



JÖNKÖPING UNIVERSITY
International Business School



UN Principles for Responsible Management Education

Progress Report
Jönköping International Business School
March 2017





JÖNKÖPING UNIVERSITY
International Business School

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PRME Report

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Letter from Prof. Jerker Moodysson Dean & Managing Director of JIBS



When Jönköping International Business School (JIBS) became a signatory of the Principles for Responsible Management Education (PRME) in 2013, we did so with a conviction that this commitment would guide and leverage our efforts to be *responsible in action*.

Being aware that the world is facing severe challenges with regard to sustainability – both in connection to environment and mankind – we believe that business schools can contribute to a better society not only through research and education, but also through concrete action.

The present report outlines what we have achieved at JIBS so far in connection to the six chapters of PRME, and what we set out to do in the future. Through our achievements, we strive to act as role model in our community. Combining our commitment to responsibility with our two other guiding principles – being *international at heart and entrepreneurial in mind* – we place ethics and sustainability at the forefront of our mission.

I am proud of our achievements and I am fully committed to support our staff and our PRME manager in their efforts to further integrate ethics, responsibility and sustainability in all areas of our school, thereby raising the awareness of PRME among our students, staff and stakeholders.

This second progress report summarizes and confirms our commitment.

Yours sincerely,

A handwritten signature in black ink, appearing to be 'Jerker Moodysson', written in a cursive style.

Dean & Managing Director, Professor Jerker Moodysson



A word from the PRME Manager

We want to share our progress implementing PRME at JIBS with students, faculty and staff as well as our national and international partners. Though we are still at the beginning of a long journey, as PRME signatories we sustain our commitment to educating responsible leaders who generate sustainable value for their businesses, governments and societies. We also advocate a commitment to educating responsible entrepreneurs who introduce organisations, models and approaches geared towards inclusive development.

Our report represents an effort to communicate what we do in order to embed PRME and our Guiding Principle “Responsible in Action” at JIBS. We believe that at JIBS, we are what we do. Thus, our report provides an account of our efforts to embed PRME and “Responsible in Action” in our ways of working, organising activities and conducting education and research in the period 2015–2017.

In line with PRME Principle 7, we share practices that enable inclusive learning environments and help us make sense of our work. These practices have been developed by us faculty, staff, PhD students and PRME. They are employed on a continuous basis to move forward with our work with Responsible in Action and PRME at JIBS.

The practices included in this report help us reinforce our knowledge and education on ethics, responsibility and sustainability. We also link the practices with our prior objectives, accomplishments and activities reported to PRME in 2015 in order to promote our own accountability.

I invite you to join our efforts in becoming a more responsible business school; There are many possibilities to be part of this exciting development!

Assistant Professor, PhD. Marcela Ramírez Pasillas
PRME Manager
Responsible in Action Champion

Mission

“To advance the theory and practice of business with specific emphasis on Entrepreneurship, Ownership, and Renewal”



Values

JIBS' core values derive directly from its mission, and it expresses them in the form of three guiding principles:

International at heart
Entrepreneurial in mind
Responsible in action

Being *International at Heart* represents our culture of taking a local, regional, national and/or global perspective on what we do.

Being *Entrepreneurial in Mind* represents our spirit of being curious, imaginative, innovative, passionate and action oriented in everything we do.

Being *Responsible in Action* represents our commitment to being a role model within our industry, conducting rigorous research and offering education that is relevant to society.

A look at JIBS

Jönköping International Business School (JIBS) is one of four independent schools at Jönköping University (JU). Since its inception in 1994, JIBS has developed internationally recognised research and education of the highest quality, spanning three main thematic focus areas: entrepreneurship, ownership and renewal. In 2015, JIBS became the first business school in Sweden to achieve both EQUIS and AACSB accreditation. This achievement puts JIBS in the exclusive group of around 120 business schools worldwide holding such double accreditation. These globally renowned accreditations are not merely recognition of past achievements but also demand that JIBS maintains high standards and works continuously on improvements in research, education and societal interaction.

JIBS' mission is to "advance the theory and practice of business, with specific focus on entrepreneurship, ownership and renewal". This mission was defined in 2012 as part of a strategy revision process and has since served as the centrepiece in JIBS' strategic planning, accompanied by strategic priorities, yearly action plans and budgets. Closely related to the mission are three guiding principles: international at heart, entrepreneurial in mind, and responsible in action. These principles represent JIBS' shared beliefs and ambitions, which should guide decisions, actions and behaviour at JIBS. These guiding principles cut across all JIBS' activities and signal what role JIBS wishes to take in science and society and as an employer, and what values JIBS wants to convey to its stakeholders.

The mission defines what JIBS is about, which is an essential guide for strategic decisions and for realizing important steps related to "streamlining" in research as well as education. Following the successful accreditation processes in 2015, JIBS is ready to take the next step, which includes further clarification of the school's strategic direction and supporting a continuously effective development of the school's operations. In December 2015 a process was initiated to identify the school's distinct aspirations in the longer term – henceforth referred to as strategic goals.

In approximately two decades, both JU and JIBS have distinguished themselves by the speed of their development and reputation:

- Our parent organisation, Jönköping University, has around 10,000 students, of which 1,500 are international students.
- JIBS has 1,668 students, of which 63% are from countries other than Sweden. This includes students from Bachelor, Master and PhD programmes as well as the Civilekonom programme.
- Approximately 50% of JIBS' faculty and PhD students come from countries other than Sweden.
- JIBS has been unique among Swedish business schools in that its focus lies within a few interdisciplinary fields of education and research.
- Our strategy focuses on the three specific areas of education and research: entrepreneurship, ownership and renewal.

JIBS' strategy integrates its focus areas and guiding principles, as portrayed in figure 1. The focus areas define its core research competencies and directions in education; the guiding principles help us define our practices, which is what we emphasise in this report.

Over time, the particular focus areas have been adjusted, but the approach remains one of the strongest features of JIBS, facilitating inter-disciplinary collaboration as well as an ability to build a brand and make an impact. The current focus areas, providing a foundation to our mission, are entrepreneurship, ownership and renewal.

The focus area **entrepreneurship** embraces research on the preconditions for, mechanisms behind and societal consequences of new business ventures. JIBS' research and education in this area aims to explain how entrepreneurship is a catalyst for economic development, residing in all types of organisations and taking form through a multitude of activities – not just new business start-ups but also through, for example, corporate and social entrepreneurship, paying close attention to the role of context for entrepreneurial activity. Entrepreneurship is vital to economic growth, including perspectives of time, space, and sustainability, and often relate to innovation – *including social innovation*. JIBS' comprehensive approach to entrepreneurship, recognizes it as a research area, a practice and also a mindset.

The area of **renewal** embraces innovation studies as well as research into technological change and social and economic development, drawing on concepts such as economic renewal, regional renewal, reshaping of industries, business transformation, change management, globalisation, sustainability and changes in the urbanisation process. Thus, JIBS' understanding of renewal takes into account how today's global trade and geographic conditions enable companies, industries and regions to rejuvenate, but also why they

sometimes fail. It includes the analysis and understanding of transformation in the wider social, cultural and environmental contexts in which business actors operate.

The area of **ownership** embraces research into management and governance in business ventures with the aim of explaining the characteristics, consequences, challenges and opportunities related to multiple kinds of ownership. JIBS' research into ownership includes private as well as public companies and extends into the realms of family business, governance, succession planning, emotional, psychological and responsible ownership, financing, laws and regulations, agency, accounting, reporting, and more. JIBS' research into the role of ownership in strategy processes is at the international frontier. Researchers have particular expertise in the determinants and consequences concerning strategic change in ownership structure, such as ownership transitions.

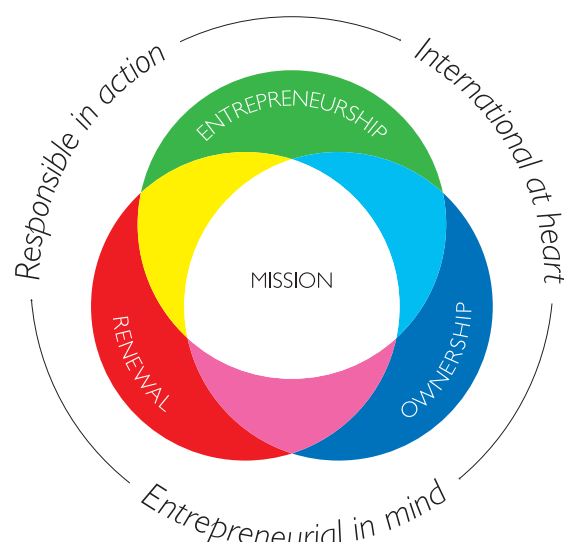


Figure 1. Mission and guiding principles



Principle 1. Purpose

Principle 1 states that JIBS will develop students' capabilities to be future generators of sustainable value in business and society.

