



HANKEN

# HANKEN SCHOOL OF ECONOMICS

## PRME REPORT 2009-2010

HANKEN.FI

# HANKEN AT A GLANCE



- » Leading, internationally accredited (EQUIS and AMBA) university in the field of economics and business administration
- » A research-based business school with a core faculty of 130
- » Areas of strength: Finance and Statistics, Intellectual Property Law, Management and Organisation, and Service and Relationship Marketing
- » 2,145 students enrolled for the BSc and MSc degrees and 170 students studying for the PhD degree
- » The share of international students is higher than at any other Finnish business university
- » 7 MSc programmes offered in English
- » Over 90 partner universities in 35 countries around the world
- » Close and intensive links with the business world
- » 12 000 alumni working in over 60 countries worldwide
- » Strategy for Sustainable Development covering Education, Research, Interaction and dialogue with the business community and society, Staff and Students, and internal attitudes within Hanken regarding transparency, co-operation, respect, equality and academic fraud
- » Hanken received the WWF Green Office designation in 2010



# A WORD FROM THE DEAN

Today's business environment is increasingly competitive. The internet revolution has made it extremely easy for the consumer to compare between alternative products and services, and to order them not only from the local producer, but also from far away located global producers. Within the European Union, the free movement of goods and services has emphasized this development.

At the same time, the increased sophistication and wealth of the consumer has often increasingly moved focus from price to other aspects of the product or service. These other aspects include quality in a broad sense, as well as ethical and environmental aspects of the product and the production process. For western firms, who typically are at a cost disadvantage compared to emerging markets, these other aspects of the product provide a way to distinguish themselves from competitors. The above described process is an example of the channels through which, in a market economy, consumers' ethical and environmental values influence firms and become an important part of the values and business concepts also for the firms.

Hanken School of Economics strives at excellence in research and teaching. Our students are increasingly international, and their future working careers are likely to take them abroad. We strive for responsible management education, and therefore include ethics and corporate responsibility issues in our curriculum, as well as conduct research in these areas. Therefore it was a natural step for Hanken to want to implement PRME in our own organization.

We are very happy with the steps taken on this road towards a more systematic focus on values of global social responsibility, and how they are reflected in our education, research, as well as daily life. We are a small, transparent institution where respect, cooperation and equality are emphasized as components of a responsible environment. Sustainable development is not only an issue in research and education, we have now also implemented issues of it in our own daily "office" life through actions needed for WWF's Green Office certificate, which was obtained in 2010. Recently, also our research output dealing with social responsibility issues has boosted. We definitely want to stay on this road.



RECTOR EVA LILJEBLOM



# SUSTAINABLE DEVELOPMENT AT HANKEN

Hanken faces new challenges as increasing internationalization and globalization emphasizes the complex relation between business, the physical environment and social welfare. Sustainable development attaches an important role to the field of economics and business administration. Today, the corporate sector is expected to contribute to development that meets the needs of the current generation, without compromising the possibility of future generations to meet their own needs. This is the definition of sustainable development. The notion of sustainable development comprises issues on ethics, societal and socio-cultural responsibility, economic development, nature, and a responsibility for future generations. It is a big challenge to balance these issues. As an ultimate goal, sustainable development requires new knowledge and innovative thinking as well as a close examination of current routines and roles of a range of actors in society. Hanken's strategy for sustainable development stems from the challenges the School faces with regard to sustainable development from economic, societal and environmental perspectives both within education, research, executive education and administration.

SOURCE:  
HANKEN SCHOOL OF ECONOMICS  
STRATEGY FOR SUSTAINABLE DEVELOPMENT



HANKEN

huvudentré  
main entrance

## HANKEN'S MISSION

The mission of Hanken, a leading autonomous business school in northern Europe, is to advance new knowledge in business and society

- » through research and teaching activities which are characterised by academic excellence and corporate world relevance,
- » through a programme portfolio that is targeted to an international student body simultaneously safeguarding Hanken's statutory responsibility for educating business graduates that are fluent in Swedish,
- » through current research-based management education that fosters analytical and critical thinking as well as managerial competencies, and
- » through executive education and life-long learning that have a profound impact on management practice.

In fulfilling its mission, Hanken fosters values of openness, social responsibility, integrity and high quality in all activities.

# THE PRINCIPLES

## 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.

### OVERVIEW AND CHALLENGES

We see that implementing the PRME entails thinking in terms of gradual transformation of management education, rather than merely adding “responsibility” or “ethics” as topics to the existing curriculum. This poses a number of organizational learning challenges, as with all transformative learning we realize it will take time, but as a business school we are committed to making it an integrated part of educational practice. As a structured effort Hanken started implementing its Strategy for Sustainable Development in 2007, and alongside the School’s Mission statement, it remains one of the key documents in guiding the School’s PRME efforts.

A central challenge in implementing the PRME is finding a balance between 1) creating new structures versus relying on existing structures; and 2) opting for a more narrow and discipline-specific focus versus a broader and cross-disciplinary approach. How this balance has been mediated at Hanken on the institutional level as well as on the subject level is covered in the following sections, but what is clear is that the context dictates the most suitable solution – we have also found that the options are not necessarily mutually exclusive.

