing drastic change, and businesses are constantly challenged to keep their business models relevant. This case considers Greenwheels, a Dutch company that was one of the first in the car-sharing industry. Whilst the industry grows quickly, Greenwheels is faced with the problem of how, when and if to introduce self-driving cars into their service. The case stresses the importance of innovating and delves into some of the many obstacles that car-sharing and self-driving car businesses encountered.

In addition to CDC, the Erasmus Centre for Women in Organisations (ECWO) published several cases in PRME publications. They have been widely used in MBA classrooms and executive education settings.



1. Page, M.J. and Bevelander, D.L. 2017. **Orange: The color of responsibility and inclusion**, in *Redefining Success: Integrating Sustainability into Management Education*, edited by Patricia M. Flynn, Milenko Gudić and Tay Keong Tan, Taylor & Francis.

This chapter investigates the extent to which ING Group has moved beyond the values expressed in both their Orange Code and ING Diversity Manifesto to those values that are being embedded by employees. It argues that a virtuous spiral – set in motion by senior executives – encouraged and empowered a committed change agent in the organisation to develop and expand education programmes oriented to transforming the gender paradigm of the ING Group. The spiral began with statements of intent by senior executives. The statements are taken on board by one or more change agents who act upon them. This results in the change agent(s) influencing peers and subordinates who then internalise these values themselves. Survey research conducted amongst participants and non-participants provided evidence of the virtuous spiral. After a total of eight programmes or workshops, the evidence finds that respondents are positive about diversity practices at ING. The core proposition of the chapter is that committed change agents can play a key transformative role if the tone at the top is appropriate, and if sponsors come to the fore with the needed emotional and financial resources. Virtuous spirals, such as the one illustrated in the chapter, offer interesting insight as to how values and behaviours can be influenced over time through a development agenda and thereby position enterprises to better practice the principles of the UN Global Compact.

2. Bevelander, D.L. and Page, M.J. 2017. **Our Need, Your Interest: Responsible Decision Making in Private Equity**, in *Beyond the Bottom Line: Integrating Sustainability in Management and Education Practice*, edited by Patricia M. Flynn, Milenko Gudić and Tay Keong Tan, Greenleaf Publishing, 83-92.

The Karmijn Kapitaal case is primarily focused on socially responsible decision-making when raising investment capital. It encourages debate around the responsibility that investment professionals have when accepting investment commitments from individuals. Readers are invited to consider the extent to which *caveat emptor* should apply when a conflict exists between the capital needs of the fund being managed and the true interests of a prospective investor, particularly when all legal requirements are comfortably met. A



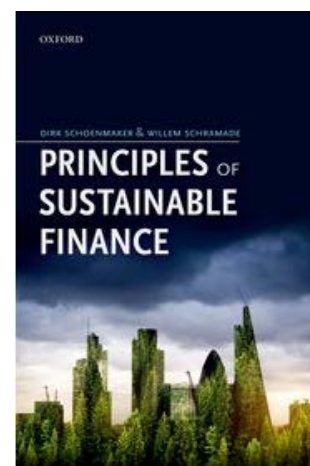
number of broader issues relevant to the UN Global Compact principles are surfaced throughout the case to encourage readers to look beyond the bottom line when making decisions that are responsible and just. The context of the firm and its philosophy also encourages a dialogue around diversity and inclusion as sources of economic and social advantage for organisations. From a Principles for Responsible Management Education (PRME) perspective, Karmijn Kapitaal is an excellent example of how the six PRME principles (purpose, values, method, research, partnership, and dialogue) can be integrated into the development of a single pedagogical instrument. The case was developed with the active support of the company’s founding partners to graphically illustrate the conflicts faced by executives when weighing narrower corporate interests against broader societal responsibilities. It is written in a manner that justifies its use across a variety of courses – business ethics, entrepreneurship, investments, business strategy, and leadership – to encourage students to think about their wider responsibilities as future business leaders.

### Principles of Sustainable Finance

In 2018, Professor Dirk Schoenmaker and dr Willem Schramade published the first book on *Principles of Sustainable finance*.

Using finance as a means to achieve social goals, the book highlights how we can divert the course of environmental change and our global economy from their current paths to create a world that is sustainable for all.

Written for undergraduate, graduate, and executive students of finance, economics, business, and sustainability, the book combines theory, empirical data, and policy to explain the sustainability challenges for corporate investing. It shows how finance can steer funding to certain companies and projects without sacrificing return and thus speed up the transition to a sustainable economy. It analyses the SDGs as a strategy for a better world and provides evidence that environmental, social, and governance factors matter, explaining in detail how to incorporate these factors in corporate and financial sectors.

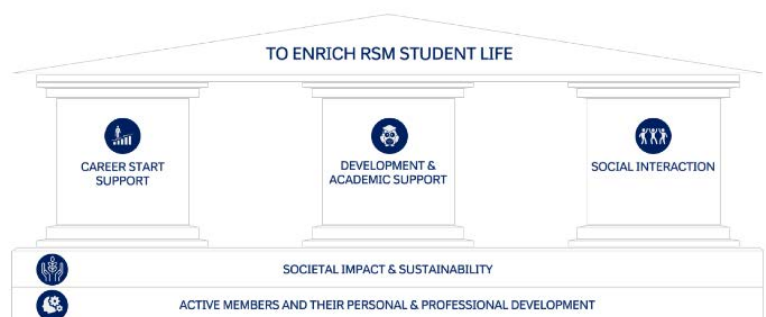


<https://global.oup.com/academic/product/principles-of-sustainable-finance-9780198826606>

### Learning by doing through RSM STAR

STAR is RSM’s study association. With more than 6,500 members, STAR is Europe’s largest student-ruled study association, and above all the most active and professional study association in the Netherlands. Each year, about 300 dedicated members organise STAR projects that reach thousands of students.

STAR’s mission is to enrich RSM student life. This mission is facilitated by the great amount of activities that are organised by numerous Bachelor Committees and Master Study Clubs.



The active members form a base which is underpinned with three pillars: Career start support, Development and Academic Support, and Social Interaction. Moreover, these are supported by two common pillars, namely: Societal Impact & Sustainability and Active Members and their Personal & Professional Development. Several of the STAR Committees and projects explicitly focus on giving back to society, both in the Netherlands and abroad.

#### *More study associations*

Being part of a board and managing a large project or event is a valid learning experience.

Next to STAR, RSM students are also active in amongst others: the Erasmus Sustainability Hub, Erasmus Food Lab, RSM's NetImpact and Oikos chapters, AIESEC, ENACTUS, Sustainable RSM, the Positive Change Initiative, the Erasmus Tech Community and many more.

#### Sharing is caring: MentorMe

We actively connect current students and RSM alumni through mentoring to help current students and young alumni prepare for their future. For this, we have developed the RSM MentorMe Platform. It is used by thousands of students and young alumni every year, and has enhanced graduate employability considerably. The community has over 5,000 members, of which around 1,000 are mentor volunteers. Most of the interactions are discussions around career options. Other often-used interactions include CV-feedback, and mock interviews.

#### Sustainable RSM

The Sustainable RSM initiative has developed an active ecosystem comprising several committees that spark awareness and action within the RSM community of students, employees and alumni regarding social, cultural, environmental and economic issues. Sustainable RSM's committees are for highly motivated students and employees who have a sincere desire to create positive change and who want to have a real impact. These committees help students and faculty members refine their sense of responsibility, enhance their sustainability literacy and create real achievements with practical outcomes. Examples include events such as the Careers in Sustainability Panel Discussion Team event, the Sustainable City Festivals Research Team, and Sustainable Sales Operations Research Team. Sustainable RSM is now under the umbrella of RSM's Positive Change Initiative.

[www.rsm.nl/sustainability/sustainable-rsm/](http://www.rsm.nl/sustainability/sustainable-rsm/)

## RESEARCH

**○ Principle 4 | Research:** We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.



RSM prides itself on being a research-driven business school. Over the past two decades, RSM has consistently allocated considerable amounts of financial and human resources to academic research, with the purpose of achieving – and later maintaining – its position as a leading research institution in management in Europe.

While investments in academic research are costly, RSM is convinced that these investments have a considerable payoff for the School in terms of enhancing its ability to attain its strategic agenda. We believe that these investments are worthwhile for at least four interrelated reasons:

1. Cultivating an excellent research climate is an essential instrument for attracting and retaining top-quality faculty members, thus helping to expand RSM's base of human capital resources.
2. Academic research helps to keep the School's educational offerings exciting and state-of-the-art. RSM faculty members can typically teach courses that are closely aligned with their research passions, ensuring that students learn from true experts in the field.
3. Through publications like *RSM Outlook* and *RSM Discovery*, managerial publications and the ambassadorship of RSM faculty members, research is often the starting point for new relationships with corporate organisations and is an important conduit for societal engagement.
4. Research performance is a major driver of RSM's reputation as top university-based business school, enabling the School to attract grant monies and contract research.

RSM is a comprehensive business school, with strong and sizeable research groups in all functional areas of management ([www.rsm.nl/research](http://www.rsm.nl/research)). The principal research topics RSM faculty members explore follow the School's organisational model. All research-active faculty members at RSM are also members of one of five research programmes of the Erasmus Research Institute of Management (ERIM). These programmes span the five major subdisciplines of management:

- Logistics, business information management, and innovation (LIS).
- Finance and accounting (F&A).
- Marketing modelling, marketing strategy, consumer behaviour, and neuromarketing (MKT).
- Organisation theory, human resources management, and organisational behaviour (ORG).
- Strategic management, strategic entrepreneurship, and global strategy (S&E).

RSM is a truly interdisciplinary school, with a pluralistic, multi-methodical orientation. Faculty members belong to several epistemic communities, which span multiple research programmes.

There are behavioural researchers specialising in laboratory methods and field experiments in ORG, MKT and F&A; large-scale secondary data analysis takes place primarily in F&A and S&E; qualitative and interpretative researchers mostly subsist in LIS, ORG, and S&E; mathematical modelling and simulations feature prominently in LIS and MKT; and neuroscience is prevalent in MKT and F&A.

The research potential of the School in the period 2017-2018 has been further bolstered, despite increased international competition and tough labour market conditions from an employer's perspective – in the competition for top junior faculty in particular. There are several indicators that demonstrate RSM's research potential is still developing and growing:

- The number of published academic research articles per annum grew to 2017 in 2018.
- There are considerably more RSM faculty members in key editorial roles now than five years ago.
- The pool of excellent research-active associate and full professors has expanded throughout all our research programmes: high-potential researchers are found in every research programme.

Sustainable development is embedded in many research initiatives at RSM. A demonstration of this continued commitment can be found in the substantial stream of SDG related outputs in articles, books and PhD theses produced by our faculty members. As shown in the first chapter, SDG related topics are embedded in many research results in 2017 and 2018. See annex I for an overview of our 2017 and 2018 research results, as related to the SDGs.

#### Integrity in research

Following the recommendations of a special EUR Task Force in 2013, RSM and ERIM took concrete measures to further strengthen research professionalism, integrity and transparency. These measures address scientific integrity and more broadly foster an open academic and organisational culture for everyone in the School, including research-active and non-research-active faculty members, and professional services staff. These measures have been fully incorporated into RSM's day-to-day operations:

1. Intensified in-depth discussion of the mission and shared values of the School with faculty and staff via a series of group meetings to foster an open discussion about RSM's academic values and its desired culture. The Senior Leadership Team is actively involved in these discussions.
2. The appointment of two RSM integrity co-ordinators, one male, one female. Any RSM employees can call upon these co-ordinators to confidentially discuss integrity-related questions and issues.
3. Enhancing the mentoring structure. Mentoring is an important instrument used by participants to reflect on their dilemmas, share ideas and information, and to stimulate collaboration.
4. A broadening of the scope of RSM's academic performance and evaluation system by including professionalism and integrity as an important element in the annual evaluation and assessment meeting, as well as aspects such as collaboration, societal relevance and valorisation, and academic entrepreneurship. These are co-defining elements of RSM's desired culture.
5. Every RSM faculty member must sign the Integrity Declaration developed by the EUR Taskforce Scientific Integrity. Typically, this is done to conclude a related training session or workshop.

6. Special orientation days for new and incoming faculty and staff, in which RSM's values and other elements (1) and (5) in this list are introduced and explained.

EUR developed a game that helps faculty and students discuss dilemmas and find solutions. The dilemma game "Professionalism and integrity in research" is available as hard copy and online. ERIM has encouraged each of its research programmes to organise sessions on integrity and professionalism at which the EUR dilemma game has been played. The sessions involve junior and senior researchers. The game thus fosters ongoing debate about scientific integrity beyond the graduate student community.

Research integrity and professionalism are an important element in ERIM's doctoral programme. Attention to scientific integrity is a generic element of the education process that is reinforced by the supervision process, and equally applies to all students in the ERIM Doctoral Programme. Over the past few years, ERIM has put increased effort into systematically embedding this in the training of its students.

Good scientific practice can be significantly leveraged by clear procedures for data storage and data access. Standard procedures have been introduced across the University to facilitate long-term storage of research results, and ensure safe access to them on campus and remotely. The ERIM website has a section dedicated to research integrity and professionalism, including guidelines for data management: [www.erim.eur.nl/research-integrity/](http://www.erim.eur.nl/research-integrity/)

#### Achievements & Activities 2017-2018: Sustainable Development & Centres

In addition to the research programmes embedded in ERIM, RSM also supports a number of research centres. In pursuit of RSM's mission and strategic goal to strengthen its research impact and relevance, research centres present opportunities for the School to identify, develop and derive reputational, intellectual and/or financial value from extant or emerging collaborative projects that are not already catered for in existing structures such as academic departments, divisions or research programmes.

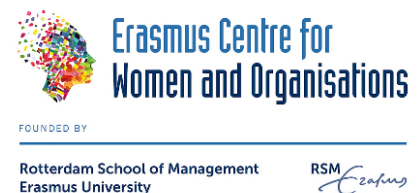
The topics of sustainable development and corporate social responsibility (CSR) are being researched and investigated by numerous RSM researchers across all academic departments. Of RSM's seven academic departments with distinct research and teaching focuses, the Department of [Business-Society Management](#) was one of the first of its kind when it was founded in 1998.

In addition, RSM has supported and facilitated several research initiatives, projects and centres with a focus on sustainability and CSR:

- The **Partnerships Resource Centre (PRC)** ([www.rsm.nl/prc](http://www.rsm.nl/prc)) envisions a more sustainable and inclusive world in which business, civil society and government each play an important role to create collaborative and inclusive solutions for complex societal issues. It connects scientifically sound research and practitioner experience of cross-sector partnerships to aid sustainable and inclusive development. PRC creates, shares and connects knowledge of and about partnerships for sustainable development.
- The **Erasmus Platform for Sustainable Value Creation** ([www.rsm.nl/valuecreation](http://www.rsm.nl/valuecreation)) recognises a growing need for new methods to incorporate sustainability into asset pricing and valuation.

Moreover, corporate governance is making a transition towards long-term value creation as the ultimate goal for corporates. RSM has established this platform to foster thought-leadership and excellence in this field and is addressing these questions via an interdisciplinary approach. The platform develops new insights through research and education in close collaboration with leading sustainable finance players in industry and academia.

- The **Erasmus Centre for Future Energy Business (ECFEB)** is a specialist research centre focusing on the energy market: [www.rsm.nl/ecfeb/home](http://www.rsm.nl/ecfeb/home). ECFEB aims to identify, analyse and build game-changing strategies in the energy sector. The centre connects business and society, and defines future energy business that delivers sustainable impact, empowers knowledge and inspires tomorrow's leaders.
- The **Erasmus Centre for Women and Organisations (ECWO)** delivers research, programmes, events, mentoring, coaching and networks to empower women. The global imbalance of women leaders – and the implicit loss of talent – is holding society back. RSM is committed to redressing the gender balance. The Erasmus Centre for Women and Organisations (ECWO) delivers the research, the programmes, the events, mentoring, coaching and the networks to empower women. The centre's research focuses on women's experience in the workplace, the issues that hold women back in business and what organisations, leaders and individuals can do to redress the gender imbalance, challenge prevailing mind-sets and drive real change. ECWO's Education programmes aim to optimise the leadership capabilities of women - empowering them with the tools, the shared insights, the broader perspective and the enhanced management skills to advance their career and to fulfil their potential as agents of change. Furthermore, ECWO creates customised programmes to help businesses increase gender balance, diversity and inclusion. In these - and other – ways ECWO is contributing to SDG 5 which seeks to achieve gender equality. [www.rsm.nl/ecwo/](http://www.rsm.nl/ecwo/)



### The Partnerships Resource Centre

The Partnerships Resource Centre (PrC) is an international research and knowledge centre for public-private collaboration for sustainable and inclusive development. PrC aims to understand how cross-sector partnerships work and how they can contribute to sustainable transformations.



PrC offers a range of practical stand-alone tools to help practitioners navigate their partnership practices for sustainable development. They have been developed in close collaboration with practitioners from both public and private sectors and support mutual learning. In addition, PrC co-created several tools, combining PrC expertise and knowledge with other partnership specialists.

PrC is an ambitious initiative to rethink the connection between scientific research and practitioner experience. This ambition is substantiated through developing an action research approach



characterised by active stakeholder engagement in all phases of research – design, implementation (data collection), validation (sense-making), and dissemination (publication of lessons and insights and tool development). In this way a meaningful interaction arises between knowledge and practice, a “living lab” is created where co-creation takes place. This results in cross-sectoral learning, development and accumulation of knowledge, and strengthened partnering capacity.

PrC’s collaborative (action) research approach incorporates innovative and state-of-the-art insights concerning multi-stakeholder engagement and continuous (but structured) iteration processes between theory and practice. These efforts include insights from developmental evaluation literature and theory-based evaluations, applying the principles of living-labs, wicked problems (and complex adaptive systems) theory, the use of participatory observations, qualitative case studies and grounded theory. Several of our academic publications consequently focus on methodology development (including delineating impact pathways and presenting the results of action research) to contribute to more impactful research and practice. PrC is actively and firmly embedded in global research communities around partnering.

PrC has produced a substantial amount of publications targeted at sustainable development. Overview here: [www.rsm.nl/research/centres/prc/publications/](http://www.rsm.nl/research/centres/prc/publications/)

#### Erasmus Platform for Sustainable Value Creation

The Erasmus Platform for Sustainable Value Creation was launched in 2017 and is part of RSM's broader mission of being a force for positive change. The purpose of this platform is to develop new insights through research and education in close collaboration with leading sustainable finance players in industry and academia. The Platform aims to strive towards a more sustainable financial sector through research, co-creation and meaningful debate. The platform brings together academic faculty research, PhD, master and bachelor students, MBAs and executive education, NGOs and professionals in the financial industry.

“The key driver for sustainable development is integrated thinking. Integrated thinking in finance requires, first and foremost, a mindset that is open to integrate the social foundations and the planetary boundaries into finance. The Platform promotes integrated thinking in finance by combining financial, social and environmental returns.”

**Dirk Schoenmaker**

Academic Director of the Erasmus Platform for Sustainable Value Creation

There is a growing need for new methods to incorporate sustainability into asset pricing and valuation. Moreover, corporate governance is making a transition towards long-term value creation as the ultimate goal for corporates.

Tackling these issues requires an interdisciplinary approach. Not only is research in finance needed, but the fields of economics, sustainability, strategic management and law are also connected. RSM works in close co-operation with the economics and law faculties at EUR to deliver such integrated thinking.

Sustainable finance is an integral part of the graduate programmes. Both theory and practice are embedded in the teaching. An example is an assignment for master students to use scenario-analysis based discounted cash flow methods to provide an analyst report of the efforts individual corporates to incorporate ESG factors and climate scenarios within their management strategies. Master student teams also solve real-life business cases for industry, the so-called Living Management Cases. Students are encouraged to write their theses on sustainability topics and to serve internships with corporate partners of the Platform.

Executive education in sustainable finance is relevant for professionals who are already working in the financial industry. Finance professionals are then ready to take their stewardship role in society. Transformative actors can start adopting the new models and approaches for sustainable investing and lending.

### Sustainability in energy markets: Future Energy Business

The Erasmus Centre for Future Energy Business brings together an integrated range of research disciplines with real-world practitioners and decision-makers to provide solutions for tomorrow's energy markets. The dynamism and complexity of energy markets, and the shifting landscape they operate in, requires a broad spectrum of knowledge combined with cutting edge research techniques and technologies. Our aim is to clear a path through the complexity to allow informed choices to be made, and at the same time provide



Erasmus Centre for  
Future Energy Business

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an arena for the evolution of theory. The Centre offers insights that change the thinking of transition leaders in the energy market. The Centre provides a combination of economics, computer science and policy analysis that simplifies complex future scenarios and makes strong recommendation. The research of the Centre is focused on five themes: energy information systems, energy markets, energy finance & tradings, energy network and management, revenue & demand management.

The Centre builds market simulations to enable leaders to explore scenarios for the energy markets of the future. These markets will be highly complex, interconnected social systems in which participants constantly compete, adapt, and learn from each other. Market participants (agents) can then use powerful simulation techniques using millions of different scenarios. Being able to run these simulations – investigating the effects of producer and consumer behaviour – helps the Centre to find out how the markets' dynamics work. Researchers and practitioners are increasingly turning to these computational models of energy markets to answer their questions. Electronic trading and communication systems have already speeded up decision processes dramatically and have increased the amount of information factored into every decision.

### Horizon 2020 Smart cities research project: RUGGEDISED:

The EU's smart city project [RUGGEDISED](#) is funded under the European Union's Horizon 2020 research and innovation programme. Data from 34 European cities' urban data platforms have been gathered and analysed. RSM's involvement is as a contributor to the RUGGEDISED consortium project, which describes the stage of development of urban data, the vision behind these platforms, the design of business and technology, barriers to implementation, accelerators, and the platforms'





use and impact. Each urban data platform exploits modern digital technologies to integrate data flows within and across city systems. In the past couple of years, RSM master students have been invited to present [their research findings](#) to organisations involved in the RUGGEDISED project (such as KPN, RET, Eneco, Heijmans and the City of Rotterdam). Research by students describes the wide technological, social and urban implications of integrating information and communications technology in urban areas to create resilient, sustainable cities.

[www.ruggedised.eu/](http://www.ruggedised.eu/)

## PARTNERSHIP

**Principle 5 | Partnership:** We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.



### RSM Centres and partnerships

In 2017 and 2018, several new initiatives and centres were launched that actively work with businesses and civil society organisations: these centres are described in Section 4 (RESEARCH) and Annex 1 – Research. To illustrate, we describe a few collaborative projects of our Partnerships Resource Centre (PrC).

#### *2SCALE: making value chains more inclusive*

In eight African countries, incubator programme 2Scale – implemented by a consortium of NGOs and funded by the Dutch Ministry of Foreign Affairs – offers support services to business champions (SMEs and farmer groups) and partners, enabling them to produce, transform and supply quality food products. These products go to local and regional markets, including to Base of the Pyramid consumers.

PrC facilitates an action research trajectory to create space for 2Scale staff to reflect, assess and improve its approach to enhance their capacity to collaborate and manage change. In this project PrC works with the concept of impact pathways, which helps partnership managers to think critically about the desired societal change and illustrates how complex process of change unfold over time. These impact pathways can also help them to manage and steer interventions. PrC supported 34 partnerships through action research during the period 2015-2018 and will support an additional 60 during the period 2019-2023.

In partnership with other institutions and businesses, PrC collaborated in the development of a [PPPLab](#), a learning and knowledge initiative funded by the Dutch Ministry of Foreign Affairs. PPPLab extracted lessons from and about public-private partnerships (PPPs) that can be used to improve both implementation and policy.

#### *Philips – Amref: scaling a strategic partnership*

Since 2013, Philips and Amref Flying Doctors have joined forces to improve primary healthcare in Africa. Having recently agreed to extend their collaboration until at least 2023, the partnership is at a crucial point in deciding on its scaling. Therefore, Philips and Amref, together with PrC, have set up a learning trajectory co-funded by both partners. PrC has offered support by systematically analysing the current state of affairs. Research findings were jointly converted into practical tools. For instance, the joint development of a theory of change has provided partners insight into what is needed and what is possible to realise the desired impact. The joint process reinforced mutual trust. Partners are now better able to make decisions and deal with contradictions that are often inherent in partnerships. Through this intensive collaboration, PrC gained in-depth insight into the operation of a strategic partnership, which contributes to the body of knowledge about partnerships.

### *GDL: developing an innovative diplomacy*

The founding partners of the Global Diplomacy Lab (GDL) – including the German Federal Foreign Office – believe that more inclusive and agile formats of diplomacy and international co-operation are needed to deal with cross-border and global challenges. The GDL creates and uses innovative formats, bringing together decision-makers and future leaders from various sectors, as well as those from different geographical and cultural backgrounds, in order to find new answers to the most pressing current and future challenges. PrC supports the GDL in creating its future strategy. As it is not yet known what innovative diplomacy will ultimately look like, the GDL is at the forefront in relation to this and will continue to lead the way it is shaped for the future. The GDL made budget available for one year to the PrC so it could facilitate sessions with a group of ambitious GDL members to co-create an impactful value proposition.

### Academic networks

RSM is an active member of sustainability networks such as:

The Alliance for Research on Corporate Sustainability (ARCS), a partnership among academic institutions created to provide data and networking opportunities to facilitate research on corporate sustainability. ARCS helps develop greater understanding of the opportunities and limits of policies and strategies to create sustainable businesses by facilitating rigorous academic research (<https://corporate-sustainability.org/>). In 2017, RSM hosted the annual ARCS research conference, the first to take place outside of the USA.

The Academy of Business in Society (ABIS), a global network of over 100 companies and academic institutions whose expertise, commitment and resources are leveraged to invest in a more sustainable future for business in society ([www.abis-global.org/](http://www.abis-global.org/)).

The Network for Business Sustainability (NBS), which brings research and business together in shaping a more sustainable future (<https://nbs.net/>).

PRME – FranceBeNeLux local chapter was launched in 2017 to further sustainability within the educational sector through collaborative initiatives and sharing best practices ([www.unprme.org/how-to-engage/display-working-group.php?wgid=14006](http://www.unprme.org/how-to-engage/display-working-group.php?wgid=14006)).

### Executive Fellows

RSM currently has 2 executive fellows. These executive fellows are:

- Highly respected thought leaders who bring knowledge from practice into academia.
- System changers with proven capabilities to change an industry from within.
- Willing to contribute to RSM as a force for positive change in the world.
- Willing to contribute to teaching: for example, by giving guest lectures or participating in case competitions.
- Open to collaboration in research, with the explicit agreement that the academic responsibility rests with RSM faculty.
- Nominated by a full professor, supported by the department chair.



- a. **Executive Fellow Business and Ecosystems**, Willem Ferwerda, founded the Commonland Foundation, which guards and develops the “four returns” restoration approach and works in close co-operation with scientific institutions, business schools and non-governmental experts ([www.commonland.com/en](http://www.commonland.com/en)).
- b. **Executive Fellow Enterprise Acceleration**, Marcello Palazzi, is a serial entrepreneur and global ambassador for the B Corp network (<https://bcorporation.net/>), which certifies corporations that balance purpose and profit. Certified B corporations are required to consider the impact of their decisions on their workers, suppliers, community, and the environment. The network promotes the idea that organisations of all kinds, from multinationals and investors, to universities and business networks, can help build an inclusive and sustainable economy that works for everyone.

### Advisory Board

RSM’s advisory board members are distinguished leaders from business and the public sector. The School’s senior leadership team works closely with the Advisory Board to connect RSM with topical issues and practices of management in business, ensuring that our educational programmes serve the needs of business, that our research makes an impact on business practices, and our corporate partners, students and alumni benefit from their ideas, knowledge and advice. This influential group provides an on-going pipeline of ideas, knowledge and advice that serves to shape RSM’s strategic agendas. Members are high-level executives from corporate industries, NGOs, and the political

arena. The Advisory Board meets twice a year in a plenary setting, and individually on an ad-hoc basis.