In June 2015, former Dean, Prof. Johan Roos proposed that the JIBS Management Team and the JIBS Strategy Group extended the PRME project manager position into a position that more clearly related to JIBS Responsible in Action out of a recommendation by EQUIS. Such a decision would incorporate PRME in line with JIBS Strategy and Guiding Principles. Prof. Roos asked the PRME Project Manager to submit an analysis and suggestions for moving forward with the adoption of the Guiding Principle to the Strategy Group in September 2015.

PRME started a review process in 2016 to better understand "Responsible in Action" as a Guiding principle. This analysis showed that there is a need to further define the meaning of the principle and communicate it in a clear manner across faculty, staff and students. In the meeting with the Strategy Group, Assistant Professor, Dr. Marcela Ramírez Pasillas highlighted the need to clarify the meaning and importance of the JIBS Guiding Principle. Responsible in Action could be defined as a value, an attitude and process that help universities to be and act responsibly, at the same time promoting sustainable societies by means of their education, research and services. JIBS emphasized the importance of defining Responsible in Action in a more concrete manner including:

- Addressing ethics and sustainability on our educational curricula
- Having a critical mass of researchers and research activities geared towards ethics, responsibility and sustainability
- Promoting responsible cooperation with partnering universities and other relevant stakeholders that have a societal impact
- Developing ethical mindsets
- Being responsible by means of an environmental certification
- Raising awareness of our environmental and social impact
- Increasing initiatives related to ethics and transparency
- Considering social and environmental sustainability as a core component of entrepreneurship and internationalisation
- Promoting inclusiveness as a core component of practices and processes

Defining the Responsible in Action Guiding Principle implies that we embed it at the individual and collective levels. It also indicates that we are aware of our current position based on our present state of development.



Current Positioning of Responsible in Action

Staying true to the JIBS Strategy and recognising its current positioning in relation to Responsible in Action is central to advancing our commitment to educating responsible leaders and becoming a role model in our industry. At JIBS, embedding Responsible in Action implies that we will adopt a triple bottom line logic in which social, environmental and economic sustainability converge. How we will work to achieve this can be described by relating Responsible in Action with two dimensions, the individual dimension and the collective dimension of our organisation as portrayed in figure 2. The individual dimension comprises the motivation and behaviour of faculty, staff and students to partake in activities, education and/or research on either ethics, responsibility or sustainability. Motivation indicates the existence of a strong degree of commitment and engagement of faculty, staff and students towards ethics and responsibility. Behaviour indicates that the faculty, staff and students' competence and knowledge of ethics, responsibility or sustainability permeates their actions, performance and societal impact. It also means that personnel are ethical in different realms of their work life. The collective dimension encompasses culture and systems to create an ethical and responsible organisation. Culture means that we adopt Responsible in Action as a Guiding Principle and that we identify shared practices in our daily activities that help us live the Responsible in Action Guiding Principle. JIBS Systems correspond to the reliance on environmental certification, working environment plans, non-discrimination and equal treatment plans that support the wellbeing and health of personnel and the overall sustainability of our organisation. It also means that we share social norms, responsibility and procedures to proactively shape individual and collective ethical behaviours.

Such norms, responsibilities and procedures could be potentially included in a code of conduct. For analytical purposes, we place JIBS in the centre indicating the future direction that we believe we need to move in the future in order to fully embrace Responsible in Action.

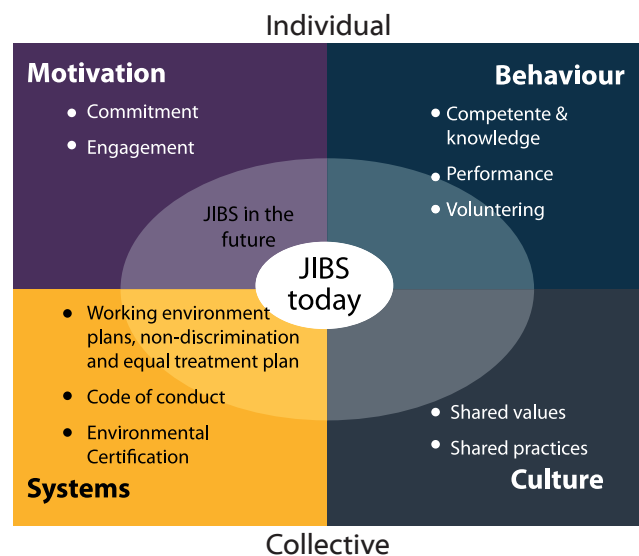


Figure 2. Embedding JIBS Responsible in Action

To translate our current position in relation to our core activities – *education, research and operational systems*, Figure 3 presents our current Responsible in Action positioning. With a conceptual landscape that captures JIBS' education, research and systems against our level of embedded responsibility, we consider that we are moving forward in a positive direction.

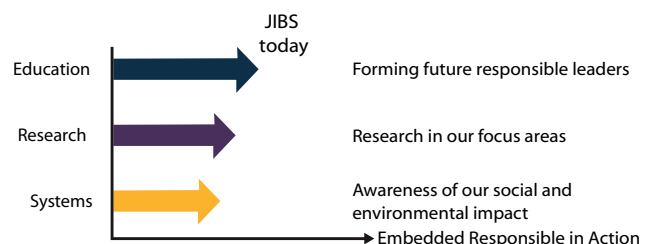


Figure 3. JIBS's current Responsible in Action position

Responsible in Action was embedded in a more explicit manner in **Education** with the creation of a new Bachelor programme “Sustainable Enterprise Development” in 2016. This addition to our education curricula signalled our commitment to advancing our work with PRME as well as our intended impact by educating future generations of professionals with the capacity of fostering societal change. While ethics, responsibility and/or sustainability are not present in all our courses and programmes, these topics are becoming more common in our students’ Bachelor and Master theses.

In relation to **Research**, our contributions in research clearly indicate an increased awareness and emerging specialisation with scientific contributions on aspects of ethics, responsibility and sustainability. New research projects in line with the Guiding Principle have succeeded in obtaining external funding. We consider this to be a very positive development in JIBS’ research agenda for our faculty and PhD students.

Currently, JIBS has several **Systems** that support its work with PRME and the development of systems to become a more responsible business school. These systems enable a positive atmosphere and an international team-based orientation, which stimulate the continuous production of knowledge. JIBS holds research seminars on ethics, responsibility and sustainability with internal and external academics. JIBS is further recruiting faculty and PhD students who specialise and/or have an interest in responsibility and sustainability.

However, striving to become a role model within our industry also implies living up to the global values of sustainability in an organisation in which the social, environmental and economic responsibility needs to be better met. Our commitment to developing systems that foster our Responsible in Action impact was recognized by our Dean and Management Team, who agreed on the importance of obtaining an environmental certification.

Also in December 2016, Hamrin Visiting Professor of Family Business, Charmine Härtel, held the seminar “Rules and Responsibilities of Publishing” in which she discussed practices and approaches to ethical authorship and supervision. She showed examples from the Academy of Management and her university, the University of Queensland in Australia. With this seminar and the involvement of our PhD students and PRME manager, our Dean Prof. Jerker Moodysson decided to start a process to promote the development of a code of conduct during 2017.

In relation to JIBS’ environmental sustainability, Lecturer/PhD Candidate, Anna Sellin, was granted 20% of her contract to prepare an analysis and action plan from January to August 2016. As part of the strategy development work, our new Dean, Prof. Jerker Moodyson, confirmed the position of Organiser of the Environmental Certification for PhD Candidate Anna Sellin. Anna was allotted 15% of the time in her contract to prepare our future Environmental Certification. During 2016, Anna carried out the initial analysis and defined an action plan to prepare JIBS to apply for its Environmental Certification at the Jönköping Municipality in late 2017. With an individual working to achieve our environmental certification, we envisage great opportunities to promote new venues of action as a global citizen.

The introduction and maintenance of a PRME Manager and “Responsible in Action Champion” has been important in securing an active dialogue related to PRME. Recurring activities targeting students and/or faculty present opportunities to increase knowledge of sustainability and develop our operations. This includes the recurring festivals and conference days for JIBS students and faculty, emphasizing matters of sustainability.

Overall, we consider that transitioning into a responsible organisation is becoming a norm rather than an option for the majority of global business schools. With our Responsible in Action positioning, we can better define activities and curricula that help us prepare future leaders to manage, change and contribute to the development of responsible organisations.



Principle I. Summary of Achievements and Challenges

Responsible in Action represents our commitment to developing students' capabilities to be future generators of sustainable values in business and society. The identification of JIBS' current positioning with Responsible in Action offers a means to further our work of promoting sustainable value for businesses and society. It also helps us raise awareness among faculty and staff of the work that lies ahead of us of being a role model within our industry, and conducting education and research that helps to build a sustainable society.

