Renewal of commitment to PRME

I am pleased to announce that Stockholm Business School at Stockholm University is renewing our commitment to PRME. We are proud to be a part of Stockholm University, the first higher education institution in Sweden to sign the UN call for Climate Emergency. By signing this, Stockholm University joins leading networks and institutions working in further and higher education globally that recognize the need for a drastic societal shift to combat the growing threat of climate change. Sustainability is a central issue for Stockholm University, both regarding research and education. Research and education conducted within Stockholm University, and hence Stockholm Business School, shall be able to contribute to the achievement of the goals for UN’s Agenda 2030.

Our mission is outcome-based and focuses on the impact that SBS seeks to have on graduating students. It reflects the emphasis placed by the institution on two essential concerns, research-driven pedagogy and positive societal impact, specifically in the area of sustainable development. The mission of SBS is to conduct engaging and research-driven education that will develop the student’s ability to meet today’s and tomorrow’s local and global challenges in a responsible manner.

At Stockholm Business School we are committed to progress in the implementation of the Principles for Responsible Management Education, especially emphasizing those that are more relevant to our capacities and mission. It is important to us that our own organizational practices should serve as examples of the values and attitudes we try to instil in our students. Sustainability is our guiding star for what we do, and at Stockholm Business School one will find Sweden’s only bachelor’s programme in Business Administration with a sustainability profile. Together we contribute to a sustainable future.

Maria Frostling
Head of School

Photo: Jens Olof Lastheim, Niklas Björling, Ingmarie Andersson, Maria Stoetzer/Stockholm University
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Introduction

Stockholm Business School and Stockholm University

Stockholm University is Sweden’s largest university. More than 29,300 students (full-time equivalent), 1,400 doctoral students and 5,700 staff are active at the university within the sciences, the humanities and the social sciences, divided into 70 departments and centres. The university, which dates back to 1878, is a regional centre for research and education, set in a wonderful cultural and natural environment in the world's first national city park. Stockholm University, as with all universities in Sweden, is a public authority and is subject to Swedish national regulation.

Stockholm University is one of the 200 highest-ranked universities in the world according to the most influential university rankings for 2021/2022:

- Academic Ranking of World Universities (ARWU/Shanghai 2021): 74 (National ranking: 2; after Karolinska Institute, world ranking: 42)
- Times Higher Education World University Rankings (THE 2022): 176
- QS World University Rankings 2022: 148

Stockholm Business School (SBS) is a part of Stockholm University and one of the 22 departments within the Faculty of Social Sciences. With over 3,500 students, over 100 teaching faculty, 10 programmes at basic or advanced levels, and about 120 courses, SBS has developed into one of Northern Europe’s largest teaching departments and cooperates with industry and various societal stakeholders. The school currently has agreements with over 100 universities in Europe, Africa, Asia, North- and South America, and Oceania, enabling a large student exchange (40% of Stockholm University's total international student exchange). The school aims to develop the learning process in such a way that creative thinking and critical reasoning are the guiding principles for the entire study programme. Our courses are based on the latest research. Close contacts with the worlds of business and research, both at a national and international level, allow us to offer a transnational education.

On the ARWU (Shanghai) ranking, the subject of Business Administration at Stockholm University is ranked number 2 in Sweden, number 48 in Europe and number 150-200 in the world. Stockholm Business School holds an AMBA (Association of MBA’s) accreditation for its Executive MBA Programme and is striving to achieve AACSB (Association to Advance Collegiate Schools of Business) accreditation for the school.
During the last seven years, Stockholm Business School has consistently been ranked second in Sweden in the Eduniversal Ranking of the best 1,000 business schools in the world, and in 2021 the school received 4 Palmes of Excellence (top business school with significant international influence).

According to Eduniversal Ranking, the Executive MBA Programme at Stockholm Business School was ranked the number 1 Swedish Executive MBA Programme between 2012-2016 and is currently ranked number 2. In 2021, four specialized master programmes at SBS are also ranked number 1 and 2 in Sweden in 2019: Master’s in Marketing (no. 1), Master’s in Management Studies (no. 1), Master’s in Banking and Finance (no. 2), and Master’s in Accounting (no. 2).

As a department at Stockholm University, Stockholm Business School adheres to the Stockholm University sustainability policy.
**Sustainability at Stockholm University**

The environment, the climate and sustainable development are central issues for Stockholm University. Through research, education and collaboration, the university contributes knowledge and skills that are necessary for sustainable and democratic social development at both the national and international level. At the same time, Stockholm University strives to continuously reduce any negative environmental impacts caused by its own operations. In both its core activities and through operational support, the university strives to contribute to Agenda 2030 and to achieve global sustainability goals regarding the ecological dimension. The university’s climate roadmap will lead to its work in research, education and operational support being at the forefront for achieving carbon neutrality by 2040. In its work for continuous improvement, Stockholm University will:

- If necessary, develop and renew study programmes and courses at the first and second cycle level in the field of environment and sustainability, both within and between the areas of human and natural sciences, thereby contributing to society’s knowledge, competence and capacity in these areas.
- Where relevant, integrate environmental and sustainability issues into its study programmes and courses. Future professionals will have gained knowledge about how, on the basis of their area of study, they can contribute to a good environment and sustainable social development.
- Develop the possibility of addressing interdisciplinary and multidisciplinary environmental and sustainability issues as well as interdisciplinary and multidisciplinary research collaborations in environment and sustainability at the university.
- Communicate current environmental and sustainability research conducted at the university in dialogue with relevant stakeholders in the surrounding community.
- Actively collaborate with industry, higher education institutions, other authorities and organizations and other relevant stakeholders with the goals of creating a good environment, sustainable social development and climate adjustment.
- Encourage and create the conditions for employees and students to contribute to work related to the environment and sustainable development.
- Continuously strive to minimize the negative environmental impact that the university’s operations directly or indirectly have, promote and develop biodiversity on campus, and reduce the use of natural resources, e.g. through circular systems.
- Through continuous work and specific efforts to implement the climate roadmap, reduce the university's carbon footprint and achieve carbon neutrality by 2040.
The theme of sustainability is found throughout both the areas of education and research at Stockholm University and is highlighted very well through the work of Stockholm Resilience Centre: a centre for sustainability science for biosphere stewardship.