### ACHIEVEMENTS

Implementing the PRME translates into day-to-day practices as outlined in the following chapters. On the institution level several responsibility-related initiatives, conferences, and seminars aimed at Hanken alumni and the public at large were arranged during 2009-2010. Highlights include:

- » Hankendagen: Ethics in a Global World. Hanken’s 6th annual alumni homecoming day was held on October 1st 2010 at Hanken’s Vasa campus – the topic of this year’s Hankendagen was Ethics in a Global World
- » WWF Green Office Designation: As a measure in the Hanken environmental plan Hanken School of Economics

signed a contract with WWF in the autumn of 2009 and begun the process of becoming a Green Office. Hanken received the designation and the right to use the Green Office logo on October 29th 2010. For more information see Section: Addendum Principle

- » Conference: Leadership through the Gender Lens: Women, Men and Equality in Organisations. The conference was held at Hanken 22th – 23rd of October 2009. The conference brought together critical analyses and debates on gender, leadership and management with the overall aim of the conference is to generate new thinking, policy and action about women, men, gender and leadership. The conference was organised by NASTA, Women’s Leadership, Research and Education Development Project, a national co-operation project between Hanken School of Economics, Helsinki School of Economics and Jyväskylä University.
- » Conference: Nordic Corporate Responsibility Conference. The conference was arranged at Hanken on May 15th and 16th 2009 by the student club Net Impact Hanken. The aim of the conference was to increase and share knowledge of Corporate Responsibility between students and business leaders. Net Impact Hanken, a subchapter of the international non-profit MBA organization Net Impact ([www.netimpact.org](http://www.netimpact.org)), is a student organization that works towards engaging future business leaders to improving the world.
- » Practitioner Seminar: Sustainability in Supply Chains. The seminar was held on October 29th 2010 at Hanken in Helsinki and arranged as a joint effort between the HUMLOG Institute and Hanken’s Responsible Management Education Project.
- » Practitioner Seminar: “How to Link Social and Environmental Commitment and Economic Performance: The importance of stakeholder engagement” . The breakfast seminar was arranged as a joint effort between Hanken & IFL Corporate Development (which was renamed Hanken & SSE Executive Education in 2010) and Hanken’s Responsible Management Education Project
- » Interviews with students and faculty. In order to understand better what students see as challenging in imple-



menting values such as those included within the PRME, as well as getting an overview of what is being done in teaching at the different departments, interviews with both students and faculty was carried out in 2009 and 2010

### FUTURE PERSPECTIVES

Hanken's systematic focus on values of global social responsibility will remain in the practice of teaching, research and administrative work. This does not necessarily mean a focus on big projects and hierarchical steering but a gradual change in everyday practice, as well as increased reflexivity of the whole institution. Everyday practice will also remain the focus for our future integration and development of our PRME efforts. Examples of concrete projects and efforts that we will develop in 2011-2012 on the institutional level include:

» First CR3 Conference April 8-9, 2011, at Hanken School of Economics, Helsinki, Finland. The CR3 conference results from cooperation between Audencia Nantes School of Management (France), Hanken School of Economics in Helsinki (Finland) and ISAE/FGV in Curitiba (Brazil). The three schools have been working together on issues related to Corporate Responsibility / Global Responsibility since 2008. The first CR3 conference will take place at

Hanken School of Economics in Helsinki, on April 8 and 9, 2011. Its theme is 'the power of responsibility' (for more information see <http://www.cr3.fi>).

- » Hanken is part of the REMADE project application coordinated by Copenhagen Business School. The purpose of this project is to develop cross-disciplinary sustainability platforms at leading institutions of higher management education in the Nordic region in order to educate a new generation of responsible leaders who think in triple bottom line solutions and account for issues of sustainable development in their decision making. It would be a local network under PRME. The possible implementation of the two-year project is dependent on funding application to the Nordic Council of Ministers.
- » Through the continuous development and implementation of WWF's Green Office programme Hanken will in 2011-2012 continue to work on transform the internal attitudes and routines.
- » Hanken will also continue to reach out to the business world both through research projects but also by continuing to arrange practitioner seminars that links or focuses on issues around Corporate Responsibility and sustainable development.

## PRINCIPLE 2. VALUES

We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

### OVERVIEW AND CHALLENGES

A central question that arises when integrating the PRME is whether to develop new dedicated programmes or try to mainstream corporate responsibility in all programmes. At Hanken economic, social, environmental and ethical aspects are integrated into the education at Bachelor's, Master's and PhD levels, in MBA and at the Open University. At Hanken we encourage a bottom-up approach, where students, faculty as well as support staff take initiative and actively take part in establishing values of managerial and corporate responsibility.

- » On the BSc and MSc level Hanken offers a study module in Corporate Responsibility (CR), which is designed to provide students with an in-depth understanding of issues related to corporate responsibility and management ethics. The study module is 25 ECTS and can be registered similar to a minor subject, as a study module on students' bachelor's and master's degree. The study module takes a cross-disciplinary approach combining perspectives on CR from Supply Chain Management and Corporate Geography, Politics and Business, Management and Organisation, and Commercial Law (for more information see: [www.hanken.fi/csr](http://www.hanken.fi/csr)).
- » Subject specific courses taken within responsibility and sustainability issues at other universities are accepted and actively encouraged. This is also highlighted as Hanken students spend a mandatory semester abroad at one of Hanken's partner universities or do an international internship.
- » In many courses that do not have a direct CR-related topic, themes such as ethics, responsibility and sustainability are included.
- » In order to ensure that all students on the BSc level have an understanding and some knowledge about issues concerning corporate responsibility and sustainability, since 2008 a module on corporate responsibility has been given

within the course Introduction to Supply Chain Management and Corporate Geography, which is mandatory for all students on the BSc level.