During the preparation of this project, we have identified the following main achievements and challenges at JIBS related to the 1st principle:

Achievements

- Our work with Responsible in Action guides the identification of practices, process and positions linked to ethics, responsibility and sustainability.
- We consider that the work of PRME continues to be relevant and this was demonstrated with the inclusion of a new Bachelor programme in our education curricula that confirms our commitment to strengthening responsible leadership.
- Our commitment to PRME and Responsible in Action is demonstrated by the creation of a new position, the Organiser of the Environment Certification and the maintenance of our PRME position, the Responsible in Action Champion.
- In 2015, our PRME Manager was awarded the CEEMAN Award for her work on Responsible Management Education. We thus aim to sustain our work of continuing to create ways of embedding PRME and Responsible in Action at JIBS.

Challenges

- Our work with Responsible in Action needs to further identify practices and processes linked to Responsible in Action across JIBS. The increased awareness of what is responsible as well as irresponsible will provide us with opportunities to move forward.
- JIBS needs to define more clearly its broader impact on society, particularly its role as a global citizen, in order to become a role model in its industry. The adoption of an environmental certification is an important step to move in such a direction. The discussion of our current social norms, responsibilities and procedures that shape individual and collective ethical behaviours is equally relevant to become a role model within our industry.



Principle 2. Values

Principle 2 states that JIBS will incorporate into its academic activities and curricula the values of global social responsibility as portrayed by international initiatives, such as the United Nations Global Compact.

Responsible in Action Embedded in Education

To confirm the legitimacy of a new perspective there is no doubt that a common school-level agenda is important. Such an agenda serves as a guiding light in strategic planning, thereby ensuring that the agenda has legitimacy and is supported in the organisation. In 2016, JIBS launched the new Bachelor programme “Sustainable Enterprise Development”. The programme offers a degree in Business Administration, with a specific emphasis on renewal and an orientation towards social and environmentally sustainable management. The programme is a major accomplishment and step forward within the realm of PRME and Responsible in Action. Graduates of this programme will be willing and capable of supporting change and transformation processes within organisations. With the launch of the programme, JIBS communicates that it is serious about making a contribution to improving the competences within sustainability in the business community.

Dr. Anna Blombäck,
Associate Dean of Education



“With regards to PRME, and in view of having an overarching agenda for the school, I believe that the applied work must develop from within each discipline and subject. This is necessary to translate embedded aspects of responsible leadership into specific programmes and courses. As Associate Dean of Education I actively support and encourage our continuous progress in this area by supporting the initiatives taken”.

Figure 4. Programme overview

YEAR 1			
Semestre 1		Semestre 2	
Period 1	Period 2	Period 3	Period 4
Entrepreneurship and Business Planning, 7.5 credits (GIN)	Basic Financial Accounting (GIN), 7,5 credits	The sustainable Enterprise - Social and Ecological Perspectives, 15 credits (GIF)	
Foundations of Marketing and Communication, 7.5 credits (GIN)	Microeconomic Principles & Maths for Economics, 7.5 credits (GIN)	Macroeconomic Principles (GIN) 7.5 credits	Business Statistics 1, 7.5 credits
YEAR 2			
Semestre 3		Semestre 4	
Period 1	Period 2	Period 3	Period 4
Organising for Profit and Purpose, 7.5 credits (GIN)	Design & Management of Change and Innovation 7.5 credits (GIN)	30 credits: Study abroad, or Default courses at JIBS, or Internship plus electives at JIBS	
Strategy & Technology, 7.5 credits (GIN)	Finance and accounting for sustainability, 7.5 credits (G2F)		
YEAR 3			
Semestre 5		Semestre 6	
Period 1	Period 2	Period 3	Period 4
Applied Management of Change & Innovation for sustainability, 7.5 credits (G2F)	Design & Management of Change and Innovation 7.5 credits (GIN)	Supply Chain Management, 7.5 credits (GIF)	Governance for Sustainability and Responsible Ownership, 7.5 credits (G2F)
Portfolio credits gained here, 7.5 credits (GIN)	Research Methods: Design, Implementation & Analysis, 7.5 credits	Bachelor thesis in Business Administration, 7.5 credits	



Students of the Sustainable Enterprise Development Programme with Programme Director, Dr. Marcela Ramírez Pasillas in October 2016.



The launch of the new programme also implies that existing courses are in the process of being revamped in order to better capture different aspects of sustainability and/or responsible leadership. For instance, the Strategy and Technology and Supply Chain Management courses will be imparted to students in the new programme, as well as to students in the International Management and Marketing Management programmes. Our hope is that the new course activities linked to sustainability will trigger dialogues on the importance and need for change in values and strategies among students of different programmes.

In addition, other courses already include topics on ethics, responsibility and/or sustainability with lectures, guest lectures and/or specific activities. These courses include:

International Management, required in the Bachelor's programme in International Management

Marketing Management, required in the Bachelor's programme in International Management and Marketing Management

Supply Chain, required in the Bachelor's programme in Marketing Management

International Marketing Law and Consumer Protection, required in the Bachelor's programme in Marketing Management

Sustainable Venture Development Across Countries, an elective Bachelor's course focused on sustainability

Accounting Communication and Environmental Reporting, required in the Civilekonom programme

Entrepreneurial Growth, required in the Master's programme in Strategic Entrepreneurship

Contemporary Issues in a Globalised World, required in the Master's programme in Managing in a Global Context

Contemporary Issues in Global Marketing, required in the Master's programme in International Marketing

Consumer Behaviour, required in the Master's programme in International Marketing

Marketing Research, required in the Master's programme in International Marketing

Business Law in a Digital Context, required in the Master's programme in Digital Business

Humanitarian Logistics, required in the Master's programme in International Logistics and Supply Chain Management

Our faculty has shown its commitment to raising awareness among students on issues of ethics and responsibility including the avoidance of greenwashing practices. For example, several courses in marketing conduct lectures and/or seminars in which these issues are addressed.

The courses reported here supplement the courses included in our 2013–2015 PRME Report, which already covered topics on ethics, social responsibility or sustainability.

**Associate Professor,
Dr. Adele Berndt**



“Greenwashing is a term associated with the “green credentials” of a product, where an organisation suggests that a product is more environmentally beneficial than it actually is. If there are any questions regarding the organisation’s claims, it erodes consumer trust. Without trust, an organisation’s profits and reputation are likely to suffer”.



Practices enabling effective learning experiences for responsible leadership and sustainability

JIBS has developed several practices to embed “Responsible in Action” in advancing its work with PRME. These practices include:

- **Aligning Correspondence between our Programmes, Mission and Focus Areas**
- **Linking your Subject with Sustainability**
- **Employing Real-Life Cases Addressing Ethics, Responsibility and/or Sustainability in Courses**
- **Developing Teaching Cases to Fulfil Specific Intended Learning Outcomes Linked to Responsibility**
- **Creating Learning Events on Responsibility and Sustainability**

With “Practice of Aligning Correspondence between our Programmes, Mission and Guiding Principles”, our programme directors were encouraged to have a discussion with their respective programme group and Director of Accreditation and Quality. This led to the introduction of mission-driven goals in each programme. As a result, our Bachelor and Master programmes now have mission-driven goals in line with our focus areas. This

practice represents a way of being responsible since we guarantee that we deliver an education that is fully in line with our mission and focus areas.

The “Practice of Linking your Subject with Sustainability” allows our faculty to gradually revitalise our courses by introducing specific topics relevant to the intended learning outcomes and sustainability. The activities are intended to help our students become future responsible leaders and/or support their future work with sustainability. Examples of this practice are as follows:

In the Master course, Entrepreneurship, Person and Process, students receive two lectures on social and green entrepreneurship and a seminar addressing a specific case of social entrepreneurship. Students prepare readings for the lectures and seminar. In the Master course, Entrepreneurial Growth, students receive two lectures and a seminar on sustainable growth, and in the Master course, Contemporary Issues in a Globalised World, students receive several lectures on sustainability and a seminar on the Butterfly Defect and its connection to globalisation processes. Students also prepare a presentation to discuss key topics, including poverty, climate change, terrorism, fracking and migration.

A recurring practice adopted by faculty is the use of real-life cases in its courses linked to responsibility and sustainability. The “Practice of Employing Real-Life Cases Addressing Ethics, Responsibility and/or Sustainability in Courses” means that business practitioners are invited as guest speakers to share their experience and a dilemma or challenge they face in their companies. Guest speakers introduce their company, approach to responsibility or sustainability and provide relevant information on the dilemma or challenge. Students are required to reflect on the experience, relate it to the course literature and/or provide a reflection or suggested solution to the dilemma or challenge.