On April 22, 2021, Stockholm University’s third Sustainability Forum was held. The Sustainability Forum is a recurring event at Stockholm University that aims to bring people together, build networks and create collaborations for sustainable development. This year’s theme was “From crisis to the sustainable development of society”. Taking the corona pandemic as a starting point, the programme looked at different moments of change and crisis, both now and through history, and what we can learn from them. How do such changes affect society and our relationships to each other – globally, nationally and individually? Can an acute, unexpected crisis bring about positive change in a totally different area? What will be the effects of trust and openness? Control and unrest?

On the level of the student body of Stockholm University, the recently founded Stockholm University Student Association for Sustainability (SUSAS) aims to connect students with other parties interested in creating a sustainable present and future. SUSAS focuses on sustainability from a social, ecological and economic perspective and is anchored in the sustainable development goals established by the UN. SUSAS acts as a solution-oriented platform for and by students at SU. The aim is to create awareness and engagement, and to find new ways to collaborate and share information in order to explore practical ways that lead to a sustainable future.

Specifically, SUSAS aims to
- connect students to other students with the same interests and curiosity
- work as a starting point to help students take their own initiative
- introduce students to organizations and professions that in one way or another explore the path towards a more sustainable future and work toward that goal
- give glimpses into knowledge and research that exists in different disciplines that might be relevant to understand and solve the challenges humanity and the world face.

SUSAS builds on the idea that great things happen when different fields of knowledge meet.
Sustainability at Stockholm Business School

Sustainability is actively implemented throughout Stockholm Business School and is defined as inclusive of the following three dimensions:

Social sustainability: to strive towards the development of a society where basic human rights are fulfilled

Environmental sustainability: to economize human and material resources over time

Economic sustainability: to counteract poverty and to ensure that everyone will have the opportunity to fulfil their basic needs in relation to the planet’s finite resources; economic development that doesn’t result in negative consequences for environmental or social sustainability.

We are committed to continuously aligning the goals and processes of SBS with PRME, on the operational level, on the level of teaching and also on the level of research.
As a major milestone of our journey towards sustainability centred education, in fall 2021 SBS launched the multi-disciplinary bachelor’s programme “Business, Ethics and Sustainability” (for details, please see the section on our commitment to Principle 2 below). In cooperation with the Stockholm Resilience Centre and Stockholm University’s Department of Philosophy, we offer students in this programme an in-depth knowledge of the role of business in sustainable development, from the perspective of business administration, ethics and sustainability science. We believe that through this joint effort we will broaden and deepen students’ understanding of the complex interdependencies that underlie some of the world’s most pressing issues. And we will thus enable students to make contributions towards solving these issues.

With respect to operations, our recent move to the new premises on the Albano campus represents an important step towards more sustainability. Several sustainable initiatives are involved, such as strengthening the potential for increased biodiversity for bees, birds and insects. New water systems are being created in the area to take care of surface water and improve the microclimate, while outdoor environments are being designed to strengthen the distribution pathways of plants and animals.
The sustainability initiatives also include everything from material choices to the design of bicycle paths. To make the new buildings under construction as energy-efficient as possible, Akademiska Hus is using geothermal heating and cooling systems, and installing rooftop solar panels. As proof that the project has achieved success in terms of sustainability, the Albano campus is now certified by Citylab standards, which, unlike other environmental certification initiatives, not only applies to individual buildings, but also covers an entire urban development project.

The certification covers early and overarching planning and programme phases. In order to qualify, the project met the criteria for 20 indicators, covering both qualitative and quantitative assessment criteria and reporting requirements. The focus includes process management, organization, dialogue and collaboration. In addition, the project must offer mixed-use construction, sustainable travel modes, meeting places, green spaces, ecosystem services and energy systems with low climate impact.

“We are both proud and pleased that Albano is the first campus in Sweden to be certified by Citylab standards. It is the result of an excellent collaborative effort and an acknowledgement that we actually created a campus with sustainability as the guiding principle at every level – something which is of great importance to Akademiska Hus and our work to achieve a zero-carbon footprint,” says Hayar Gohary, project director at Akademiska Hus.

The following chapters will provide an overview of ongoing activities and output at Stockholm Business School in relation to the six principles of PRME.
**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.

**Vision and mission**

The vision and mission statements for Stockholm Business School are partly a function of alignment with overall state education and Stockholm University objectives but, also, the product of an iterative, multi-levelled process within the school over several years.

At the broadest level, SBS’s mission must align with the overarching Swedish national mission, legally regulated through the Higher Education Act, for all higher education institutions: The mission of the Higher Education Institution (HEI) is to offer education based on an academic or artistic footing and proven experience.

These institutions must also undertake development work, including research and artistic development. In addition, HEIs must cooperate with their surrounding communities, provide information about their operations and also act to ensure that benefits are derived from the findings of their research. Within the context of this missional scope, Stockholm University defines its own primary mission thus:

*To provide education and high-quality research for the betterment of the Swedish community.*

The vision and mission of Stockholm Business School naturally remain faithful to these overarching objectives and, at the same time, seek to instil a sense of purpose that is reflective of the unique organizational values of the school.

The SBS vision reflects the emphasis placed by the institution on two essential concerns: research-driven pedagogy and positive societal impact – specifically in the area of sustainable development.
The school’s vision is articulated thus:

*Stockholm Business School is respected for our recognised and relevant research as well as inspirational and research-driven learning experiences. We support sustainable development in society by acting as a constructive discussion partner for business, public and third sector actors, and Stockholm Business School should be the number one choice in Scandinavia for students in business administration who want to contribute to a sustainable future.*

As a result of organizational dialogues in 2015-2016, the existing mission of Stockholm Business School was initially crafted. The mission of Stockholm Business School is well aligned with the current organizational direction of Stockholm University towards sustainability and societal responsibility. Sustainability, in this context, incorporates the following three dimensions:

- **Social sustainability**: to strive towards a society where basic human rights are recognized
- **Environmental sustainability**: to economize with human and material resources over time
- **Economic sustainability**: to counteract poverty and ensure that everyone has the opportunity to fulfill their basic needs in relation to the planet’s finite resources; economic development that doesn’t imply negative consequences for environmental or social sustainability

SBS’s mission is outcome-based and focuses on the impact that SBS seeks to have on graduating students; it emphasizes the importance of our students as future catalysts for sustainable values through responsible decision making. It is intrinsically related to the vision articulated above:

*SBS’s mission is to conduct engaging and research-driven education that will develop the student’s ability to meet today’s and tomorrow’s local and global challenges in a responsible manner.*

SBS’s vision and mission statements are reviewed in connection with the renewal or start of a new mandate of office for the Head of School and Deputy Head of School, every third year. The review is carried out with the support and input of the Strategic Leadership Group, the Advisory Board and the School Board, and any revisions require the approval of the School Board.
Sustainability Day
In alignment with the Stockholm Business School vision and mission, the student body Föreningen Ekonomerna (FE) introduced Sustainability Day 2016 as an annual joint event for students, teachers, organizations and companies. In today’s society, the majority of organizations are engaged in different sustainable activities. Society generally expects that companies act in a sustainable manner, and individuals are also encouraged to act more sustainable by reducing their ecological footprints. At the Sustainability Day representatives from different sectors of society meet to discuss sustainability related topics with students.

The following questions are central at the event:

- How does preservation of our planet and a fair social environment for everyone on the planet connect to business?
- What do business organizations today actually do to work towards a more sustainable world? What can business students contribute with, now and in the future?
- How do business organisations work to be more sustainable and what can you as an individual do to act in a more sustainable matter?

At the event, participants are able to listen to seminars and lectures, participate in panel discussions, and network with companies and organizations that work with sustainability to learn more about what is being done and what individuals can do to live more sustainably and make a difference. Participating companies and organizations present different cases from the business world and focus on creating greater awareness about consumption. Among others, guest lecturers from the following companies and organizations participated the event: Plan International Sweden, the World Wide Fund for Nature (WWF) and Axfood.
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.

Values of global social responsibility are the basis for the vision and mission of Stockholm Business School:

Vision
Stockholm Business School is respected for our recognised and relevant research as well as inspirational and research-driven learning experiences. We support sustainable development in society by acting as a constructive discussion partner for business, public and third sector actors and Stockholm Business School should be the number one choice in Scandinavia for students in business administration who want to contribute to a sustainable future

Mission
SBS’s mission is to conduct engaging and research-driven education that will develop the student’s ability to meet today’s and tomorrow’s local and global challenges in a responsible manner.

Hence, values of global social responsibility are integrated both on a course and programme level at Stockholm Business School.

Programmes
Bachelor’s Programme in Business, Ethics and Sustainability (180 ECTS)
In fall 2021, the first cohort of students started on the newly established BA Programme in Business, Ethics and Sustainability. Combining business studies with practical philosophy (including ethics) and sustainability science, the programme provides students with a comprehensive view on the different aspects of sustainable development, leading to a bachelor’s degree in Business Administration.

The programme is a cooperation between Stockholm Business School, the Philosophy Department of Stockholm University, and Stockholm Resilience Centre.
In the first year, students will gain a broad overview over the main disciplines of business administration – management, finance, accounting and marketing.

The second year is divided between Stockholm Resilience Centre and the Philosophy Department of Stockholm University. In this year the students will first explore the foundations of sustainability science, with a focus on the relationships between society, the natural environment and the economy. Next, students will explore the normative principles that govern people living in society and in a shared environment, and develop adaptive, transferrable analytical skills that can be used to explore original, independent solutions to the problems facing society.

In the final year, students can either go abroad through one of our many exchange agreements or choose courses offered at Stockholm University. In the final semester, students will write a bachelor’s thesis in Business Administration. This bachelor’s programme aims to prepare students for a career both in the private and public sectors, potentially at the intersection of economic, social and environmental issues that are central to sustainable development.

**Bachelor’s Programme in Business Administration (180 ECTS)**

The curriculum for our bachelor’s programme in Business Administration (180 ECTS) was revised during 2016/2017 in alignment with the mission and vision of Stockholm Business School: to equip our students with the ability to take responsible actions in the spirit of sustainability. The new and revised programme was presented and officially launched at a conference in September 2017.

The programme is designed based on the vision of a business sector and society grounded in a responsible, sustainable and ethical leadership. The integrated theme in the first semester of the programme is sustainability focusing on the environment, social factors and the working environment (incorporated through cases, reviewed articles, keynote speakers from corporate and voluntary sectors, etc.), while the integrated theme of the third semester is sustainability focusing on ethics and human rights. The learning outcomes for the programme are as follows:

- To have knowledge about and understanding of what implications the dominating methods, techniques and views within the business realm have for the possibility of pursuing a responsible, sustainable and ethical leadership
- To provide evidence of having the ability to value relevant sustainable and gender-related aspects of importance to work within the area.
Executive MBA Programme (60 ECTS)

Stockholm Business School currently offers a two-year, part-time Executive MBA programme, which has quickly established its credentials within the Swedish Executive Education market. The programme has, according to the Eduniversal Rankings, been rated Sweden’s best Executive MBA Programme for five consecutive years: 2012-2016.

According to the 2021 ranking, the programme is number 2 in Sweden. In 2010-2011, the programme was re-designed and from then officially underpinned by the goal of contributing to the development of managers and leaders as professional, reflective and responsible people. The first course of the programme – which forms a central role in the conceptual foundations of the whole programme – is explicitly aimed at sustainability, responsibility and ethics. The Unit Principles for Responsible Management Education (PRME) have been adopted as a framework for informing discourse in this area throughout the programme.

The school-specific overarching aim for the programme is:

- To provide broader societal benefit through high-quality, evidence-based development and education. The subject of business administration is approached in ways that are holistic, challenging and valuable to the participants. The aim is to encourage participants to question fundamental and taken-for-granted assumptions about their everyday understanding of management and leadership practices. Thus, the entire SBS Executive MBA programme is underpinned by consideration of four critical determinants: change, critical creativity, internationalization, and ethics & sustainability. These four thematic currents are integrated into the curriculum with the intention of providing participants a holistic, yet focused, perspective of today’s business environment.

The programme takes a holistic approach to business acumen, leadership and management by embracing complexity and critical reflection, and aims to build excellent, enduring and ethical future leaders.