#### Partnership with UN Global Compact, Netherlands Chapter

In order to advance the School's work on SDGs, RSM and the Dutch Chapter of the UN Global Compact Network (GCNL) signed an alliance in 2018. Through this partnership, GCNL and RSM have joined forces to use management knowledge to enhance the positive impact of businesses in relation to the SDGs. The alliance was signed at GCNL's annual meeting, which was hosted by Erasmus University Rotterdam, and coincided with the launch of GCNL progress report on SDGs, *Businesses on their way to 2030*.

#### Societal partnerships

##### **Excelsior4all**

RSM formed a societal partnership with its neighbour, a football club. Excelsior4all is the charity foundation of the professional football club Excelsior Rotterdam. It provides a variety of programmes that help children and women with character-building and talent-development programmes. Other elements of the partnership include developing business cases on the challenges faced by corporate foundations; volunteer management at a football club, and providing hands-on community service <https://excelsior4all.nl/>

We will extend the number of societal partners to five in the coming year.

#### Corporate register

Corporate connections are essential to help us achieve our mission to become a force for positive change in the world. We believe in full transparency about our corporate connections with third parties, and have established an online corporate register thus ensuring RSM is as transparent as possible. The register includes all contracts with any type of third party (including funding authorities and NGOs) related to research and/or education ([www.rsm.nl/companies/corporate-register/](http://www.rsm.nl/companies/corporate-register/)).



## DIALOGUE

🕒 **Principle 6 | Dialogue:** We will facilitate and support dialog and debate among educators, students, business, government, consumers, media, civil society organisations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.



RSM has a vibrant and active student and research community, which result in a large offering of events on campus. We present a selection of highlights below and provide a full overview in Annex III.



### Annual events

#### *RSM Leadership Summit*

Every year, RSM invites the business community to an event that engages everyone in debates about issues and challenges in business and leadership, and presents inspiration and perspectives from international business leaders and thinkers.

The RSM Leadership Summit is a lively platform for all kinds of business practitioners to engage in a day of high-level networking and the sharing of knowledge and experiences. Discussions and Q&A panels are inspired by the unique presentations from leading thinkers. The audience, which includes the business community, alumni, RSM's top academics, students and staff, are invited to contribute to the exchange in facilitated networking sessions.

RSM's focus on being a force for positive change in the world means that the theme of each year's event presents a new viewpoint for business and management in the 21st century, and is an opportunity for participants to become part of that positive change. [www.rsm.nl/summit](http://www.rsm.nl/summit)

### 1. 2017: Business – a force for positive change

Speakers from global corporations and academia outline what to aim for in leadership, and how to approach the grand challenges of our time, as defined in the UN's 17 SDGs. The recent ninth annual RSM Leadership Summit explored the values and purposes that enable business to be a force for positive change – but also how external influences can derail the process. Academics and top speakers including CEO Feike Sijbesma (Royal DSM and RSM Distinguished alumnus) and Corien Wortmann-Kool, chair of the board at Stichting Pensioenfonds ABP, shared their perspectives about how business can help tackle inequality, poverty, and climate change.



### 2. 2018: The power of purpose

What does it mean to live and lead with a sense of purpose? How can purpose be defined, and why is it so important for organisations and people? Academics and top speakers Michiel Muller (founder and CEO of Picnic), Marlies Dekkers (entrepreneur and fashion designer), Vincent van den Boogert (CEO of ING Nederland), Shaun Tomsom (entrepreneur, author, and world-champion surfer) and Prof. Daan Stam shared their purpose-led approaches that covered topics from the disruptive to the innovative.

#### *RSM Sustainability Forum*

In 2013, RSM decided to introduce another annual highlight event to inspire students, alumni and the business community, and which is completely dedicated to sustainability: the RSM Sustainability Forum.

### 1. 2017: Sustainable business models

Around 200 students, alumni and practitioners joined the fifth edition of the RSM Sustainability Forum on Friday 31 March 2017 to investigate how far companies have come in developing sustainable business models. The keynotes, presented by Mark Bras from BMWi and Thomas Rau from Turntoo, were followed by seven break-out sessions.



## 2. 2018: Igniting Systemic Change

Igniting systemic change starts the process of developing new business models. It's based on the concept of systems thinking, which sees business as part of a larger system. Two important factors have the potential to ignite systemic change in business: sustainable finance considers how investing and lending interacts with economic, social and environmental issues, and responsible management considers the roles and responsibilities of business as a global force.



The 2018 RSM Sustainability Forum, which took place on on 13 April, presented two keynote speakers and ten highly interactive workshops that cracked real business cases exploring the options for businesses thinking about making the shift to a sustainable model.

### *Max Havelaar Lecture*

An annual lecture for students, practitioners and professionals from both the corporate and civil society worlds, organised in collaboration with the Max Havelaar Foundation.

#### 1. Max Havelaar Lecture 2017: How to reach the Base of the Pyramid

More than 300 participants attended the annual Max Havelaar Lecture, which focused on including Base of the Pyramid economics – engaging the four billion people who live in low-income markets – in economic development. The event, hosted at RSM by the PrC – together with Max Havelaar and Young & Fair – took place on 25 October 2017.

#### 2. Max Havelaar Lecture 2018: How to leverage the SDGs?

The event at RSM was an experimental session of dynamic action for businesses that involved 133 students from the MSc Global Business & Sustainability programme. Companies and organisations attending were matched with student research groups and received tailored advice in confidential sessions as well as breakout groups discussing how to align organisational strategy with the SDGs. It was also the official launch of two new books written by RSM's Prof. Rob van Tulder about sustainability in business: *Business & the SDGs* and *Getting all the motives right*.



### *RSM STAR Case competition*

Since the introduction of RSM's mission "To be a force for positive change in the world", RSM STAR's international bachelor case competition has been dedicated to cases that deal with sustainability challenges. Partners in the 2017 and 2018 editions were Coca-Cola, Nike, Brownies and Downies, and Nederland Schoon. Among the case topics were waste management, sustainable supply chains, and realising large-scale water reduction measures.

### *Warm Sweater Day*

Erasmus University Rotterdam participates in the Dutch annual Warm Sweater Day, which aims to increase awareness of energy waste by turning office and classroom heating down by two degrees. In 2018, our students collected sweaters and distributed them to refugees and people in need.

### *Women in Leadership conferences*

RSM's Centre for Women in Organisations holds an annual leadership conference.

#### **1. Women in Leadership conference (21 July 2017)**

Women can make a positive and lasting impact in business; this was evident from the sell-out Women in Leadership conference. Speakers from the business world and academia shared research and personal experiences, showing that women are a transformative force.

#### **2. Women in Leadership Conference (2 November 2018)**

ECWO's third annual conference was themed around how women can make a positive and lasting impact in business. The day was filled with numerous keynote speeches and six workshops.

### *Erasmus Energy Forum*

Between 2012 and 2017, the Erasmus Centre for Future Energy Business organised a two-day Erasmus Energy Forum: one day devoted to gathering the academic community and sharing the latest insights, and one day devoted to sharing those insights with businesses.

*Accelerating the energy transition – paths to zero carbon energy* was the theme of the 2017 edition.



## A shift in thinking, not a battle of technology

It's already technically and economically feasible to make the transition to renewable energy sources, but the main conclusion of this day was that the will – and the framework – for implementing it is what matters.

Pex Langenberg, deputy mayor of the City of Rotterdam, gave the opening address to an international audience of investors, regulators, innovators and academics. Langenberg stated that cities like Rotterdam can make the transition, but that: 'If you want a sustainable future for your city, you need the people to think along.' Progress in Rotterdam and the Port of Rotterdam aligned with the forum's theme, which was: Accelerating the energy transition – paths to zero carbon energy.

## The Stedin Erasmus Energy Awards

Towards the end of the afternoon, the forum audience was invited to help pick the winner of the Stedin Erasmus Energy Award. Three shortlisted finalists were invited to make one of the shortest elevator pitches ever – just 60 seconds each to explain on stage their innovative and sustainable energy concepts. A jury of energy experts had already made their choice, and the combined results of the jury and the audience decided that the winner of the award was the PowerCollector by Solarus. The jury concluded that PowerCollector installations may have a significant effect, not least for people with no access to grid energy. And, moreover, the systems facilitate the reduction of local air pollution and creates local employment, while delivering heat and power from solar energy adds to sustainability.



## One-off events – highlights

### *ARCS Research Conference (14-16 June 2017)*

Taking place at RSM, the annual [ARCS Research Conference](#) was, for the first time, held outside of the United States. The conference chair was RSM Associate Professor of Strategic Management, [Dr Frank Wijen](#). The conference brought together scholars from a variety of disciplinary and methodological perspectives who share common interest in advancing research on corporate sustainability.

### *Mission to incorporate SDGs in curriculum inspires at UN forum (18-19 July 2017)*

Dean Steef van de Velde inspired the audience at the 10th Global Forum for Responsible Management Education by sharing how RSM uses the SDG framework in its education and research to advance its new mission to be a force for positive change in the world. The forum, which took place at Fordham University's Lincoln Center Campus in New York, was organised by the UN's Principles for Responsible Management Education (PRME) initiative. RSM's dean took part in a panel discussion themed around "Making global goals local business: bringing the Sustainable Development Goals to every classroom". Dean Van de Velde and RSM's Positive Change director Eva Rood explained the School's strategy in more detail in one of the group discussions. Rood shared best practices regarding what RSM faculty members and staff have been piloting – using the SDGs as a framework in their course material over the past six months.

## ANNEXES

## ANNEX 0 Mapping education programmes to PRME principles

As part of our AACSB self-assessment and for this SIP report, we have mapped our 2018 BSc and MSc programmes to the PRME principles.

Overview of PRME Principles					
1 - Purpose	2 - Values	3 - Method	4 - Research	5 - Partnership	6 - Dialogue
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	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.	We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership	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	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.	We will facilitate and support dialogue and debate among educators, students, business, government, consumers, media, civil society organisations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

Bachelor	PRME					
	1 - Purpose	2 - Values	3 - Method	4 - Research	5 - Partnership	6 - Dialogue
BSc 50645 Business Administration	<p>PRME is most often experienced at <b>class level</b></p> <p>The outcomes explicitly state that students will gain knowledge of business administrative theoretical insights and factual findings on amongst others <i>social responsibility and cultural diversity</i>.</p>	<p>PMRE is also taken into account in:</p> <ul style="list-style-type: none"> <li>- The skills related outcomes., e.g. we work according to the principles of <i>trust</i> and <i>mutuality</i> (integrity)</li> <li>- Decision processes conscious handling of <i>ethical dilemmas</i> (sense of values)</li> <li>- Making the values of a multicultural and international orientation the basis of your view of people and society</li> <li>- Accepting CSR and sustainability as values.</li> </ul>	<p>Our faculty members proactively include topics, guest speakers and application examples in their teaching activities.</p> <p>In 2016-2017, some topics were included in some courses:</p> <p><b>Leadership, Sustainability and Governance</b> Theories overview that describe the relationships between domestic and international firms and their environment. It addresses the way of doing business in a responsible way (both socially and environmentally concerned).</p> <p><b>Innovation management</b> Case assignment included about One Acre Fund (a NGO that provides support to smallholder farmers in rural areas of East Africa)</p> <p><b>Entrepreneurship</b> The main reasons and motives underlying the start of a social enterprise are critically analyzed.</p>	<p>Students learn how to execute an empirical research project in the course Marketing Research (“Marktonderzoek”). In the past year, this research project had to be focused on the mission of the School: <i>How to become a force for positive change in the world</i>.</p> <p><b>Research Training &amp; Bachelor Thesis:</b> BA Themes in the field of ethics and sustainability in 2016-2017 are:</p> <ul style="list-style-type: none"> <li>- Does honesty really takes the longest time when communicating about CSR?</li> <li>- Does serving the community also serve the company?</li> <li>- Doing bad things for good reasons; predictors of unethical pro-organizational behaviour</li> </ul>	<p>Every year, the course Introduction to Business (“Inleiding Bedrijfskunde”) is organized around a real-world company. In the year 2016-2017, this was the multinational company <i>Koninklijke Vopak</i>.</p> <p>Guest speakers from that company provided guest lectures to the BA students, and this created opportunities for the students to interact with these managers of business corporations, amongst others around the topic of sustainability, diversity, and responsible business leadership.</p>	<p><i>Sustainable RSM Committees</i> involve the international community and multiple stakeholders to work together → active ecosystem created to spark awareness and action with RSM’s community regarding social, cultural, environmental and economic issues.</p> <p><u>Examples:</u></p> <ul style="list-style-type: none"> <li>- RSM sustainability forum</li> <li>- Sustainable Water Management Research Team</li> </ul>



Bachelor	PRME					
	1 - Purpose	2 - Values	3 - Method	4 - Research	5 - Partnership	6 - Dialogue
BSc 50952 International Business Administration (IBA)	<p>PRME is most often experienced at <b>class level</b></p> <p>The outcomes explicitly state that students will gain knowledge of business administrative theoretical insights and factual findings on amongst others <i>social responsibility and cultural diversity</i>.</p>	<p>PMRE is also taken into account in:</p> <ul style="list-style-type: none"> <li>- The skills related outcomes., e.g. we work according to the principles of <i>trust</i> and <i>mutuality</i> (integrity)</li> <li>- Decision processes conscious handling of <i>ethical dilemmas</i> (sense of values)</li> <li>- Making the values of a multicultural and international orientation the basis of your view of people and society</li> <li>- Accepting CSR and sustainability as values.</li> </ul>	<p>Our faculty members proactively include topics, guest speakers and application examples in their teaching activities.</p> <p>In 2016-2017, some topics were included in some courses:</p> <p><b>International Business</b></p> <ul style="list-style-type: none"> <li>- Understanding the context of emerging economies</li> <li>- Understanding the impact of sustainability, ethics, and CSR issues in international business.</li> </ul> <p><b>Leadership, Sustainability and Governance</b></p> <p>Theories overview that describe the relationships between domestic and international firms and their environment. It addresses the way of doing business in a responsible way (both socially and environmentally concerned).</p>	<p>Students learn how to execute an empirical research project in the course Marketing Research (“Marktonderzoek”). In the past year, this research project had to be focused on the mission of the School: <i>How to become a force for positive change in the world</i>.</p> <p><b>Research Training &amp; Bachelor Thesis:</b></p> <p>IBA Themes in the field of ethics and sustainability in 2016-2017 are:</p> <ul style="list-style-type: none"> <li>- Corporates for a better world?</li> <li>- Diversity in the board room: the good, the bad and the ugly.</li> </ul>	<p>Every year, the course Introduction to Business (“Inleiding Bedrijfskunde”) is organized around a real-world company. In the year 2016-2017, this was the multinational company <i>Koninklijke Vopak</i>.</p>	<p><i>Sustainable RSM Committees</i> involve the international community and multiple stakeholders to work together → active ecosystem created to spark awareness and action with RSM’s community regarding social, cultural, environmental and economic issues.</p> <p><u>Examples:</u></p> <ul style="list-style-type: none"> <li>- RSM sustainability forum</li> <li>- Sustainable Water Management Research Team</li> </ul>

			<p><b>Innovation management</b> Case assignment included about One Acre Fund (a NGO that provides support to smallholder farmers in rural areas of East Africa)</p>			
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Master	PRME					
	1 - Purpose	2 - Values	3 - Method	4 - Research	5 - Partnership	6 - Dialogue
MSc 60644 Master in Management (MIM)	<p>One entire course is dedicated to PRME goals:</p> <p><b>Business &amp; Society</b> Not only get students acquainted with the SDG's as published by the United Nations they also actively look for 'real-live' examples how SDG's become manifest.</p>	<p>Another way how to educate our students in a responsible way is to stress and make them aware that the classroom is not only a competitive arena but the collaborative aspect is equally important. They experience how they need each other to deliver successful team assignments and be up to date regarding deadlines from companies, job offers etc.</p>	<p><b>Business &amp; Society</b> Students craft posters to persuade peers about the strength of the specific companies regarding SDG's</p> <p><b>Corporate Governance:</b> The notion of stakeholder value versus shareholder value is thoroughly discussed based on a case.</p> <p><b>Human Resource Management:</b> It will be partly changed to add more substance on responsible leadership.</p>	<p>In other courses socially responsible topics are the material on which research has to be developed:</p> <p><b>Research Methods:</b> Students learn about and conduct an entire research cycle based on PRME related subjects such as 'sharing economy' or 'smart energy grid'.</p>		<p>We have enriched the course 'your future career' (BM19MIM) with an 'ethical dilemma game'.</p>

<p>MSc 60644 Accounting &amp; Financial Management (AFM)</p>	<p>Based on the natural fit of our program that is concerned with accounting and financial management, we place special emphasis on ethical questions and corporate social responsibility. Ethical questions are discussed widely throughout our core courses and electives.</p>	<p><b>Management Control:</b> Graduates of our program often work as financial controllers and are tasked with collecting and reporting performance information. Being in such a key position can expose them to internal pressures from higher management to report numbers that do not accurately reflect the true financial situation of the firm. That puts them into an <i>ethical dilemma</i>, because refusal to comply with such requests can have negative consequences for their career.</p>	<p><b>Assurance Services Course:</b> We teach students how effective control systems are designed that safeguard the assets of the firm and that allow employees to come forward when they encounter unethical behavior.</p> <p><b>Business Analysis and Valuation Course:</b> Finally, we highlight executive practices such as earnings management and their consequences for shareholders.</p>	<p>With regard to corporate social responsibility, we offer a wide array of master thesis topics that deal with questions such as corporate social responsibility reporting and investors' judgment and decision making, measuring CSR performance, or conflict minerals reporting.</p>		
<p><b>Master</b></p>	<p><b>PRME</b></p>					
<p>MSc 60644 Business Administration part-time (PMB)</p>	<p>1 - Purpose The programme has the Principles of Responsible Management Education strongly embedded in the curriculum, and are emphasized in the</p>	<p>2 - Values The master program therefore commences with a strong emphasis on responsible management, which creates a mind-set that propagates throughout the</p>	<p>3 - Method For example, in the course Leadership, Management and Governance, ethical dilemmas and problems around corporate social responsibility are central.  Through the business project</p>	<p>4 - Research</p>	<p>5 - Partnership The program offers a scholarship for students of social enterprises.</p>	<p>6 - Dialogue During the international project, networking events are organized in which representatives of the local organizations are invited. Both events foster further dialogue</p>

	learning goals.	<p>remainder of the program.</p> <p>Individual courses also develop and nurture students' recognition of the importance of and attitude towards responsible management.</p> <p>By including into the curriculum values about the importance of social responsibility and methods to study and understand them, students get a grasp on how it is working in an inclusive and sustainable economy, and develop their capabilities how to generate sustainable value</p>	<p>and international project in semesters 1 and 2. The theme used in these two projects is corporate social responsibility and/or social entrepreneurship. Students apply theoretical insights learned in semester 1 in an organization that seeks to make societal impact.</p> <p>At the end of the business project, representatives of the organizations studied are invited for a social event in which opportunities to exchange insights and network are created.</p>			among practitioners and students beyond the focal team studying the organization(s) involved.
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Master	PRME					
	1 - Purpose	2 - Values	3 - Method	4 - Research	5 - Partnership	6 - Dialogue
MSc 60093 Supply Chain Management (SCM)	Throughout the programme, we focus on evaluating the triple bottom line (people, planet and profits) of various supply chain designs and	Throughout the programme, we focus on evaluating the triple bottom line (people, planet and profits) of various supply chain designs and	<p><b>Facilities Logistics Management course</b></p> <p>In operational processes within the firm, a lot of attention is paid to the human side of supply chain</p>	<p><b>Master thesis:</b></p> <p>Students can write their master thesis focusses on better understanding the relevant trade-offs related to economic, ecological and</p>		

	<p>operations in line with PRME Principles 1-3.</p>	<p>operations in line with PRME Principles 1-3.</p>	<p>operations. In particular, the course deals with the impact of ergonomics, leadership style and safety measures on worker behavior, job satisfaction and operational performance.</p> <p><b>Distribution Networks course</b> It studies methods and tools that help to improve the design and execution of distribution networks to reduce the negative externalities of transportation (emissions, congestion) and inventory management (spoilage).</p> <p><b>Elective courses:</b> provide several opportunities to gain more advanced knowledge about the specific challenges related to sustainable and responsible supply chain management (e.g. Closed-loop Supply Chains,</p>	<p>social aspects of doing business.</p> <p>Many <b>researchers</b> in the supply chain management section work on PRME related research topics. Example: - Dr. Niels Agatz (Sustainable Logistics programme) - Dr. Erwin van der Laan (IM 2019) (Sustainability and Humanitarian logistics)</p> <p>Several <b>professors</b> including Rene de Koster, Rob Zuidwijk and Erik van Raaij are active in the sustainable <i>RSM initiative</i> that provides leadership, consultation and support for co-curricular learning opportunities supporting the best in society, environment and economy.</p>		
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			Circular Economy and Socially responsible purchasing).			
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Master	PRME					
	1 - Purpose	2 - Values	3 - Method	4 - Research	5 - Partnership	6 - Dialogue
MSc 60066 Strategic Management (SM)	<p>Skills course linked to the core courses as well as the skills elective both deal with capabilities that focus on cultural awareness, working in diverse groups of different cultures</p> <p><b>Strategy and International Business</b> One of the main issues covered involves the creation of inclusive, mutually beneficial business processes through which the private sector and local communities build economic, <b>social</b> and <b>environmental</b> value: - Social dimension: How they can focus on poor as <b>business partners</b> and <b>innovators</b>, rather than just as potential producers or consumers. - Environmental dimension: Environmental standards can trigger innovations and lead to competitive advantage.</p>		<p>We have a Programme Elective focused entirely on Corporate Sustainability</p> <p><b>Strategic Management Consultancy</b> Students learn to place the consultancy project in a broader, societal perspective, and to examine the diverging interests at different levels, i.e. from client-micro to society-macro interests. Through case studies students become aware of and learn about the importance of values, ethics, and integrity for consultants.</p>	<p>Programme offers several thesis research topic focusing on sustainability, philanthropy, global social responsibility, and business model innovation at the bottom of the pyramid.</p>		<p>Many of the cases discussed during core courses and electives deal with ethical dilemmas which are integral part of the discussion on decision making</p>



Master	PRME					
	1 - Purpose	2 - Values	3 - Method	4 - Research	5 - Partnership	6 - Dialogue
MSc 60457 Organisational Change & Consulting	<p>Pre-eminently in change processes, responsibility is demanded for the dynamics, the people involved and the ultimate transformation. So, a change agent must understand that this (positive) change starts with her or him. <i>S/he is responsible in doing that.</i></p> <p>As programme, we want to search for a more effective process to include a broader range of reinforcing intelligences, including moral intuition, observation, and emotion. This emotion is particularly important for building a resilient commitment to responsible action as change agent.</p>	<p>Education has a challenging and critical role to play in empowering young people (women and men alike) to see that positive change not <i>only should</i> be, but <i>can</i> be made. Doing this requires that personal barriers each student (and teacher) uses to deny enacting a greater personal responsibility be brought to the surface, and that the benefits of taking action are experienced.</p>	<p>In two experiential Courses, we challenge students to develop and show in 'designed situations' a responsible attitude, and discuss the problems, blockading contexts and conditions they encounter in these exercises:</p> <p><b>Advisory Skills Elective</b> We develop in experiential setting with students skills that help them bringing irresponsible and resistant behaviour and thinking to the surface, and that strengthen the feeling of making a difference and relating to the wicked problem in a situation as change agent.</p> <p><b>Intervention Skills Elective,</b> Students are asked to become active as a change agent. They design their own course by</p>			

			<p>searching in small groups for themes in their surroundings where they want to make a difference.</p> <p>In both courses, students are offered the opportunity to take their own thresholds and work on a positive change in a practical case.</p>			
<b>Master</b>	<b>PRME</b>					
	1 - Purpose	2 - Values	3 - Method	4 - Research	5 - Partnership	6 - Dialogue
MSc 60063 Marketing Management	<p>All components of the programme feature societally-relevant themes.</p>	<p><b>Marketing Strategy</b> It deals extensively with ethics and sustainability.</p> <p>One of the key learnings of the course is that the standard assumption of marketing theory, that we should encourage unlimited consumption as long as the transaction brings value to customers and firms, is not sustainable and that environmental externalities need to be carefully considered.</p>	<p><b>Marketing Strategy</b> About one third of the sessions in 2017 are dedicated to issues related to the new mission: one session on marketing ethics, one session on purpose-led business, and one session on sustainability with a guest speaker from industry.</p> <p>Moreover, one assignment is purely focused on marketing ethics, and another one is a consulting project on</p>	<p>In the thesis process we offer many thesis topics in the areas of sustainability and other societally-relevant topics (e.g., self-control and eating behavior).</p>		

			<p>how to develop a new healthy frozen food product.</p> <p><b>Choice Architecture (elective)</b> It is entirely dedicated to understanding how option design and presentation can increase consumer welfare (e.g., lead to better choices in terms of food, health and the environment).</p>			
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Master	PRME					
	1 - Purpose	2 - Values	3 - Method	4 - Research	5 - Partnership	6 - Dialogue
MSc 60458 Management of Innovation	<p>We offer an honours program where students design, develop and implement of new ideas to meet social and environmental challenges we face (e.g., as summarized in United Nation Sustainable Development Goals) The primary goal of the honors is to generate social change and tackle the economic, social and environmental problems by creating shared value</p>		<p>Responsible management is reflected also in our teaching. For example, we teach <i>frugal innovation</i> that entails offering innovations that satisfy the needs of those in developing and under-developed countries. Similarly, we offer <i>Circular Economy</i> elective twice, during which students learn the needed knowledge and skills for responsible leadership</p>		<p>We have partnered up with IKEA due to its vision in achieving U.N. sustainable development goals</p>	<p>We engage in a dialogue with different stakeholders to <i>support endeavours</i> on social and environmental issues. For example, during the elective of 'Mastering networks for innovation' students and faculty members raised funds for <i>refugees</i> by walking from Rotterdam to Den Haag.</p>
MSc 60256 International Management/CEMS	<p>Each semester we offer a professional development track; one session of this track is devoted to ethics and integrity issues in business</p>	<p>The core course <i>Global Management Practices</i> focuses on diversity and leadership. One of the course objectives is to immerse the students in environments in which they personally experience and explore this diversity</p>	<p>One of the popular course of the curriculum is the <i>Climate Change Strategy Role Play</i>, a course organized with eight other CEMS schools. In this course, students explore the role of climate change and business</p>	<p>The programme offers a wide range of thesis topics for graduation projects; every year social topics such as on <i>corporate philanthropy</i> are part of the list</p>	<p>Students participate in a 3.5-month business project. Several projects have a not-for-profit focus and include NGOs or social initiatives such as Transparency International and Care International</p>	<p>At the start of the second semester, a two-day responsible global leadership seminar is organized in which students participate to discuss the responsibility of business and managers</p>

Master	PRME					
	1 - Purpose	2 - Values	3 - Method	4 - Research	5 - Partnership	6 - Dialogue
MSc 60645 Human Resource Management	<p>In all our courses teachers use examples and cases to increase awareness in students of <i>inclusiveness</i> and <i>sustainability</i>.</p> <p>In most of our other courses creating <i>awareness</i> of how people and thus also the students themselves or their future employees/colleagues/subordinates function should help in <i>more effective and respectful leadership</i> (e.g. the course managerial and group decision making explains how judgment and decision making is often biased, which should help in being able to recognize these biases and be more open to other people and perspectives).</p>		<p><b>Diversity and Inclusion &amp; Cross Cultural Management.</b> In these courses students are taught the mechanisms behind <i>stereotyping</i> and <i>discrimination</i> and made aware of <i>cultural differences</i> and how their own culture influences their view of the world</p> <p><b>Leadership Development and Training &amp; Building Healthy Organizations for Optimal Human performance</b> These courses are directed at <i>personal development</i> and building tools for <i>responsible leadership</i></p>			