An example of this practice is as follows:



Dr. Björn Kjellander,
Director of Quality and
Accreditation of JIBS

“I work to ensure that the school monitors and assesses the overall quality of its main operations, including education and research. The accreditors of JIBS – EQUIS and AACSB challenge us to inspire educators to pursue continuous improvement in educational programs. Thus, Responsible in Action at JIBS involves helping the school's role modelling for ethics and responsible conduct”

In the International Management course, Associate Professor Olof Brunninge invited guest, Jan Lund, founder and former owner-manager of Prisma Teknik, to his course where he shared with students his approach to Corporate Social Responsibility (CSR). Students were requested to read beforehand two articles representing two opposing views of CSR. One article was very critical of CSR, depicting it as hypocritical, while the other embraced 'strategic' CSR as a viable means of increasing business profitability. Students learned that the approach of CSR used in the company did not correspond to either of these views. Rather, the founder coined an approach that was rooted in his personal convictions and beliefs.



**Associate Professor
Olof Brunninge**

"Real-life cases offer students excellent opportunities to practice how to apply theory. They also illustrate the limitations of general theories when it comes to interpreting specific companies. As a result, students learn to use theory in a more informed and critical manner".

Furthermore, since the presence of the same company in a course is linked to the availability of a CEO or manager, the dilemmas or challenges can be translated into business cases to enable them to be used on a continuous basis. This situation has led to the initiation of the "Practice of Developing Teaching Cases to Fulfil Specific Intended Learning Outcomes Linked to Responsibility". The practice of developing business cases aligns the intended learning outcomes of a course with the development of a teaching case. An example of this practice is as follows:

In the Corporate Social Responsibility course, required in Master of Managing in a Global Context, Dr. Marcela Ramírez Pasillas invited the CEO of a Swedish SME to present a challenge to the students.

The challenge was about the situations that SMEs face when they engage in a collaboration with suppliers located in developing countries. Students were requested to put forward suggestions on how to best approach the collaboration that is rooted in sustainability values with a supplier in a specific national context.

Since the company was not able to join the course the following year, Dr. Ramírez Pasillas developed the case of Global Cotton in writin The identity of the company was kept anonymous. The case was double checked with the company's CEO who gave his authorisation to use it in the course. The following year, a consultant of the Swedish SME participated in the course as a student tutor.



"The CSR project on Global Cotton was very helpful in advancing our knowledge of responsible leadership and effective CSR strategy. The assignment fostered our systemic and reflective thinking skills as it challenged us to reorient the company's CSR approach towards a holistically fair and respectful solution and an economically viable and sustainable business model".

-Paul Sörgel & Sharon Fritz



Analysis of the Global Cotton case by Khadija Kanwal, Abir Hossain, Przemek Jablonski, Paul Sörgel and Sharin Fritz in May 2016.

Photo sources: LinkedIn and React.se.

Another practice adopted by faculty is the organisation of student events for learning about responsibility and sustainability in which students act as if they are entrepreneurs or consultants. The **“Practice of Creating Learning Events on Responsibility and Sustainability”** allows students to translate academic knowledge into practice. Here is an example of this practice:

In the Sustainable Venture Development Across Countries course, Dr. Marcela Ramírez Pasillas and Dr. Quang Evansluong have organised the Sustainable Entrepreneurship Festival for several years. Students in international teams are requested to develop a prototype to capture the social innovations created with their proposed business model. Students are required to create resources out of nothing to develop their prototype. This implies that students create a prototype that costs nothing. Each team exhibits the prototype during the festival and pitches their idea in front of the class and panel of judges. The pitch is to be conveyed in a professional and creative manner during the festival and should inform and engage the audience.

The course design, intended learning outcomes and toolkit are summarised in the following book chapter:

Ramírez Pasillas, M. and Evansluong, Q. (Forthcoming May 2017). Sustainable entrepreneurship undergraduate education: A community of practice experience. In Arevalo, J.A., Paterson, W. and Mitchell, S.F. (eds). Handbook Sustainability in Management Education: In Search of a Multidisciplinary, Innovative and Integrated Approach through University Leadership, Scholarship and Partnerships. US: Edward Elgar.

Another example of this practice is the organisation of field trips. In the Contemporary Issues in a Globalised World course required in the Master Managing in a Global Context, Dr. Kajsa Haag and Dr. Duncan Levinsohn introduced a field trip to a business that is recognised for its practices and processes in sustainability. Students have visited Plantagon, Tetrapak and the IKEA museum.



Students at the Sustainable Entrepreneurship Festival with Gurie Heremaia, John Mctammany, Matthias Maiers, Dr. Marcela Ramírez Pasillas & Dr. Quang Evansluong in May 2015.



Dr. Kajsa Haag and Dr. Duncan Levinsohn with students of Master Programme Managing in a Global Context in October 2016.



Bachelor's and Master's Theses

In the course of our development work with Responsible in Action, comparing 2015 to 2016, we observed an increased interest in our students' theses on topics linked to responsibility and sustainability. We cannot compare this result with the previous reported years (2013–2015) since our students were not requested to upload their theses to DiVA, the online national publication system. JIBS students uploaded their theses to DiVA on a voluntary basis. Howe-

ver, the increased number of theses on responsibility and sustainability from 2015 to 2016 has allowed us to observe our contribution to the formation of students' capabilities to be future generators of sustainable values in business and society. In the following, we present the Bachelor's and Master's theses that enable effective learning about responsibility and sustainability through the students' final work.

JIBS Theses 2015

Corporate Social Responsibility

- Angjelova, A., & Sundström, P. (2015). *Reducing Consumer Scepticism when Communicating CSR: A study on the efficiency of Cause Fit and Cause Commitment communication*. DiVA: <http://urn.kb.se/resolve?urn=urn:nbn:se:hj:diva-26848>
- Apell Karlsson, J., Gustafsson, M., & Rasmusson, R. (2015). *Consumers' Response to Irresponsible Corporate Behaviour: A Study of the Swedish Consumers' Attitude and Behaviour*. DiVA: <http://urn.kb.se/resolve?urn=urn:nbn:se:hj:diva-26693>
- Dietrich, F., & Kooi, A. R. (2015). *Corporate Social Responsibility in the Fashion Industry: Challenges for Swedish Entrepreneurs*. DiVA: <http://urn.kb.se/resolve?urn=urn:nbn:se:hj:diva-26691>
- Gong, B., & Paulick, C. (2015). *Decision-making in corporate volunteering: Motives for the application of corporate volunteering programmes*. DiVA: <http://urn.kb.se/resolve?urn=urn:nbn:se:hj:diva-26759>
- Nilsson, L., Højman, V., & Elfqvist, P. (2015). *Customers Sustainability Demand: A comparison between convenience goods and shopping goods*. DiVA: <http://urn.kb.se/resolve?urn=urn:nbn:se:hj:diva-26813>
- Salonius, E., Rhönnstad, E., & Hedlund, A. (2015). *Brand Expansion of Swedish SMEs: A study on how Swedish SMEs exercise branding to expand in the European market*. DiVA: <http://urn.kb.se/resolve?urn=urn:nbn:se:hj:diva-26758>
- Shan, K., & Julius, J. (2015). *Packaging Solutions: Delivering customer value through Logistical Packaging: A Case Study at Stora Enso Packaging*. DiVA: <http://urn.kb.se/resolve?urn=urn:nbn:se:hj:diva-26954>
- Sundberg, C., Sundberg, G., & Lilja, M. (2015). *Growth Strategies in Declining Industries*. DiVA: <http://urn.kb.se/resolve?urn=urn:nbn:se:hj:diva-26744>
- Tolic, B., & Hanaeus, A. (2015). *Technology and Logistics in Health Care Services: A Case Study of Länsjukhuset Ryhov*. DiVA: <http://urn.kb.se/resolve?urn=urn:nbn:se:hj:diva-27515>

Österberg, E., Lundell, E., & Lindahl, S. (2015). *How Micro Retailers Remain Competitive and Successful: A Case Study of Våran Kåk*. DiVA: <http://urn.kb.se/resolve?urn=urn:nbn:se:hj:diva-26548>

Gender and diversity issues

Hjalmarsson, E., Troedsson, S., & Bennisäter, L. (2014). *How can women reach higher-level positions: Implications for policy makers: A study of Swedish municipalities*. DiVA: <http://urn.kb.se/resolve?urn=urn:nbn:se:hj:diva-23845>

Schnaider, J., & Härnsäter, D. (2015). *Taboo advertising - Response to taboo in advertising - A study of the influence of age and gender*. DiVA: <http://urn.kb.se/resolve?urn=urn:nbn:se:hj:diva-26856>

Humanitarian logistics and sustainability in supply chains

Ivanov, K. (2015). *Communication, Collaboration and Coordination during humanitarian relief efforts*. DiVA: <http://urn.kb.se/resolve?urn=urn:nbn:se:hj:diva-27332>