Specified learning outcomes for the programme are:

- To develop new insights and knowledge based on scientific research - participants should meet their work obligations and look to create more value in their workplaces.
• To develop new insights, perceptions and critically creative approaches to be able to more rapidly and effectively respond to long-term business challenges
• To strengthen the ability to govern effectively and understand how the organization’s resources can be used optimally in a continually changing environment
• To master the equipment needed to handle current operations in a healthy and efficient manner as well as to confront long-term challenges with an ethical and sustainable approach
• To facilitate career and skill development in conjunction with internal organizational procedures.

Stockholm Business School’s Executive MBA is a part-time management development programme that extends over 21 months. It consists of 16 advanced university level courses, with the vast majority of the teachers having a PhD in conjunction with international research and practical experience. The programme provides greater theoretical understanding of new approaches to decision-making and management within a broad network of partners and organizations.

The programme is designed according to international guidelines for education. However, the programme is unique in that the primary language of instruction is Swedish (supplemented by English). The programme is aimed at working professionals, specifically mid-senior level executives, and there are in-class sessions scheduled at the end of every other week.

The programme is for individuals who have substantial professional experience and want a formal education, anchored in an academic foundation, to contribute to their business and personal development objectives. The participants come from various types of industries and organizations, and have or desire organizational leadership responsibility. The schedule is structured with courses on a regular basis to encourage the development and sharing of knowledge and experiences between programme participants. Participants study in parallel with work and are encouraged to apply their knowledge within the work environment.

In addition to contributing to the school’s implementation of PRME, the Executive MBA programme sees sustainability and ethics as one of its core themes and an integral component of all courses on the programme. The very first course that participants are exposed to is that of Sustainability, Ethics and Management, and the Laasch and Conaway (2015) text on "Principles of Responsible Management" is required reading for nearly all the other courses in the programme.
Course directors are informed about the text and encouraged to incorporate relevant subject-specific chapters into their taught courses – in addition to broader consideration of sustainability, responsibility and ethics themes. While there is rightly an emphasis on evidence-based learning throughout the programme, the connection to societal betterment – through consideration of such themes – is a strong normative foundation for the programme. As an institution, we see the Executive MBA programme, and the executives who participate in it, as a touch-point between theory and practice. Discussion and consideration of such themes invariably inform the framing of business decisions and provide a starting point for a more rounded perspective overall.

There are four themes embedded in the fabric of the programme:

- An emphasis on society and providing a broader societal benefit
- An appreciation that increased internationalization will require enhanced management skills, judgement and perspective
- A commitment to ethical and sustainable business practice
- A determination to ensure that everything we do should be anchored in a substantial base of evidence.
Courses
Business, Politics and Culture 7.5 ECTS

The aim of the course is to explore the interplay between business and politics, and its impact on the ways in which we live and work. In order to do so, the course provides an overview of the changing relationship between business and politics in recent decades. On this basis, the course looks at the arenas in which business interests increasingly influence society as well as how life and work might change in the coming decades.

To foster the students’ critical abilities, the course focusses on essay writing. With the purpose of developing students’ writing and thinking abilities, students are assessed by and receive feedback from both teachers and peers continuously throughout the course. The overall aim of the course is to summarize and critically discuss the complex relation between business, culture and politics in contemporary society.

Upon completion of the course, students should be able to:

1. Understand the complex relationship between politics and business
2. Describe the impact of economic ideas on political processes
3. Examine the ways in which political and economic dynamics affect everyday activities
4. Present theoretical considerations and empirical analyses in a coherent and accessible manner
5. Critically evaluate the relation between political economy and contemporary business
6. Reflect upon historical key events and how they have altered the conditions of business and politics.

Business and Society, 7, 5 ECTS

We live in an era in which global social and environmental problems are impending and where significant political, technological, economic, cultural and social changes prevail. Business firms play an important role in these dynamics. An essential question that arises in this context is: what are the roles and responsibilities of corporations in society, particularly in a global context? In order to understand and critically evaluate the role of business in society, the first part of this course explores changes in the context conditions of business operations.
These comprise globalization processes, changing ideas and ideologies about the role of business in society and the resulting changes in the political landscape, as well as the recent increase in the prominence of financial markets. On the basis of such a politically and economically informed understanding of the changing context of business, the second part of this course critically analyses the role of business firms in society.

A particular focus lies on issues such as the political activities of business, corporate social responsibility, sustainable development and global governance. The third part of the course discusses different avenues for continually negotiating the role of business in society, e.g. through governments, transnational organizations, consumers and civil society.

The course focuses on the role of corporations in society and on the specific ways in which this role changes. The main purpose is to develop an understanding of the complexity of the interaction between business and society and the impact this complexity has on the roles and responsibilities of corporations.

Upon completion of the course, students should be able to:

1. Define, describe and explain changes in the role of business in society, the drivers of these changes, and their implications for business, society and the natural environment.
2. Conduct a theoretically grounded problematization and analysis of the role of corporations in a globalizing world.
3. Show accuracy and stringency in scientific approaches, argumentation and formalities.
4. Critically assess the limitations of so-called mainstream approaches to the roles and responsibilities of corporations in a globalizing world.
5. Develop an understanding of political perspectives on business, and on this basis critically evaluate the role and responsibility of business in a globalizing world.
Brand Management and Sustainable Business Models, 7, 5 ECTS

The course is designed to enable the student to understand and craft strategies for sustainable brand-oriented business models on the basis of rigorous analytical and critical thinking. The viewpoint put forward in the course is that of the corporate and/or business area/unit level top management team (TMT). The strategic leadership of top executives is emphasized throughout the lectures, discussions and case exercises. The customer and market viewpoint, central to any successful corporate and business strategy, permeates all key elements of any sustainable brand-oriented business model.

After the course the participants should be able to:

1. Analyse the role of a brand management strategy in optimal selection of a company’s business model
2. Discuss how sustainability and societal accountability influences the viability of business models
3. Explain how innovation and digitalization can be utilized to enhance business models
4. Plan the coordination of the chosen business model across various functions of a company, at both corporate and business-unit levels
5. Reflect critically on various theories and methods associated with business models
6. Formulate alternative business models and evaluate which are to be used in practice in specific contexts.
Global Business Ethics 7, 5 ECTS

In this module, students are introduced to ideas and controversies that are central to business ethics. In essence the subject of business ethics is concerned with what is thought to be morally right and wrong in terms of the way businesses conduct their commercial practices. The purpose of this module is to encourage students to think ethically rather than encouraging people to become more ethical.