Master	PRME					
	1 - Purpose	2 - Values	3 - Method	4 - Research	5 - Partnership	6 - Dialogue
MSc 60456 Global Business & Sustainability	The first principle 1 of 'purpose' is directly echoed in the mission of the programme	Principle 2 'Values' directly flows from these mission as our programme is exclusively centered on <i>sustainability management and social responsibility</i> .	As many of the topic areas of our programme have a relatively short modern history, teaching materials are often not available that meet the specific learning outcomes of a course. As such, teachers on our programme are very much engaged with Principle 3 'Method'. Examples include the development of <i>live business cases, educational videos, role play events</i> and use of <i>serious gaming</i> .	Research on <i>sustainability management, ethics and corporate social responsibility</i> is the focus of the department of Business-Society Management.	Principle 5 'Partnerships' is an explicit taught theme on the programme, with both a stand-alone elective and a key component of the core courses. For instance, the ' <b>Sustainability Grand Challenges</b> ' core course brings together diverse <i>stakeholder groupings</i> with students on a particular sustainability issue such as land degradation. The course holds a day session at the Wicked Problems Plaza and invites stakeholders to act as jury for student ideas for new innovative solutions.	The programme brings students into contact with a range of organisations throughout the academic year: <ul style="list-style-type: none"> <li>1. The programme invites organisations into the <i>classroom</i> to give presentations and be involved with topical discussions on sustainability management.</li> <li>2. Some courses engage in <i>field-trips</i> to organisations to facilitate students understanding of issues from another perspective.</li> <li>3. Students are heavily engaged in organizing and participating in special <i>forum events</i> such as the annual Max Havelaar Lecture and the RSM Sustainability Forum.</li> </ul>



Master	PRME					
	1 - Purpose	2 - Values	3 - Method	4 - Research	5 - Partnership	6 - Dialogue
MSc 60409 Finance & Investments	<p><u>Core Courses:</u> 1. Addressed explicitly in <b>Business Ethics:</b> - <i>Teacher:</i> the compliance officer of a major international company that is focused on building a sustainable supply chain. - <i>Content:</i> Dilemmas that finance professionals face in the real world, including tradeoffs between profits and sustainability.</p> <p>2. Discussions in <b>Corporate Finance</b> about the goals and responsibilities of corporations and a stakeholder roleplay based on a sustainability case study.</p> <p><u>Electives courses:</u> New topics have been introduced on Corporate Governance as well as Sustainable Finance that address these issues.</p>	<p><u>Core Courses:</u> Incorporated into <b>Business Ethics:</b> - <i>Form:</i> practical examples and in-class discussions <u>Electives courses:</u> <b>Sustainable Finance:</b> - <i>Form:</i> discussions of research on climate change and how firms and investors can and should deal with climate change and case studies.</p>	<p><u>Core Courses:</u> <b>Business Ethics and Corporate Finance:</b> - <i>Educational framework:</i> Overview of the goals and responsibilities of corporations is given.</p> <p><u>Electives courses:</u> <b>Corporate Governance and Sustainable Finance:</b> Specific materials have been developed.</p> <p><u>Research:</u> Considerable attention has been paid to the issue of <i>plagiarism</i> in master thesis and other written assignments: - Information session in the Fall - Turnitin tool is used to check every individual thesis</p>	<p>A number of faculty members at the Finance Department at RSM is actively involved in research on the creation of sustainable social, environmental and economic value.</p> <p><u>Examples:</u> Dirk Schoemaker (first textbooks about including social and environmental goals into companies decision-making process) Dirk &amp; Mathijs Cosemans: incorporating climate risk in portfolio management. Gianfranco Gianfrate (sustainable finance) Yigitcan Karabulut (household finance) Marta Szymanowska (commodities markets) Many of these research efforts are linked to the Erasmus Initiative on Inclusive Prosperity, highlighting</p>	<p><u>Core Courses:</u> <b>Business Ethics:</b> result of a partnership between our department and the business world through the course instructor. The living management cases in the MSc in Finance &amp; Investments Advanced are developed and instructed in partnership with corporate partners.</p> <p><u>Research:</u> Dirk Schoemaker, Mathijs Cosemans, and Mathijs van Dijk are working with Robeco Asset Management on climate risk.</p>	<p>- Among <i>students and educators:</i> in the class room of the courses discussed under principle 1.</p> <p>- Among <i>researchers and business professionals:</i> in the context of cooperation on research.</p> <p>- Several <i>faculty members</i> at the Finance Department at RSM are actively involved in: 1- Dialogue with government and regulatory organisations. (e.g. Mathijs van Dijk discussed his work on financial development at IOSCO -the leading organisation of financial market regulators around the world- in Madrid). 2- Distributing our ideas and insights through the international media, in part through the RSM Discovery website and magazine (e.g. Dirk</p>

				the importance of research on the creation of sustainable social, environmental and economic value at the university-level.		Schoenmaker is a very active contributor not only to various policy debates, but also to the Dutch and international media).
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Master	PRME					
	1 - Purpose	2 - Values	3 - Method	4 - Research	5 - Partnership	6 - Dialogue
MSc 60455 Strategic Entrepreneurship	We train students to discover and recognize <i>business opportunities</i> , which in turn can grow and scale up. Many of these opportunities come from social and environmental problems. Thus, many business ideas have the purpose to address the triple bottom line. And the network of investors, mentors and teachers that support social and environmental initiative create a conducive environment to address these challenges.	Many of the PRME values are embedded in our program, as a purpose, <b>partnership</b> and <b>dialogue</b>	<u>Elective course:</u> <b>Social Venture Creation</b> It combines those principles (1 and 2) We also developed teaching <i>case studies</i> that have a focused perspective on social and environmental issues. For example, our award-winning case " <i>ENVIU: Start World changing companies</i> " has been used as class material.	Some of our teachers perform research in the social and environmental domain. For example, environmental strategy, CSR and social entrepreneurship are two leading topics in which research is carried out within our department.		

Master	PRME					
	1 - Purpose	2 - Values	3 - Method	4 - Research	5 - Partnership	6 - Dialogue
MSc 60453 Business Information Management (BIM)	<p>BIM aims to apply the PRME values throughout the courses that it provides.</p> <p>The aim is to develop the capabilities of students to be future generations of sustainable value in business and society by making them aware of the various dimensions in the workplace including the people dimension, profit dimension and the planet dimension.</p>	<p><b>Future of Work Course:</b> Components of social responsibility are weaved into its academic activities and curriculum. The course explores topics such as the “new work practices”, trends and developments, as well as the possible future of work and the impact it has on people, profit and the ecological footprint on the planet.</p>	<p>The course ‘<b>Information Strategy</b>’ promotes research and facilitates dialogue and interaction among students and external stakeholders on current socially relevant issues by means of a blog. This blog has been maintained over the course of the past five years and contains a portfolio of over 2,000 published blog posts and over 10,000 views around the world.</p>	<p>The course ‘<b>Information Strategy</b>’ promotes research and facilitates dialogue and interaction among students and external stakeholders on current socially relevant issues by means of a blog. This blog receives a lot of public attention and essentially makes scientific knowledge readily available to practitioners and the general public.</p> <p>Students selected for the BIM Honours Programme engaged in conceptual and empirical research with the intent to target two important aspects of future sustainable energy systems (green energy sharing)</p>	<p>The programme differentiates itself from other Master’s programmes in offering students the opportunity to participate in the <b>Company-Based Research Project (CRP)</b>. This provides students with the possibility to combine the writing of their thesis with an internship at a company. This promotes research and valorisation and may result in facilitating dialogue around topics including corporate sustainability with students, educators and external stakeholders via partnerships with business, government and civil society organisations.</p>	<p>The course ‘<b>Information Strategy</b>’ promotes research and facilitates dialogue and interaction among students and external stakeholders on current socially relevant issues by means of a <b>blog</b>. The blog provides an environment that gives everybody an opportunity to ‘talk’, extending the discussion beyond the classroom. Students are the authors of the site whereby they discuss <i>real-world examples</i> and illustrations of up-to-date applications on current information-systems related themes.</p>

Master	PRME					
	1 - Purpose	2 - Values	3 - Method	4 - Research	5 - Partnership	6 - Dialogue
MSc post initial 75049 Corporate Communication part-time (CC)	CEOs and senior executives of many large organizations and multinationals nowadays consider protecting their company's reputation and enhancing value for their stakeholders to be critical and as among their most important strategic objectives. These objectives of <b>building, maintaining and protecting the company's reputation</b> and of creating joint value with stakeholders are the core tasks of corporate communication professionals.	Individual courses also cover specific areas of responsibility in a dedicated manner such as <b>purpose-led organizing, stakeholder partnerships and dialogue, integrated reporting and CSR</b> that are part of the remit of corporate communication professionals	Course materials and contents are already naturally tuned, because of the nature of this profession, to sustainable value creation		The presentations from practitioners and case materials almost always feature cases of sustainability and CSR, such as from among the <b>Dutch Sustainable Growth Coalition</b> (e.g., Friesland-Campina, DSM, Unilever)	Stakeholder partnerships and dialogue are covered in individual courses as a part of the remit of corporate communication professionals
MSc post initial 75043 Maritime Economics and Logistics			An entire course on <b>Sustainability</b> , where not only the general global debate is explained and discussed, but also the specific issues on sustainability and environment		Guest lectures that tap upon these issues and are approached from either a business or policy perspective. Students enter into discussion with the	

			<p>in the MEL sector are analysed on their impacts and requirements for a change in practices and behaviour</p> <p>Sustainability is a key topic in port development, shipping and transport</p>		<p>policymakers or business managers on these issues.</p>	
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Executive	PRME					
	1 - Purpose	2 - Values	3 - Method	4 - Research	5 - Partnership	6 - Dialogue
MBA post initial 75047 International full-time MBA (MBA)	<p>Perspectives of <b>inclusiveness</b> and <b>sustainability</b> are integrated by a core course “the business of sustainability”, an advanced course “advanced sustainability”, and electives “Circular economy”, Sustainable supply chains” and “Strategies for low-income markets”.</p>	<p>The main attitudinal ILO of the FT MBA program is to <b>be(come) effective</b> and <b>responsible business professional</b>. This includes as an ILO to “appreciate the importance and complexity of ethics, diversity, and sustainability for business”.</p> <p><u>Examples:</u> - Several international study tours in Term 3 focus explicitly on social entrepreneurship, the advancement of sustainable development goals, and global responsible international trade.</p> <p>- The course on the Business of Sustainability delves into the importance of</p>	<p>All exemplary courses as mention above (principles 1 and 2) are part of the curriculum of the FT MBA program, and as such include dedicated course outlines, tailor made course materials by qualified faculty, and professional processes for learning and assessment.</p> <p>The <b>integrative Personal Leadership Development</b> track of the FT MBA program provides a</p>	<p>Engaging in conceptual and empirical research is a cornerstone of a research-driven business school like RSM. Faculty active in the EMBA program are, for instance, members of research centers like the ‘Erasmus Centre for Entrepreneurship’, the ‘Erasmus Centre for Future Energy Business’, and the ‘Erasmus Centre for Strategic Philanthropy”.</p>	<p>We engage with businesses to accommodate the social responsibility in multiple ways. Several courses offer <b>guest lectures</b> of companies. The advanced sustainability course does so very extensively. During <b>study trips</b> students have ample opportunity to engage with companies concerning sustainability and the same is the case in several of the <b>conferences</b> offered by our school such as the energy forum and the RSM</p>	<p>We stimulate dialogue and debate <i>amongst students and faculty</i> in courses that are extensively case based (like the business of sustainability course) and reflection based (like PLD).</p> <p>In these courses, but also through events organized by the school and the student association and at conferences (see under principle 5) students and educators can also</p>

		<p>environmental responsibility and the interconnectedness of economic and environmental and social challenges of our society.</p> <p>- The notion of global social responsibility is embedded in the international character of the FT MBA.</p>	<p>coherent framework for students that facilitates personal and interpersonal reflection and self-awareness. This enables them personally to grow more effectively into leaders that embrace the practices and values of responsible leadership as put forward during the curriculum.</p>		<p>leadership summit.</p>	<p>meet and <i>engage with external parties</i> such as businesses, media, and other stakeholders.</p>
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Executive	PRME					
	1 - Purpose	2 - Values	3 - Method	4 - Research	5 - Partnership	6 - Dialogue
<p>MBA post initial</p> <p>75045 Executive MBA part-time (EMBA)</p>	<p>The main attitudinal ILO of the EMBA program is to be(come) “effective and responsible business leaders”. This includes as an ILO to “appreciate the importance and complexity of ethics, diversity, and sustainability for business”. Perspectives of <b>inclusiveness</b> and <b>sustainability</b> are integrated by advanced courses like “The business of sustainability”, workshops like “Gender balanced leadership”, and electives like “Circular economy” and “Strategies for low-income markets”.</p>	<p>Values of <b>global social responsibility</b> are highlighted:</p> <p><u>Examples:</u></p> <ul style="list-style-type: none"> <li>- The international study tour in Term 1 to South Africa, explicitly addresses issues like base of the pyramid needs and ethical issues of doing responsible business in developing societies.</li> <li>- Several international study tours focus explicitly on social entrepreneurship, the advancement of SDGs, and global responsible international trade.</li> <li>- The course on the Business of Sustainability delves into the importance of environmental responsibility and the interconnectedness of economic and environmental and social challenges of our society.</li> <li>- Other courses like Managerial Economics and Financial Management have incorporated reflection on social responsibility values like the broader value creation role of various investors</li> </ul>	<p>All exemplary courses as mention above (principles 1 and 2) are part of the curriculum of the EMBA program, and as such include dedicated course outlines, tailor made course materials by qualified faculty, and professional processes for learning and assessment.</p> <p>Furthermore, <b>the integrative Personal Leadership Development</b> track of the EMBA program provides a coherent framework for students that facilitates personal and interpersonal reflection and self-awareness. This enables them personally to grow more effectively into leaders that embrace the practices and values of responsible</p>	<p>Engaging in conceptual and empirical research is a cornerstone of a research-driven business school like RSM. Faculty active in the EMBA program are, for instance, members of research centers like the ‘Erasmus Centre for Entrepreneurship’, the ‘Erasmus Centre for Future Energy Business’, and the ‘Erasmus Centre for Strategic Philanthropy’.</p>	<p>We frequently engage and interact with corporate partners, (international) businesses and NGO’s or non-profits who share their social and environmental responsibilities and challenges with us.</p> <p>Several of our courses offer <b>guest lectures</b> and, in some cases, <b>corporate visits</b> are included.</p> <p>Our Student Association also contributes to the class learning through its <b>‘Net Impact’ club</b> and organizes a variety of activities including more guest speakers and corporate visits for those interested.</p> <p>Conferences like the Energy Forum and the RSM Leadership summit (organized by the university) provide an extra platform and focus for these issues</p>	<p>We facilitate and stimulate <b>debate</b> among our students, faculty and other thought leaders in the arena of social and environmental issues, often in class during guest lectures on this topic or through the Student Associations Net Impact club.</p> <p>There are a number of <b>conferences</b> during the year that students can attend where further engagement with even more stakeholders (media, government etc) can be had (see point 5).</p>



		like bankers and shareholders which goes beyond the short-term creation of profits.	leadership as put forward during the curriculum.		and challenges.	
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Executive	PRME					
	1 - Purpose	2 - Values	3 - Method	4 - Research	5 - Partnership	6 - Dialogue
MBA post initial 75046 Global Executive OneMBA part-time	OneMBA aims to develop <b>globally-oriented, inspirational executives</b> who are primed for their next leadership challenge and for positive contribution in the world. Along the primary educational dimension of business administration, is the goal of candidates to master the purpose of the modern global economy: namely to sustainably manage, lead, source, sell and compete.	The OneMBA programme's <b>building blocks</b> are therefore: personal leadership development, far-flung team work, sustainable impact and contribution, and global relevance and local sensitivity.	These principles (1 and 2) are integrated in a course called <b>Personal Leadership Development (PLD)</b> . The PLD develops critical thinking, decision-making and effective implementation skills through the process of behavioural change		These principles (1 and 2) are integrated in the OneMBA curriculum by ensuring a good mix of international faculty and student body that facilitate dialogue and sharing of ideas and perspectives inside and outside class; experiential learning through global residencies; global team projects in subfields of management and leadership (both theory and practice); promotion of business ethics, entrepreneurial mind-set, and cross-cultural communication practices through workshops, team presentations, corporate guest speakers and visits of NGOs with focus on "Bottom of the Pyramid"	

## ANNEX I Research

### Featured Centres

#### *The Partnerships Resource Centre*

The Partnerships Resource Centre (PrC) is an international research– and knowledge centre for public-private collaboration for sustainable and inclusive development. PrC aims to understand how cross-sector partnerships work and how they can contribute to sustainable transformations.



PrC offers a range of practical stand-alone tools to help practitioners navigate their partnership practices for sustainable development. They have been developed in close collaboration with practitioners from both public and private sectors and support mutual learning. In addition, PrC co-created several tools, combining PrC expertise and knowledge with other partnerships specialists.

PrC is an ambitious initiative to rethink the connection between scientific research and practitioner's experience. This ambition is substantiated through developing an action research approach characterised by active stakeholder engagement in all phases of research – design, implementation (data-collection), validation (sense-making), and dissemination (publication of lessons and insights and tool development). In this way a meaningful interaction arises between knowledge and practice, a 'living lab' is created where co-creation takes place. This results in cross-sectoral learning, development and accumulation of knowledge, and strengthened partnering capacity.

PrC's collaborative (action) research approach incorporates innovative and state-of-the-art insights concerning multi-stakeholder engagement and continuous (but structured) iteration processes between theory and practice. These efforts include insights from developmental evaluation literature and theory-based evaluations, applying the principles of living-labs, wicked problems (and complex adaptive systems) theory, the use of participatory observations, qualitative case studies and grounded theory. Several of our academic publications consequently focus on methodology development (including delineating impact pathways and presenting the results of action research) to contribute to more impactful research and practice. PrC is actively and firmly embedded in global research communities around partnering.

PrC has published a substantial amount of publications targeted at sustainable development. Overview here: [www.rsm.nl/research/centres/prc/publications/](http://www.rsm.nl/research/centres/prc/publications/)

#### *Erasmus Platform for Sustainable Value Creation*

The Erasmus Platform for Sustainable Value Creation was created in 2017 and is part of RSM's broader mission of being a force for positive change. The purpose of this platform is to develop new insights through research and education in close collaboration with leading sustainable finance players in the industry and academia. The Platform aims to strive towards a more sustainable financial sector, through research, co-creation and meaningful debate. The platform brings together academic faculty research, PhD, Master and Bachelor students, MBAs and executive education,

NGOs and professionals in the financial industry.

“The key driver for sustainable development is integrated thinking. Integrated thinking in finance requires, first and foremost, a mindset that is open to integrate the social foundations and the planetary boundaries into finance. The Platform promotes integrated thinking in finance by combining financial, social and environmental returns.”

**Dirk Schoenmaker**  
Academic Director of the Erasmus Platform for Sustainable Value Creation

There is a growing need for new methods to incorporate sustainability into asset pricing and valuation. Moreover, corporate governance is making a transition towards long-term value creation as the ultimate goal for corporates.

Addressing these questions requires an interdisciplinary approach. Not only research in finance is needed, but the fields of economics, sustainability, strategic management and law are also connected. RSM works in close cooperation with the economics and law faculties at Erasmus University to deliver such integrated thinking.

Sustainable finance is an integral part of the graduate programmes. Both theory and practice are embedded in the teaching. An example is an assignment for master students to use scenario-analysis based discounted cash flow methods to provide an analyst report of individual corporates incorporating ESG factors and climate scenarios. Master student teams also solve real-life business cases for industry, so-called Living Management Cases. Students are encouraged to write their thesis on sustainability topics and to do internships with corporate partners of the Platform.

Executive education in sustainable finance is relevant for professionals that are already working in the financial industry. Finance professionals are then ready to take their stewardship role in society. Transformative actors can start adopting the new models and approaches for sustainable investing and lending.

#### *Sustainability in Energy markets: Future Energy Business*

The Erasmus Centre for Future Energy Business brings together an integrated range of research disciplines, together with real-world practitioners and decision-makers, to provide solutions for tomorrow’s energy markets. The dynamism and complexity of energy markets, and the shifting landscape they operate in, requires a broad spectrum of knowledge combined with cutting edge research techniques and technologies. Our aim is to clear a path through the complexity to allow informed choices to be made, and at the same time provide an arena for the evolution of theory. They offer insights that change the thinking for transition leaders in the Energy market. The centre provides a combination of economics, computer science and policy analysis that simplifies complex future scenarios & make strong recommendation. The research of the centre is focused on 5 themes: Energy Information Systems, Energy Markets, Energy Finance & Tradings, Energy Network and Management, Revenue & Demand Management.



**Erasmus Centre for  
Future Energy Business**

FOUNDED BY

Rotterdam School of Management  
Erasmus University

RSM 

The centre builds market simulations to enable leaders to explore scenarios for the energy markets of the future. These markets will be highly complex, interconnected social systems in which participants constantly compete, adapt, and learn from each other. Market participants ('agents') can then use powerful simulation techniques using millions of different scenarios. Being able to run simulations using millions of market conditions and scenarios – investigating the effects of producer and consumer behaviour – helps us to find out how the markets' dynamics work. Researchers and practitioners are increasingly turning to these computational models of energy markets to answer their questions. Electronic trading and communication systems have already speeded up decision processes dramatically and have increased the amount of information factored into every decision.

#### *Erasmus Centre for Women and Organisations*

The global imbalance of women leaders – and the implicit loss of talent – is holding society back. RSM is committed to redressing the gender balance. The Erasmus Centre for Women and Organisations (ECWO) delivers the research, the programmes, the events, mentoring, coaching and the networks to empower women. The centre's research focuses on women's experience in the workplace, the issues that hold women back in business and what organisations, leaders and individuals can do to redress the gender imbalance, challenge prevailing mind-sets and drive real change. ECWO's Education programmes aim to optimise the leadership capabilities of women - empowering them with the tools, the shared insights, the broader perspective and the enhanced management skills to advance their career and to fulfil their potential as agents of change. Furthermore, ECWO creates customised programmes to help businesses increase gender balance, diversity and inclusion. In these - and other – ways ECWO is contributing to SDG 5 which seeks to achieve gender equality.

#### *Erasmus Centre for Leadership*

In a time where development of leadership is urgently needed there is an increasing disbelief towards the added value of leadership development. This is why RSM established a Centre for Leadership. This centre aims to restore faith in the value of leadership development. A core aspect of that mission revolves around gathering evidence around what really works in terms of leadership development and to conduct the studies necessary to gather what is not yet known.

Broadly speaking, the leadership centre will focus on enhancing RSM leadership research and education and its image.

- Advise leadership programs throughout the school to align with (1) the school's overall mission, (2) state-of-the-art pedagogical principles, and (3) research -based knowledge, to ensure overall quality of leadership education and image.
- Develop a platform inside the school (and beyond) of like-minded people that will help with establishing a knowledge base of leadership expertise and thus coordinate activities around leadership development and research to build a higher quality/image of leadership education.
- Invest in continuous innovation through the development and maintenance of state-of-the-art tools and materials that enhance leadership knowledge and education in the service of enhancing the overall quality/image of leadership education at RSM.
- Engage in representation and reputation building for the school when it comes to leadership development through various means to enhance the image of RSM leadership education.

## Inaugural Lectures 2017-2018

It is a longstanding tradition for newly appointed Full professors at RSM to give an inaugural lecture at the start of their appointment. The following inaugural lectures are related to Responsible Management and Sustainability.

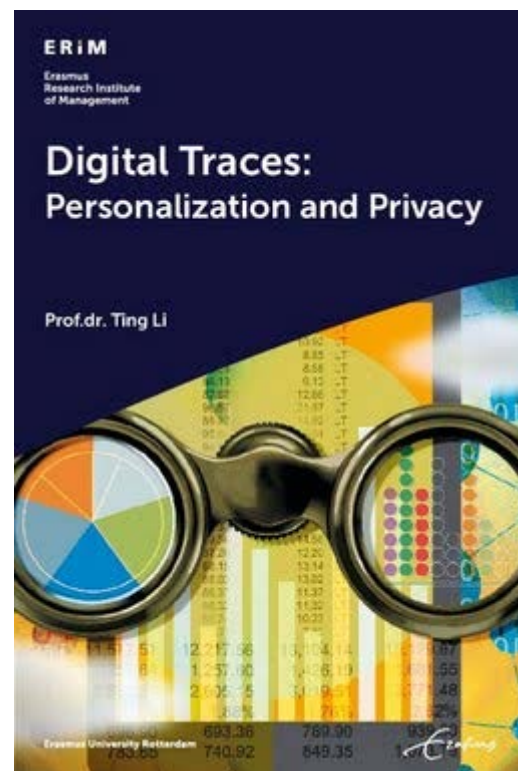
**Ting Li (2018, June 20).**

### **Digital Traces: Personalization and Privacy.**



Our daily use of the web, social media, smart phones, and sensor technologies is

creating a digital trail of data from which one can formulate a trace of our movements, interactions, and even emotions in both offline and online environments. Such large-scale and fine-grained digital traces of individual behaviour can be highly informative in examining not only what people say and what people do, but also what they are planning to do through their own behaviour or the behaviour of the people who they interact with. The insights gained from such digitized behavioural traces can facilitate business transformations in various domains, such as operations, marketing, finance, healthcare, and urban transportation. Businesses increasingly tap into this rich information to uncover the preferences that influence an individual's real-time decision making and provide personalized interactions. However, businesses often find themselves walking a thin line between delivering personalized services to consumers and being intrusive, which increases consumers' privacy concerns. In this talk, I will first explain how we could improve our behavioural insights from exploring digital traces, using offline trajectories and online social interactions. I will then emphasize the increasingly important and intertwined topics: personalization and privacy, which I will illustrate using my own research. I will further discuss personalization-privacy-paradox related challenges to customer behaviour, business strategy, public policy, system design, and society at large.



Retrieved from <http://hdl.handle.net/1765/108848>

**Guy Liberali (2018, May 25).**

**Learning with a purpose: the balancing acts of machine learning and individuals in the digital society.**

The internet has transformed some of the most basic processes in our society, such as trade, payment and communication. We now have access to more products, services, and opinions than we ever had, but at the same time our behaviour is tracked more closely than ever. For example, large online retailers offer hundreds of thousands of products and can readily observe how each consumer interacts with any of them in great detail. They can also rapidly deploy individual-level, in-vivo, randomized online experiments at population scale to test concepts, insights, and communication approaches which can lead to better services and products.