Wachauf-Tautermann, S., & Weichert, S. (2015). *Impact of External Situational Factors on the Agility of Humanitarian Supply Chains: A Case Study of Haiti Earthquake 2010*. DiVA: <http://urn.kb.se/resolve?urn=urn:nbn:se:hj:diva-26515>

Franz, T., & Danciu, O. A. (2015). *Analysing the Effects of e-Freight within the Air Cargo Industry: A cross-sectional case study focusing on air carriers and freight forwarders in the U.S. and China*. DiVA: <http://urn.kb.se/resolve?urn=urn:nbn:se:hj:diva-27187>

Societal concerns and democracy

Daka, S. D. (2015). *Building intelligence agencies in new democracies: The case of Kosovo Intelligence Agency*. DiVA: <http://urn.kb.se/resolve?urn=urn:nbn:se:hj:diva-27120>

Firsova, J., & Klimentova, M.-D. (2015). *Is there economic convergence in the EU?: The case of the 2004 and 2007 expansions*. DiVA: <http://urn.kb.se/resolve?urn=urn:nbn:se:hj:diva-26865>

Social accounting

Excellie, N., & Johansson, A. (2015). *The Regulation, Integration and control of Corporate Social Responsibility: A company perspective*. DiVA: <http://urn.kb.se/resolve?urn=urn:nbn:se:hj:diva-26516>

Vigren, A. (2015). *Environmental, Social and Governance Aspects Impact on Financial Performance: An event study on ESG improvement*. DiVA: <http://urn.kb.se/resolve?urn=urn:nbn:se:hj:diva-26495>

Social Entrepreneurship

Norén, D., Kallin, A., & Bohman, O. (2015). *Corporate Social Entrepreneurship: A Case Study*. DiVA: <http://urn.kb.se/resolve?urn=urn:nbn:se:hj:diva-26698>

Rusanen, H., Lashkova, A., & Luoma-Nirva, P. (2015). *How Promoted Social Entrepreneurship Activities Influence Consumers' Perceptions and Purchase Decisions*. DiVA: <http://urn.kb.se/resolve?urn=urn:nbn:se:hj:diva-26779>

Tremko, M. (2015). *Funding social ventures and measuring their impact: Empirical evidence from developing economies*. DiVA: <http://urn.kb.se/resolve?urn=urn:nbn:se:hj:diva-27996>

Sustainability

Backlund, O., Stark, E., & Ekelin, S. (2015). *Value Creation in Cross-Sector Collaborations: A comparative case study of Swedish collaborations*. DiVA: <http://urn.kb.se/resolve?urn=urn:nbn:se:hj:diva-26728>

Svedlund, K., & Hällbrant, C. (2015). *Commitment to Sustainability: How Internal Stakeholders become Committed to Sustainability in an SME*. DiVA: <http://urn.kb.se/resolve?urn=urn:nbn:se:hj:diva-27547>

JIBS Theses 2016

Corporate Social Responsibility

Dzafic, J. & Petersson, A. (2016). *Greenwashing in CSR reports - A case study of two entities*. DiVA: <http://urn:nbn:se:hj:diva-30124>

Haidari, A. & Strandberg, H. (2016). *Managing Employee CSR Engagement: A study of employee's perceptions and expectations*. DiVA: <http://urn:nbn:se:hj:diva-29999>

Hultberg, A., & Nguyen, S. (2016). *Can You Hear the Eco?: A Study of How Swedish Municipalities Can Market their CSR Activities*. DiVA: <http://urn.kb.se/resolve?urn=urn:nbn:se:hj:diva-30146>

Jonsson, V., & Linnér, R. (2016). *CSR Communication - An Employee Perspective: Tailoring Internal Communication using Employee Preferences for Content, Style and Channel*. DiVA: <http://urn.kb.se/resolve?urn=urn:nbn:se:hj:diva-30126>

Mohan, R. (2016). *Retaining formal volunteers in volunteer based organisations*. DiVA: <http://urn:nbn:se:hj:diva-34159>

Müller, L., & Wikström, M. (2016). *Corporate Social Responsibility and its effect on stock price: A comparison between different types of Corporate Social Responsibility activities and its effect on American firms stock price*. DiVA: <http://urn.kb.se/resolve?urn=urn:nbn:se:hj:diva-30283>

Nilsson, C., & Tsai, C. H. (2016). *Corporate Social Responsibility and Culture: A study of a Swedish Multinational Corporation's CSR strategy in terms of labour policies in East China and its relation to cultural differences*. DiVA: <http://urn.kb.se/resolve?urn=urn:nbn:se:hj:diva-30884>

Strandberg, L. (2016). *CSR as a strategic marketing tool: Understanding CSR from a corporate perspective*. DiVA: <http://urn:nbn:se:hj:diva-30729>

Varta, M., & Kämper, J. (2016). *CSR perceptions - its role in daily working life and organisational commitment: An employees' and managers' perspective*. DiVA: <http://urn.kb.se/resolve?urn=urn:nbn:se:hj:diva-30130>

Gender studies

Engström, L. & Berg, K. (2016). *Newly appointed directors on Swedish corporate boards: Is there a gender difference in human capital?* DiVA: <https://urn:nbn:se:hj:diva-30002>

- Hellman, E. (2016). *Gender diversity on Swedish commercial bank boards: is there an effect on financial performance?* DiVA: <https://urn:nbn:se:hj:diva-30085>
- Johnsson, V. (2016). *Shirts, Skirts and Financial Performance: A study of the business case for gender diversity in Swedish and Danish corporation boards.* DiVA:<http://urn:nbn:se:hj:diva-34766>
- Skogefors, A & Månsson, M. (2016). *The Development of Female Representatives on Boards: A study on nine listed banks in the United Kingdom between 2010–2015* DiV A:<http://urn:nbn:se:hj:diva-30004>

Green marketing

- Garcia Sandoval, M. H., & Manon Padilla, A. (2016). *Relationship between green marketing strategies and green marketing credibility among Generation Y.* DiVA: <http://urn.kb.se/resolve?urn=urn:nbn:se:hj:diva-30400>
- Järvstrand, A., Larsson, A., & Sundström, K. (2016). *Transforming Consumer Values into Eco-Friendly Purchases: A study on young Swedish consumers within the Electronic mobile device market.* DiVA: <http://urn.kb.se/resolve?urn=urn:nbn:se:hj:diva-30145>
- Gimadeeva, A. (2016). *Marketing communication strategies for SMEs in Russian and Swedish companies: Implications for international entrepreneurship.* <http://urn:nbn:se:hj:diva-31835>
- Strauss, J., & Kleine Stüve, S. (2016). *Organic hair care and the green purchasing gap: A TPB approach.* DiVA: <http://urn:nbn:se:hj:diva-30721>

Social accounting and investments

- Landén, J., & Malmberg, E. (2016). *Sustainability reports: environmental friendly or a greenwashing tool?: A study of how global mining companies use sustainability reports.* DiVA: <http://urn.kb.se/resolve?urn=urn:nbn:se:hj:diva-30105>
- Landin, M., & Bengtsson, G. (2016). *Socially Responsible Investments in the Swedish Premium Pension System.* DiVA: <http://urn.kb.se/resolve?urn=urn:nbn:se:hj:diva-30149>
- Mulugeta, B.M. (2016). *Perceptions on an effective Compliance Management System: An approach to compliance with EU Data Regulations.* DiVA: <http://urn:nbn:se:hj:diva-31603>
- Nokelainen, M. (2016). *The Influence of Ethics on Investment Performance: A comparative study of Swedish national pension funds and Swedish private investment funds.* DiVA: <http://urn.kb.se/resolve?urn=urn:nbn:se:hj:diva-30285>
- Pettersson, E., & Engvall, M. (2016). *A Study of Environmental Disclosures in the European Oil and Gas Industry: With Reference to the Global Reporting Initiative.* DiVA: <http://urn.kb.se/resolve?urn=urn:nbn:se:hj:diva-30024>
- Schulz, N., & Burenius, F. (2016). *Integrated Reporting in OMXS30 companies - An Analysis of Human Capital Disclosures.* DiVA: <http://urn.kb.se/resolve?urn=urn:nbn:se:hj:diva-29967>

Social entrepreneurship and innovation

- Bozoki, E. & Richter, Markus (2016). *Entrepreneurship, Institutions and Economic Growth: A quantitative study about the moderating effects of institutional dimensions on the relationship of necessity and opportunity-motivated entrepreneurship and economic growth.* DiVA: <http://urn:nbn:se:hj:diva-30163>
- Frede, K., & Nanyonjo, C. (2016). *The Drivers of Sustainability: A Comparative Study of New Ventures versus Established Companies in Sweden.* DiVA: <http://urn.kb.se/resolve?urn=urn:nbn:se:hj:diva-30159>