This will involve four key elements, essentially: First, a grounding in philosophical ethics using case examples and philosophical mind experiments. Second, to explore the impact using a range of cases on how modern business practices have reshaped the ethical and moral priorities of businesspeople and the organizations that they run. Thirdly, an ethical approach will also mean students will examine the consequences of individual and collective decisions.

Finally, students will also be encouraged not only to reflect on how the world has gone wrong but also on how to put things right – a consideration of alternative futures for modern economics and business activities.

The overall aim of the course is to outline and critically discuss the role of business ethics in today’s society. Upon completion of the course, students should be able to:

1. Identify the key philosophical foundations of business ethics.
2. Explore the emergence of the corporation and how this redefined the ethical priorities of business.
3. Outline the emergence of the corporate social responsibility movement.
4. Discuss the implications of ethics for contemporary business developments.
5. Critically evaluate the social, environmental and political impact of modern business.
6. Reflect on the possibilities of business ethics and explore alternative utopian possibilities in the future.
Entrepreneurship and Societal Change 7,5 ECTS

In the course, mainstream business entrepreneurship is discussed and studied, as well as other forms, for example, social, societal, cultural and ecological entrepreneurship, and which challenges these entrepreneurs meet. These entrepreneurship not only focus on growth and profit as a success factor, but also recognize other factors as equally important, such as finding new solutions for creating a common good, fighting poverty, maintaining cultural heritage, and implementing a transition to a more environmentally sound society.

The course focuses on the transformation from entrepreneurship to entrepreneurship and looks at how entrepreneuring is exercised in various contexts. Today several kinds of entrepreneurship are evolving in relation to how individuals, organizations and nations try to change the society with regard to, for example, social and environmental issues. Students are to understand these forms of entrepreneurship, in relation to how they are enacted in various contexts. In addition, the course discusses the interplay between entrepreneurship and societal change, that is to say, to what extent entrepreneurship will change society and what parts of entrepreneurship are maintained or changed. In this course, students will create an entrepreneurial project where they will find solutions regarding environmental or social problems with a focus on societal change.

The overall aim of the course is to understand various types of entrepreneurship and to express how it manifests in various contexts. Upon completion of the course, students shall be able to:

1. Identify, describe and explain forms of entrepreneurship in relation to contexts and societal change
2. Recognize different entrepreneurial contexts
3. Apply perspectives from management and organizational theories in order to investigate the challenges in doing entrepreneurship for societal change
4. Identify entrepreneurial challenges and suggest solutions regarding environmental or social problems with a focus on societal change
5. Show the ability to plan and execute, individually and together in a group, a defined entrepreneurial project
6. Critically analyze and evaluate different forms of entrepreneurship in relation to context.
Entrepreneurship in Developing Countries, 7.5 hp Master’s level

The purpose of this course is to introduce students to an overview of the role of entrepreneurship for economic, social and ecological sustainable development, including poverty alleviation. The focus is on developing regions of Africa, Asia and Latin America. Entrepreneurship is most often related to the creation of new businesses. However, entrepreneurship and entrepreneurial dynamics are just as relevant to the creation of not-for-profit initiatives. It is about generating ideas, organizing and hands-on action, which can have many different effects.

The course includes stimulation of students’ own learning capacities by their creation of a practical case that could solve a sustainable development issue such as poverty alleviation. The aim is to experience the practicalities involved in starting an entrepreneurial initiative in a developing country.
PRINCIPLE 3

Method

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

Stockholm Business School – our work environment

Creating a stable and predictable work environment that also encourages effective learning experiences for responsible leadership is dependent on two dimensions: recruitment and long-term planning of the work. Regarding faculty recruitment, the aim of Stockholm Business School is to continue to keep a high number of permanent positions as lecturers, and as a result decrease the numbers of temporary employees. Having a larger percentage of permanent positions will also make it easier and more effective to conduct long-term planning for courses and programmes. Long-term planning is important in the sense that it is crucial for the school to be professional and well-planned when it comes to staffing courses as well as planning for courses several semesters ahead. Having long-term planning concerning the recruitment of competent staff in administrative positions is equally important from a work environment perspective.

Other important aspects of the joint work environment at Stockholm Business School are the outcomes of the work done by the Work Environment Group and the Environmental Committee. The work is conducted in cooperation between the employer, the employees and the appointed safety representative at the school and has, for example, resulted in the initiative to more actively implement gender mainstreaming, which is well aligned with the vision and mission of Stockholm Business School. This implies that responsible leadership includes both knowledge and understanding about power relations and the ways of structuring the organization, and works together with the educational programmes that are offered at Stockholm Business School towards the outcome of equal rights and opportunities regardless of gender, sexual orientation, ethnicity, religion, disability or age.

The goal for the continued implementation of gender mainstreaming at Stockholm Business School is to secure a gender equal organization as well as gender equal processes regarding reference literature for students, salary reviews for employees, recruitment and announcement of positions and career paths. The Work Environment Group assumed its work during the fall of 2019.
The general and overarching plan for gender equality at Stockholm University moves towards the same outcome: to actively work for an even gender distribution in all areas and on all levels at Stockholm University.

The work of the Environmental Committee has resulted in the Environmental Action Plan (EAP) for 2021, which includes:

- Sustainable procurement: Selection of suppliers according to sustainability criteria
- Environmentally conscious packaging and waste management – for example, stations for recycling in all kitchen areas
- Reduction of paper waste and increased recycling
- Sustainable transport management: Reduction of the environmental footprint through a reduction of travel
- Awareness-building among all employees for the sustainability activities of SBS
- Analysis of environmental implications of data storage
- Continuous monitoring of the environmental performance of SBS.

**International teaching week**

An annual international teaching week has been recognized at Stockholm Business School since 2017. The week includes lectures on sustainability from partner institutions from different parts of the world. Students, faculty and staff from Stockholm University participate in the lectures and networking activities at Stockholm Business School.

**SU Business Model Cup**

SU Business Model Cup was launched in 2017 and is a competition for sustainable business models. The purpose is to enable students, researchers and employees to get help at an early stage to develop sustainable business models. The competition is held every semester and is open to all departments at Stockholm University. This diversity is the strength of SU Business Model Cup organized by Stockholm Business School and Drivhuset.