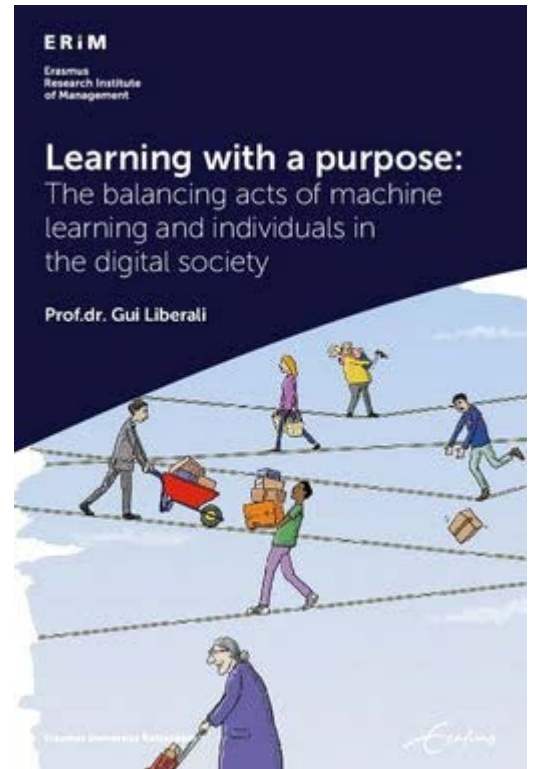
However, there are often billions of possibilities, such as product-consumer combinations for product recommendations. The scale and complexity of these experiments create amazing challenges.

Thus, firms face balancing acts. For example, they need to constantly choose between profiting from what they already know about consumers and learning more about the same consumers.

Consumers also face their own balancing acts. In the digital society, we inevitably leave digital footprints, but we have some discretion in terms of how much information we want to keep private. Typically, consumers who are more open to sharing their preferences are also exposed to higher risks, but at the same time they can get better access to the products and services they need.

In this talk, I'll explain how advances in machine learning and reinforcement learning can alleviate these challenging balancing acts. First, I'll give you some background information and then I'll briefly describe how these methods are helping firms and consumers, using examples from my own work. Next, I'll indicate some exciting areas for future research. I'll conclude by illustrating the implications for marketing science and prescriptive analytics more generally.

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Steven Sweldens (2018, May 18).

### Puppets on a String.



For more than a century, scholars in psychology have debated whether humans are 'of two minds,' that is, whether they have both conscious and unconscious thoughts, and whether both conscious and unconscious thought processes determine their behaviour. According to Freud's iceberg model, conscious thought is just the tip of the iceberg, with most of our thought processes taking place unconsciously. Marketing scholars and practitioners have embraced the iceberg model with great enthusiasm. They have incorporated models where people's drives and motivations are built in layers, with only the top layer consciously accessible, but the real drivers hidden underneath. According to one of the most influential contemporary theories, human thinking is governed by dual systems. System 1, it is argued, is the evolutionarily oldest system, based in parts of the brain we share with lower animals, operates unconsciously, uncontrollably, with low effort, has huge capacity, is fast, nonverbal, parallel, and associative. System 2, conversely, is evolutionarily more

recent, resides in our frontal cortex, operates consciously, controllably, with high effort, has small capacity, is slow, verbal, serial, and based on rules.

Despite their intuitive appeal, dual system theories have been challenged in recent years. I discuss some of their more problematic aspects and the research I have conducted testing core propositions of the dual system approach. Especially my research on the way brands become more well-liked through advertising and conditioning procedures is highly relevant for the debate, but so is research on people's risk perceptions and self-control performance. Overall, I have seen support for some of the key predictions of dual process theory, but no support at all for its strong claim that mental processes should clearly belong to one of two systems with highly separable features. I argue that we need to acknowledge that the human mind cannot be neatly divided into two complementary processing systems. Rather, we should recognize that thought processes can be characterized to a greater or lesser extent by some but not all the features of automaticity. Researchers should start recognizing the full complexity of the human mind and embrace research that is more detailed, more precise – and perhaps a bit less grand in its claims.

Retrieved from <http://hdl.handle.net/1765/106425>



**Gabriele Belschak-Jacobs (2018, March 9).**

### **Organisational Behaviour and Culture.**

Large-scale migration, forced displacement, organised crime, terrorism and natural disasters, but also the proliferation of child pornography, hacking, identity theft and other types of cybercrime provide very concrete challenges to public safety and can trigger profound feelings of insecurity in the population. Threats to public safety are typically multi-level problems, with roots and impact at the individual, community, organisational, national and multi-lateral level. Properly addressing such grand societal challenges is crucial for immediate damage control, but also to sustain trust in the effectiveness of private and public governance. For sustainable solutions to public safety challenges, approaches are needed that involve not only established national and international crime and crisis response organisations, but also central and local government organisations, local members of affected communities and private institutions. Cultural norms about safety and security differ across communities and stakeholders. No single approach to public safety can prove successful for everyone all the time. This highlights the relevance of multi-contextual approaches to safety and security and the role of cultural norms.

Collaborations within and across security organisations and diverse stakeholders such as in private-public partnerships can be hampered by frictions about priorities or ways of working. The consideration of social and cultural aspects is fundamental to overcoming such obstacles. Understanding diversity, embracing complexity and building new alliances are key for the development of inclusive security solutions with multiple stakeholder groups and within diverse cultural contexts.

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Michaéla Schippers (2017, June 16).

**IKIGAI: Reflection on Life Goals Optimizes Performance and Happiness.**



In her inaugural address, Michaéla Schippers discusses the role of self-regulatory behaviours that people can employ in order to live a full-filling life. These behaviours include reflection and personal goal setting, in order to formulate a direction or purpose in life (Ikigai). In the inaugural address, an evidence-based goal-setting intervention is discussed. This relatively brief intervention has shown to have lasting results: not only does it increase well-being of students, the intervention also boosted academic performance of students by over 20%. Moreover, the intervention significantly decreased the gender and ethnic minority performance gap. The goal setting is shown in a broader perspective with examples in education, business and operations management. The perspective presented in this address emphasizes taking control of one's life in order to optimize performance and happiness.

Retrieved from <http://hdl.handle.net/1765/100484>

Vareska van de Vrande (2017, June 2).

### Collaborative Innovation: Creating Opportunities in a Changing World.

Today's business environment is characterised by fast and frequent change, which is often difficult to predict. As a consequence, companies need to continuously invest in the development of new business to remain competitive. However, due to the increasing complexity of the environment, internal development is often not enough, and collaborative innovation is becoming more important. There are three areas that warrant our attention. First, interest among employees and organisations to pursue entrepreneurial initiatives raises questions around the management and support that is needed to foster these initiatives and how to best organise internal corporate venturing. Second, the increasing number of start-ups provides opportunities for existing companies to tap into emerging technologies and business areas through corporate – start-up collaboration. Third, the changing nature of work provides an opportunity for existing organisations to rethink the relationship they have with their employees and to find a way to benefit from the increased flexibility of their own and other's workers. I will raise a number of research questions in these areas and provide directions for future research in the field.



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## PhD dissertations 2017 - 2018

Since its initiation in 1986, RSM has produced many PhD dissertations covering all fields of management. The dissertations are often focused at societal challenges and contain innovative and relevant knowledge for Responsible Management and Sustainability.

We have selected 2017 and 2018 dissertations and labelled these according to the relevant Sustainable Development Goals (SDG's).



Ensure access to affordable, reliable, sustainable, and modern energy for all

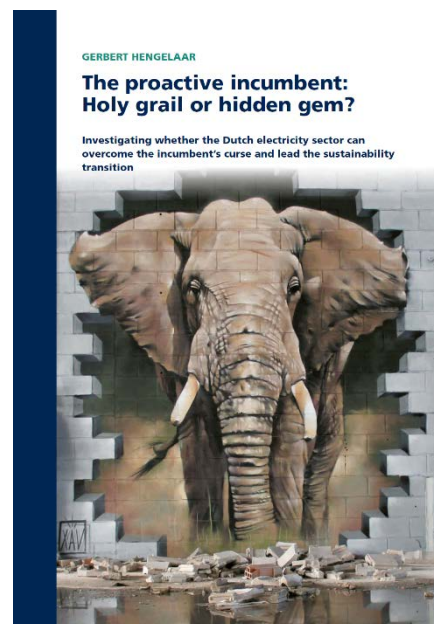
Hengelaar, G.A. (2017, December).

**The Proactive Incumbent: Holy grail or hidden gem? : Investigating whether the Dutch electricity sector can overcome the incumbent's curse and lead the sustainability transition**

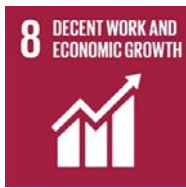
(527 pag.) (ERIM PhD Series 438).

Supervisor(s): prof. R. van Tulder & dr. K. Dittrich

Why is the contribution of incumbents to sustainability transitions so heavily debated? And is it possible in practice for incumbents to pursue a proactive strategy? This thesis contributes by developing a framework to differentiate between four types of incumbent strategies and demonstrates how the proactiveness of the mindset of the incumbent's leadership is crucial to understand the differences between them. The operationalization of the concept is made more reliable and dynamic by integrating concepts from the innovation and transitions literature. This framework is applied in the context of the Dutch electricity sector in the midst of the Energy transition. It is demonstrated that a proactive strategy by an incumbent is possible and that it improves the firm's survival chances, can prevent costly write-downs of stranded assets, can leverage their societal relevance and impact, and can be a path to build competitive advantage.



<https://hdl.handle.net/1765/102953>



Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

van Kampen, S. (2018, March 23).

**The Cross-sectional and Time-series Dynamics of Corporate Finance: Empirical evidence from financially constrained firms**

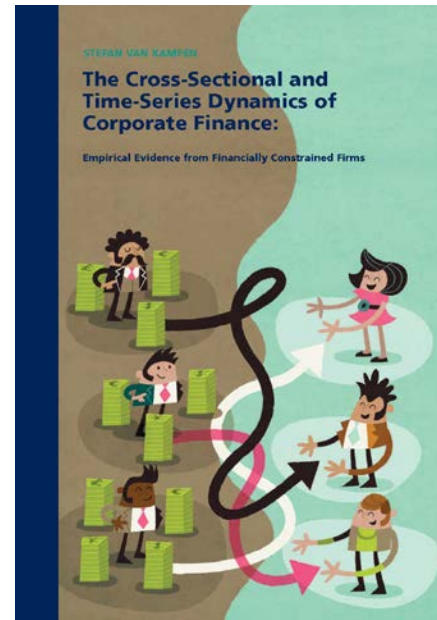
(208 pag.) (ERIM PhD Series 440).

Supervisor(s): Dr. L. Norden & Prof. P.G.J. Roosenboom

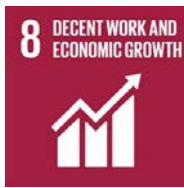
This dissertation discusses the access to finance of mostly financially constrained firms on several dimensions. The first study investigates the relationship between corporate leverage and the asset structure. It appears that non-current assets are more important sources of collateral than current assets. The collateral channel is more pronounced for bank-dependent firms, but it weakened the most for these firms during the crisis. The second study investigates whether SMEs receive more trade credit after they experienced a negative shock to bank credit. This ability to

substitute depends in a positive way on the credit quality of the firms and the stage of the economy. Moderately financially constrained firms are most likely to substitute. The third study investigates how several variables related to banking sector development, stock market development and legal development affect the access to SME finance. The main finding is that SME's have better access to finance if they are located in countries with a competitive banking sector, with a strong preference for long debt maturity, with high quality credit registries, with liquid and low-volatile stock markets and with strong creditor protection rights.

<https://hdl.handle.net/1765/105245>







Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

L.B. Gobena (2017, December 15).

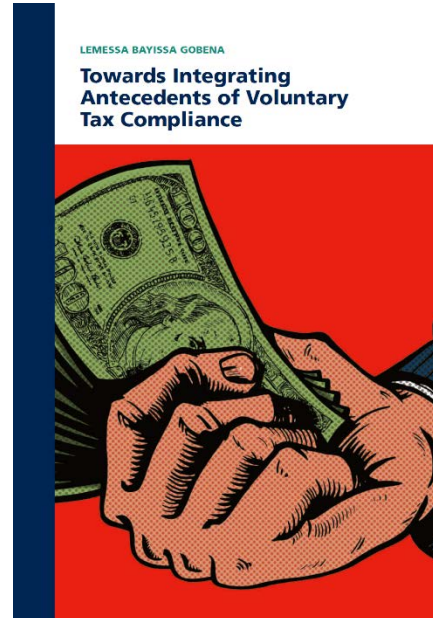
**Towards Integrating Antecedents of Voluntary Tax Compliance**

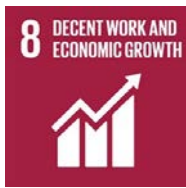
(149 pag.) (ERIM PhD Series 436).

Supervisor(s): Prof. M.H. van Dijke & P. Verboon

This thesis explores the integrative effect of social psychological factors among themselves as well as with economic deterrent factors in stimulating voluntary tax compliance, contributing to the tax compliance literature a theoretically relevant integrative approach that bridges between social psychological and economic deterrence approaches. It also contributes to the ecological validity of research on tax compliance behavior by comparing samples of two tax environments that are extremely unlike—one from a developing country (i.e. Ethiopia) and another from a developed country (i.e. the US).

<https://hdl.handle.net/1765/103276>





Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

Wessels, C. (2017, May 12).

**Flexible Working Practices: How Employees Can Reap the Benefits for Engagement and Performance**

(187 pag.) (ERIM PhD Series 418).

Supervisor(s): Prof. H.W.G.M. van Heck, Prof. P.J. van Baalen & Prof. M.C. Schippers

Technological developments such as the advent of laptops, mobile devices, and related new communication channels (e.g., social and business networks, instant messaging programs) enabled the uptake of flexible working practices in knowledge work organizations. Whether flexible working practices have positive, negative or zero effects for employees and their organizations remains an important question for research and organizations. This dissertation uncovered that performance and well-being gains through flexible working practices can be achieved. In particular, the results of this dissertation (a) revealed that employees themselves need to become proactive in the form of time-spatial job crafting and media job crafting if they want to reap the benefits of flexible working practices (b) emphasize that understanding the effects of increases in spatial flexibility inside the office building (activity-based areas) for performance and health outcomes requires to take on a process evaluation approach and (c) present a model of flexibility development that enables employees to reap perform.

<https://hdl.handle.net/1765/99312>







Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

T.W. Frick (2018, September 21).

**The Implications of Advertising Personalization for Firms, Consumers, and Ad Platforms**

(173 pag.) (ERIM PhD Series 452).

Supervisor(s): Prof. T. Li & Prof. H.W.G.M. van Heck

The personalization of advertising offers firms tremendous potential. If done right, firms can address consumers with more relevant ads, leading to more positive consumer responses. Nevertheless, firms are struggling with how to design personalization strategies and face the challenge to correctly assess advertising effectiveness. With this research, we advance the understanding of advertising personalization and its implications for firms, consumers, and ad platforms. With the help of a large-scale field experiment, we present evidence for how firms should design their personalization strategies. We find that high levels of personalization specificity pay off for firms. At the same time, socially targeting personalized ads, where names of consumers' friends are included in the ad text, leads to less positive consumer responses. To advance the understanding of privacy concerns in advertising personalization, we conduct a lab experiment using eye tracking technology. Our findings reveal that firms cannot use intrusive ads that cause privacy concerns to attract consumers' attention. Such a strategy is harmful as it decreases consumers' overall attention towards ads, eventually leading to less positive consumer responses. An examination of contracts between firms and ad platforms exposes that these contracts might not be in the economic interest of firms. We conduct a large field experiment and our analysis reveals that currently implemented contracts between ad platforms and firms lead to an incentive misalignment that is harmful for firms. While ads generally increase consumers' likelihood to purchase, firms pay more for ads that are not providing higher value to them.

<https://hdl.handle.net/1765/110314>

THOMAS W. FRICK

**The Implications of Advertising Personalization for Firms, Consumers, and Ad Platforms**





Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

Karali, E (2018, May 18).

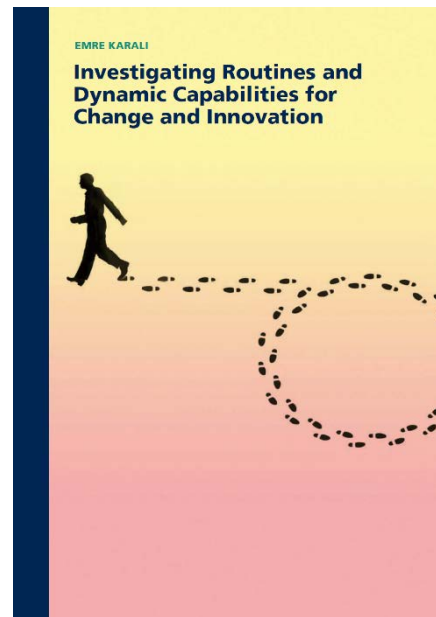
**Investigating Routines and Dynamic Capabilities for Change and Innovation**

(201 pag.) (ERIM PhD Series 454).

Supervisor(s): Prof. H.W. Volberda, Prof. H.R. Commandeur & Prof. J.S. Sidhu

This dissertation builds on the notion that there is still much left to learn on how organizations change and innovate. Not much research has focused on how dynamic capabilities and routines actually relate to innovation, which has led to a commentary article by Teece (2012) not too long ago. Also, the dynamic capabilities and routines concepts themselves are still far from perfectly understood (Schilke et al., 2018). Scholars have invited research on how different organizational dynamic capabilities are from managerial dynamic capabilities in bringing about innovation (Helfat and Peteraf, 2015). Also, scholars have explicitly debated the extent to which such capabilities are different from routines that can change themselves as the people within such routines act upon imperfections (Feldman and Pentland, 2003; Teece, 2012). In addition, we have yet to understand how individual characteristics can affect routine dynamism and hence, how such knowledge can be acted upon. Thus, the focus of this dissertation is as follows: How do routines and dynamic capabilities relate to change and innovation?

<https://hdl.handle.net/1765/106274>





Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

Maira, E. (2018, February 23).

**Consumers and Producers**

(193 pag.) (ERIM PhD Series 439).

Supervisor(s): Prof. S. Puntoni & Dr. C. Fuchs

In the last few decades, advances in information and communication technology have dramatically changed the way consumers and producers interact in the marketplace. The Internet and social media have torn down the information barrier between producers and consumers, leading to increased transparency. Moreover, while in the past there was a clear distinction between production and consumption of goods, nowadays this distinction is more blurred. Consumers are often involved in the production process of firms, or even create and sell products by themselves. In this

dissertation, I examine some consequences of these changes for both consumers and producers. First, I focus on consumers. Given the enormous availability of information on the Internet, consumers are exposed to information about company strategy that is not immediately relevant for consumption decisions. Here, I investigate how consumer behavior is influenced by exposure to information about company acquisitions. Second, I focus on consumer-producers, consumers who engage in production and online commercialization of goods. I investigate the psychology of consumer-producers, and especially the factors that keep them motivated in spite of scarce economic returns. Finally, I turn to individual producers (e.g., workers in factories). I investigate whether providing personal information about the consumer is a viable intervention for reducing the distance between producers and consumers that characterizes post-industrialized production settings. By taking the different perspectives of consumers, consumer-producers, and producers, this dissertation uncovers some of the opportunities and challenges introduced by recent advances in information and communication technology.

<https://hdl.handle.net/1765/104387>





Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

Kahlen, M.T. (2017, September 15).

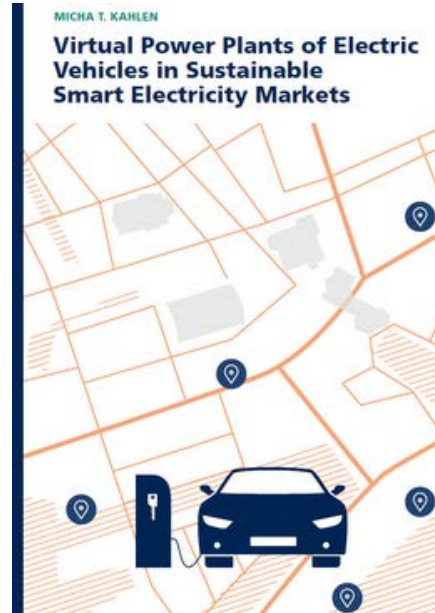
**Virtual Power Plants of Electric Vehicles in Sustainable Smart Electricity Markets**

(157 pag.) (ERIM PhD Series 431).

Supervisor(s): Prof. W. Ketter & Prof. A. Gupta

The batteries of electric vehicles can be used as Virtual Power Plants to balance out frequency deviations in the electricity grid. Carsharing fleet owners have the options to charge an electric vehicle's battery, discharge an electric vehicle's battery, or keep an electric vehicle idle for potential rentals. Charging and discharging can be used to provide reliable operating reserves. We develop an analytical model that manages carsharing fleets. On the one hand, the energy in the batteries of an electric vehicle can be made available to the grid as operating reserves. On the other hand, the electric vehicle can be made available for rental, where the location within the city matters: drivers want a car to be close to their place of departure or arrival. The model can also be used by Transportation Network Companies such as Uber to preposition their vehicles conveniently in a city or optimize zonal pricing.

<https://hdl.handle.net/1765/100844>





Reduce inequality  
within and among  
countries

Subaşı, B. (2017, December 21).

**Demographic Dissimilarity, Information Access and Individual Performance**

(137 pag.) (ERIM PhD Series 422).

Supervisor(s): Prof. D.L. van Knippenberg & W.P. van Ginkel

With growing nationality and gender diversity in organizations, the question under which circumstances differences in nationality and gender affect individual performance increases in importance. Previous research showed that dissimilarity may negatively affect individual performance. We take this analysis an important step further by suggesting number of moderators namely: status difference between nationality minorities, public observability, specific status and nationality diversity. We determine access to distributed information as a mediator in this effect.

<https://hdl.handle.net/1765/103495>





Make cities and human settlements inclusive, safe, resilient and sustainable

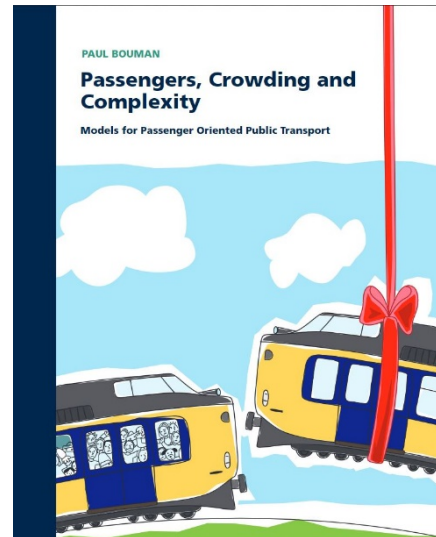
Bouman, P. C. (2017, June 15).

**Passengers, Crowding and Complexity : Models for passenger oriented public transport**

(215 pag.) (ERIM PhD Series 420).

Supervisor(s): Prof. L.G. Kroon, A. Schöbel & Prof. P.H.M. Vervest

Passengers, Crowding and Complexity was written as part of the Complexity in Public Transport (ComPuTr) project funded by the Netherlands Organisation for Scientific Research (NWO). This thesis studies in three parts how microscopic data can be used in models that have the potential to improve utilization, while preventing excess crowding. In the first part, the emergence of crowding caused by interactions between the behavior of passengers and the public transport operators who plan the vehicle capacities is modelled. Using simulations, the impact of the information disclosed to the passengers by public transport operators on the utilization and passenger satisfaction is analyzed. A quasi-experiment with a large group of students in a similar setting finds that four types of behavior can be observed. In the second part, algorithms that can extract temporal and spatial patterns from smart card data are developed and a first step to use such patterns in an agent based simulation is made. Furthermore, a way to generate synthetic smart card data is proposed. This is useful for the empirical validation of algorithms that analyze such data. In the third and final part it is considered how individual decision strategies can be developed in situations where there exists uncertainty about the availability and quality of travel options. We investigate how the best strategy for a specific type of objective can be computed. Finally, we analyze which strategies are worthwhile to consider for a very broad set of objectives.



<https://hdl.handle.net/1765/100767>



17 PARTNERSHIPS  
FOR THE GOALS

Strengthen the means of implementation and revitalize the global partnership for sustainable development

Williams, A.N. (2018, October 12).

**Make Our Planet Great Again: a Systems Perspective of Corporate Sustainability**

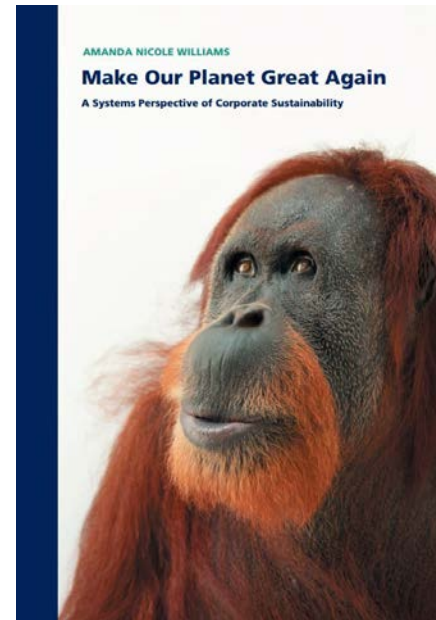
(233 pag.) (ERIM PhD Series 456).

Supervisor(s): Prof. Whiteman, G.M. & Dr. Kennedy, S.P.

In this article, we posit that a cross-scale perspective is valuable for studies of organizational resilience. Existing research in our field primarily focuses on the resilience of organizations, i.e. the factors that enhance or detract from an organization's viability in the face of threat. While this organization level focus makes important contributions to theory, organizational resilience is also intrinsically dependent upon the resilience of broader social ecological systems in which the firm is embedded. Moreover, long term organizational resilience cannot be well managed without an understanding of the feedback effects across nested systems. For instance, a narrow focus on optimizing organizational resilience from one firm's perspective may come at the expense of social-ecological functioning and ultimately undermine managers' efforts at long term organizational survival. We suggest that insights from natural science may help organizational scholars to examine cross-scale resilience and conceptualize organizational actions within and across temporal and spatial dynamics.

We develop propositions taking a complex adaptive systems perspective to identify issues related to focal scale, slow variables and feedbacks, and diversity and redundancy. We illustrate our theoretical argument using an example of Unilever and palm oil production in Borneo.

<https://hdl.handle.net/1765/111032>







Strengthen the means of implementation and revitalize the global partnership for sustainable development

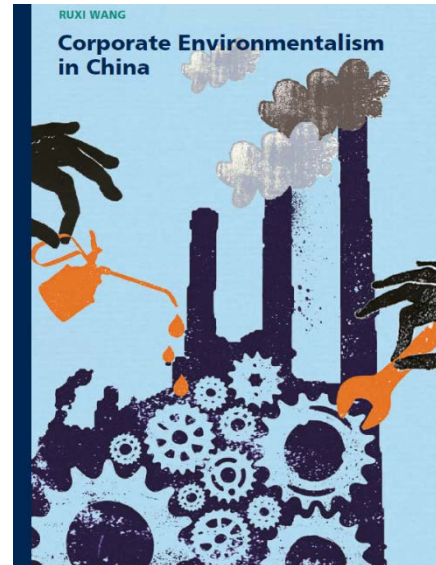
Wang, R. (2017, June).

**Corporate Environmentalism in China**

(123 pag.) (ERIM PhD Series 417).

Supervisor(s): Prof. P.P.M.A.R. Heugens & Dr. F.H. Wijen

China has accomplished remarkable economic achievement during the past several decades. Yet, it has been confronted with unprecedented, overwhelming pressures to address its severe environmental challenges, both from domestic and international societies—all the more since the world has become increasingly critical on non-sustainable developmental strategies. While the corporate environmentalism literature has shed light on how different stakeholders such as government, industry, and civil society can exert their influences



on corporate environmentalism in developed economies, there is a dearth in both theories and empirics that explain (1) the complexity within a single constituent that could be impactful through multiple and sometimes contradictory expectations on firm behaviors, (2) the environmental strategies in the business group form that is prevalent in Asian and emerging economies, and (3) how the world’s largest emerging economy, China, is addressing its environmental problems in an almost utterly different context than what has been explored in the developed western countries. In this dissertation, I build on corporate environmentalism, business group, and China studies literatures in an attempt to reveal a comprehensive picture of how different external and internal forces jointly influence the corporate environmental strategies in the emerging economy of China.