- Malmgren, J., Holm, F. & Bertilsson, S. (2016). *Equity crowdfunding: Is it really "Dumb money"?: An exploratory study on the non-financial value added by equity crowdfunding investors from Swedish entrepreneurs' perspective*. DiVA: <http://urn:nbn:se:hj:diva-30179>
- Siebert, T. (2016). *Social Business Renewal: How Social Entrepreneurship Motivation can Influence Business Practices and Guide Policymakers*. DiVA: <http://urn.kb.se/resolve?urn=urn:nbn:se:hj:diva-31185>
- Sundqvist, V., & Pihl, M. (2016). *Green Innovation in the Automotive Industry: The Effect of Regulations*. DiVA: <http://urn.kb.se/resolve?urn=urn:nbn:se:hj:diva-30209>

Sustainability in supply chain

- Klevensparr, J. (2016). *Public Procurement: A performance management perspective*. DiVA: <http://urn.kb.se/resolve?urn=urn:nbn:se:hj:diva-31104>
- Persson, O., & Kihlblom, V. (2016). *Ensuring Sustainability Beyond Tier-One: The Issue of Second-Tier Suppliers*. DiVA: <http://urn.kb.se/resolve?urn=urn:nbn:se:hj:diva-30210>

Sustainable development

- Robert Cristian, P. I. (2016). *Eko 765: Causality between GDP, Renewable Energy and CO2 within a sustainable development framework*. DiVA: <http://urn.kb.se/resolve?urn=urn:nbn:se:hj:diva-31883>

Transparency and corruption

- Dahlbäck, O., & Lind, E. (2016). *Transparency in European football: A study of financial disclosure transparency from a supporter perspective*. DiVA: <http://urn.kb.se/resolve?urn=urn:nbn:se:hj:diva-30123>
- Tingstedt, S., & Esberg, A. (2016). *The International <IR> Framework's impact on the social and relationship disclosures in the healthcare industry*. DiVA: <http://urn.kb.se/resolve?urn=urn:nbn:se:hj:diva-30062>



Faculty Seminars on Responsibility and Sustainability

JIBS continues to hold brown bag faculty lunch seminars as a platform for building a stronger foundation on responsible leadership and sustainability. JIBS has always been supportive of seminars that stimulate an atmosphere of interaction, critical thinking and idea exchange. From 2015–2017, JIBS has held 16 seminars that addressed a variety of topics ranging from gender issues, immigrant entrepreneurship, sustainable entrepreneurship, human rights to ethics in publishing (see table 1). With the continuous inflow of seminars, we ensure that responsible leadership and sustainability are present in the interactions and reflections of our faculty and PhD students of sustainable values in business and society.



PhD Candidate Veronika Pereseina teaching sustainability in India in 2015.

Table 1. Faculty seminars on ethics, responsibility and/or sustainability

Seminar leader(s)	Focus
PhD candidate Veronika Pereseina	Sharing experiences of her teaching geared towards sustainable business solutions in India, April 2015
Associate Professor, Niklas Egels Zandén, University of Gothenburg	Endogenously driven business model change: A sustainability business model in the case of the Nudie Jeans Co, May 2015
Prof. Benson Honig, JIBS	Institutionalisation of the field and its impact on both the ethics and the quality of entrepreneurship research in the coming decades, June 2015
Prof. Eva Vingård, Uppsala University	Good work environments, September, 2015
Dr. Arturo Paredes, Universidad de San Francisco de Quito	Understanding how organisations, energy and nature are connected, September, 17, 2015
Mike Debalak, Inclusive Business Sweden	Opportunities for research and practice in the base of the pyramid market, September 2015
Dr. Per-Olof Bjuggren, CeFEO – JIBS	Are female leaders more efficient in family firms?, November 2015
Dr. Sygvald Harryson, Copenhagen Business School	Ecopreneurship through Relationships – navigating across open and closed networks to manage the transformation from creation to commercialisation, February 2016
Prof. Peter Rosa, University of Edinburgh	The African entrepreneurship paradox: so entrepreneurial yet so unproductive?, April 2016
Dr. Matteo Winkler, HEC Paris France	No body to kick, no soul to damn – corporations and human rights, April 10 2016
Prof. Mona Ericsson, CeFEO – JIBS	Löfbergs coffee and moral practicing, June 2016
Prof. Deisdre McCloskey, University of Illinois, Chicago, CENSE – JIBS	Bourgeois equality: how ideas, not capital or institutions, enriched the world, September 2016
Prof. Charmine Härtel, University of Queensland	Rules and responsibilities of publishing, December 2016
PhD Candidate Pierre Sindambiwe, CeFEO – JIBS	Research proposal seminar: Family SMEs continuity in a post-conflict developing country: an embeddedness perspective, January 2017
Dr. Enrico Bonodio, City Law School, London	Restricting the use of brands on packing for protecting consumers' health: the case of tobacco, alcohol and unhealthy food, February 2017
Dr. Guénola Nonet, Nova Southeastern University, Huizenga College of Business and Entrepreneurship, US	Understanding responsible management – emerging themes and variations from European business school programmes, March 2017



Principle 2. Summary of Achievements and Challenges

JIBS 2013–2015 progress report listed challenges that were to be addressed in 2015–2017. We report our advancements to fulfil those challenges and present new commitments for the coming years. JIBS continues to pursue its strategic goals and commitment to live up to its Responsible in Action Principle. Joining the PRME initiative helped JIBS to further embed ethics, responsibility and sustainability. By developing a new Bachelor programme and embedding it in other courses, JIBS aims to build future responsible leaders with the capacity to change organisations in a sustainable manner. In particular, with the new programme, JIBS makes a contribution to shaping the minds of a future generation of leaders.

Achievements

- JIBS works to incorporate the values of global social responsibility as portrayed in the Global Compact by innovating on its education curricula. This includes the development of a new Bachelor programme “Sustainable Enterprise Development” that has become a symbolic representation of our commitment to better prepare students to deal with the challenges of global sustainability.
- The commitment of our faculty to PRME and Responsible in Action is portrayed in the inclusion of course elements and faculty seminars addressing ethics, responsibility and sustainability.
- The number of Bachelor’s and Master’s theses addressing topics focused on ethics, responsibility and sustainability has seen a positive increase when comparing 2015 to 2016. This signals the interest of our students in developing capabilities for creating sustainable organisations or working with corporate social responsibility.

Challenges

- JIBS still has programmes that do not include, discuss or engage students in the values of global social responsibility. We need to continue working with PRME and Responsible in Action to find ways of relating different subjects with responsible leadership and/or ethics, responsible leadership and sustainability.
- JIBS will continue working to recruit more faculty members to cover the needs of its education curricula. A new Bachelor programme on sustainability requires new faculty members with different competencies and areas of specialisation.
- JIBS still needs to include more practical elements in programmes that make a clearer contribution to a broader society.



Principle 3. Method

Principle 3 refers to the creation of educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership at JIBS.

JIBS has worked intensively to build an internationally diverse community by recruiting and supporting faculty, staff and students from different regions of the world. JIBS has the most internationally diverse environment of any business school in Sweden. In 2016, 40% of our 68 core faculty staff were born abroad and comprised 16 nationalities. Of 45 employed PhD Candidates, 73% are non-Swedish from 17 countries. In 2016, 40% were female and our aim is to have a gender-balanced organisation. This means that we increased 4.3% of the number of female staff when compared to our previous PRME report.

In 2016, we had seven PhD students from Rwanda, four in Business Administration and three in Economics within our collaborative project with the SIDA. We have 15 PhD students in Business Administration and 15 in Economics from Ethiopia. JIBS is supervising these students with co-supervisors at AAU. The PhD students have been admitted to Addis Ababa University and follow an AAU designed PhD Programme through another SIDA-funded project. In 2016, two students defended their doctoral dissertation.

In 2016, the number of active PhD candidates at JIBS comprised 66 students. 54% were female (36 out of 66 students).

During 2016, out of the 66 PhD students, 6 completed a PhD degree (3 male and 3 female) and one a Lic degree (female). This result implies that JIBS contributes to academia by providing a highly competent workforce.

Historically, JIBS has created a gender-balanced and international student community through its admission processes. We will continue to support this approach in order to create inclusiveness and gender-balanced environments in our classrooms. For instance, JIBS' students commonly work in internationally diverse groups. The faculty also engages in creating discussions on gender differences and discrimination. We believe that this is a way of promoting inclusive approaches to leadership.

**PhLic Johan Larsson,
Civilekonom Programme
Director**



"Gender balance in management is important to me. I raise awareness of the salary differences between men and women together with Alexander Beck at the organisation "Civilekonomerna". I also discuss salary discrimination with our Civilekonom students."