- » Among the MSc programmes offered in English at Hanken especially the Master's Degree Programme in Corporate Governance should be highlighted in terms of emphasises aspects of responsible leadership (for more information see: [www.hanken.fi/corpgov](http://www.hanken.fi/corpgov)).

### 2009-2010 MAJOR ACHIEVEMENTS

- » Several new courses were added as electives to the study module in CR at Bachelor's and Master's level. For the study year 2010-2011 the courses included were:
  - » Business, Government and Society
  - » Corporate Sustainability
  - » The Corporation and its Employees
  - » CSR: From principles to practice (new course since last PRME report)
  - » Gender, Management and Organization
  - » Global Political and Economic Relations (new course since last PRME report)
  - » Green Supply Chain Management (new course)
  - » Humanitarian Logistics (new course)
  - » Literature Course in Business and Society (new course since last PRME report)
  - » Literature Course in Gender and Diversity (new course since last PRME report)
- » On the Vasa campus the following dedicated course electives are given:
  - » Styrelsen och etiken (The Board and Ethics),
  - » Sustainable corporate governance and innovations
- » In 2010 the MBA programme for the first time offered a mandatory module that explicitly focused on the issue of Corporate Responsibility.
- » In 2010 Hanken offered the Study Module in Corporate Responsibility Hanken School of Economics for 25 students from the University of Helsinki. The students completed an introductory course in Corporate Responsibility and then had the possibility to take part in the elective



courses in the module. This further supported the principle of using CR as a platform for dialogue between different perspectives and the possibility for students to learn from each other.

- » In 2009-2010 the following new PhD-level courses with an explicit CR focus were introduced: Supply Chain Management in Development Aid (study year 2010-2011); Corporate Responsibility (2010-2011); Supply Chain Environmental Management (2010-2011); and Supply Chain Management in Disaster Relief (2009-2010)
- » In 2009 interviews with all heads of departments and selected course instructors was carried out in order to map views and perspectives on CR and ethical management education, and what the future plans are in terms of further incorporation in different subjects. These interviews were followed-up by group interviews with students' views of responsible management education at Hanken in 2010. The results from the interviews have been and will be used in the ongoing integration of the values of PRME into the curriculum.

### CR AS A TOPIC IN BACHELOR'S AND MASTER'S THESIS IN 2009-2010

- » An indicator of interest is the level of student awareness of CR, which for instance can be measured in the number of bachelor's and master's theses written on the topic. CR related theses have been written within all different departments, which shows the topic is not exclusive to a few subjects. Some examples of master's theses within different departments written during 2009-2010 are listed below<sup>1</sup>:

#### ACCOUNTING

- » Corporate social responsibility- Requirements on Finnish, manufacturing SME's supply chains
- » Corporate governance, independent accountants, red flags and internal control – can fraudulent action be prevented?
- » Environmental Reporting: A comparative study between firms in Finland and Sweden

#### COMMERCIAL LAW

- » Limited Companies' Responsibility for Information Given to the Capital Markets
- » Economic Crimes in Finnish Case Law
- » Prohibition against discrimination based of disability or health issues in the terms of employment

#### ECONOMICS

- » Inside Information and Market Efficiency: An Event Study of Insider Trading on the Finnish Securities Market
- » Sustainability and Mission Drift in Microfinance

#### FINANCE:

- » The significance of political risk in developing markets
- » Corporate Governance and Firm Performance: Auditor and Board influence on company success
- » Corporate Social Responsibility and its effect on share price
- » Investment in 'sin' stocks

#### MANAGEMENT AND ORGANIZATION

- » Ethical leadership
- » Driving forces and actions for environmental adaptation: a case study of the transport industry
- » Experiences of Diversity Management: Employee perspectives in the Finnish ICT industry
- » A Comparative Study of CSR Reports: The Case of Leading Energy Companies in the U.S. and Russia
- » Ethical organizational leadership: a study of how recruiters of leaders understand management ethics
- » Controversial industries CSR-reporting: How does is controversy produced and prevented within CSR?

<sup>1</sup> Titles of theses written in Swedish have been freely translated



## MARKETING

- » Corporate Brand Repositioning with CSR as the Differentiating Factor: A Study on Consumer Perceptions
- » Promoting Products with Fear: Positive Emotional Responses to Fear Appeals in Promotional Television Advertising

## SUPPLY CHAIN MANAGEMENT AND CORPORATE GEOGRAPHY

- » Small loans – big impact? The effect of microcredit on women’s empowerment in the Dominican Republic
- » Corporate Social Responsibility - Reputational risks in the garment
- » The external stakeholders influence on project within the energy sector
- » Sustainable Public Procurement: How sustainable is the buying of Helsinki City?
- » Successful Sustainable Development in Tourism: a Case Study of Side Pilot Project, Turkey

## FUTURE PERSPECTIVES

Hanken will continue to develop the existing courses and programs to integrate issues and topics around corporate responsibility, balancing this with new structures and courses focused on issues of CR and ethics. The primary goal, however, cannot be to develop new ethics or CR courses for the sake of an ethics or CR courses - or for the sake of accreditations, but rather the goal should be deeper reflection about how the issues of business and managerial ethics, as well as the topic of CR, are most effectively integrated and diffused in teaching in every subject – be it through existing courses or new dedicated courses. Ethics and responsibility are not something we believe that should be added on or imposed; rather it is something that permeates everything we do. At Hanken the teaching will remain closely connected to the research carried out within the different subjects. The approaches of how CR and ethics are integrated into teaching will take different forms at the different departments – thus infusing students with different perspectives as a basis for dialogue around the issues of ethics and CR.