<https://hdl.handle.net/1765/99987>



Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

Hanselaar, R.M. (2018, December 13).

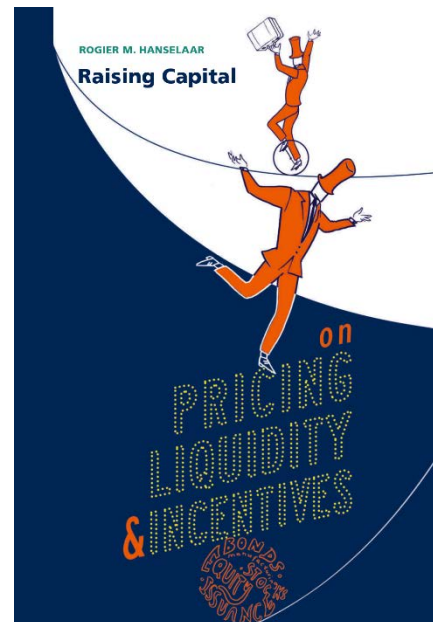
**Raising Capital: On pricing, liquidity, and incentives**

(157 pag.) (ERIM PhD Series 429).

Supervisor(s): Prof. M.A. van Dijk & Prof. P.G.J. Roosenboom

This thesis aims to foster a greater understanding of primary market functioning. It aims to be of use as an input in the continuous debate on how we can best shape our financial markets to provide greater affluence for society. It contains three essays, included as separate chapters, that each focus on a separate question related to raising capital via primary markets. Chapter 2 deals with the market for initial public stock offerings. It shows that stereotypes about industry performance are related to the opening performance of newly issued stocks. Chapter 3 deals with the general market for new equity. It shows that firms issue more new stocks when markets become more liquid; i.e., when it becomes easier to buy or sell large quantities of stocks without having to make adjustments in the price. Chapter 4 deals with the market for new hybrid capital. It shows that banks make riskier decisions after issuing Contingent Convertible bonds.

<https://hdl.handle.net/1765/113274>





Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

Turturea, R. (2018, November 29).

**Overcoming Resource Constraints: The Role of Creative Resourcing and Equity Crowdfunding in Financing Entrepreneurial Ventures** (121 pag.) (ERIM PhD Series 472).

Supervisor(s): Prof. P.P.M.A.R. Heugens, Prof. J.J.P. Jansen & Prof. I. Verheul

This dissertation extends current knowledge about how entrepreneurs overcome resource constraints, without relying extensively on capital from “traditional” equity investors. In particular, I build on research on creative resourcing (i.e., bricolage, bootstrapping) and on literature on equity crowdfunding, to investigate (1) how do bricolage and bootstrapping affect firm-level outcomes, (2) How do top management team (TMT) attributes influence the reliance of firms on bricolage and bootstrapping, and (3) How do crowd investors (i.e. investors in equity crowdfunding) identify high-quality opportunities to invest in. The findings from the first two studies show that bootstrapping and bricolage are prevalent resourcing behaviors in small and medium-sized enterprises, and that these behaviors differentially affect firm outcomes. More specifically, bricolage enables firms to balance exploration and exploitation, and positively effects firm performance, whereas bootstrapping has a negative effect on firm performance. I also found supporting evidence that the socio-cognitive attributes of the TMTs fundamentally shape the willingness and ability of these teams to engage in bricolage and bootstrapping. The findings from the third study in my dissertation support the contention that crowd investors use heuristics (i.e. mental shortcuts aimed at reducing the effort required for a task), when evaluating investment opportunities. Most importantly, several heuristics, such as the disconfirmation and selectivity heuristics, help investors identify the more promising investment opportunities. These findings have important practical implications for investors, but also for entrepreneurs that can improve the way they interact with their (potential) investors.

<https://hdl.handle.net/1765/112859>





Ensure sustainable consumption and production patterns

A. Stuppy (2018, October 18).

**Essays on Product Quality**  
(229 pag.) (ERIM PhD Series 461).

Supervisor(s): Prof. S.M.J. van Osselaer & N.L. Mead

This dissertation extends existing knowledge on the perception and pursuit of product quality. Our nuanced findings identify overlooked motivational, perceptual, and structural drivers of perceived product quality. The first chapter examines an underexplored self-related motive that determines whether consumers choose inferior or superior products for themselves. We show that consumers with low self-esteem gravitate towards relatively inferior products because they strive to verify their negative self-views. The third chapter elucidates how consumer expertise, or knowledge, shapes perceptions of product quality. Specifically, we show that being knowledgeable entails benefits (“blessing of expertise”) but also costs (“curse of expertise”). Knowledgeable consumers enjoy elite products more than novices, but are less able to enjoy mundane products. In the second chapter, we examine what may cause producers to release lower quality products. By examining the motion picture industry as a case study, we highlight that arbitrary industry-set constraints on product length can hinder the product development process and may cause filmmakers to release movies that fail to appeal to consumers. This research has important managerial implications for professionals in the area of marketing. From a theoretical point of view, this dissertation extends the field’s understanding as to what causes consumers to perceive products as being lower or higher quality, and how choosing these products may serve self-related motives. Moreover, this research contributes to literature on product development processes. Our inquiry sets the stage to further examine a crucial, yet underexplored, driver of product quality: the interplay of production and post-production.

<https://hdl.handle.net/1765/111375>





Make cities and human settlements inclusive, safe, resilient and sustainable

J.J.D. Heeren-Bogers (2018, October 18).

**Control with Care : The value of soft controls in the management control system of the Dutch Defence organization**

(257 pag.)

Supervisor(s): Prof. S.P. Kaptein & Prof. J.M.M.L Soeters

The title of this dissertation “Control with Care”, relates first of all to the subject of this study, careful financial and material resources management. As a public sector organization, the Dutch Defence organization needs to do its job properly, while using budgets and material resources in an appropriate manner. This implies the careful use of scarce resources, preventing phenomena such as overspending, inefficiencies and the unconcerned use of equipment. Secondly, the title relates to carefully choosing the right controls for achieving the objectives of the organization. Based on 23 semi-structured interviews, a survey (220 respondents in the field of financial management and 170 respondents in the field of material resources management) and 114 archived audit reports, this study found reason to believe that the often legally enforced hard controls are not enough to keep the Dutch Defence organization in control. To be effective, these hard controls must be used in the right way and intensity and they should be embedded in a system in which soft controls play an important role. Especially the soft controls congruency and discussability impact positively on both kinds of resources management. Therefore the main task of the commanders and managers in the Dutch Defence organization regarding careful resources management may be showing -not only in words but also in deeds- that they care about resources management while creating conditions for sharing knowledge and encouraging people to discuss the problems they face so they can learn from their mistakes.



<https://hdl.handle.net/1765/111395>





Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

Avci, E. (2018, May 25).

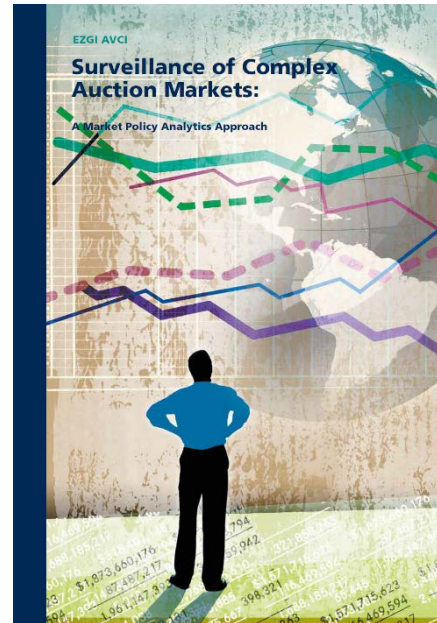
**Surveillance of Complex Auction Markets: a Market Policy Analytics Approach**

(199 pag.) (ERIM PhD Series 426).

Supervisor(s): Prof. W. Ketter, Prof. H.W.G.M. van Heck & D.W. Bunn

This dissertation offers important implications to theory and practice of surveillance of complex auction markets. From the theoretical perspective, this is, to our best knowledge, the first research that systematically examines the interplay of different informational and strategic factors in oligopolistic multi-unit auction markets. From the policy perspective, Avci's research shows that integration of big data analytics and domain-specific knowledge improves decision-making in surveillance of complex auction markets.

<https://hdl.handle.net/1765/106286>







Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

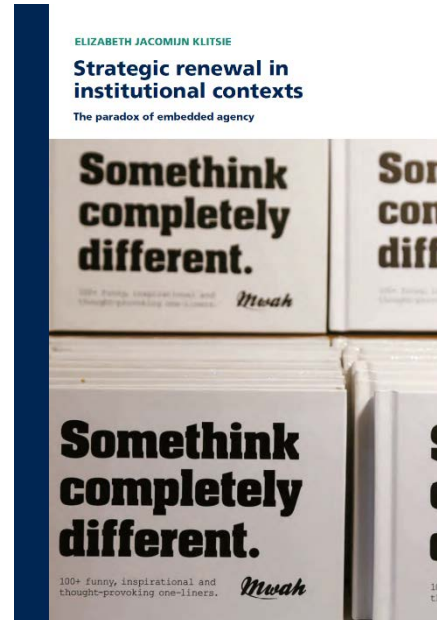
E.J. Klitsie (2018, May 18).

**Strategic Renewal in Institutional Contexts: The paradox of embedded agency**

(171 pag.) (ERIM PhD Series 444).

Supervisor(s): Prof. H.W. Volberda & Dr. S.M. Ansari

In this dissertation, building on institutional theory, fit, innovation and framing literature, I aim to increase academic and managerial understanding of the drivers and performance effects of institutional entrepreneurship at micro- and macrolevels of analysis. The studies in this book move from macro to micro-level and then revert back to macro-level to further delineate the phenomenon of institutional entrepreneurship and the institutional work carried out to achieve it.



<https://hdl.handle.net/1765/106275>



Strengthen the means of implementation and revitalize the global partnership for sustainable development

van Bunderen, L. (2018, April 12).

**Tug-of-War: Why and when teams get embroiled in power struggles** (176 pag.) (ERIM PhD Series 446).

Supervisor(s): Prof. D.L. van Knippenberg & L.L. Greer

Intra-team power struggles, or competitions over resource control between members, are pervasive in organizations. Research has shown that power struggles impair team outcomes, yet why and when they arise remains unknown. In this dissertation, I unravel which factors elicit competitive power dynamics in teams, allowing important insight into their prevention. I draw on social psychological research on power and integrated this with the literatures on group threats and team (power) structures to theorize that power may be sought as a protection-tool when members feel threatened and are motivated by the team structure to cope with this threat individually. Accordingly, I develop an overarching framework where I posit that the combination of a threatening team environment with an individualistic team structure encourages intra-team power struggles.

<https://hdl.handle.net/1765/105346>





Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

Petruchenya, A. (2018, March 22).

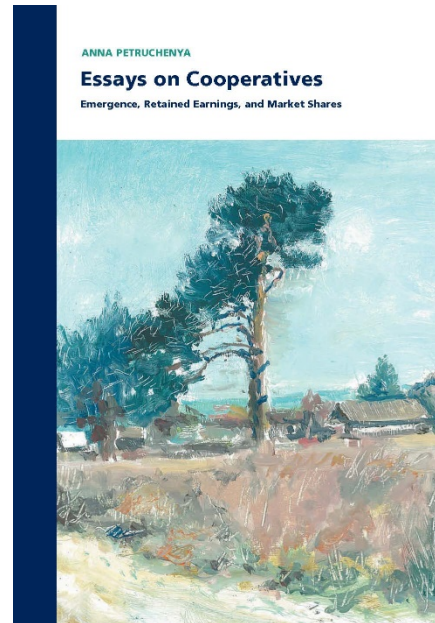
**Essays on Cooperatives: Emergence, Retained Earnings, and Market Shares**

(145 pag.) (ERIM PhD Series 447).

Supervisor(s): Prof. G.W.J. Hendrikse & Dr. Y. Zhang

Why is the contribution of incumbents to sustainability transitions so heavily debated? And is it possible in practice for incumbents to pursue a proactive strategy? This thesis contributes by developing a framework to differentiate between four types of incumbent strategies and demonstrates how the proactiveness of the mindset of the incumbent's leadership is crucial to understand the differences between them. The operationalization of the concept is made more reliable and dynamic by integrating concepts from the innovation and transitions literature. This framework is applied in the context of the Dutch electricity sector in the midst of the Energy transition. It is demonstrated that a proactive strategy by an incumbent is possible and that it improves the firm's survival chances, can prevent costly write-downs of stranded assets, can leverage their societal relevance and impact, and can be a path to build competitive advantage.

<https://hdl.handle.net/1765/105243>



17 PARTNERSHIPS  
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Strengthen the means of implementation and revitalize the global partnership for sustainable development

Zhang, Q. (2018, January 11).

**Financing and Regulatory Frictions in Mergers and Acquisitions**  
(193 pag.) (ERIM PhD Series 428).

Supervisor(s): Prof. P.G.J. Roosenboom & Prof. A. de Jong

This dissertation studies how financial frictions and regulatory costs affect mergers and acquisitions (M&A). The first conclusion is that financial distress drives firms to make diversifying acquisitions. Acquisitions made by distressed firms in recent years are economically important. Exploiting a natural experiment, this thesis identifies the causal link between financial distress and acquisitions. The evidence shows that distressed firms acquire to diversify bankruptcy risk, rather than to capture external growth opportunities and revive growth. The second conclusion of the dissertation is that political

connections of banks affect the government auctions of distressed banks during the Great Recession. Lobbying financial regulators significantly increases a bidding bank's probability of winning. The post-acquisition operating performance is worse for lobbying acquirers than for their non-lobbying counterparts, suggesting that lobbying results in a less efficient allocation of failed banks. The results provide new insights into the bank resolution process and its political economy. Thirdly, the dissertation shows that the regulatory review process for M&As poses significant costs and risk for merging firms. An adverse antitrust review outcome reduces shareholder wealth and the probability of deal success. Mitigating such risk via lobbying may benefit shareholders. Consistently, acquirers strategically adjust lobbying expenditures around the merger announcement. The results highlight the role of political connections in corporate investments under regulatory uncertainty.

<https://hdl.handle.net/1765/103871>





Ensure sustainable consumption and production patterns

de Groot, W. A. (2017, December 21).

**Assessing Asset Pricing Anomalies**

(179 pag.) (ERIM PhD Series 437).

Supervisor(s): Prof. M.J.C.M. Verbeek & J.H. van Binsbergen

One of the most important challenges in the field of asset pricing is to understand anomalies: empirical patterns in asset returns that cannot be explained by standard asset pricing models. Currently, there is no consensus in the academic literature on the underlying causes of well-known anomalies, such as the value and momentum anomalies. Anomalies could be the result of data mining, disappear when trading costs are taken into account, be a compensation for a particular form of risk, or have a behavioral explanation. The motivation of this research project is to gain more and better insight into possible explanations for well-known asset pricing anomalies. Understanding asset pricing anomalies is of the utmost importance for investors. It allows them to make better informed investment decisions, and thereby achieve higher return premiums.

<https://hdl.handle.net/1765/103490>





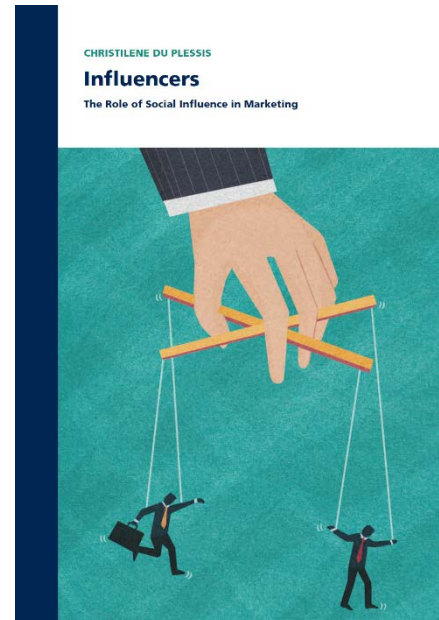
Make cities and human settlements inclusive, safe, resilient and sustainable

Du Plessis, C. (2017, December 14).

**Influencers :The Role of Social Influence in Marketing**  
(239 pag.) (ERIM PhD Series 425).

Supervisor(s): Prof. S. Puntoni & Prof. S. Sweldens

Social influence is the corner stone of consumer psychology. In fact, in the last decade of the 19th century the study of consumer psychology emerged from an interest in advertising and its influence on people. Traditionally research on social influence has focused on understanding how people respond to influence attempts and how social influence emerges. This dissertation challenges common methodological conventions used to study social influence in consumer behavior and, more broadly, social psychology.



<https://hdl.handle.net/1765/103265>





Ensure sustainable consumption and production patterns

Verbeek, R.W.M. (2017, December 7).

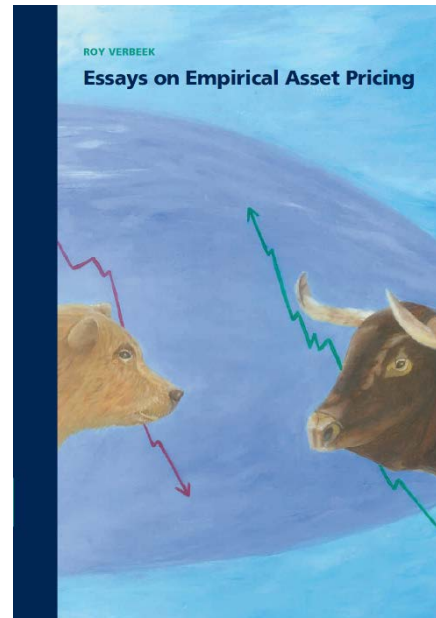
**Essays on Empirical Asset Pricing**  
(129 pag.) (ERIM PhD Series 441).

Supervisor(s): Prof. M.A. van Dijk & Dr. M.K. Szymanowska

This dissertation consists of three essays on empirical asset pricing. In the first essay, I investigate whether common risk factors are priced across investment horizons. I show that only the market and size factors are priced, but only up to sixteen months. The results highlight the importance of horizon effects in the pricing of systematic risk. They also raise concerns about the ability of asset pricing models to price individual stocks. In the second essay, I estimate costs of equity capital for individual firms and industries using five models. I show that there is considerable disagreement

about costs of equity capital across the models and that they are estimated with great errors. The models exhibit some forecasting power for future returns only when the estimation errors are small. My results raise questions about whether popular asset pricing models can be used for computing costs of equity capital. In the third essay, I show that firms differ greatly in the extent to which their stock prices are driven by cash flow news versus discount rate news. The differences in their relative importance are associated with differences in firm characteristics, risk exposures, and expected returns. I also show that the amount of return co-movement and the success of variables that predict the equity premium depend on the relative importance of the two components.

<https://hdl.handle.net/1765/102977>





Ensure sustainable consumption and production patterns

Straeter, L.M. (2017, September 8).

**Interpersonal Consumer Decision Making**

(205 pag.) (ERIM PhD Series 423).

Supervisor(s): Prof. S.M.J. van Osselaer & I.E. de Hooge

Consumption is not an isolated phenomenon, but often involves the (in)direct presence of others. People often consume or make consumption decisions together or in the favour of others. Consequently, the people in our surroundings are likely to have an influence on our consumption decisions. They influence what consumption goods we buy and how we behave in consumption contexts. In this dissertation I explore various interpersonal consumption occasions and the influence of others on consumers' decisions.

<https://hdl.handle.net/1765/100819>



17 PARTNERSHIPS  
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Strengthen the means of implementation and revitalize the global partnership for sustainable development

Wasesa. M. (2017, June 30).

### **Interpersonal Consumer Decision Making**

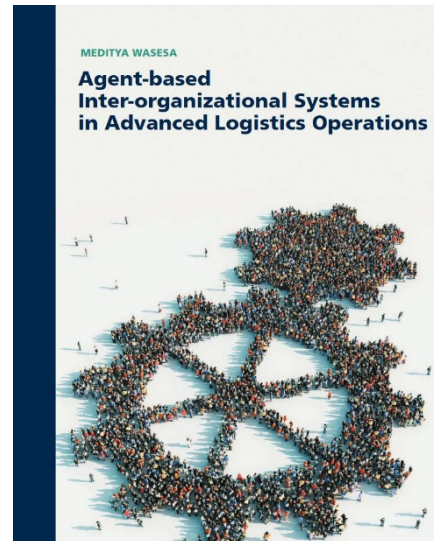
(169 pag.) (ERIM PhD Series 424).

Supervisor(s): Prof. H.W.G.M. van Heck, Prof. R.A. Zuidwijk & A.W. Stam

“Agent-based Inter-organizational Systems (ABIOS) in Advanced Logistics Operations” explores the concepts, the design, and the role and impact of agent-based systems to improve coordination and performance of logistics operations. The dissertation consists of one conceptual study and three empirical studies. The empirical studies apply various research methods such as a multiple-case study research, coordination mechanism design, and predictive analytics using big data. The conceptual study

presents a theoretical exploration and synthesis explaining the demand for inter-organizational systems (IOS) and the corresponding IOS functionalities. The first empirical study presents a multiple-case study exploring real-life ABIOS implementations in the warehousing and transportation business. The second empirical study provides an auction based coordination mechanism design for the container’s pick-up/delivery appointment reservation problem that involves the seaports and drayage operators. The third empirical study presents a seaport service rate prediction system that could help drayage operators to improve their predictions of the duration of the pick-up/delivery operations at a seaport by using the subordinate trucks’ trajectory data. Based on these studies, the dissertation offers new insights on the role of inter-organizational systems in mitigating coordination equivocality and uncertainties; the interplay among the ABIOS applications, required structural adjustments, and the potential of business performance improvement opportunities; and the development of two ABIOS prototypes: an auction based coordination mechanism and a predictive analytics application based on big data.

<https://hdl.handle.net/1765/100527>





Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

L.M. Giurge (2017, March 24).

**A Test of Time : a temporal and dynamic approach to power and ethics** (103 pag.) (ERIM PhD Series 412).

Supervisor(s): Prof. M.H. van Dijke, D. de Cremer & Dr. X. Zheng

Both behavior and cognitive processes are ongoing, dynamic, and temporal. They vary not only between individuals as a function of differences in personality and stable contextual characteristics, but also within. That is, the same person might engage in unethical behavior one day but not the next day. Apart from a few exceptions, research in organizational science has either ignored or treated within-individual fluctuations in behavior as measurement error. Yet, in order to gain a deeper understanding of why individuals behave the way they do we ought to zoom-in on their daily

experiences and behaviors and tackle the issue of when and for how long things happen. The first part of this dissertation aims to achieve precisely this by zooming in on two crucial organizational behaviors that vary from one day to another: decision-making and unethical behavior. The other part zooms-in even further on an underlying cognitive process that drives unethical behavior, moral reasoning, and aims to show that even a stable developmental cognitive process might be susceptible to momentary influences. Taken together, the work presented in this dissertation contributes to various streams of research from power to moral psychology. It illustrates the importance of addressing the dynamic and temporal variations in behavior as well as in the underlying cognitive processes that drive behavior.

<https://hdl.handle.net/1765/98451>





Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

Y. Feng (2017, March 30).

**The Effectiveness of Corporate Governance Mechanisms and Leadership Structure: Impacts on strategic change and firm performance**

(141 pag.) (ERIM PhD Series 389).

Supervisor(s): Prof. F.A.J. van den Bosch, Prof. H.W. Volberda & Prof. J.S. Sidhu

How to assess and improve the effectiveness of corporate governance to accommodate the demands of strategic decision making has been one of the top concerns among both scholars and practitioners. While extensive research has taken an economic view when investigating corporate governance mechanisms in previous research, more recently, an increasing number of studies have gradually shifted attention to alternative views to incorporate factors that have been rarely addressed before. This thesis seeks to join the conversation and contribute to corporate governance and strategic management literature by taking a behavioral perspective and investigating the contextual factors through three studies.

<https://hdl.handle.net/1765/98470>



## ANNEX II Education: Sustainability in Intended Learning Outcomes

### Sustainability and Intended Learning Outcomes in MSc programmes

The intended learning outcomes of RSM degree programmes cover 3 domains of learning: knowledge, skills and attitudes. As the overview shows, sustainability related topics are embedded in all 3 domains of learning, although programmes differentiate in the comprehensiveness of the coverage. Growing the comprehensiveness of the coverage is part of our continuous improvement process.