Furthermore, the majority of our faculty and PhD students have international experience of living, studying and working abroad. This experience is relevant to carrying out

teaching activities in increasingly internationally oriented classrooms. Table 2 shows the different ways in which our international environment manifests.

Table 2. International indicators at JIBS for 2017

	Non-nationals	Swedish	International %
JIBS STRATEGY BOARD	3	3	50
FACULTY	Non-nationals	Swedish	International %
Core Faculty	27	41	40% ¹
Adjunct Faculty	32	25	56%
STUDENTS	Non-nationals	Swedish	International %
BSc programmes	237	504	32%
MSc programmes	388	74	84%
Doctoral students	32	13	73% ²
STUDENT EXCHANGE AND PARTNERS			
Exchange partner universities			150
Incoming exchange students			300
Outgoing exchange students			247
EDUCATION CURRICULA			
Programme language	All study programmes are conducted in English (except for some Sweden-specific content in law and accounting)		
Course language	97% of courses taught solely in English ^[3]		
Joint/Dual Degree Programmes	3 (KEDGE, EBS, IQS)		

^[1] According to the STINT INDEX 2016, (The Swedish Foundation for International Cooperation in Research and Higher Education's Internationalization index), which looks into six international dimensions of 28 Swedish schools and universities, including all EQUIS and AACSB-accredited institutions, JIBS eclipses all the other Swedish business schools when it comes to both number of international publications in relation to all publications and number of international faculty with a PhD degree in relation to all PhD faculty. The runner-up university is Lund University.

^[2] According to the STINT INDEX 2016, this puts JIBS as number 1 in Sweden. The runner-up business school is Stockholm School of Economics, at 42%.

^[3] According to the STINT INDEX 2016, this places JIBS in the number 1 position in Sweden. The runner-up business school is Stockholm School of Economics, at 70%.

Table 3 shows the number of international students in the programme, allowing us to compare with 2014. Overall, JIBS has sustained its international profile.

Table 3. International Students 2014–2016

	Total students 2016	International students 2014	International students 2015	International students 2016
UNDERGRADUATE				
International Economics and Policy	166	34	35	40
International Management	380	113	99	107
Marketing Management	216	31	32	37
Total Bachelor programmes	762	178	166	184
GRADUATE				
Civilekonom	436	-	-	-
ONE-YEAR MASTER PROGRAMMES				
International Financial Analysis	23	14	16	20
International Marketing	52	27	35	47
International Logistics and Supply and Supply Chain Management	NA	18	NA	NA
Managing in a Global Context	NA	20	34	NA
Strategic Entrepreneurship	NA	13	17	NA
Total one-year Master programmes	75	92	102	67
TWO-YEAR MASTER PROGRAMMES				
International Logistics and Supply and Supply Chain Management	162	51	59	64
Managing in a Global Context	71	23	33	53
Strategic Entrepreneurship	73	22	31	57
International Business Development	9	9	9	9
Economics, Trade and Policy	NA	29	26	NA
IT, Management and Innovation	61	34	36	40
Commercial and Tax Law	-	-	-	-
Total two-year Master programmes	376	168	194	223
Total	1,720	438	462	474

Table 4 shows the total number of students per programme, including the percentage of female students. Our gender-balanced student community is reflected throughout our programmes. We had an average of 46% of female students in the reported year (2014); in 2016, we had 48% female students.

However, 32% of students in the two-year master programmes were female compared to 2014 (42%). This implies that we need to address this issue in our future admission process in order to sustain a gender-balanced orientation throughout all programmes.

Table 4. Undergraduate and graduate students who entered JIBS in 2016

	Total admitted and registered - <i>National and local admission</i>	National applicants total	Percent female	Average age
UNDERGRADUATE				
International Management	380	1,087	47.1	22.9
Marketing Management	216	959	65.2	23.1
International Economics and Policy	166	892	44.1	23.0
Sustainable Enterprise Development	33	211	57.6	23.1
Total Bachelor	795	3,149	54.2	23.0
Civilekonom	436	2,816	51.0	24.1
Total undergraduate programmes	1,231	5,965	52.9	23.5
GRADUATE				
ONE-YEAR MASTER PROGRAMMES				
International Financial Analysis	23	94	40.7	25.7
International Marketing	52	154	51.6	25.3
Digital Business	30	80	40.0	26.0
Total one-year master programmes	105	399	45.0	25.4
TWO-YEAR MASTER PROGRAMMES				
ILSCM	91	162	32.3	26.3
IT, Management and Innovation	42	61	26.0	26.5
Managing in a Global Context	71	71	47.9	26.4
Strategic Entrepreneurship	73	74	25.3	27.2
Total two-year Master programmes	277	368	32.4	26.3
TOTAL	1,613	6,732	48.8	25.0

To create educational frameworks, materials, processes and environments that facilitate learning experiences for responsible leadership, we have identified several practices that we carry out at JIBS. These practices include:

- **Faculty Volunteering**
- **Creating Learning Environments for Sustainability**
- **Supporting the Development of Students' Environments for Responsible Leadership and Sustainability**

Faculty Volunteering

JIBS has adopted the **“Practice of Faculty Volunteering”** in education in developing countries. JIBS’ faculty and staff continue to be active participants in the Linnaeus-Palme exchange programmes in which teachers commit their spare time to participate in educational activities abroad.

In this report, we present one of our new faculty volunteering initiatives. In 2015, Dr. Marcela Ramírez Pasillas and Leticia Lövkvist prepared a Linnaeus-Palme Planning Trip with El Instituto de Emprendimiento ‘Eugenio Garza Lagüera’ (Entrepreneurship Institute) at the Tecnológico de Monterrey in Mexico. With this collaboration, JIBS and Tecnológico de Monterrey aim to strengthen our organisations’ educational curricula as well as teaching pedagogics in the fields of sustainable entrepreneurship and family business by means of a teaching exchange and a student exchange. A focus on sustainable entrepreneurship and family business is important in view of the existing socioeconomic disparities and gender inequalities in the world. This situation stresses the need for social innovation that specifically addresses these issues. There is a parallel need for approaches and perspectives that stimulate entrepreneurship and family business in a way that enables them to contribute to global sustainability.

This objective is in line with our work with PRME, our focus areas, and our Guiding Principles.

In September 2015, Dr. Ramírez Pasillas and Leticia Lövkvist visited Tecnológico de Monterrey at four Campi in Mexico. JIBS then welcomed our guests, Jose Manuel Aguirre (Director of Strategic Alliances and Technological Parks), and Dr. Sergio Ortiz (Academic Director of Entrepreneurship) of the Entrepreneurship Institute. We organised meetings with our Dean, Prof. Johan Roos, our Associate Dean of Education, Dr. Anna Blombäck, Associate Dean of Research, Prof. Paul Nysted, programme directors, directors of research centres, as well as faculty members, to explore complementarities.



Tecnológico de Monterrey representatives visiting JIBS in October 2015.

In autumn 2016, our JIBS students, Hanna Jonsson from the Marketing Management Programme and Ronni Samir Sulaka from the Civilekonom programme participated in a student exchange at Tecnológico de Monterrey, Campus Monterrey. The exchange included a collaboration with social entrepreneurs in the local impact hub. For example, the experience allowed Hanna to learn about social innovations in a developing context.

In January 2017, the Mexican students, Claudette Kirnbauer Plauchu and Mariana Luna Lopez, commenced their exchange at JIBS. These students will engage in a project about immigrant entrepreneurship. They will learn about the opportunities and challenges that foreigners face when they start a company in Sweden. To move forward with this collaboration, the teaching exchanges between Tecnológico de Monterrey and JIBS will take place during August and September 2017.



Jose Manuel Aguirre (ITESM), Marcela Ramírez Pasillas (PMRE), Hanna Jonsson (JIBS) and Ronni Samir Sulaka (JIBS) at Tecnológico de Monterrey, Mexico in August 2016.



Claudette Kirnbauer Plauchu (ITESM) and Mariana Luna Lopez (ITESM) with Monika Pavlovik (IRO), Marcela Ramírez Pasillas (PRME) and Leticia Lövkvist (IRO) in January 2017.