- » In 2011-2012 Hanken will continue to evaluate how the values of global social responsibility are best integrated at different levels and programs. Currently Hanken is looking at how to ensure that all students who attend the English masters programs learn about issues of ethics and CR.
- » There are plans for further elective courses to be included in the module, among them a course in Business and managerial Ethics

## PRINCIPLE 3. METHOD

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

### OVERVIEW

We encourage critical thinking and reflexivity around the mainstream notion of corporate responsibility. We do not see that corporate responsibility should be approached in a dogmatic way, but used as an opportunity to discuss environmental and social issues – and possibly reshape the very notion of corporate responsibility through research and practice.

### 2009-2010 MAJOR ACHIEVEMENTS

The courses that focus on issues such as managerial and corporate responsibility, sustainable development and ethics apply multiple teaching/learning methods (lectures, guest lectures, seminars, problem-based learning, role-playing simulations, individual papers, case studies, team work, project courses, excursions, debates, etc.), recognizing that teaching responsible management education might also necessitate new methods.

- » For example several courses in the CR module have utilized documentary film screenings accompanied by debates / panel discussions to infuse different stakeholder's perspectives on responsibility issues.
- » Many courses also feature not only guest lectures from business representatives but also guest lectures from people representing NGOs / watchdogs / community groups in order to highlight different perspectives and meanings of CR and business ethics
- » In order to connect CR theory to practice within industry courses also feature guest lectures from companies as well as company visits with CR-related topics at master-level courses.
- » A role play developed within the course Business, Government and Society, dealing with the case of the pulp mill operated by the Finnish company Botnia in Fray Bentos (Uruguay), was published as an article in a French academic journal: Fougère Martin (2010) 'Intégrer les enjeux économiques, sociaux, environnementaux et politiques dans un jeu de rôles : le cas de l'usine Botnia de Fray Bentos'. *Management & Avenir*, 33(3), 238-257.
- » Recognizing that the practice within the School is connected to questions about responsibility and ethics in working life Hanken applies strict rules and penalties for academic fraud, plagiarism and missed deadlines as well as actions to inform and educate students of these policies.
- » As of 2010 there is a Disciplinary Committee at Hanken that deals with serious cases of academic fraud on the Bachelor's, Master's and Doctoral degree level.

Examples of external guest lecturers within CR in 2009-2010 include:

- » Guest lectures to students from the study module in CR:
  - » Richard Reed, founder of Innocent Drinks, on the sustainability vision of Innocent Drinks ; lecture available at [http://www.hanken.fi/student/csr\\_video](http://www.hanken.fi/student/csr_video)
  - » Frank Johansson, director of Amnesty Finland, on the challenges of NGO cooperation with business from Amnesty's perspective
  - » Kristian Brüning, founder of Climate Wedge, on business opportunities provided by the Clean Development Mechanism of the Kyoto Protocol
- » Examples of CR related guest lectures in courses that do not focus primary on CR issues:
  - » Open Lecture: Corporate Governance Studies in Russia. Lecture given on October 21st 2010 by Prof. Andrei Yakovlev, Vice Rector, Higher School of Economics, Moscow
  - » Open lecture: Corporate Welfare - Can the Board Contribute? Lecture given on October 6th 2010 by Tom Palmberg, chartered director and board professional.
  - » Open Lecture: International Perspectives on Social Responsibility and Governance", Lecture given on May 24th 2010 by Dr. Suzanne Young from Graduate School of Management (La Trobe University, Australia).
  - » Open Lecture: "Promoting board diversity in Northern Europe: Consequences for company behavior and performance" Lecture given on April 24th by Dr. Aleksandra Gregoric from Centre for Corporate Governance, Copenhagen Business School.



- » Open Lecture: “Is the Glass Ceiling Cracking in Denmark? - The Gender Pay Gap in Top Corporate Jobs”. Lecture given on February 10th 2010 by Prof Nina Smith from School of Economics and Management (Aarhus University)
- » In 2009 in the course CSR: From Principle to Practice students were in charge of arranging a public panel debate around social responsibility in the supply chain, with discussants from business, government and NGOs present.
- » Some CR courses arranged open film screenings with presence of the film directors, followed by questions and answers sessions for the students:
  - » In 2009 the documentary film ‘Poison Fire’ by Swedish filmmaker Lars Johansson was shown as an Open Lecture, followed by the lecture titled “Oil in Nigeria: What has happened since Ken Saro-Wiwa?”
  - » In 2009 the documentary film ‘Shadow of the Holy Book’ by Finnish filmmaker Arto Halonen, about multinationals cooperating with the totalitarian regime of Turkmenistan

### FUTURE PERSPECTIVES

- » We will continue to develop and apply multiple teaching/learning methods in the teaching of CR and business ethics, recognizing that teaching responsible management education might also necessitate new methods and that cross-disciplinary approaches are often needed to understand the complexities, challenges, tensions and opportunities of social and environmental responsibility.
- » We will continue to use our networks, such as those provided through the PRME, to learn from other actors about effective pedagogical approaches to teaching CR and ethics, but also to disseminate the knowledge we possess nationally and internationally.