Prog.	Knowledge	Skills	Attitudes
<b>MScBA AFM</b>	<p>1. Demonstrate core knowledge on the interaction between an organization and its broader environment including <b>stakeholders</b>.</p> <p>2. Demonstrate knowledge on economic and behavioral theory, analytical methods and core models of accounting and financial management.</p>	<p>3. Generate a sustainable and coherent approach to solving complex accounting and financial management problems using qualitative and quantitative methods and understand the managerial implications.</p> <p>4. Design and execute a complete research project autonomously; which includes defining a relevant research question in the current business context, formulating a research plan, reviewing relevant literature, collecting, processing and interpreting data; evaluating the findings and relating them to business</p> <p>5. Demonstrate <b>responsibility</b> in <b>diverse</b> teams to leverage the advantages of team diversity to bring</p>	<p>7. Demonstrate critical reflection of your <b>ethical responsibility</b> as well as your influence, abilities, and limitations to instill these ethical values on others.</p>



		<p>projects forward</p> <p>6. Demonstrate effective skills in communicating with managers, regulators, external <b>stakeholders and society</b>.</p>	
<b>MScBA BAM</b>	<p>1. Demonstrate core knowledge on the interaction between an organisation and its broader environment including <b>stakeholders</b></p> <p>2. Demonstrate knowledge on analytical methods and core models of marketing, finance, operations, information systems and accounting.</p>	<p>3. Generate an effective and coherent approach to solving ill-defined business problems which have no standard solution and understand the managerial implications given the trade-off between appropriateness for the problem and practicality.</p> <p>4. Implement advanced analytics solutions given time pressure, decision cycles, legal constraints, and ethical aspects of the context</p> <p>5. Demonstrate <b>responsibility</b> in <b>diverse</b> teams to leverage the advantages of team diversity to bring projects forward</p> <p>6. Demonstrate effective skills in communicating with different <b>stakeholders</b>.</p>	<p>7. Demonstrate critical reflection of your <b>ethical responsibility</b> as well as your influence, abilities, and limitations to instil these ethical values on others.</p>

<p><b>MScBA MiM</b></p>	<p>1. Demonstrate core knowledge on the interaction between an organisation and its broader environment including <b>stakeholders</b></p> <p>2. Demonstrate knowledge on internal (work) processes and functions</p>	<p>3. Generate a sustainable and coherent approach to solving ill-defined business problems which have no standard solution and understand the managerial implications</p> <p>4. Design and execute a complete research project autonomously; which includes defining a relevant research question in the current business context, formulating a research plan, reviewing relevant literature, collecting, processing and interpreting data; evaluating the findings and relating them to business</p> <p>5. Demonstrate <b>responsibility</b> in <b>diverse</b> teams to leverage the advantages of team diversity to bring projects forward</p> <p>6. Demonstrate effective skills in communicating with different <b>stakeholders</b>.</p>	<p>7. Demonstrate critical reflection of your <b>ethical responsibility</b> in managerial decision-making and problem-solving.</p>
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<p><b>MScBA PMiM</b></p>	<p>1. Demonstrate core knowledge on the interaction between an organisation and its broader environment including <b>stakeholders</b></p> <p>2. Demonstrate knowledge on internal (work) processes and functions</p>	<p>3. Generate a sustainable and coherent approach to solving ill-defined business problems which have no standard solution and understand the managerial implications</p> <p>4. Design and execute a complete research project autonomously; which includes defining a relevant research question in the current business context, formulating a research plan, reviewing relevant literature, collecting, processing and interpreting data; evaluating the findings and relating them to business</p> <p>5. Demonstrate <b>responsibility</b> in <b>diverse</b> teams to leverage the advantages of team diversity to bring projects forward</p> <p>6. Demonstrate effective skills in communicating with different <b>stakeholders</b>.</p>	<p>7. Demonstrate critical reflection of your <b>ethical responsibility</b> in managerial decision-making and problem-solving.</p>
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<p><b>MSc BIM</b></p>	<p>3. Students will master the key knowledge in information management. a) Analyse how it creates new business models and alter business practices; b) Identify enterprise architecture to ensure IT project systems; c) Identify and assess the prerequisites for business application development and implementation; d) Analyse structured and unstructured big data.</p>	<p>1. Students shall master the main methods of scientific research a) Identify research questions. b) Design research projects; c) Executive research projects; d) Report and interpret research findings.</p> <p>4. Students connect and synthesize the technical and business world. a) Create digital strategies for firms; b) Outline critical components for digital transformations; c) Use tools to support the analyses of business applications; d) Go through the cycle of data science.</p>	<p>2. Students recognize and handle <b>ethical / privacy issues</b> in practice, research and decision-making in business information management. a) Consciously <b>identify and handle ethical dilemmas and privacy issues</b>; b) Outline strategies to address the issues; c) Ensure correct implementation.</p>
<p><b>MSc FI</b></p>	<p>1. Evaluate financial decisions from the perspective of companies, with a particular emphasis on corporate investments, financing, risk management, the functioning of banks, and valuation. 2. Evaluate financial decisions from the perspective of investors, with a particular emphasis</p>	<p>4. Demonstrate professional and managerial skills, including oral and written communication, teamwork, reflection, and time and project management. 5. Formulate conclusions, recommendations, and broader implications based on a research study in the</p>	<p>6. Appreciate the importance of <b>ethics and integrity</b> in financial decision making and in research. 7. Appreciate the broader context and role of financial decision making in addressing relevant <b>societal challenges</b>, including developments in technology, <b>corporate social responsibility</b>,</p>

	<p>on portfolio management, risk management, the functioning of financial markets, and asset pricing.</p> <p>3. Analyse a research question in the area of finance and investments using quantitative and qualitative techniques.</p>	<p>area of finance and investments.</p>	<p>and sustainability.</p> <p>8. Demonstrate a <b>critical, creative, caring, and collaborative mindset.</b></p>
<p><b>MSc GBS</b></p>	<p>1. Students hold in-depth and systematic knowledge on <b>managing for sustainability.</b></p> <p>1.1 Explain the principal concepts and theories of <b>managing for sustainability</b> from a broad, holistic and multi-level perspective.</p> <p>1.2 Analyze complex risks and opportunities of <b>sustainability challenges</b> affecting firms in a global context.</p> <p>1.3 Construct progressive organizational <b>strategies and business models for sustainability.</b></p>	<p>2. Students are able to design and implement sound <b>sustainability management research projects.</b></p> <p>2.1 Formulate <b>research studies in sustainability management research</b> for intended theoretical and practical value.</p> <p>2.2 Apply quantitative and qualitative techniques to <b>sustainability management-related problems.</b></p> <p>2.3 Evaluate findings of <b>sustainability management research</b> in order to draw reasoned conclusions and recommendations.</p>	<p>3. Students hold solution-based skills and attitude to <b>dealing with challenges of sustainability management.</b></p> <p>3.1 Demonstrate a reflexive and creative attitude to <b>handling sustainability dilemmas.</b></p> <p>3.2 Demonstrate professional communication skills to <b>effectively collaborate</b> and proffer <b>practical organizational solutions to sustainability challenges.</b></p> <p>3.3 Critically evaluate solutions to <b>sustainability challenges</b> to make reasoned decisions for courses of action.</p>

<p><b>MSc HRM</b></p>	<p>1. Critically evaluate the role and impact of individuals, leaders and, structures on organisational effectiveness</p> <p>2. Develop context- and <b>people-sensitive</b> solutions to organisational challenges</p> <p>3. Initiate and manage the process of people and people dynamics for (sustainable/appropriate/relevant) organisational development</p>	<p>4. Reflect on one's own leadership capacity, identify strengths and areas for personal growth and development</p> <p>5. Demonstrate managerial and leadership skills (including decision-making, teamwork, effective communication leveraging diversity and influencing and developing others)</p> <p>6. Using critical thinking when collecting and analysing information by both breaking down as well as having a holistic view of situations and problems</p>	<p>7. Appreciate the importance of being a <b>responsible and ethical</b> leader</p> <p>8. Demonstrate an open and inquisitive attitude alongside a critical evidence-based mind-set</p>
<p><b>MSc IM/CEMS</b></p>	<p>Students have knowledge of and insight into the challenges of internationally operating firms and the role of international managers in dealing with these challenges, particularly those related to (1.1) the strategic management of internationalising and multinational companies, (1.2) the leadership and HR issues</p>	<p>2. Students have skills and competences to operate effectively in international contexts and international companies. These include:</p> <p>(2.1) analytical skills, (2.2) management skills and (2.3) <b>interpersonal skills</b> such as communication, intercultural, team, and leadership skills.</p>	<p>3. Students are (3.1) respectful of others around them and acknowledge <b>corporate social responsibility and sustainability as values</b>, (3.2) act professionally and have insight into their own personal competences, strengths and weaknesses in management settings, and (3.3) understand and appreciate</p>



	<p>associated with <b>multicultural environments</b>,          (1.3) the marketing of products and services in different countries,          (1.4) the finance and control of multinational firms,          and          (1.5) the management of global supply chains.</p>		<p><b>international differences</b></p>
<p><b>MSc MI</b></p>	<p>1. Students possess a thorough and critical understanding of the core aspects of innovation management.</p>	<p>2. Students systematically analyze and explain the appropriateness of strategy and organization of innovation activities within a unit, firm or ecosystem.          3. Students identify unmet innovation needs, create ideas, evaluate their value, and execute those ideas.          4. Students develop and apply processes, tools and organizational forms to <b>transform businesses and society</b>;          5. Students communicate their ideas, solutions and visions effectively to inspire and lead <b>diverse set of stakeholders to create positive change</b>.          6. Students evaluate</p>	

		and conduct research on innovation management using scientific methods 7. Students develop self-direction and originality in examining and solving innovation-related problems.	
<b>MSc MM</b>	<p>1. Have knowledge of the scientific theories and practical insights in customer behavior</p> <p>2. Have theoretical and practical knowledge of the strategic and tactical aspects of the marketing activities of organizations.</p> <p>3. Have knowledge of the various elements that constitute the marketing function within an organization.</p> <p>4. Have knowledge of the methods of collecting and analyzing market data, and be able to translate these analyses into actionable advice for marketing decisions.</p> <p>5. Have knowledge of methods of scientific research, be able to apply these to marketing-related problems and translate these into insights for academic</p>	<p>1. Analytical skills</p> <p>a. Be able to use and connect knowledge and theories to analyze marketing problems, and design solutions.</p> <p>b. Be able to critically review and assess the quality of (academic) marketing and marketing-related literature on a certain topic.</p> <p>c. Be able to identify which data are relevant to a given marketing problem, and to assess the quality of such data and the research that produced them.</p> <p>d. Be able to design and execute studies of marketing-related topics, which includes formulating a research plan, review relevant literature; collect, process and interpret data; and translate findings into conclusions and recommendations.</p>	<p>1. Regarding marketing research, understand and accept the <b>ethical and normative ways of conducting scientific research</b>.</p> <p>2. Regarding marketing decisions, be able to <b>take ethical action, and acknowledge corporate social responsibility as a value</b>.</p> <p>3. Have a critical but constructive attitude toward the work of one's own and that of others.</p>

	<p>and practical audiences.</p>	<p>2. Social communicative skills</p> <ul style="list-style-type: none"> <li>a. Be able to cooperate within a group of peers, in order to prepare and execute a written and/or oral report at a scientific level about a marketing-related topic.</li> <li>b. Be able to defend the proposed problem formulations and solutions with sound arguments as well as be able to criticize those of others.</li> <li>c. Be able to present findings and recommendations regarding a theoretical or practical marketing topic.</li> </ul> <p>3. Managerial skills</p> <ul style="list-style-type: none"> <li>a. Be able to draft a plan of actions to solve a marketing problem.</li> <li>b. Be able to prepare and make a reasoned decision about (business) cases where marketing and other aspects are incorporated.</li> <li>c. Be able to use marketing techniques to foster positive change and help address societal problems.</li> </ul>	
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<p><b>MSc OCC</b></p>	<p>1. Be familiar with the content, process and context dimensions of change and with the various Organization and Change schools of thought.</p> <p>2. Be able to view and analyse change situations from these corresponding (e.g., behavioural, cognitive, political and cultural) perspectives.</p> <p>3. Have theoretical and practical insights in the role and impact of consulting (e.g., knowledge of professional service organizations, and the professional aspects of consultants)</p> <p>4. Have practical insights in the role and impact of change and change management (e.g., diagnosis, intervention, and conflict handling)</p> <p>5. Understand the main philosophy and methods of scientific research (e.g., regarding the nature, problems, possibilities and limitations of research in a change context)</p>	<p>6. Analytical: In analysing a change agent problem, be able to use and connect knowledge and theories (academic skilling, e.g., comparison organisation, change and consulting literature, assess the quality of publications, and apply qualitative techniques) and on that basis be able to develop solutions (practical skilling, e.g., be able to make sensible choices about research design and development process in relation to a concrete change problem or wicked problem). Being able as a change agent to assess whether an organization is ready for change or not, and to design and develop a plan of actions to be conducted on a consulting of change theme.</p> <p>7. Social communicative: Be able to communicate to others about your change topic (e.g., in written or oral report, in critical discussions defend your findings with sound arguments, give a professional</p>	<p>8. Be able to <b>recognize ethically sensitive issues of professional consulting and change management</b> and use these in a practical situation in their consequences.</p> <p>9. Be able to <b>recognize ethically sensitive issues in research and handle complex dilemmas</b> in a change situation <b>in an ethical way</b></p> <p>10. Regarding change and its change context, consciously deal with and organize variety and pluralism, view one's own as well as others' work openly, critically and constructively, and be able to <b>balance the various stakeholders</b> and force fields in a change casus.</p>
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		presentation about your findings)	
<b>MSc SCM</b>	<p>1. Students can explain the most important theories, models and concepts in Supply Chain Management.</p> <p>2. Students can select and apply the most appropriate theories, models, and concepts to analyse and design supply chains from an economic, <b>social and environmental</b> perspective.</p>	<p>3. Students can effectively use software tools to support complex supply chain management decisions.</p> <p>4. Students can independently design, execute and report on scientific research into the diagnosis, the (re)design, and/or evaluation of current supply chain management practices.</p> <p>5. Students can formulate clear conclusions and recommendations based on research that is supported by empirical data and sound argumentation.</p> <p>6. Students can effectively communicate both verbally and in writing with <b>people and groups of a diverse nature</b>.</p> <p>7. Students can generate judgements on the basis of (at times) incomplete, inaccurate or uncertain information and are able to defend their assumptions</p>	<p>8. Students know their own limitations and are proactive in acquiring the required knowledge and skills to deal with complex real-world supply chain challenges.</p> <p>9. Students practice <b>research integrity</b> and <b>responsible leadership</b> to serve the <b>long-term goals of society</b>.</p>

		with sound arguments.	
<b>MSc SE</b>	<p>1. Students define, describe and explain entrepreneurially oriented theoretical insights and factual findings on management of entrepreneurial processes</p> <p>2. Students identify, explain and analyze complex phenomena and research questions especially about the distinction between the nature, the problems, the possibilities and the limitations of strategic entrepreneurship research</p> <p>3. In analyzing strategic entrepreneurship related issues, students combine and connect knowledge and theories from different sub disciplines and on that basis, be able to design solutions.</p>	<p>4. Students practice and apply tools and concepts to explore the entrepreneurial process</p> <p>5. Students formulate research questions based on managerial theories and concepts</p> <p>6. Students select a (qualitative or quantitative) research method for their research questions.</p> <p>7. Students assess and evaluate the results from their own research and formulate theoretical and practical implications</p> <p>8. Students assess and evaluate uncertainties in the entrepreneurial process and be able to formulate an opinion even with incomplete and/or conflicting information.</p> <p>9. Students are able to effectively and efficiently communicate both in writing and verbally with <b>people and groups of a diverse nature.</b></p>	<p>10. Students assess and evaluate consequences from your own actions for others in the entrepreneurial process, <b>reflecting critically and with a creative attitude.</b></p>

<p><b>MSc SM</b></p>	<p>1. Master strategic management principles and the various strategy schools of thought.</p> <p>1.1 Identify relevant theories to analyze a strategic problem / opportunity</p> <p>1.2 Analyze the merits and shortcomings of the strategic management theories</p> <p>1.3 Develop strategic options/alternative solutions to a specific strategic problem.</p> <p>1.4 Asses the requirements for strategy implementation and its impact on various stakeholders</p> <p>2. Have theoretical and practical insights on the role and impact of the external and internal business environment on firm's decision-making process and firm's strategy.</p> <p>2.1 Discuss the rationale, process and outcomes of a strategic analysis to a target audience.</p> <p>2.2 Prepare written reports and oral presentations about a strategic issue within a company</p> <p>2.3 Lead discussion strategic issues facing a company before a</p>	<p>3. Understand the main philosophy and methods of scientific research in strategic management.</p> <p>3.1 Identify a research topic based on the current strategic management literature</p> <p>3.2 Select and develop a research design and method for data collection and analysis</p>	<p>4. Recognize and <b>provide solutions for ethical issues</b> in strategy research and strategic decision making to further <b>corporate social responsibility and sustainability.</b></p> <p>4.1 <b>Identify ethical issues and their consequences</b> in research and strategic decision making and offer solution in line with a defined <b>corporate social responsibility policy and sustainability</b></p> <p>4.2 Approach <b>complex dilemmas</b> in (strategic) managerial behaviour in an <b>ethical way</b></p> <p>4.3 Demonstrate the ability to be self-critical and integrate the viewpoints of others</p>
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	heterogeneous audience 2.4 Manage task-oriented group project to reach pre-set goals within a specific time frame		
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## RSM Teaching Cases

The screenshot shows the RSM Case Development Centre website. At the top, there is a navigation bar with links for Home, Bachelor, Master, MBA, PhD, Faculty and Research, Executive Education, and Discovery: Research impact. Below this is a secondary navigation bar with links for Case Development Centre, Home, About us, Our Services, Case Catalogue, Announcements, and Contact. The main content area features the RSM logo and a breadcrumb trail: Home > CDC. There are two featured articles: 'Case writing' with a 'Read more' link, and 'Optimise your case' with a 'Read more' link. A large image on the left shows a man and a woman at a table with a sign that says 'Stories Worth Telling' and 'Do you have a story worth telling?' with a 'Read more' link.

### RSM Case Development Centre

Business students, and even seasoned business experts, can learn from the experiences of other real-life organizations and decision-makers. The Case Development Centre (CDC) at Rotterdam School of Management, Erasmus University (RSM) supports case-based management education by turning exceptional business and management experiences into powerful learning tools. We connect world-class research, education, and business by developing high quality case studies.



Business cases developed and written by RSM’s Case Development Centre (CDC) are used as teaching aids by businesses and by management schools worldwide. CDC is one of few organizations in Europe specializing in case development.

Our CDC develops business cases by working closely with academia and businesses. The cases bring first-hand knowledge of business practices to management education as well as other businesses, and are an effective way of communicating management theory to business practitioners. They are published through reputable outlets such as The Case Centre and Ivey Publishing, as well as popular media channels such as the Financial Times.

Our cases have won major international case writing competitions, such as the ECCH Case Awards and the EFMD Case Writing Competition. Some of these award-winning cases are among the most popular management teaching materials.

CDC was established in 2008 to meet the growing demand for customised management teaching cases.

CDC's academics and practitioners work with a wide variety of businesses to produce case studies. Over the years 2017 and 2018, CDC published 34 cases.



**Prof. Dr. van Rossum.** Written by Chirikure, N, Hoekman, J, Kegels, N, Schaller, S, & Verder, K. (2018). <http://hdl.handle.net/1765/109753>

Despite the high percentage of the population being affected by overweight and obesity, there has been little available treatments and virtually no coverage by the insurance companies to mitigate the problem. Dr van Rossum, professor at Erasmus Medical Center (EMC), is actively working to tackle this situation nationwide. In 2011 she started the 'Centrum Gezond Gewicht' (CGG), which researches obesity and develops new treatment programs. Further, Dr van Rossum aims to make these new obesity treatment methods part of insurances' basic coverage package in order to make it accessible to everyone. Currently, Dr van Rossum is negotiating with government officials, insurance companies, and other stakeholders in order to transform her vision into reality. After a slow start-up phase, she has recently reached an important milestone in being able to negotiate with crucial partners that will eventually enable change in obesity treatment. This case outlines the development of communicating her message to the right parties, which has turned out to be a daunting endeavour. A recurring theme is the alienation she experiences as result of the interdisciplinary communication.

**The Corporate Bank (Part I): Establishing The Corporate Bank.**

**The Corporate Bank (Part II): Leading the Team.**

**The Corporate Bank (Part III): Leading Yourself.**

Written by van Oostveen, R. van, Dierendonck, D van, & Yue, T. (2017).

<http://hdl.handle.net/1765/102226>

<http://hdl.handle.net/1765/102228>

<http://hdl.handle.net/1765/102227>

This case follows the Dutch bank Van Lanschot's journey through a major restructuring. Hit hard by the financial crisis, Van Lanschot wanted to reduce its loss-making business banking division by half within five years and refocus on the more profitable wealth management services for private clients. Rob Van Oostveen was put in charge of the restructuring. His task was to establish a new Corporate Bank division that would take in most of the business banking activities and gradually reduce the business, clients, as well as employees. How did he handle this unpopular and challenging task? Moreover, how did he manage to do it successfully – not just shrinking the business, but also getting the people who were about to become redundant still working with him effectively? The case consists of three parts. Part 1 shows how Van Oostveen identified the organizational changes to be done; Part II describes how he developed a unique strategy to achieve the changes and how he led his team to implement this strategy; Part III presents his personal reflection on the key learning of being a good change manager. Combined, these three parts afford a holistic picture of an

organization's restructuring process and the typical challenges that the change manager would encounter. By addressing these challenges candidly, this case provides valuable insights to anyone who is involved in or concerned about change management.



### Greenwheels: Self-Driving Cars - Should Greenwheels Enter the Market?

Written by van Eer, O, Struijk, K, Meijer, M, Witteveen, Y, & de Haart, M. (2017).

<http://hdl.handle.net/1765/99233>

The ways in which cars are being used are undergoing drastic changes in the market and businesses are constantly challenged with keeping their business models relevant. This case considers Greenwheels, a Dutch company that was one of the first in the car-sharing industry. Whilst the industry grows quickly, Greenwheels is faced with the problem of how, when and if to introduce the self-driving car into their service. The case stresses the importance of innovating and delves into some of the many obstacles that come alongside car-sharing and self-driving car businesses.



Next to CDC, Our Centre for Women in Organisations (ECWO) published several cases in PRME publications. They have been widely used in MBA classrooms and executive education settings.

3. Page, M.J. and Bevelander, D.L. 2017. **"Orange: The color of responsibility and inclusion"**, in *Redefining Success: Integrating Sustainability into Management Education*, edited by Patricia M. Flynn, Milenko Gudić and Tay Keong Tan, Taylor & Francis.
4. Bevelander, D.L. and Page, M.J. 2017. **"Our Need, Your Interest: Responsible Decision Making in Private Equity"**, in *Beyond the Bottom Line: Integrating Sustainability in Management and Education Practice*, edited by Patricia M. Flynn, Milenko Gudić and Tay Keong Tan, Greenleaf Publishing, 83-92.

This list of RSM teaching cases provides a nice overview of our case portfolio for 2017 and 2018. The cases are clustered according to the UN Sustainable Development Goals (SDG's).

1. van Tartwijk, S, van den Berg, C, & Wang, P. (2018). Housing Anywhere. <http://hdl.handle.net/1765/109755>
2. Chirikure, N, Hoekman, J, Kegels, N, Schaller, S, & Verder, K. (2018). Prof. Dr. van Rossum. <http://hdl.handle.net/1765/109753>
3. van Doorn, N, de Jeu, T, van de Wijngaard, Q, & Sheldon, C. (2018). Flexible Education. <http://hdl.handle.net/1765/109754>
4. Iwashita, K, Koene, B.A.S, Boethius, S, & Mathieu, C. (2018). The Regional Cancer Centre South: Developing the Nation-wide Professional Network for Coordinated Cancer Treatment. <http://hdl.handle.net/1765/120808>
5. Comiteau, L, Koene, B.A.S, & Balhuizen, C. (2018). WeCare: The District Nurse and Self-Organising Home Care Teams – When Efficiency Meets Professional Discretion. <http://hdl.handle.net/1765/120900>
6. Dorna, T, Koene, B.A.S, & Martin, F. (2018). Patients, Personnel and Profits: Improving Healthcare for International Patients. <http://hdl.handle.net/1765/120809>
7. Kleinsmith, N, Koene, B.A.S, Green, A, & Wright, S. (2018). VIP Home Care Services: Innovating for Employee and Client Well-Being in a Low-Wage, High-Value Industry. <http://hdl.handle.net/1765/120898>
8. Iwashita, K, Koene, B.A.S, Kalman, A, Mako, C, & Illessy, M. (2018). Gyermely Zrt. – Innovation in an Agricultural Cooperative. <http://hdl.handle.net/1765/120804>
9. Hoffman, A.N, & Gold, N. (2018). Electronic Arts (EA Games): An Overreliance on Console Manufacturers Sony and Microsoft. <http://hdl.handle.net/1765/105730>
10. Kleinsmith, N, Koene, B.A.S, & Ahlstrand, R. (2018). Digitalization in the Manufacturing Sector: Skills in Transition. <http://hdl.handle.net/1765/120802>
11. Kleinsmith, N, Koene, B.A.S, & Perez, C. (2018). Concord Credit Union: Evolving Employees Roles in the Post-Crisis, Digitally-Driven Banking Industry. <http://hdl.handle.net/1765/120806>
12. Kleinsmith, N, Koene, B.A.S, & Gautie, J. (2018). Planespace: Liberating Employee Innovative Capacity. <http://hdl.handle.net/1765/120799>
13. Kleinsmith, N, Koene, B.A.S, & Ahlstrand, R. (2018). Flying Parts: Best Practices in Organisational Innovation Following Implementation of New Technologies. <http://hdl.handle.net/1765/120803>
14. Kleinsmith, N, Koene, B.A.S, & Gautie, J. (2018). PlaneSpace MF1: the "Liberated Company" Experiment to Build an Innovative Workplace. <http://hdl.handle.net/1765/120801>
15. Kleinsmith, N, Koene, B.A.S, & Latniak, E. (2018). MPT: Management Decision-Making at an Automotive Parts Supplier. <http://hdl.handle.net/1765/120805>
16. Kleinsmith, N, Koene, B.A.S, & Perez, C. (2018). From Start-Up to Buy-Out: the Changing Descriptions of Innovation and Employee Jobs Through the Fintech Life-Cycle. <http://hdl.handle.net/1765/120807>

17. Kleinsmith, N, Koene, B.A.S, & Jaehrling, K. (2018). Performance Pay Systems in Retail Logistics: Adjusting an Incentive Scheme to Match a Changing Workforce. <http://hdl.handle.net/1765/120903>
18. Kleinsmith, N, Koene, B.A.S, & Jaehrling, K. (2018). Fast Frock Fashion Logistics: the Impact of New Technologies on Warehouse Workers. <http://hdl.handle.net/1765/120901>
19. Kleinsmith, N, Koene, B.A.S, Gautie, J, & Perez, C. (2018). Job Rotation and Multi-Skilling in the Semi-Automated Warehouse. <http://hdl.handle.net/1765/120904>
20. Hulsink, W, Invernizzi, A, Resego Lucas, E., Mavilla, E., & Tulsyan, A. (2018). VR Owl: From Conception to a Dramatic Challenge, an Investor Dilemma. <http://hdl.handle.net/1765/104849>
21. Comiteau, L, Zannoni, M, & Cornelissen, J.P. (2018). Volkswagen: Steering a Crisis. <http://hdl.handle.net/1765/103838>
22. Hoffman, A.N, & Gold, N. (2017). The Pultegroup: Home Buying among Millenials after the Financial Crisis. <http://hdl.handle.net/1765/102459>
23. Hoffman, A.N, & Gold, N. (2017). Restaurant Brands International: Staying Afloat in the Red Ocean of QSR. <http://hdl.handle.net/1765/102458>
24. van Oostveen, R, van Dierendonck, D, & Yue, T. (2017). The Corporate Bank (Part I): Establishing The Corporate Bank. <http://hdl.handle.net/1765/102226>
25. van Oostveen, R, van Dierendonck, D, & Yue, T. (2017). The Corporate Bank (Part III): Leading Yourself. <http://hdl.handle.net/1765/102228>
26. van Oostveen, R, van Dierendonck, D, & Yue, T. (2017). The Corporate Bank (Part II): Leading the Team. <http://hdl.handle.net/1765/102227>
27. Thomas, A.O. (2017). Langkomm Sweden: Traversing Middle East Politics. <http://hdl.handle.net/1765/101768>
28. Hoffman, A.N, & Gold, N. (2017). Skechers USA, Inc. 'Big Bang Disruption' in the Footwear Industry. <http://hdl.handle.net/1765/99364>
29. Kreijkes, O, Stel, M, Wyrzyszczevska, J, & Noordegraaf-Eelens, L.H.J. (2017). NOS & NRC: How Do NOS and NRC Retain Their Young Audience. <http://hdl.handle.net/1765/99234>
30. Vodegal, D, Bellavitis, N, & de Haart, M. (2017). NIBC: The Management Buyout of a Cheese Company - How to Fund and Structure an MBO?. <http://hdl.handle.net/1765/99232>
31. van Eer, O, Struijk, K, Meijer, M, Witteveen, Y, & de Haart, M. (2017). Greenwheels: Self-Driving Cars - Should Greenwheels Enter the Market?. <http://hdl.handle.net/1765/99233>
32. van Egmond, D, Podgorska, I, Wies, K, & de Haart, M. (2017). NLE: Nederlandse Energie Maatschappij. <http://hdl.handle.net/1765/99235>
33. Yue, T, Beuken, M, & Roelofsen, E.M. (2017). Autonomy and Control: The Collapse of Royal Imtech. <http://hdl.handle.net/1765/97955>



## MOOCs

Our MOOCs aim to engage with communities outside our university, and to spread RSM's expertise on global issues and trends.

Currently, our MOOCs cover:

- the implementation of the UN's SDGs in business
- how businesses use innovation management to generate new ideas for products and services
- a business approach to restoring landscapes
- innovating business models for sustainable landscape restoration.

All RSM MOOCs are developed by experts in education and learning innovation, and are produced in our modern media studios here on campus. Our educational experts and faculty members develop our MOOCs so they offer just the right amount of challenge, allowing you to learn effectively and work towards your MOOC certificate without compromising your other activities.

Our MOOC ***Driving business towards the SDGs*** won a 2019 Award of Excellence from the SDG Academy, the online education platform of the Sustainable Development Solutions Network (SDSN), a global initiative for the United Nations.

### *2019: Business model innovation for sustainable landscape restoration*

Land degradation caused by human activities is undermining the well-being of two-fifths of humanity, driving species extinctions and intensifying climate change. But there's a huge potential for restoring landscapes: around two billion hectares of land – about two times the size of China – can be restored. This eight-week programme covers the process, from ideation to the successful implementation of a new sustainable business model with four returns: return of natural capital, return of social capital, return of inspiration and return of financial capital.