The area of sustainability has become increasingly relevant, both in Sweden and in the rest of the world. It is important for all companies, both established and start-ups, to think of sustainability not only economically but also socially and environmentally, in order to achieve the best possible development and use of resources for all. The competition is divided into two different categories: best student idea and best research idea.
**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, environmental and economic value.

**Research groups**

The emerging markets cross-cultural research group

The emerging markets cross-cultural research group is a Stockholm Business School (SBS) based network of researchers undertaking emerging market driven and related research from cross-cultural cross-case interdisciplinary approaches. The researchers in this network come from multiple academic disciplines (management, marketing, finance, accounting, psychology and, not least, international business). The group leader is Professor Tony Fang.

The relevance and importance of emerging markets for theory building and practice has been increasingly recognized in the mainstream academic community and the business world in the era of globalization. We are witnessing a historical transition from "West Leads East" to "West Meets East" in glocal knowledge production and innovation. By our definition, emerging markets include not only BRICS countries (Brazil, Russia, India, China and South Africa) but also, more broadly, all the economies traditionally not treated as part of the classical Western economic club.

Stockholm Business School has been leading in cross-cultural research through our dedicated teaching, research and publications over the years. One example is pioneering the Yin Yang perspective on culture, which has advanced the theoretical debates and practical implications in the study of culture and cross-cultural management. With the establishment of this research group, we aim to undertake cross-cultural innovative research activities and become a leading research group in the world in our defined areas.

**Research topics within the group are:**

- Culture and cross-cultural management in the age of glocalization.
- Ancient philosophies in emerging economies and business implications.
- Sourcing in emerging markets.
- Ecological and ethical challenges in doing business in emerging markets.
- Emerging markets multinationals and their knowledge transfer to the West.
• Corporate finance and international finance with emerging markets implications.
• The integration of East and West thinking in business and management in glocalization.
• Sustainable and innovative systems in cross-cultural cross-case interdisciplinary learning.
• Smart manufacturing, smart organization and smart society.

Entrepreneurship, Organization and Society

The research group Entrepreneurship, Organization and Society (EOS) is a part of the management section at Stockholm Business School. The aim of the research programme is to develop knowledge about the growth of new forms of entrepreneurship and how they relate to public welfare and sustainability. The programme consists of different types of studies such as social, green and cultural entrepreneurship, but also international research co-operations. The research programme hopes to contribute to knowledge about the effects of the dislocation from entrepreneurship to forms of entrepreneurship for present as well as future generations.

Research Institute

The Academy for Performance Management in Central Government (AES)

AES is a research academy at Stockholm Business School and a meeting place for those who have a genuine interest in performance management. The research conducted within the academy focusses on processes of performance management from different perspectives, including the gender perspective. One of the main perspectives is how authorities’ internal processes of performance management function with regard to the direction of authority activities toward the fulfilment of policies; democracy and rule of law must inform governmental administration, while at the same time it must be effective.

Research within AES is conducted in close cooperation with authorities, and the academy functions as an oasis for reflection as well as a think tank for facing challenges regarding performance management in central government. Approximately 20 governmental authorities are currently members of the academy and research results are disseminated as peer-reviewed papers, books and research reports and in several fora such as national and international conferences, research seminars, educational programmes and workshops.
Current projects:
Based on feasibility studies by the Swedish Transport Administration, the AES has identified a need for in-depth study of the complex issue of the agency’s role from infrastructure builders to societal developer.

Another project aims to identify and understand the challenges that arise when translating and implementing the concept of resilience from the strategic level to the operational level in different business areas within the Swedish Transport Administration.

Research Project
"What drives corporate climate actions? The role of global supply chains, social networks, and gender equality”.
Participants: Lu Liu (project leader), Michal Dzielinski (SBS), Sara Jonsson (SBS), Hossein Asgharian (Lund University), Katarzyna Burzynska (University of Radboud), Zarah Hashemzadeh (Lund University)
Funding: 7.5 million SEK from FORMAS (Aug 2020-Jul 2023); 1.5 million SEK from Jan Wallanders, Tom Hedelius Stiftelse and Tore Browaldhs Stiftelse (Jul 2020-Jun 2023).

Ongoing PhD Thesis
"Social entrepreneurship & local food markets"

Research Publications
Papers, books and book chapters 2019-2021


Theses 2019-2021

"The Construction of Corporate Irresponsibility - A Constitutive Perspective on Communication in Media Narratives" PhD thesis

"Essays on Consumers’ Socially Responsible Decision Making" PhD thesis


"Why Sustainability is Not an Option Anymore – A Case Study on Barilla and What Pressures Motivate Sustainable Change" BA thesis

"How the Media Constructs Legitimacy for Multinational Corporations in Problematic Contexts: The Case of Google in China" BA thesis

"The Complexity of Wickedness in Sustainability Issues – from a Leadership Perspective" BA thesis

"Green Behaviours in the Workplace - An Organisation's Hindering or Enabling Role. A Qualitative Study of the Employee Perspective" BA thesis

"Mot miljömässig hållbarhet - Drivkrafterna bakom hållbarhetsarbete - En studie av de största företagen i Sverige" BA thesis

"Understanding SRI Strategy Approaches - A Sensemaking Perspective" BA thesis

"Hållbarhet och Employer Branding - En kvalitativ studie" BA thesis

"Svenska kommuners miljöarbete - En kvalitativ studie med fokus på faktorer som kan öka engagemangeti hållbarhetsarbete" BA thesis

"Labor Rights Issue in the Fast Fashion Industry Through the Lens of Media – A Discourse Analysis from Rana Plaza to the Present" BA thesis
"Going Against the Government: Exploring the Political and Pro-social Involvement of Private Companies in Authoritarian Systems and Beyond – A Case Study of the “Family is family” Campaign in Hungary" BA thesis

"Emergency Preparedness Network: Dynamics and Governance" BA thesis

"Legitimation of Disruptive Organizations – A Discourse Analysis of Uber, Airbnb, and the Media" BA thesis

"Exploring Barriers to Commercialization of Innovation – A Study of Sustainability-Oriented Start-ups" BA thesis


"Institutionella investerares användning av hållbarhetsredovisningar vid investeringsbeslut" BA thesis

"Managing Contradictory Logics Within Organizations: A Case Study of the Financial Industry" BA thesis