## PRINCIPLE 4. RESEARCH

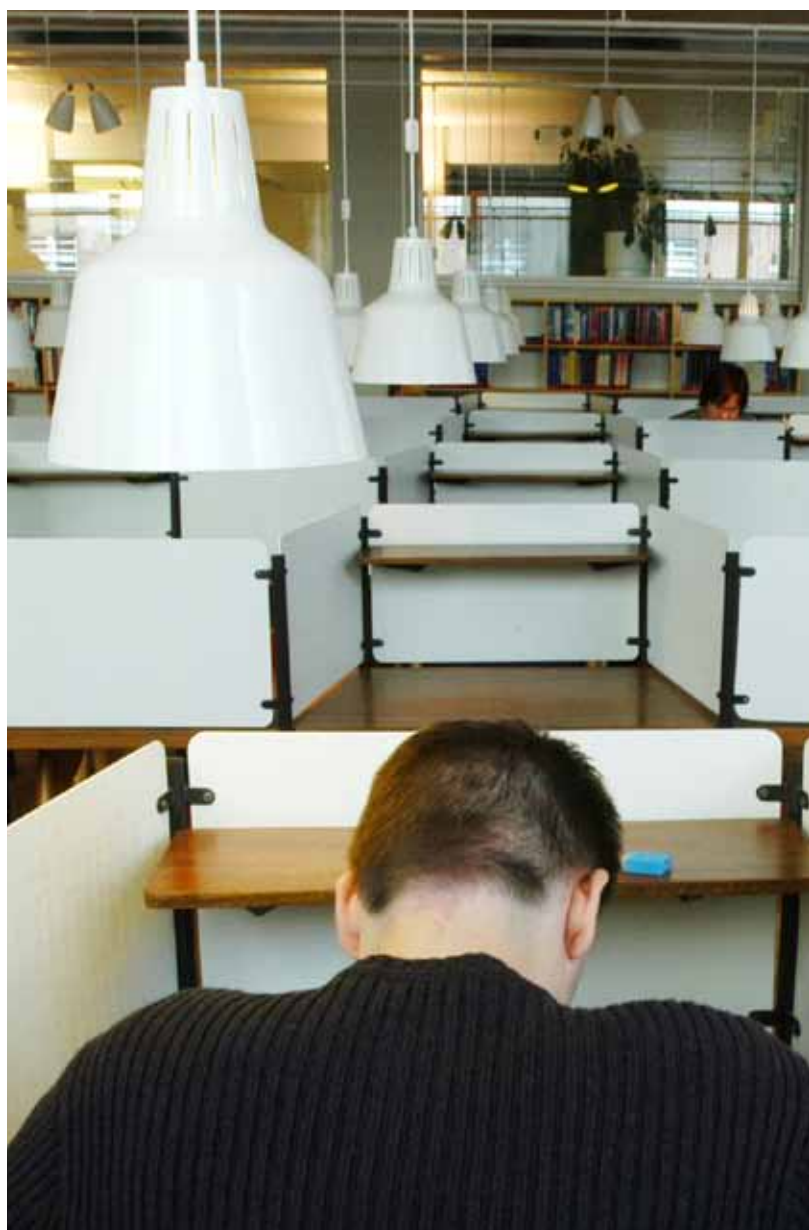
We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.

### OVERVIEW

Research is a central means for reaching the goal of sustainable development at Hanken. Ethically advanced research brings out and disseminates new knowledge about the roles and impact that economic actors have in creating sustainable development. Moreover, Hanken sees research as crucial in describing and understanding what constitutes sustainable development.

### ACHIEVEMENTS

- » Hanken's research is internationally advanced, empirical and conceptual. It creates new knowledge about the role, the dynamics and the impact markets and economic actors have on sustainable economic, social and environmental development.
- » Hanken encourages and supports interdisciplinary research in order to create new knowledge and courses of action aimed at sustainable economic, social and environmental development.
- » Hanken effectively disseminates research results on sustainable development to societal stakeholders at both the national and international levels. Research results concerning sustainable development are published in both national and international peer reviewed journals and popular science magazines as well as in the mass media. Please refer to the list below for examples of publications regarding social responsibility