[www.coursera.org/learn/bmi-sustainable-landscape-restoration](http://www.coursera.org/learn/bmi-sustainable-landscape-restoration)

### *2019: Driving Business towards the SDGs*

Is sustainable development relevant for every business? For example, can every kind of business or organisation do something to counter climate change, or help to create a global culture for sustainable business? The answer to both questions is 'yes'.



In the MOOC *Driving Business Towards the SDGs*, you can explore the role of business in contributing to a better future for people AND the planet without giving up profits, by using the United Nation's Sustainable Development Goals (SDGs) as a framework for addressing these massive global problems.

[www.coursera.org/learn/sdgbusiness/](http://www.coursera.org/learn/sdgbusiness/)



*2017: A business approach to sustainable landscape restoration*

It is a frightening prospect – that all life on Earth must either adapt or be doomed. This course is about landscape degradation – a global and wicked problem that is contributing to the dooming prospect of depletion of Earth’s finite resources. But this course is also about the solutions to this problem – business driven landscape restoration, and the skills that you will need in order to play part in reversing this development.



So rather than leaving you powerless, it is our hope that you learn how you can be part of the solution to making sure that Planet Earth still provides a safe and habitable home for future generation.

[www.coursera.org/learn/landscape-restoration-sustainable-development](http://www.coursera.org/learn/landscape-restoration-sustainable-development)

*2016: Innovation management*

What is innovation management? How do firms bring in new business models and get new products and services to the market? Go on a nine-week journey through innovation management concepts, theories of idea generation, selection, strategy formulation and implementation in our MOOC in Innovation Management. In it, you will also learn the tools for implementing innovation projects yourself.



Guided by RSM’s top professors, you will develop an innovative mindset and expertise in how firms successfully create new ideas for marketing new products. The syllabus also includes sessions about innovation strategy, idea management and social networks.

[www.coursera.org/learn/innovation-management](http://www.coursera.org/learn/innovation-management)

## ANNEX III Outreach activities on sustainability & Responsibility 2017-2018

Overview of events and outreach activities related to sustainability and responsibility

2018

- **Mini conference: Increasing Social Impact (3 December)**  
Increasing social impact to resolve grand challenges, being relevant to business and having a purpose to cross sectoral boundaries are the main drivers for a license to operate for corporate foundations. Managers of corporate foundations explored how to keep focus and put social impact at the core of all decision-making processes at a conference organised by Rotterdam School of Management, Erasmus University (RSM), the Centre for Philanthropy Studies, European Venture Philanthropy Association (EVPA) and Erasmus Impact Centre.
- **RSM & Global Compact NL Alliance (30 November)**  
Rotterdam School of Management, Erasmus University (RSM) and Global Compact Network Netherlands (GCNL) are joining forces to use management knowledge to advance the positive impact of businesses towards the UN Sustainable Development Goals. They signed the alliance at GCNL's annual meeting, where they launched their SDG progress report 'Business on their way to 2030'.
- **Launch of Positive Change Initiative SDG online learning modules (November 30).**  
The first videos connecting business and the SDGs are published. They will be part of a series of learning modules based on the United Nations' 17 Sustainable Development Goals (SDGs) and their relevance for the business world. The issues that the goals and videos address will pave the way for new business and innovation perspectives within the boundaries of a healthy and prosperous world.
- **SDG Speeddating (28 November)**  
Sustainability consultancy Steward Redqueen introduced 50 RSM master students to sustainable value creation and how to materialize impact around the 17 SDGs. Hosted in collaboration with RSM STAR.
- **Zero Waste Challenge (19-25 November)**  
Initiated by the Post Plastic Generation, a week where they challenge students and professors to be conscious of their waste production. Every evening the Sustainability Hub hosts a different event highlighting aspects of waste management – with guest speakers and practical workshops.
- **Opening of Education lab (13-16 November)**  
**Festive opening of a learning** space in the university library Polak, offering studios and (creating) online education and recording booths. The three days had workshops on educational innovation and student-involvement.
- **Ethics and Economics Conference (9 November)**  
Conference on accountability, business ethics and social and political philosophy.
- **Future of Business: TEACH IN (6 November)**  
A student-organised learning module on the purpose and responsibilities of companies in society. Topics discussed: Planetary Boundaries, 80,000-hour framework, shared value creation with 25 students from various disciplines.
- **Women in Leadership Conference ( 2 November)**

ECWO's third conference was themed around how one could make a positive, lasting impact in business. The day was filled with keynote speeches and six workshops.

- **Max Havelaar Lecture (30 October)**  
The event at Rotterdam School of Management, Erasmus University (RSM) on 30 October became an experimental session of dynamic action for businesses plus 133 students from the Msc Global Business & Sustainability programme. Companies and organisations attending were matched with student research groups and received tailored advice in confidential sessions and breakout groups. It was also the official launch of two new books written by RSM's Prof. Rob van Tulder about sustainability in business
- **GAIN Student Challenge – (28 and 29 September 2018)**  
The Global Alliance for Improved Nutrition (GAIN) launched its first student challenge in collaboration with different Dutch higher educational institutions. During these two days, 50 students will work in interdisciplinary teams to develop a solution to one of GAIN's present-day projects.
- **Erasmus Heartbeat Festival – (6 September 2018)**  
The Sustainable Festivals working group have consulted the organization of the yearly Heartbeat Festival organized on EUR campus on sustainable practices for during the festivals. A presentation has been given in which clear action steps have been presented concerning waste reduction and renewable energy. The HeartBeat Festival will be held on the 6<sup>th</sup> of September.
- **Official Opening Erasmus Food Lab (August 2017)**  
The Erasmus Food Lab has now opened their cooking studio on T0. Pinar Coskun, manager of Erasmus University Rotterdam's Erasmus Food Lab works together with students and visitors to develop food solutions. Coskun said new students join with fresh ideas every year, and become active designers of future food. Their contributions will be used as input for formulating sustainable food management strategies. RSM has been instrumental in the business model development and driving the creation of the Lab in the Mandeville Building in 2017. Sustainable RSM has helped the Erasmus Food Lab through their research on responsible food choices.
- **RSM students launch first on-campus ECO Coin (16 August)**  
In collaboration with the Next Nature Network, a team of Positive Change Agents students from master and bachelor programmes at Rotterdam School of Management, Erasmus University (RSM) took the initiative to experiment for three days with ECO Coin, the first eco-currency on campus as part of the Erasmus Sustainability Days. By attributing a value to a sustainable deed, such as recycling coffee cups, going for the meatless option for lunch, or using responsible web browsers such as Lilo or Ecosia, students could accumulate ECO Coins during the experiment, which can then turn into different types of rewards. For this first edition of the ECO Coin, up to 14 sustainable actions were offered.
- **Uni-Life launch (Summer 2018)**  
Mid 2017, three RSM bachelor students picked up the idea to eliminate flyers on campus. This idea has been pitched to the Sustainable RSM team and they have been provided with background information on similar initiatives and with recommendations on how to move further. On top of that, Sustainable RSM has connected them with the Heartbeat festival as one of their first clients. Uni-life is now being backed by EUR and will launch in the academic year 2018-2019.
- **Robust energy system paper wins runner-up prize for innovation (20 July)**  
Dr Yashar Ghiassi-Farrokhfal from Rotterdam School of Management, Erasmus University (RSM)

was awarded the audience choice runner-up at the ACM International Conference on Future Energy Systems (ACM e-Energy) in Karlsruhe, Germany in June 2018. The paper addresses a design issue in green energy systems; it investigates how people should optimally split the budget between solar PV panels and batteries for the highest energy availability that meets a target level of predictability. Dr Ghiassi-Farrokhfal also co-chaired a workshop at this conference, the 1st International Workshop on Energy Market Engineering.

- ***Closing the Loop – Movie Screening Event (18 June)***  
Together with SG Erasmus, Erasmus Sustainability Hub and Circularise, a documentary about the urgency of a circular economy was screened called: Closing the Loop. The event was in Erasmus Paviljoen on the. The documentary was followed by a debate where spectators were able to ask questions.
- ***Energy economics paper wins prize for practical relevance (10-13 June)***  
Researcher Derck Koolen from Rotterdam School of Management, Erasmus University (RSM) won the Best Paper Award at the International Association for Energy Economics Conference in Groningen, the Netherlands on 10-13 June 2018. The paper investigates strategic trading and the value of flexibility in electricity markets with increasing renewable supply.
- ***Investing in making a difference (8 June)***  
Studying at Rotterdam School of Management, Erasmus University (RSM) gives you opportunities to explore the world – and yourself. That is just one of the upbeat messages delivered by Bart Cornelissen when discussing the part that his education at RSM played in getting him to where he is today; senior finance manager at the Bill & Melinda Gates Foundation in Seattle, USA.
- ***RSM Outlook explores food sustainability and security (8 June)***  
Food sustainability and security isn't a local issue; it's a global one. The summer 2018 issue of RSM Outlook – the magazine for alumni and corporate friends of Rotterdam School of Management, Erasmus University (RSM) – brings readers an exploration of these challenges, and how research and business skills among the RSM community contribute to sustainable agriculture, fighting hunger, and innovation in food production and distribution.
- ***RSM master alumni: entrepreneurs with impact (8 June)***  
RSM alumni Emma Verhagen, who set up FlinderFly, and the co-founders of Airpaq, Michael Widmann and Adrian Goossens, outline how they came to make their business ideas a reality and the motivations that drive them.
- ***RSM students best negotiators at UN climate change convention simulation (14-16 May)***  
More than 40 students from the MSc International Management/CEMS and MSc Global Business & Sustainability at Rotterdam School of Management, Erasmus University (RSM) participated in an annual role-play to simulate the United Nations Framework Convention on Climate Change (UNFCCC) negotiations, hosted this year by the ESADE Business & Law School in Barcelona from 14 – 16 May 2018.
- ***RSM Careers Driving Sustainable Development Panel (30 May)***  
Sustainability should be something businesses work on every day in their normal strategy, not a separate project, and soon, one in every three careers will be in sustainability, according to alumni with careers in sustainability. So what should business and management students do when they are planning their first career steps and want to become agents of positive change? Answers came during the Careers Driving Sustainable Development Panel at Rotterdam School of Management, Erasmus University (RSM), straight from the first-hand experience of RSM alumni already

established in careers focusing on sustainable business. This event will be organised by the Career Centre from next year onwards.

- ***RSM STAR Case Competition - Solving waste management in 24-hour business case competition (15-22 April)***  
A series of business cases addressing the challenge of waste management culminated in a 24-hour challenge for students taking part in the student-organised RSM STAR Case Competition at Rotterdam School of Management, Erasmus University (RSM). RSM's student-led study association STAR hosted 12 competing teams of undergraduate students from top international business schools between 15 - 22 April 2018. Teams were asked to devise solutions to real-life business cases about waste management. As a result of the students' imaginative and thorough thinking, some of their ideas will actually be used in waste management and marketing strategies.
- ***Electric Mobility Challenge – (April)***  
Areas for further research and collaboration were identified at the Electric Mobility Challenge, a forum event for industry professionals, policy makers and researchers in April. It's powered by the Erasmus Centre for Future Energy Business (ECFEB) at Rotterdam School of Management, Erasmus University (RSM) and the Institute of Energy Economics at the University of Cologne (EWI). Both institutions contributed to thematic workshops to tackle the challenges facing the energy transition towards smart, electrical mobility.
- ***RSM Sustainability Forum (13 April)***  
For businesses thinking about making the shift to a sustainable model – or for anyone looking for more information about it – the 2018 RSM Sustainability Forum on 13 April in the Forumzaal of Erasmus Expo and Congress Center, EUR presents high-profile keynote speakers to examine two important factors that can ignite systemic change in business; responsible management and sustainable finance practices.
- ***KPMG-RSM Sustainability Master Thesis Award Ceremony (13 April)***  
This award aims to honour work which combines academic excellence and business relevance in the subject of sustainability management. To qualify, thesis subjects must be related to social and ecological sustainability and have achieved a mark of at least 8.5 during the thesis defence. Theses from the past academic year are reviewed. A final shortlist presents five theses, chosen according to their academic excellence, socio-environmental impact, business relevance, and originality. The winner is picked by a select jury of external leaders working in the field of corporate sustainability.
- ***Dutch CleanTech Challenge (3 April)***  
Around 35 students from Delft University of Technology (TU Delft) and Rotterdam School of Management, Erasmus University (RSM) teamed up to compete in the final of the Dutch CleanTech Challenge on 3 April 2018. The student teams developed sustainable business ideas and analysed its feasibility in this 10-week business competition. CleanTech Challenge winner EcoPlanks had developed an innovative way of producing 'wooden' planks out of coconut waste material.
- ***I WILL AWARD (6 March)***  
Shortlisted entries were invited to take part in the live I WILL Get in the Ring final on campus on Tuesday 6 March 2018. There, the six finalists will pitch their idea against each other in front of the judges and a live audience. They will be challenged to show their willpower and how the plan has the potential to become inspirational for the rest of the world, making a real impact in a society or community. [The I WILL Award](#) is a competition organised every other year by RSM's goal-setting and forward-thinking initiative, I WILL. It recognises and celebrates ambition, and the

jury looks for ideas that have potential to become inspirational and serve as an example for the rest of the world. They can be plans that come from the worlds of academia, business, media, sports or public services, but they must have the potential to make a tangible impact in a society or community.

- ***Social enterprise business case study wins The Case Centre Awards (05 March)***

A best-selling business case used for teaching business students and prepared at Rotterdam School of Management, Erasmus University (RSM) has won an international award. The teaching case shows how business can be a force for good, and how the ad-hoc decisions taken during the 'messy' early stages of a crowd-funded entrepreneurial start-up can be exactly what's needed. The case was prepared by the Case Development Centre (CDC) at RSM, and has been recognised for its teaching value by the organisation that holds the world's largest collection of management case studies. Fairphone: Organising for Sustained Social Impact won the Entrepreneurship category in The Case Centre Awards 2018.

- ***Warm Sweater Day (6 February)***

The Kyoto Protocol, which came into force in 2005, is aimed at reducing the global emissions of greenhouse gases, which cause climate change. Warm Sweater Day (*Warme Truiendag* in Dutch) on Friday, 6 February aims to remind people of the agreements made worldwide. On this day, the EUR thermostat was lowered by 2°C across the campus, and everyone was asked to wear warm clothes. The university used *12% less energy* than on a normal day

2017

- ***Students get taste of food, sustainability and finance at Unilever (08 December)***

Students from the MSc Finance & Investments Advanced programme at Rotterdam School of Management, Erasmus University (RSM) visited Unilever as part of their curriculum on 8 December 2017. In addition to attending a session about combining sustainability with profit and employee development, the students played a tasting game with Unilever food products.

- ***Plant library illustrates UN's SDGs (08 December 2018)***

There's a new way to get a glimpse of green in gloomy December. A plant library – adding greenery to the winter scenery – has opened at Rotterdam School of Management, Erasmus University (RSM) for students and staff. The 'library' is stocked with a small variety of indoor plants which 'borrowers' can take to their homes or offices, and was organised by the team behind RSM's 'Force for positive change' mission.

- ***Inspiring alumni role models in RSM Outlook winter 2017 (December)***

This winter's issue of RSM Outlook magazine is inspired by alumni who act as role models to show the way. The corporate and alumni magazine published by Rotterdam School of Management, Erasmus University (RSM) explores priorities for the future, and how engaging with each other at all levels and in all kinds of ways can make positive change happen.

- ***Alumni awards: leading by example (30 November)***

The three outstanding alumni from Rotterdam School of Management, Erasmus University (RSM) live on three different continents, work in different industries but all have a strong desire to make a positive change to business and society. Their excellence – and ambitions – were recognised in this year's annual RSM Distinguished Alumni Awards (DAA).

- ***Negotiating for Women – Workshop (22 November)***

This programme was a 2-hour interactive workshop designed for women who wanted to improve their negotiating skills. The session was led by leadership development and diversity expert



Professor Dianne Bevelander and ECWO communication faculty Dorothy Grandia. In this interactive workshop, you negotiation fundamentals were learned, gender differences in negotiation were explored, and insights were shared.

- ***Max Havelaar Lecture 2017: How to reach the base of the pyramid? (25 October)***  
More than 300 participants attended the annual Max Havelaar Lecture, which focused on including the so-called base of the economic pyramid – the four billion people that live in low-income markets – in economic development. The event, hosted by the Partnerships Resource Centre at Rotterdam School of Management, Erasmus University (RSM), together with Max Havelaar and Young & Fair, took place on campus on 25 October 2017.
- ***European Energy Exchange Award won by RSM PhD graduate (12 October)***  
The EEX Award honours outstanding research papers that deal with current political, regulatory, technical or economic questions in the fields of energy and agricultural products as well as exchange trading of both. The focus can also be on subjects of sustainability. Dr Micha Kahlen, PhD graduate from Rotterdam School of Management, Erasmus University (RSM), has won the 2017 European Energy Exchange (EEX) award for his doctoral thesis about car sharing. The award ceremony took place at the EEX autumn reception in Brussels on 12 October 2017.
- ***RSM Leadership Summit (6 October)***  
Speakers from global corporations and academia described what to aim for in leadership, and how to approach the grand challenges of our time, defined in the UN's 17 Sustainable Development Goals. The recent ninth annual RSM Leadership Summit explored the values and purpose enabling business to be a force for positive change – but also how external influences can derail the process. The event at the Van Nelle Fabriek in Rotterdam was hosted by Rotterdam School of Management, Erasmus University (RSM). Keynote speaker was RSM Distinguished alumnus Feike Sijbesma, CEO of Royal DSM.
- ***Colombia consultancy project exposes RSM students to social issues (August)***  
Talented bachelor and master students from Rotterdam School of Management, Erasmus University (RSM) travelled to Colombia to act as consultants for companies and NGOs as part of the Erasmus Consultancy Project. The 25 business students also supported the local community by volunteering at a children's foundation, which made them aware of social issues and how they can be a force for positive change.
- ***EMBA: profit in South Africa is about more than finance (July)***  
Professionals from the Executive MBA and Global Executive OneMBA programmes at Rotterdam School of Management, Erasmus University (RSM) explored business in an emerging market by visiting companies, townships and guest lectures in Cape Town and Johannesburg in July 2017. The week-long study trip opened their eyes to the challenges firms face, and what business opportunities South Africa offers. The study trip to South Africa, which is part of the EMBA's curriculum, allowed participants to learn about the nature of business in an emerging market context in general, and about business in South Africa and the region in particular. The students investigated development opportunities to conduct business in South Africa, and strengthened their analytical skills, while faced with strategic decision-making in a very different environment.
- ***Mission to incorporate SDGs in curriculum inspires at UN forum (18-19 July)***  
Dean Steef van de Velde inspired the audience at the 10th Global Forum for Responsible Management Education by sharing how Rotterdam School of Management, Erasmus University (RSM) uses the Sustainable Development Goals (SDG) framework in its education and research to work on its new mission: RSM is a force for positive change in the world. The Forum, which took



place at Fordham University Lincoln Center Campus in New York on 18-19 July, was organised by the UN's Principles for Responsible Management Education (PRME) initiative. RSM's dean took part in a panel discussion themed 'Making global goals local business: bringing the Sustainable Development Goals to every classroom'. Dean Van de Velde and RSM's SDG project leader Eva Rood explained this in more detail in one of the group discussions. Rood shared best practices of what RSM faculty members and staff have been piloting, using the SDGs as a framework in their course material over the past six months.

- ***Women in Leadership conference (21 July)***  
 Women can make a positive, lasting impact in business; this was evident from the sell-out Women in Leadership conference by the Erasmus Centre for Women and Organisations (ECWO) recently. Speakers from the business world and academia shared research and personal experiences, showing women are a transformative force during a conference at Rotterdam School of Management, Erasmus University (RSM). A full report of what participants described as a highly inspiring conference is now online.
- ***Erasmus Energy Forum 2017 - A shift in thinking, not a battle of technology (17 July)***  
 It's already technically and economically feasible to make the transition to renewable sources of energy, but the will – and the framework – for implementing it is now the important theme, according to presentations and discussions at the Erasmus Energy Forum 2017, hosted by the Erasmus Centre for Future Energy Business (ECFEB) at Rotterdam School of Management, Erasmus University (RSM) recently. A full report of the event at the World Trade Center in Rotterdam is online.
- ***How bike-sharing became a burden to Shanghai (07 July)***  
 Executive master students from Rotterdam School of Management, Erasmus University (RSM) travelled to Shanghai for a research project in June 2017. The study, which was led by RSM Professor Lucas Meijs, researched how customers experienced bicycle-sharing systems with docking systems versus those with GPS systems. They discovered that not only users are affected by the new model – non-users can't ignore the wrongly placed bikes and 'bicycle cemeteries' throughout the city. Should users or the rental company be responsible for this non-sustainable process?
- ***Rabobank-WWF partnership evaluated by Partnerships Resource Centre and Impact Centre Erasmus (5 July)***  
 For six years, Rabobank and the World Wildlife Fund (WWF) have been collaborating on several projects aimed at sustainable development. Their partnership has now been evaluated by the Partnerships Resource Centre (PrC) at Rotterdam School of Management, Erasmus University (RSM) and the Impact Centre Erasmus at Erasmus University Rotterdam. The two research centres presented their findings during the recent conference 'Sustainable Development Goal 17: what makes a partnership successful?' on 5 July.
- ***OneMBA graduates urged to manage change and talent (30 June)***  
 Proud family, friends and colleagues of 27 graduates from the Global Executive OneMBA programme at Rotterdam School of Management, Erasmus University (RSM) celebrated the completion of their studies at an afternoon ceremony on campus on Friday 30 June 2017. The intense part-time MBA programme taught the participants about personal leadership and global business across four continents. The 27 OneMBA graduates represent nine nationalities, they're from Belgium, Croatia, Italy, Kazakhstan, the Netherlands, Pakistan, Singapore, Spain and the USA.

Seven of them reside outside of the Netherlands. Their average age is 41, and they have an average of 15 years' work experience in various industries.

- ***Solarus's social and environmental objectives win Erasmus Energy Business Award (28-29 June)***

Inspiring and creative ideas for the transition to using renewable energy have been recognised at the Erasmus Energy Awards, presented during the Erasmus Energy Forum 2017 in Rotterdam on 28 and 29 June. Solarus, a producer of hybrid power collectors, won the Stedin Erasmus Energy Business Award, and a research paper on the hot topic of blockchain technology for the energy sector by Dr Marius Buchmann won the Erasmus Energy Science Award. The winning ideas were shown to an international audience of investors, regulators, innovators and academics at the event, hosted by the Erasmus Centre for Future Energy Business based at Rotterdam School of Management, Erasmus University (RSM). It became clear from presentations and discussions at the event that the mental framework for implementing the energy transition has become an important theme.

- ***Our responsibility to society is to make a difference (24 June)***

In a bold and innovative strategic move, Rotterdam School of Management, Erasmus University (RSM) is embarking on a new mission, one in which the school will help tackle society's biggest challenges through its research, its educational programmes, through alliances, and by engaging with students, alumni and stakeholders alike in more meaningfully relevant and impactful ways. Here RSM's Dean, Prof. Steef van de Velde, outlines the motivations for the new direction and explains how the school will use all its resources to be a force for positive change in the world. At management retreat for RSM's senior personnel, the outcome of the day's discussions was very much that a common purpose – a shared ambition – was needed to move the school forward. Mission and ambition are not the same, of course, but they are very much intertwined.

- ***Empowering people through tech solutions (24 June)***

International business administration student Teodor Cătăniciu is the 21-year-old founder of two non-profit organisations that crowdsource tech solutions to address human problems. The international business administration student from Rotterdam School of Management, Erasmus University (RSM) speaks with RSM Outlook about coding boot camps for refugees, Silicon Valley, and a 10-dollar wheelchair.

- ***Living up to RSM's brand promise (24 June)***

Strong brands have a recognisable logo or a punchy tagline – but that's not what makes a brand strong. A brand's strength lies in what people think of when they hear your brand name, and this perception is as much about what you do as an organisation as it is about how well you market it. Understanding this, RSM's new mission will differentiate the brand within the business school market in powerful and innovative ways. This is the key for how RSM will differentiate its brand in a market where most business schools make reference to CSR or sustainability in their brand communications. In other words – RSM will differentiate its brand promise by living up to it. 'We already have a great deal in terms of our activities to back up our mission statement, activities that we will continue to build on,' says Prof. Puntoni. 'We also have an innovative plan for how to internally design and communicate our activities that will reflect how seriously we are taking this new mission.'

- ***Young entrepreneurs: driving the pace of progress (24 June)***

Four committed RSM alumni. Four original business ideas. Four fully-operational companies. Four fresh perspectives on what it takes to follow your dreams and make your ambitions a reality. RSM

Outlook spoke to Emilita Fernandes, Yvette Koppert, Ralph de Groot, and Pieter Levels about their professional and personal paths. They have all become change-makers, which recently saw them – and RSM student Teodor Cătănicu – feature in the “50 young entrepreneurial talents of 2017” published by Dutch national newspaper Het Financieele Dagblad.

- ***Master students negotiate closing the gap on climate change (June)***  
A new agreement on climate change that builds on the platform of the Paris Agreement has been reached by 120 students of the CEMS Master in International Management from more than 30 countries – including 44 students from Rotterdam School of Management, Erasmus University (RSM). At a two-day simulation of United Nations (UN) climate negotiations at Bocconi University in Milan, Italy, the improvement negotiated by the students closes the gap between the level pledged by international governments and the required limit. It also provides much-needed detail of how UN mechanisms such as financing, emissions trading and protecting forests will work.
- ***Inclusive business strategies in Africa, from knowledge to action (22 June)***  
The Partnerships Resource Centre (PrC) at Rotterdam School of Management, Erasmus University (RSM), co-organised a conference for representatives of businesses, organisations and government bodies in Kenya with the Eastern and Southern African Management Institute (ESAMI) and the Netherlands-African Business Council (NABC). The Inclusive Business Strategies in Africa, From Knowledge to Action conference took place in Nairobi on 22 June 2017. The main objective of the conference was to share the results of the two-year NWO/WOTRO research project and to discuss how inclusive business strategies can contribute to inclusive development in Sub-Saharan Africa. The results of the project provided starting points for active, practice-driven discussion among participants. Experienced speakers, panellists and researchers from various backgrounds inspired participants to rethink their own business strategies by discussing which challenges and opportunities they face in making inclusive business work. Among them were Alexandra Sindahera of Heineken, Bert Rikken, the agricultural counsellor at the Dutch Embassy in Nairobi, and professors Joseph Mumba (ESAMI) and Rob van Tulder (RSM).
- ***Business and science aim to accelerate transition at Energy Forum (28-29 June)***  
International investors, regulators, innovators and academics will meet next week for a series of constructive debates to determine the future of the energy market. The annual Erasmus Energy Forum, which brings together the energy industry’s foremost national and international business leaders and policy-makers takes place on 28 and 29 June in Rotterdam. The event is hosted by the Erasmus Centre for Future Energy Business (ECFEB), which is based at Rotterdam School of Management, Erasmus University (RSM). ‘Accelerating the energy transition – paths to zero carbon energy’ is the theme to be addressed by executive speakers, in-depth workshops and expert panels.
- ***Solarus wins Stedin Erasmus Energy Business Award 2017 (28, 29 June)***
- The winner of the Stedin Erasmus Energy Business Award 2017 is Solarus, a company based in Venlo in the Netherlands and one of the three finalists to be shortlisted by a jury of energy experts. The other two finalists were Stored Energy and Pear.ai. All three displayed their concepts at the Erasmus Energy Expo at the Forum. Solarus develops, produces and sells hybrid solar PowerCollectors™ with a peak efficiency of up to 70 per cent.
- ***Alumni seek kickstarter backers for upcycled backpacks (16 June)***  
Two recent graduates from Rotterdam School of Management, Erasmus University (RSM) are looking for supporters to help kick-start a business that upcycles seat belts and airbags into backpacks. After a long period of pilot projects and testing, the first batch of bags from Airpaq has

been produced by Michael Widmann and Adrian Goosses, who met when they both studied the MSc Strategic Entrepreneurship at RSM; they graduated in 2016.