"Hur påverkas kvinnliga chefer av den rådande pandemin?En kvalitativ studie på kvinnor i höga befattningar och deras förändrade förutsättningar genom arbete och ledarskap på distans" BA thesis


"Collaboration for the Circular Economy: The Case of Stockholms Stadsmission" BA thesis

"Corporate Social Responsibility Within the Swedish Banking Sector – How Do Different Actors in Society Discuss the Capacity of Banks to Operate in a Responsible Manner?" BA thesis

"Climate Change and Companies: Progress, Possibilities and Stagnation in Relation to Climate Inaction" BA thesis
"Corporate Social Responsibility Through Cross-Sector Partnership: A Study of Sustainability Efforts Between a For-profit and a Non-profit Organization" BA thesis

"The Oil Conflict in the Niger Delta of Nigeria: A Discursive Approach" BA thesis

"Herding and Investor Attention Among ESG Stocks in the Nordics"

"Understanding How CSR Creates Value for Stakeholders in the Swedish Clothing Industry: A Multi-theory Study in the Age of a Pandemic" MA thesis

"Product and Material Traceability from a Managerial Perspective" MA thesis

"Exploring Sustainable Leadership – A Leadership Narrative for a New Paradigm?" MA thesis

"Employee Voice in Cooperatives' Decision-making – A Case Study of Finnish Student Cooperative" MA thesis

"Commodification of Moral Legitimacy – The Use of Inherently Good Products to Increase Legitimacy" MA thesis

"Identity Regulation as Control in Born Sustainable Organizations" MA thesis

MA and BA theses before 2019

Organisational Adaptation Surrounding Environmental CSR Strategy: Case Study of Nordic Aquaculture Companies (BA)

Organisatoriska värderingar som drivkraft för medarbetarengagemang i CSR (BA)

The Interplay Between Business CSR Policies and Governmental Regulation in the Finnish Context (MA)

How Are Strategic CSR and Brand Reputation Perceived to Affect Competitive Advantage? (MA)

Doing Well by Doing Really Good (MA)
The Relationship Between Specific SRI Screening Strategies and Risk-adjusted Return (MA)

Carbon Intensity and Portfolio Returns (MA) This thesis received the Marginalen Bank Maser Award

Organizational Change Towards Corporate Sustainability (BA)

Understanding the Impact of Corporate Social Responsibility on Corporate Legitimacy (BA)

Hybrida organisationers balansering mellan social och ekonomisk framgång (BA)

Implementering av CSR i organisationer (BA)

Social Responsibility or Sustained Greenwashing? (BA)

CSR:s påverkan på det finansiella resultatet (BA)

Anledningen till att Compliance System misslyckas (BA)

Glastaket I Svenska Universitet (BA)

Competing Against the Sharing Economy (BA)

Tanken är ju att det ska vara något slags hållbarhetsprojekt (BA)

Organisational Adaptation Surrounding Environmental CSR Strategy: Case Study of Nordic Aquaculture Companies (BA)

Gender Considerations in Marketing – A Study on the Role of Hygiene Articles as Gender Identity Markers (BA)

Femvertising – A Qualitative Study of Consumer Attitudes Towards Feminist Marketing (BA)

Influencers – A Threat to Consumers Striving for Environmental Sustainability? (BA)

Why Fairtrade? – A Qualitative Study on How Knowledge and Subjective Norms Affect Attitude (BA)
Influencer Marketing – Our Greatest Climate Threat? A Qualitative Study on Influencers’ Influence on the Consumer’s Buying Process and Consequences Regarding Sustainability Linked to Fashion Consumption (BA)

Let Them Drink Wine – A Field Study about CSR in the South Africa Wine Industry (BA)

The Relationship Between Board Gender Diversity and Firm Financial Performance - Evidence from Sweden (MA)

Does CSR Affect Stock Prices? A Study of the Swedish Market (MA) Swedish Sustainable Funds (BA)

The Performance of Green and Conventional Mutual Funds (BA)

A Study on the Performance of Sustainable Companies (BA)

The Effect of Competition on Microloans: Does Competition Affect Interest Rates and Portfolio Quality in Latin America? (BA)

Non-financial Disclosure in Initial Public Offerings: Pre-IPO Disclosure of Sustainability Information and its Effects on Underpricing (MA)

Social Responsible Investing - A Beneficial Investment? (BA)

Research reports until 2019

Styrning i rollen som samhällsutvecklare - en slutrapport från en studie inom Trafikverket. 2019:1

Styrning i fokus – en studie hos Transportstyrelsens avdelning Väg och järnväg. 2018:3

Språkspel i otakt – en studie av samverkan i Trafikverket. 2018:2
Sociala relationer och digitala verktyg – trafikinformation i samverkan. 2018:1

Informationens värde och digitalisering ur ett strategiskt styrningsperspektiv. 2017:3
PRINCIPLE 5

Partnership

We will interact with managers of business corporations to extend our knowledge of their challenges of meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

Advisory Board

Through the Advisory Board we have created a platform for extended and in-depth cooperation among institutions, businesses and the public sector. The Advisory Board acts as an innovator to strengthen the department's future competitiveness. In line with the school vision/mission several members of the board hold sustainability-focused positions, for example, in the cases of Scania and SSAB AB, and the large majority of the board members represent companies that are members of the United Nations Global Compact.

The members take an active part in the school’s activities and are invited as guest speakers in events organized by the Alumni association and in different courses at the bachelor’s, master’s and MBA level.

Current board members from the corporate sector are;

• Nicklas Berild Lundblad, Global Policy Planning, Google
• Arthur Engel, Board member, Marimekko
• Christina Friborg, Sustainability Manager and Deputy CEO, SSAB AB
• Marianne Hamilton, Board member, Connecta, Meda and Etikkollegie
• Björn Hertzberg, Lead Data Scientist, Customer AI, H&M Hennes & Mauritz
• Patrik Högberg, Country President Loomis, Sweden and Regional President Nordic Countries
• Jonas Jakobson, Founder and Chairman of the Investment Council, Nordic Equities Kapitalförvaltning.
• Anette Mullis, Senior Vice President, Human Resources, Mycronic
• Thomas von Otter, Founder, Board member and Vice president, OX2
• Carl-Johan von Uexkull, Managing Director Nordics & Netherlands, Financial & Risk, Thomson Reuters
• Åsa Pettersson, Head of Public & Sustainability Affairs, Scania

These prominent members further strengthen the schools’ vision and mission focusing on sustainability, by providing professional competence on sustainability issues from the corporate sector.
Student partnerships and sponsors
In alignment with the vision and mission of Stockholm Business School, the student body – Föreningen Ekonomerna (FE) – has actively chosen not to cooperate with or be sponsored by companies that are associated with industries such as pornography, arms, tobacco, gambling or fossil fuels, as well as companies with political messages or companies that can be connected to illegal activities.