### SELECTED PUBLICATIONS DEALING WITH CORPORATE RESPONSIBILITY AND ETHICS IN 2009<sup>2</sup>

- » Ahmed Sheraz (2009) Essays on Corporate Governance and The Quality of Disclosed Earnings, Doctoral Thesis, Economics and Society, Publications of the Hanken School of Economics 206: Helsinki
- » Blomqvist HC (2009) Varför fungerar inte u-landsbiståndet? [transl. Why does not development aid work?], Ekonomiska Samfundets Tidskrift, 62(2), 105-106
- » Bruun Niklas (with Hepple Bob) (2009), "Economic Policy and Labour Law". In "The Transformation of Labour Law in Europe" A Comparative Study of 15 Countries 1945-2004. (eds. Hepple Bob and Veneziani, Bruno). Hart Publishing
- » Fougère Martin & Solitander Nikodemus (2009) 'Against Corporate Responsibility: Critical reflections on thinking, practice, content and consequences'. Corporate Social Responsibility and Environmental Management, 16(4), 217-227.
- » Fougère Martin & Solitander Nikodemus (2009) 'Sustainable Development in the Age of Natural Capitalism: Making the world while saving profits'. In S.B. Banerjee, V.C.M. Chio and R. Mir (eds.) Organizations, Markets and Imperial Formations: Towards an Anthropology of Globalization. Edward Elgar, Cheltenham, UK
- » Hearn Jeff (2009) 'Patriarchies, transpatriarchies and intersectionalities', in E. Oleksy (ed.) Intimate Citizenships: Gender, Sexualities, Politics, Routledge, London, 2009, pp. 177-192.
- » Hearn Jeff (2009) 'Men, gender equality, and gender equality policy', in M. Özbilgin (ed.) Equality, Diversity and Inclusion at Work: A Research Companion, Edward Elgar Press, Cheltenham, 2009, pp. 372-382.
- » Hearn Jeff & Collinson DL (2009) 'Men, diversity at work, and diversity management', in M. Özbilgin (ed.) Equality, Diversity and Inclusion at Work: A Research Companion, Edward Elgar Press, Cheltenham, 2009, pp. 383-398.
- » Hearn Jeff, Tallberg T., McKie L., Gripenberg P., Jyrkinen M. & Niemistö C. (2009) The Quest for Well-being in Growth Industries; Contexts, Research Design and Methodological Development, with, Hanken School of Economics, Working Paper Series 548, 2009, 39 pp.
- » Husu Liisa (2009) The Gender Challenge in Research Funding. Brussels: Office for the Official Publications of the European Communities 2009 (Rapporteur)
- » Jyrkinen, Marjut (2009) 'Discourses on the Sex Trade: Implications for Policies and Practice', Politics and Policy, Vol.37, No. 1, pp. 73-100 (Blackwell).
- » Kovács Gyöngyi & Spens Karen M. (2009): Identifying challenges in humanitarian logistics. International Journal of Physical Distribution and Logistics Management, Vol.39 No.6, pp.506-528
- » Kovács Gyöngyi & Tatham Peter (2009): Humanitarian logistics performance in the light of gender. International Journal of Productivity and Performance Management, Vol.58 No.2, pp.174-187
- » Liljebloom Eva, & Vaihekoski Mika (2009): "Corporate ownership and managerial short-termism: Results from a Finnish study of manager perceptions", International Journal of Production Economics 117, 427-438.
- » Maury Benjamin & Liljebloom Eva (2009): "Oligarchs, political regime changes, and firm valuation", The Economics of Transition 17, 411-438.

<sup>2</sup> List of publications include only 2009 publications as all 2010 publications have not yet been verified and checked at the time of writing this report. 2010 publications will be listed in Hanken's next PRME report.



- » Peltola Mikko (2009) Use of environmental value scales from environmental psychology and sociology in environmental management studies, in Mumba Amos (ed.), Ketola Tarja (ed.) Responsible Leadership: Proceedings of the Corporate Responsibility Research (CRR) 2009 Conference, Proceedings of the University of Vaasa: Vaasa
- » Pelsa Pia (2009) Future Research in Social Marketing: Can the People's Republic of China Benefit? Journal of Chinese Marketing, vol. 2, no. 2, pp. 85-89.
- » Pelsa Pia & Bonsu Sammy (2009) Inclusive Capitalism: Local Resource Mobilization at the BoP, in Pedersen Torben, Tunga Kiyak (eds) Is the World Flat or Spiky? Implications for Global Strategies. Proceedings of the 51st Annual Meeting of Academy of International Business, June 27-30th, San Diego, US
- » Salin Denise (2009) Organisational responses to workplace harassment: an exploratory study. Personnel Review, 38(1), 26-44
- » Schollenberg Linda (2009) So how much do you pay for ethical consumption? Estimating the hedonic price for Fair Trade coffee in Sweden, HUI Working Paper series, 31, The Swedish Retail Institute
- » Sveiby K.-E. (2009). Aboriginal Principles for Sustainable Development as Told in Traditional Stories, Sustainable Development 17 (6): 341-356.
- » Sveiby K.-E., Gripenberg P., Segercrantz B., Eriksson A. & Aminoff A. (2009). Unintended and Undesirable Consequences of Innovation. ISPIM Conference The Future of Innovation. Vienna, June 21-24, 2009.
- » Tomasini Rolando & Wassenhove Luk Van (2009) TNT-WFP Moving the World Partnership, in Smith Craig (ed.), Lenssen Gilbert (ed.) Mainstreaming Corporate Social Responsibility, Wiley: West Sussex
- » Tomasini Rolando & Wassenhove Luk Van (2009) From Preparedness to Partnerships: Case Study Research on Humanitarian Logistics, International Transactions in Operational Research 16(5), 549 - 559
- » Westman Hanna (2009) Corporate Governance in European Banks, Doctoral Thesis, Economics and Society. Publications of the Hanken School of Economics 200: Helsinki

## HUMLOG

The Humanitarian Logistics and Supply Chain Research Institute (HUMLOG Institute) is a focal point for researchers in humanitarian logistics. Its two founding universities are the Hanken School of Economics (Hanken) and the National Defence University of Finland (NDU).