- **ARCS Research Conference (14, 15, 16 June)**  
The Annual [ARCS Research Conference](#) was, for the first time, held outside of the United States, at the Rotterdam School of Management, Erasmus University (RSM). The conference chair was RSM Associate Professor of Strategic Management, [Dr Frank Wijen](#). The conference brought together scholars from a variety of disciplinary and methodological perspectives interested in advancing research on corporate sustainability.
- **Ruxi Wang PhD Thesis Defense (1 June)**  
RSM PhD Candidate Ruxi Wang defended her thesis on corporate environmentalism in China and advanced the understanding of how different external and internal forces jointly influence the corporate environmental strategies in the emerging economy of China.
- **RSM joins new consortium to research innovation for charging electric cars (19 May)**  
A programme to promote innovative developments for generating and storing sustainable energy to meet growing demand for electric cars is being rolled out in the Rotterdam region. The work is being done by a new consortium formed by the City of Rotterdam and 17 neighbouring municipalities, plus Rotterdam School of Management, Erasmus University (RSM), project organisation Living Lab Smart Charging, power supplier ENGIE and grid operator Stedin. The City of Rotterdam wants to facilitate electric vehicles because they are clean, quiet and economical, says Quirijn Oudshoorn, Rotterdam's sustainable mobility consultant. But although electric cars put complicated demands on the electricity grid, their batteries could be used to buffer the effects of demands and supply so the city grid continues to be stable and reliable, despite the increasing demand for energy from electric vehicles and other users.
- **Business seminar: keeping up in the digital workplace (31 May)**  
How can business managers – and their employees – stay relevant in the digital workplace? Professionals learnt how to deal with technological changes in organisations during the afternoon seminar 'Who can beat the bots?' at Rotterdam School of Management, Erasmus University (RSM) on Wednesday 31 May. The rapid pace of technological change means there's no 'business as usual' anymore. This changes what is demanded from managers and specialists. Companies and professionals must be curious life-long learners, when applying new technologies and when managing opportunities for the workplace.
- **Research Frontiers Conference (17, 18, 19 May)**  
The [Research Frontiers Conference](#), held at Rotterdam School of Management, Erasmus University (RSM) put their focus eastwards, looking at transforming economies and the coevolution of SMEs and family firms in Eastern Europe.
- **Students and alumni explore sustainability career paths (3 May)**  
Students and alumni came together to participate in a sustainability career panel event, hosted by Sustainable RSM and RSM Alumni Relations at Rotterdam School of Management, Erasmus University (RSM) on 3 May 2017. Participants interested in sustainability had the chance to gain tips and strategies in their career search from five RSM alumni who are now successful professionals in the field. Students from RSM's International Full-time MBA and several MSc programmes attended the panel event, which took place on campus. The panel members were RSM alumni Stephan Roest, Caroline Cawley, Himanshu Kacchwaha, Floske Kusse and Katina Gikas.
- **Bachelor students' start-up nominated for Rotterdamse Startersprijs (May)**

CamHatch Netherlands, founded by three entrepreneurial bachelor students from Rotterdam School of Management, Erasmus University (RSM), was nominated for the Rotterdamse Startersprijs. This local award for ambitious young entrepreneurs was initiated by the Netherlands' largest business complex, the Groot Handelsgebouw in Rotterdam. Public 'likes' on Facebook will determine if the students make it to the final pitch in front of the competition's jury.

- **RSM master student named a St. Gallen Leader of Tomorrow (3-5 May)**  
Master student Sam Vangelos has been selected to attend the exclusive 47th St. Gallen Symposium in Switzerland on 3-5 May as one of the world's 200 'leaders of tomorrow'. Vangelos, an MSc Master in Management (MscBA) student at Rotterdam School of Management, Erasmus University (RSM), will join a global group of talented students to participate in what has become the premier event for debate between students and the world's top decision-makers. Vangelos' essay was placed among the top 100 out of 1,000 submissions from 350 universities to the event's Wings of Excellence global essay competition. In response to this year's essay prompt: "Breaking the status quo – what's YOUR disruptive idea?", Vangelos proposed an innovative plan for leveraging solutions to the world's water scarcity crisis as a way of negotiating peace in the Middle East.
- **New MOOC: A Business Approach to Sustainable Landscape Restoration (1 May)**  
Business leaders learned how to create successful businesses alongside the restoration of degraded landscapes with a new [online course](#) from a consortium led by Rotterdam School of Management, Erasmus University (RSM). The programme teaches theory and techniques. The free course is taught amongst others by RSM's [Prof. Rob van Tulder](#) and [Dr Steve Kennedy](#).
- **Master students develop sustainable business ideas in Cleantech Challenge (3 April)**  
Around 60 students from Rotterdam School of Management, Erasmus University (RSM) and Delft University of Technology (TU Delft) worked together to compete in the final of the Dutch CleanTech Challenge on 3 April 2017. The student teams worked on sustainable business ideas and analysed their feasibility in this business competition. The business competition Dutch CleanTech Challenge was linked to a course given by Delft Centre for Entrepreneurship. Almost half of the group of nearly 60 participants were RSM students, and some of the lectures were led by RSM lecturers.
- **Teaching grant funds sustainability study on HR and leadership in Africa (31 March)**  
One of the workshops at the RSM Sustainability Forum at Rotterdam School of Management, Erasmus University (RSM) on 31 March 2017 was funded by the 'Stimulating Sustainability Teaching Fund' from Sustainable RSM. The session gave participants the opportunity to work on a challenging case that discusses the human resource and leadership challenges of operating in a culturally different context, to ultimately help local villages in Africa understand how to take advantage of solar power. The session was funded by the 'Stimulating Sustainability' Teaching Fund from Sustainable RSM. It was hosted by Bert Bernolet, founder and director of social enterprise Solar Without Borders and Dr Hannes Leroy, assistant professor human resource management at RSM. After investigating human resource and leadership challenges, the interactive session concluded with a discussion, and the teams shared their HR-plan ideas.
- **Sustainable business models explored at RSM Sustainability Forum 2017 (31 March)**  
Around 200 students, alumni and practitioners joined the fifth edition of the RSM Sustainability Forum at Rotterdam School of Management, Erasmus University (RSM) on Friday 31 March 2017 to investigate how far companies have come in developing sustainable business models. The plenary sessions were led by Mark Bras from BMWi and Thomas Rau from Turntoo, followed by



seven break-out sessions. The first plenary speaker, BMWi's Marc Bras, said: "We plan to go down in history as pioneers of mobility." Bras, an advisor board member of RSM's Centre for Future Energy Business and manager of BMWi, the car giant's innovation sub-brand, told participants BMW has built its success on big engines, but that the company has been shifting its focus to its core brand of joy and fun, together with sustainability.

- ***Master thesis on electric vehicle charging systems wins KPMG award (31 March)***

Angelos Tsereklas-Zafeirkis has been awarded this year's KPMG-RSM Sustainability Master Thesis Award for his research on electric vehicle charging systems. The MSc graduate was presented the award at the RSM Sustainability Forum 2017, hosted by Rotterdam School of Management, Erasmus University (RSM) on 31 March 2017. The runner-up was Florian Böhm for his thesis on sustainability and the farming of quinoa. Every year, auditing company KPMG honours research conducted by RSM master students in the field of sustainability. The winning thesis best exemplifies academic excellence, business relevance, originality, and environmental or social impact. A total of 60 theses qualified for this year's competition, with a shortlist of five submitted to the jury for final evaluation.

- ***Explore sustainable business models in March conference (31 March)***

Students, academia and practitioners will come together at Rotterdam School of Management, Erasmus University (RSM) to explore how co-created business models can pave the way for a sustainable future, on Friday 31 March 2017. The RSM Sustainability Forum's main speakers are Marc Bras (BMW) and Thomas Rau (RAU Architecture and Turntoo). Participants will investigate sustainability cases during break-out sessions.

- ***Inspiring women nominated for negotiation programme at RSM (8 March)***

Somaye Dehban, a senior programme advisor for War Child, has won a place on the Negotiating for Women: the Key to Career Success programme at Rotterdam School of Management, Erasmus University (RSM) for her contributions to empower women. She was nominated for this prize on International Women's Day in March, in a competition organised by the Erasmus Centre for Women in Organisations (ECWO). The competition took place on ECWO's Facebook page on 8 March 2017, aiming to show appreciation to female role models. People could nominate any woman who has made a difference in their lives or in the lives of others to win a seat on RSM's one-day Negotiating for Women: the Key to Career Success programme. More than 60 inspiring women were nominated.

- ***Power Trading Agent Competition (27 March – 21 June)***

Researchers from universities worldwide were invited by Rotterdam School of Management, Erasmus University (RSM) to participate in the annual [Power Trading Agent Competition](#) (Power TAC). Co-created by [Professor Wolf Ketter](#) from RSM's [Erasmus Centre for Future Energy Business](#) (ECFEB) and John Collins and Alok Gupta from the University of Minnesota, the competition was a form of competitive benchmarking, inviting top researchers from academia and industry to pit their agents against each other in a race for the most successful strategies.

- ***Rank a Brand Rank research project (17 March)***

54 Master students from Rotterdam School of Management, Erasmus University (RSM) did brand research for [Rank a Brand](#) as part of their sustainability and behavioural ethics course, supervised by RSM lecturer Dr. Maarten Wubben. The course concluded with the teams presenting their findings.

- ***Service Learning Seminar (23 and 24 February)***

The two-day event '[Engaged higher education in Europe](#)' was for teachers in higher education, as well as and other parties interested in service learning (e.g., community members, authorities). Participants learned from world-class presenters and facilitators including RSM's [Lucas Meijs](#), Professor of Strategic Philanthropy, Volunteering, Civil Society and Business; and from [Wolfgang Stark](#), Professor for Organizational and Community Psychology at the University of Duisburg-Essen.

- ***RSM master students do brand research in sustainability course (March)***  
Master students from Rotterdam School of Management, Erasmus University (RSM) did brand research for Rank a Brand as part of their sustainability and behavioural ethics course. During the research project, students from RSM's MSc Global Business & Sustainability programme ranked the telecom sector and investigated Rank a Brand's methodology. The course concluded with the teams presenting their findings. The 54 students helped Rank a Brand in ranking the telecom sector during a course project, supervised by RSM lecturer dr. Maarten Wubben. The rankings were then submitted to the telecom companies, to give them the chance to suggest potential changes. Ultimately, most brands received the same ranking as was assigned by the students.
- ***RSM hosts Power TAC competition for future energy networks (10 March)***  
Researchers from universities worldwide are invited by Rotterdam School of Management, Erasmus University (RSM) this spring to participate in the annual Power Trading Agent Competition (Power TAC). While many simulations are viewed as games, this competition provides researchers with important data for managing future energy markets. Teams from around the world compete as 'brokers' in an online simulation of a real-world energy market.
- ***Study trip to rooftop greenhouse reveals sustainability principles (16 February)***  
MBA students from Rotterdam School of Management, Erasmus University (RSM) went on a study trip to explore a real-life practical example of how sustainability can lead to a profitable business model. The MBA course 'business of sustainability', taught by Dr Mirjam Werner, took them to Urban Farmers in The Hague on 16 February 2017. The Class of 2018 of RSM's International Full-time MBA were guided on a tour through the Urban Farmers building, followed by a brainstorming session addressing marketing, communications and supply chain management, and a lecture.
- ***Students investigate equal business leadership in workshop (15 February)***  
Bachelor and master students from Rotterdam School of Management, Erasmus University (RSM) came together to participate in the Business Leadership for Gender Equality Workshop, hosted by Sustainable RSM and the Erasmus Centre for Women and Organisations (ECWO) on 15 February 2017. They explored the gender biases of men – and women – about female leadership. Led by diversity expert Prof. Dianne Bevelander and co-facilitated by Prof. Michael Page, students discovered how they can contribute to equal leadership opportunities by actively managing change.
- ***Even old sweaters are useful for Warm Sweater Day (10 February)***  
This year's Warm Sweater Day (Warmetruidendag) at Rotterdam School of Management, Erasmus University (RSM) on Friday 10 February provides more than just the chance to raise awareness for the nationwide energy-saving initiative and reduce the school's carbon footprint. It also means everyone can help to make sure refugees and people in need have the warm sweaters they need this winter.
- ***Professionals explore leadership communication skills in masterclass (8 February)***  
Business professionals, alumni and master students came together at Rotterdam School of Management, Erasmus University (RSM) for an evening masterclass about global business and



sustainability, held on campus on 8 February 2017. The masterclass explored the importance of a variety in communication skills and their role in driving positive change. Participants learned how social entrepreneurs and change agents can bring change within their organisation and society at large through effective communication. The audience consisted of students from RSM's MSc Global Business & Sustainability programme, RSM alumni and business professionals. During the workshop, attendees explored what techniques lie behind effective communication skills and learned in what ways this can lead to real change.

- ***Management and engineering – master students link up for interdisciplinary elective (7 February)***

Management students and engineering students have been challenged to come up with solutions to sustainability challenges in the first interdisciplinary elective at Master level at Rotterdam School of Management, Erasmus University (RSM) in co-operation with Delft University of Technology (TU Delft). In the Sustainable Business Game, which launches this month, students from RSM's MSc Global Business and Sustainability, and MSc Management of Innovation work with students from TU Delft.

- ***Master students solve wicked problems with Commonland (2 February)***

Master students from Rotterdam School of Management, Erasmus University (RSM) showcased their ability to solve wicked sustainability problems during an event on 2 February 2017. Students from RSM's MSc Global Business & Sustainability programme pitched ideas to a jury of experts on how to solve the challenge of the sinking Dutch peat meadows. The event concluded a three-week-long case competition, during which students worked closely with Commonland, an organisation focused on landscape restoration, and other stakeholders.

- ***RSM alumni and student in FD top 50 best entrepreneurs under 35 (31 January)***

Dutch leading financial newspaper Financieele Dagblad has released its top 50 most talented young entrepreneurs of 2017. Five alumni and students from bachelor and master programmes at Rotterdam School of Management, Erasmus University (RSM) are in this list for their entrepreneurial achievements in the Netherlands and beyond. RSM student Teodor Cătănciu (BSc International Business Administration) helps motivated refugees to build a new life and a new career in the Netherlands. With Restart Network, which he founded through crowdsourcing, he trains refugees to become programmers in Rotterdam.

- ***Social Entrepreneurship Masterclass Kick-Off (26 January)***

The Social Entrepreneurship Masterclass is a four week-long accelerator program that fosters socially favourable ideas. It started with a Kick-off event with inspiring talks from Social Entrepreneurs, followed by weekly workshops where participants establish finer nuances of implementing their ideas with the mentorship of established ventures. The event finished with students present their concept in front of a jury of venture capitalists, social entrepreneurs and corporate representatives.

## ANNEX IV RSM Discovery – Selection of relevant videos and articles

The screenshot displays the RSM Discovery website. At the top left is the RSM Erasmus logo and the text 'Rotterdam School of Management Erasmus University'. The main header reads 'RSM Discovery'. A breadcrumb trail shows 'Home > Discovery: Research impact'. The page features a grid of article and video thumbnails:

- Article 1:** 'Profits Uber everything' by Joep Cornelissen and Magdalena Cholakovs. The thumbnail shows a hand holding a smartphone with the Uber logo and a bar chart with a dollar sign and an upward arrow.
- Article 2:** 'Stretch goals can have negative outcomes'. The thumbnail shows a person in a dark environment with a bright light source, suggesting a diver or a person in a cave.
- Article 3:** 'Does morality in leadership matter? It depends on your definition of right and wrong.' The thumbnail shows silhouettes of people with halos, representing moral figures.
- Article 4:** 'Recommended for you': where does it come from? The thumbnail shows various icons like thumbs up, stars, and gears.
- Article 5:** 'Is cross-border co-operation in bank supervision effective?'. The thumbnail shows a city skyline with skyscrapers.
- Article 6:** 'How people form relationships at work'. The thumbnail shows a network diagram with people icons connected by lines.

Below the grid are three sections:

- Popular subjects:** A list of links: Rotterdam School Of Management, RSM, Erasmus University, Research, Innovation, Leadership, and PhD.
- Expertise search:** A search box with the text 'Who should you approach when looking for an expert about a management topic? Fill in a topic below and find out.' and a 'Search' button.
- Popular videos:** Three video thumbnails with titles: 'How big promises from start-ups influence potential investors', 'Power turns people with high testosterone into narcissists', and 'Predicting the stock market with big-data analysis of tweets'.

RSM Discovery is a gateway for organisations to access RSM's ground-breaking academic research. Discovery aims to bridge the gap between academia and practical applications to address the challenges facing business and society today.

All video's and articles are here: <https://discovery.rsm.nl/>

*A selection of relevant discovery videos and articles, published in 2017-2018.*

SDG 7



2018-10-26

**Strategic renewal in institutional contexts** article **Jacomijn Klitsie**

Organisations have to balance stability with innovation. For this, it's crucial to identify the innovation behaviours of employees.

SDG 9



2018-10-17

**Teams generate better ideas than individuals** online Video **Dirk Deichmann**

Even tiny teams of two develop better ideas than individuals. Yet, many people want to generate ideas alone. Dirk Deichmann researched why.

2018-05-04

**How good networking events can stimulate business innovation** onlineVideo **Patrick Reinmoeller**

Networking events and conferences can be great for discovering new business opportunities and even help companies to innovate together. But only if these events are designed the right way.

2018-01-22

**How to promote car-sharing to people who love their own cars** onlineVideo **Wolfgang Ketter, Jan van Dalen, Joshua Paundra**

Car-sharing schemes can reduce the environmental impact of driving. But how do you entice car owners that are really attached to their cars?

SDG 12



2018-11-14

**BLOG: Corporate philanthropy is more than a tool** article **Lonneke Roza**

Companies give 2 billion euro's to charity annually. Dr Lonneke Roza explains the different motives corporations have to do this.

2018-10-05

**Corporate illusionists: socially but not politically responsible** Article **Frank Wijen**

Corporate social responsibility has gone mainstream. But behind the scenes some corporations act quite differently on the political stage.

2018-07-06

**Crowdsourced consumer data: how do we make sure it's good?** Article **Gabriele Paolacci**

Over 15.000 consumer behaviour studies have used participants on online marketplace MTurk. How do researchers make sure such data is good?

2018-04-16

**Consumer product reviews: more believable when writers get paid more** *Article Christilène du Plessis*

Consumers put greater trust in online reviews when the reviewer is paid well or not at all.

2018-02-27

**Sustainable – but ‘disgusting’ – products become more attractive in a second language** *Article Anne-Kathrin Klesse*

Insect cookies, artificial meat and recycled water sound less repulsive to consumers when presented in a second language.

SDG 13



2018-10-09

**BLOG: Nobel Laureates and RSM faculty make climate change issues clear** *Article Dirk Schoenmaker*

Dirk Schoenmaker's blog on how the 2018 Nobel Prize for Economics shows that a sustainable economy is possible, if we put our minds to it.

2018-09-20

**Does climate change affect global innovation?** *Article Mathijs van Dijk*

In history, surges of innovation often suddenly occurred after long uneventful periods. Did climate change pressure people to innovate?

SDG 16



2018-12-10

**BLOG: Human rights in businesses and in business schools** *Article Cees van Dam*

The UN's guiding principles on business and human rights and sustainable development are rapidly becoming more relevant for businesses.

2018-06-20

**Power turns people with high testosterone into narcissists** *Online video Nicole Mead, Anika Stuppy*

People in power positions often act like narcissists. Do narcissists get themselves into power positions, or does power create narcissists?

2018-05-30

**How to prevent power struggles in teams** *Online video Lisanne Bunderen*

Power struggles within teams can be harmful to organisations. When and why do they occur and how can they be prevented?

2018-03-14

**Controlling the Uncontrollable – The Advertising Tug-of-War** *Article Steven Sweldens*

Consumers cannot control the effects visual advertising has on them - even when making a conscious effort to change this.

**2017**

SDG 3



2017-09-28

**Why you should tell others how much you donate to charity** *Online video Pamala Wiepking*

Do you really want to support a charity? Then you should tell others about your donations, says Pamala Wiepking.

2017-06-20

**Improving the supply chain in humanitarian logistic** *Article Jan van Dalen, Erwin van der Laan (IM 2019)*

How RSM researchers help Doctors Without Borders to organise their humanitarian aid logistics.

SDG 4



2017-04-09

**One size fits all? Four strategies for an effective corporate citizenship programme** *Article Lonneke Roza*

Is your company considering putting its staff, knowledge and resources to work for a good cause? Lonneke Roza describes four strategies.

SDG 5



2017-06-27

**Why it's harder for women to be seen as authentic, effective leaders** *Article Jasmien Khattab*

Combining a masculine and feminine leadership style makes women come across as less authentic and effective leaders.

SDG 7



2017-12-06

**'Large power companies can play a leading role in the energy transition'** *Article*

*Gerbert Hengelaar*

Incumbents' influence in the energy sector goes beyond investing in sustainable technology: they have a big say in the public debate.

2017-07-07

**How the current electricity market design may keep fossil fuel alive** *Online video* *Wolfgang Ketter, Derck Koolen*

Surprise: adding more solar and wind power to the electricity mix may help to keep traditional power plants alive.

SDG 9



2017-12-13

**How ten minutes of mindfulness could make you more creative** *Online video*

*Dirk Deichmann, Evgenia Dolgova*

How do you come up with innovative ideas in a stressful work environment? Ten minutes of mindfulness meditation can boost your creativity.

2017-10-11

**Should you open up to your workplace friends, or is it better to be diplomatic?** *Online vide* *Stefano Tasselli*

Are you a diplomat who links different friendship networks at work? Then being open and spontaneous makes your work friends trust you less.

2017-07-03

**Why can't China clean up its act** *Article* *Purseys Heugens, Ruxi Wang*

The Chinese government controls up to 80 percent of the country's businesses. So, why can't it get them to be more environmentally friendly?

2017-06-22

**The Netherlands strengthens position as European Innovation Leader** *Article* *Jan van den Ende*

"The Netherlands strengthens its position as innovation leader. Converting knowledge into products and services continues to be a weak spot."

2017-04-05

**How best to market a crowdsourced product?** *Article* *Christoph Fuchs*

How crowdsourced products led to twenty percent more sales. Tips and tricks for effective crowdsourcing strategies by Christoph Fuchs.

SDG 11



2017-09-11

**Weather forecast and Google reviews make car sharing more profitable** *Article Wolfgang Ketter, Micha Kahlen*

Car-sharing rental companies can be more profitable by anticipating demand peaks at popular spots in the city or as a result of bad weather.

SDG 12



2017-10-30

**Consumers spend less time and money on 'freemium' video games** *Online video Joost Rietveld*

Make players pay before they play. Offering games as a 'freemium' only undercuts commercial potential of a game.

SDG 16



2017-11-13

**How managers can turn their biases into a strength** *Article Saeedeh Ahmadi*

Being human, managers bring their biases to decision-making. But under the right circumstances this can be an advantage.

2017-03-27

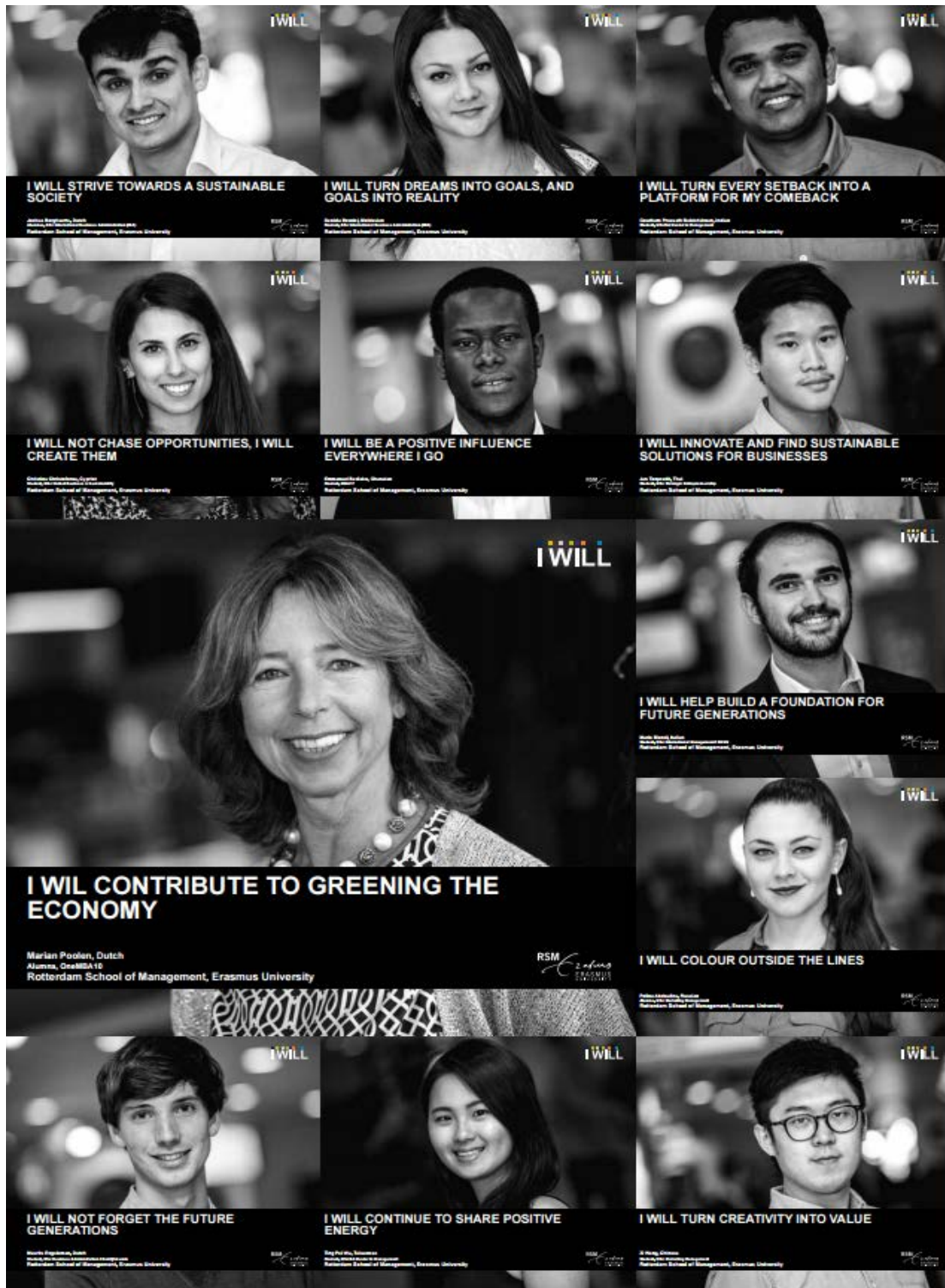
**What shareholders really mean when they vote 'No'** *Online video Hans van Oosterhout*

Shareholders who vote against management proposals often do this to express their dissatisfaction with the company's management.

The image displays eight 'RSM DISCOVERY' cards, each with a lightbulb icon containing gears. The cards are numbered 29 through 36 and contain various business insights and articles. The cards are arranged in two rows of four. Each card includes a title, a brief description, and a list of key points or questions. The cards are: 29, 30, 31, 32, 33, 34, 35, and 36.



## Selected I WILL statements by engaged students, faculty and alumni



[www.rsm.nl/i-will/home/](http://www.rsm.nl/i-will/home/)

[www.facebook.com/iwillrsm](https://www.facebook.com/iwillrsm)