The European Club Association (ECA)
The European Club Association (ECA) is the sole, independent body representing football clubs at the European level. With a total of 220 member clubs, including many of the most well-known in European football, ECA has followed a trend of continued growth in recent years and, at the same time, developed the range of services it offers to members. Its Club Management Programme (CMP) emphasizes knowledge exchange and good practice in the football industry. Delivered to a large cohort (40+) of senior executives from ECA member organisations, the CMP provides club-related leadership development courses at stadium facilities across Europe.

SBS is the exclusive academic partner to the programme, and, in 2022, SBS’s Centre for Executive Education will enter its fourth consecutive ECA-CMP partnership agreement. Through involvement in such a high-profile, commissioned education partnership, SBS is pleased to play a role in improving standards of governance and leadership in European football. A diploma is awarded jointly, by ECA and Stockholm Business School (SBS), to participants who successfully complete the course.
PRINCIPLE 6

Dialogue

We will facilitate and support dialogue and debate among educators, students, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

Stockholm School of Entrepreneurship (SSES)

SSES is a global platform for interdisciplinary education. Throughout the 20-year history of the platform, it has been elevating minds, generating ventures, forging connections and inspiring new ways of thinking. Today, it is a global network of silo-busters, system-thinkers and change-makers working to question that taken for granted and striving towards a better future. From the cutting-edge of higher education, SSES provides free courses, experiences and incubation for students and alumni of Stockholm’s top five universities: Karolinska Institutet (KI), the University College of Arts, Crafts and Design (Konstfack), the Royal Institute of Technology (KTH), the Stockholm School of Economics (SSE), and Stockholm University (SU). Stockholm Business School is Stockholm University’s hosting department.

SSES is recognized around the world as a leading academic facility in the area of innovation and entrepreneurship. The school utilises the exciting and diverse academic environments of its member institutions gathering their innovative and entrepreneurial competencies all under one roof in a joint education programme. SSES is structured as a non-profit association with the acting rectors of the member universities as eligible members. The board of SSES represents the member universities and industry representatives. This construction creates a strong regional and personal commitment to the very idea of SSES.

It also provides a sustainable and efficient platform for high-level academic decision-making. SSES gives students at the master’s level access to a range of courses based on the five institutions’ competence within innovation and entrepreneurship. They can also participate in international business plan competitions, seminars, networking and activities for alumni.
Nordic Association for Food Studies (NAFS)
The NAFS network started in 2009 as a collaboration between the Nordic countries. As of today the network consists of 85 members. The network brings together Nordic food and meal researchers within areas such as: advertising and public relations, archaeology, business, culinary arts, economic history, ethnology, sustainability, history, journalism, landscape research, medicine, political science, religion and sociology. The common interest of the members is to meet other researchers who study the human relationship with food and meal over time.

The network organizes conferences and workshops to provide an opportunity to meet likeminded people and to share and discuss theoretical and methodological issues related to the study of food. The hope is that this should result in new and interesting research projects.
**Nordic Academy of Management (NAM)**
Stockholm Business School is a member of the Nordic Academy of Management (NAM), whose purpose is to advance research, education and practice in the field of business administration – including on sustainability – in the Nordic countries, i.e. Denmark, Finland, Iceland, Norway and Sweden. Central to NAM’s mission is to stimulate research in business studies and the exchange of ideas across the Nordic countries. The aim of the NAM Doctoral Initiative is to enable doctoral students and faculty members to come together in pan-Nordic doctoral courses and workshops organized by NAM member institutions.

**The Swedish Academy of Business and Management (FEKIS)**
The faculty at Stockholm Business School is engaged in FEKIS – an association for institutions and individual scholars working in the area of business administration at Swedish universities. Its aim is to contribute to the development of higher education and research in business administration and management, including sustainability. FEKIS is responsible for the independent academic journal "Organisation & Samhälle" ("Organization & Society"), aimed at a broad public audience. FEKIS is also responsible for a conference arranged by different member institutions each year. In addition to this, FEKIS supports various initiatives with relevance to higher education and research in business administration. Stockholm Business School hosted the 2018 FEKIS national conference on October 17-18, with over 300 participants.

**Educational programme for headmasters, Stockholm University**
The educational programme for headmasters is a government-regulated programme for headmasters and other corresponding leadership positions that have a key role in government-regulated and curricula-guided organizations. The programme is offered at Stockholm University through cooperation between four departments: Stockholm Business School, the Department of Education, the Department of Law, and the Department of Political Science. The ambition of the programme is to jointly create an educational and developing programme through interdisciplinary cooperation. To fulfil this ambition, the programme considers both academic and scientific quality as well as the participants’ vocational experiences and the demands on the position to lead and develop educational activities. The programme is a tool for encouraging responsible leadership in the educational realm.
PRME – the Nordic Chapter
Since September 2017, Stockholm Business School has been a partner in the Nordic Chapter of PRME. We see this as a great opportunity to learn from other business schools in Scandinavia about their approach to responsible management education.

The way forward
As mentioned in the introduction, SBS’s mission is to conduct engaging and research-driven education that will develop the students’ ability to meet the local and global challenges of today and tomorrow in a responsible manner. In line with the sustainability policies of Stockholm University, we continually work on designing our structures, strategies, educational programmes and operations in ways that contribute to corporate responsibility and sustainable development.

As highlighted in this report, we pursue multiple initiatives that focus on sustainable development in various ways. In particular, the launch of the new BA programme “Business, Ethics and Sustainability”; our move to the sustainably designed Albano campus; and the publication of our third PRME SIP report can serve as evidence for our comprehensive commitment to sustainable development.

While we are proud of these achievements, we nevertheless regard them only as intermediate steps towards a comprehensive alignment with and effective contribution to sustainable development. Membership in PRME is an important building block in this endeavour, and we look forward to further aligning our activities with the Principles for Responsible Management Education.