The aim of the HUMLOG Institute is to research the area of humanitarian logistics in disaster preparedness, response and recovery with the intention of influencing future activities in a way that will provide measurable benefits to persons requiring assistance. The HUMLOG Institute serves as a platform and physical place for researchers in the field of humanitarian logistics to exchange ideas. The institute also publishes the Journal of Humanitarian Logistics and Supply Chain Management. For more information see [www.hanken.fi/humloginstitute](http://www.hanken.fi/humloginstitute)

## EXAMPLES OF CR RELATED RESEARCH PROJECTS 2009 WITH EXTERNAL FUNDING

CO-ORDINATION UNIT	NAME OF PROJECT (TRANSLATION)	FUNDED BY
Economics	Does Sustainability Cause 'Mission Drift'? Scaling Up, Visibility, Mission and Outreach Issues in Microfinances	Academy of Finland
Finance and statistics	Corporate Governance in Russia	Finpro ry.
Management and Organisation	Age, gender and diversity: Female leadership and organizational policies	Academy of Finland
Management and Organisation	The quest of well-being in growth industries: A comparative study in Finland and Scotland	Academy of Finland
Management and Organisation	Women's leadership NASTA	Ministry of Education
Marketing/HUMLOG	Food Security and Development	Ministry of Foreign Affairs
Marketing	Relief Supply Chain Management	Academy of Finland

## RESEARCH SEMINARS WITH VISITING INTERNATIONAL FACULTYMANAGEMENT AND ORGANISATION

Highlights in 2009- 2010 include:

- » Research seminar: André Sobczak, Audencia Nantes School of Management, Aug 26 2010: Interorganizational Learning for Global Responsibility in Brazil: How Culture Matters
- » Research seminar: Andrea Whittle, Senior Lecturer in Management at Cardiff Business School, Aug 31 2010: Villains, Victims and the Financial Crisis: Positioning Identities through Descriptions
- » Research seminar: Prof. Steven Grover from University of Otago in Dunedin in New Zealand, June 2 2010: The Paradox of Leader Honesty: The Challenge of Building Trust with Opaque Information.
- » Research seminar: Visiting researcher Burcu Balcik, Mar 15, 2010 on "Equitable distribution decisions in nonprofit organisations"

## FUTURE PERSPECTIVES

Hanken will continuously, through research activities which are characterised by academic excellence and corporate world relevance, advance the understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.



## PRINCIPLE 5. PARTNERSHIP & PRINCIPLE 6. DIALOGUE

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, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

### OVERVIEW

We encourage dialogue and debate within the academic and business communities, among decision makers, consumers, the media, citizens' organisations and other stakeholder groups on issues concerning responsible management and sustainable development are actively supported

- » Through developed incentives, researchers are encouraged to be active within various national forums on sustainable development
- » Professionals and managers with a background in CR are actively used in teaching and invited as guest lecturers.

### 2009-2010 ACHIEVEMENTS

- » Hankendagen 2010: Hanken's 6<sup>th</sup> annual alumni homecoming day was held on October 1<sup>st</sup> 2010 at Hanken's Vasa campus – the topic of this year's Hankendagen was Ethics in a Global World. Keynote speakers were the Finnish Ambassador in China, Lars Backström and member of the European Parliament, Carl Haglund.
- » In terms of using seminars, presentations at practitioners conferences as a platform for diffusing the practice responsible leadership in higher education, some highlights in 2009-2010 include:
  - » Panel debate: Phony equality: we call for a change. On December 9<sup>th</sup> 2010 students in the course CSR: From Principle to Practice arranged a public panel debate on the topic of e-waste in the mobile phone industry. Panelists were Helena Castrén, senior environment manager, Nokia; Juha Aromaa, communications manager,

- Greenpeace; Renaud Duverne, marketing initiative manager, Agile Technologies; Maria Törn, researcher, Aalto University; Päivi Mattila, policy director, Amnesty International Finland; Anita Kelles, chair, ATTAC Finland, Pekka Haavisto, parliament member, The Greens of Finland; Tove Selin, project coordinator, Siemenpuu foundation; Eeva Syrjä, Production Manager, Stena Technoworld and Päivi Pöyhönen, FinnWatch
- » Practitioner Seminar: Sustainability in Supply Chains. The seminar was held on October 29<sup>th</sup> 2010 at Hanken in Helsinki and arranged as a joint effort between the HUMLOG Institute and Hanken's Responsible Management Education Project. The program constituted of a keynote speech by Jarrod Goentzel, Executive Director at MIT, presentations by Simo Honkanen from Neste Oil, Hanna Kaustia from Itella Corporation, and Hanna-Riitta Harilainen from Nokia and a panel discussion with representatives from e.g. MIT and The Finnish Red Cross. The day also included three different workshops that related to SD and CR.
- » Presentation at EABIS 8<sup>th</sup> Annual Colloquium, Barcelona. Sobczak André & Solitander Nikodemus: Implementing the Principles for Responsible Management Education in Teaching: Insights from two European Business Schools (September 2009)
- » Presentation at EBEN Conference 2010 "From Theory to Practice - How does business ethics matter?", Tampere. Fougère Martin & Herlin Heidi: Conducting Responsible Management Education: Reflections from a Finnish Business School (June 2010)
- » Presentation at AACSB World Class Practices in Management Education Conference, Paris. Fougère Martin & Sobczak André: Sustainability - Strengthening the Business Schools' Contributions Through Regional Cooperation (October 2010)
- » Breakfast Seminar for practitioners: "How to Link Social and Environmental Commitment and Economic Performance: The importance of stakeholder engagement". The breakfast seminar was arranged as a joint effort between Hanken & IFL Corporate Development (which was renamed Hanken & SSE Executive Education in 2010) and Hanken's Responsible Management Education Project. Lecture given by Prof. André Sobczak, director of the Institute for Global Responsibility at Audencia Nantes School of Management in France.

- » In 2009-2010 Hanken's faculty members have also engaged in discussion and debates over CR and business ethics in various media outlets, such a TV and printed media
    - » For example: Hanken professor Eva Liljeblom and professor Tom Berglund both respectively write columns in one of the bigger daily newspapers in Finland – several of the columns have been on the topic of CR and/or business ethics.
  - » On the issues of CR Hanken has a close partnership with Audencia Nantes School of Management, France: multiple cooperation activities relating responsible management, including:
    - » Faculty visits
    - » CR-related seminars involving scholars from both schools
    - » Cross-involvement in executive education
    - » Student exchange
    - » Research cooperation
    - » Organization of a common doctoral course on CR (to take place in spring 2011)
    - » Organization of the CR3 academic conference (to take place in spring 2011)
  - » Hanken is a member of Finnish Business & Society (FiBS), an enterprise network with a mission is to promote financially, socially and ecologically sustainable business in Finland. FiBS CR-events have in 2009-2010 acted as a platform for networking and dialogue with business for Hanken (for more information visit: [www.fibsry.fi](http://www.fibsry.fi)).
  - » Hanken is a member of the Finnish Sustainable Development-forum in higher education, which is a national network for educators to transmit best-practice in terms of research and teaching of sustainable development.(for more information visit: <http://www.bup.fi>)
- them, e.g. in the form of CR project courses in conjunction with companies
- » Workshops for practitioners will continued to be given on the topic of Corporate Responsibility
  - » Hanken will continue to cooperate with key-academic institutions around issues of CR:
    - » In April 2011 Hanken will host the first CR3 academic conference. The CR3 conference is the result from cooperation between Audencia Nantes School of Management (France), Hanken School of Economics in Helsinki (Finland) and ISAE/FGV in Curitiba (Brazil). The three schools have been working together on issues related to Corporate Responsibility / Global Responsibility (notably through joint participation in conferences, organization of joint seminars, and teacher exchange) since 2008. The first CR3 conference will take place at Hanken School of Economics in Helsinki, on April 8 and 9, 2011. Its theme is 'the power of responsibility' (for more information see [www.cr3.fi](http://www.cr3.fi))
    - » Prior to the CR3 Conference, a doctoral course on CR taught by prominent CR scholars from Australia, Brazil, Finland, France, Germany and Switzerland, will take place at Hanken.
    - » Hanken is also working with developing joint project around CR in teaching and research together with La Trobe University in Australia, currently investigating the possibilities of a joint course on community development.

## FUTURE PERSPECTIVES

- » Interaction and new forms of collaboration with the business community is further developed in order to gain an understanding of the challenges that sustainable development poses and in order to create effective solutions to

## ADDENDUM PRINCIPLE

We understand that our own organizational practices serve as example of the values and attitudes we convey to our students.

### OVERVIEW

The internal attitude towards sustainable development and ethical values is the corner stone of Hanken's strategy for sustainability. Hanken's internal activities should be characterised by routines and practices that are based on responsibility, openness, co-operation, respect and equality. Hanken is a fair, secure and effective organisation. The principle of security implies that the staff should be able to work in an environment that does not endanger physical or mental health, that the work environment is comfortable and that everyone strives continuously to prevent and handle workplace-related conflicts. Hanken also strives continuously to reduce its impact on the environment. The signing of the signing and adherence to the Principles for Responsible Management Education (PRME) is a clear indication of this vision. The awareness among staff concerning sustainable development and societal responsibility is continuously improved.

### MAIN ACHIEVEMENTS 2009-2010

- » As a measure in the Hanken environmental plan Hanken School of Economics signed a contract with WWF in the autumn of 2009 and begun the process of becoming a Green Office. In 2010 the most important external recognition of Hanken's work to transform the internal attitudes and routines was adherence to WWF's Green Office programme and the right to use the Green Office logo, which was granted on October 29 2010 for both campus (for more information see [http://www.wwf.fi/green\\_office/](http://www.wwf.fi/green_office/)).
- » For more updated information on Hanken's internal practice related to sustainable development, please visit [http://www.hanken.fi/public/en/sustainable\\_development](http://www.hanken.fi/public/en/sustainable_development)

### FUTURE PERSPECTIVES

- » Hanken's aim is to reduce the use of paper by 10 per cent and the use of electricity by 5 per cent during 2011.
- » Hanken will develop new forms of co-operation between academic staff and the Student Union are to be developed in order to stimulate dialogue and increase interest in sustainability issues.
- » The aim as of 2011 is to produce a PRME report every year, rather than every one and a half year in order for the reporting cycle to be more coherent and in line with the activities during one academic year.





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