“Being in Sweden helps me better understand the global situation. Sweden is one of the countries with the highest levels of sustainability indexes meaning that there are many projects in which an entrepreneur can innovate and invest.” – Claudette

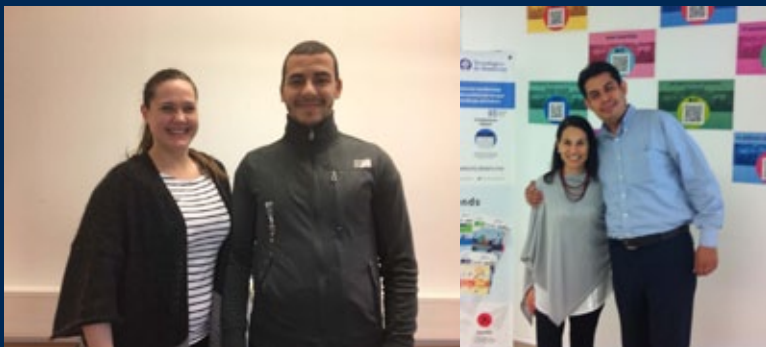
“The Linneaus-Palme Scholarship gave me the opportunity to study in Sweden... JIBS is one of the most important environments for entrepreneurship in Europe.”– Mariana

Main Accomplishments of the Practice of Faculty Volunteering in Mexico

Faculty of JIBS and Tecnológico de Monterrey started to build relationships that help them learn about current practices and education concerning sustainable entrepreneurship. Such contacts allowed Dr. Marcela Ramírez

teaching exchange period at JIBS in autumn 2017. PhD student Matthias Waldkirch and Dr. Marcela Ramírez Pasillas will visit Tecnológico de Monterrey in 2017.

JIBS was invited by Tecnológico de Monterrey to participate at INC Monterrey in November 2016. INC Monterrey is the most important entrepreneurship festival in Latin America. Dr. Anna Blombäck and Dr. Marcela Ramírez Pasillas had the opportunity to participate as speakers in an Entrepreneurship Symposium together with the faculties of other international universities, such as Babson College. Dr. Ramírez also joined a virtual Master course session on corporate social responsibility and family businesses and participated as a judge in the National Prototype Contest.



JIBS students, *Kristina Lundgren*, *Fares Youcefi*, Dr. Marcela Ramírez Pasillas (PRME) and Dr. Jairo Abraham Ruiz Nava (ITESM).

Pasillas to suggest that JIBS students Fares Youcefi and Kristina Lundgren investigated social incubators and social inclusion in Mexico. Fares and Kristina were provided with relevant information on social incubation at Tecnológico de Monterrey. Fares and Kristina also carried out their first interviews with key persons who were contacts identified through the Linnaeus-Palme planning trip. The students will conduct their case study on social incubation practices with a scholarship on the SIDA Master Field Studies in April 2017. Dr. Jairo Abraham Ruiz Nava, from Tecnológico de Monterrey, will help our students schedule their interviews with entrepreneurs and incubator managers. Dr Ruiz Nava will conduct his



INC Monterrey in November 2016.

Learning Environments for Sustainability for Faculty, Staff and PhD students

The **“Practice of Creating Learning Environments for Sustainability”** aims to connect faculty, staff and PhD students with experts that can help them advance their understanding of ethics, responsibility and sustainability, and how to incorporate these aspects in their subject, education and/or research. This practice is followed by organising conferences and networks, as well by financing the participation of our faculty and PhD students in relevant conferences and courses.

For example, in 2015, JIBS started a collaboration with Associate Professor, Dr. Niklas Egels Zandén, Director of the Centre for Business in Society (CBiS) at the School of Business, Economics and Law, University of Gothenburg. The aim was to co-organise a workshop to promote networking among faculty members, ideas exchange, and support knowledge exchange regarding how businesses integrate sustainability into their business strategies, operational practices and sustainability topics. In November 2015, the first workshop, “Business Models and Sustainability”; took place at CBiS. JIBS financed the visits of 5 faculty members. In May 2016, the second workshop, a Mini-Conference on “Sustainability, Business

Models & Responsible Education” was held at JIBS. The following speakers participated in the event:

- Sustainability, Business Models and Innovation, Dr. Florian Lüdeke-Freund, Research Fellow at the Centre for Sustainability Management (CSM), Leuphana University, Germany
- Circular economy and business models, Dr. Marcus Linder, Victoria Swedish ICT and Centre for Business Innovation (CBI) at Chalmers University of Technology, Sweden
- PhD Candidate Mathias Falkenstein, International Centre for Higher Education Management (ICHEM), University of Bath, School of Management, UK
- Sustainable business models in road transportation supply chains, PhD Candidate Veronika Pereseina, Centre of Logistics and Supply Chain Management (CeLS), JIBS, Sweden



Workshops on Sustainability and Business Models in 2015 and 2016.

Another example of this practice is the creation of a sustainability network at Jönköping University, JU Sustainable. The network connects staff, faculty and students from all five subsidiaries of Jönköping University to work for a more sustainable university for everyone. The network has three aims: first, it aims to create activities and processes that stimulate knowledge sharing and integration of sustainable development in our educational curricula. Secondly, it aims to tie our activities to external stakeholders in order to give our education a profound real-world relevance. Thirdly, it aims to foster multi-disciplinary research among network colleagues. The network agreed to organise lunch seminars for ideas and knowledge exchange, organise a sustainability day and support joint research applications.

Major accomplishments of the practice learning environments for sustainability

The most important accomplishment of the practice for creating learning environments for sustainability is the identification of faculty and PhD students interested and specialised in ethics, responsibility and sustainability. Such identification fosters the gradual creation of a group of individuals that are interested and working to develop a more responsible university. Jönköping University granted 450,000 Swedish kronor to finance activities of the network from 2016–2018. Dr. Marcela Ramírez Pasillas is the project manager of JU Sustainable with a representative from each sister school and the service company. The network launched seminars to raise our competences on sustainability. For instance, in September 2015, Assistant Professor, Dr. Ellen Almers from the School of Education and Communication discussed the perspective for sustainability “Action learning competences”.

This seminar helps educators work better with the challenges of education. In April 2016, Associate Professor Dr. Karin Steen discussed images of gender from a sustainability perspective. In November 2016, the social entrepreneur Johan Ehrenberg held a lecture on his approach and achievements in building a sustainable town and Prof. Magnus Granström from the School of Engineering talked about how we can raise funds from the Knowledge and Competence Foundation (KK foundation).

JÖNKÖPING UNIVERSITY
International Business School

JU Sustainable*

Date: April 19
12:00-13:30

Place: JIBS Building, Room B3053

Dialogue on Images of Genders in Sustainability

Karin Steen
PhD in Sustainability Science
LUCSUS
Lund University

- What are the links between gender and sustainability?
- Are women victims or saviors of the sustainability challenges in the Global South?
- Is women's image more environmentally oriented than men's image in the Global North?

Lunch: A sandwich will be served to confirmed participants.
Send your confirmation to: marcela.ramirez-pasillas@ju.se by April 5th.

WELCOME!
JU Sustainable* Network

JU sustainable also donated 10,000 Swedish kronor to two student-driven projects, the solar-powered car and the JU Hult Prize.

While the solar-powered car emphasized the production of an environmentally-friendly car, the JU Hult Prize promoted social entrepreneurship to combat the global migration crisis. Further, the JU Sustainability Network presented its first paper, "Sustainability at institutions of higher education: A transformative process perspective" in the "World Environmental Education Congress" – WEEC – at the Centre for Environment and Sustainability, GMV, at the University of Gothenburg and Chalmers University of Technology, 29 June to 2 July 2016. In 2017, JIBS PhD student Thomas Cyron joined the group coordinating JU Sustainable. He will help the network to map faculty and PhD students specialised in sustainability across Jönköping University. His role is important in defining a strategy for the network.



PhD Candidate Thomas Cyron

"I believe that sustainability is about maintaining and preserving the social and technological achievements of humankind, whereas development and progress should be tentative with a focus on quality. Although individuals can take responsibility for living by the standards of sustainability and prudent development, engaging in a network fosters critical thinking and mutual learning".

To promote the development of JIBS faculty and PhD students, JIBS supported the participation of faculty in conferences and/or courses that allow it to better understand complex connections that affect ecological, social and economic dimensions of sustainability and offer possibilities to reflect on the different levels of influence of those dimensions as researchers, educators and members of our society.

In the period 2015–2017, we are financing the participation of 6 individuals in the following competence development activities:

Table. 5 Competence development

Person	Event
Dr. Marcela Ramírez Pasillas	Sustainability in a Scandinavian Context organised by Copenhagen Business School and Bentley University, CBS, Denmark, June 2015
Prof. Gunnar Rimmel	Social accounting with GRI, Mentor Communications, Lidingö, Sweden, November 2015
Prof. Almas Hesmati and Prof. Christina Keller	Education for Sustainability organised by the European Organisation for Sustainable Development, Karlsruhe, Germany, October 2016
Dr. Quang Evans Luong	NU2016, Sweden's largest conference for the development of higher education, Malmö Högskola, Sweden, June 2016
PhD Candidate Matthias Waldkirch	PRME Conference – Responsible Management 2030, IMC University of Applied Sciences, Krems, Austria, November 2016

JIBS also offers PhD courses that incorporate the values of global sustainability as portrayed in the Global Compact. These courses present different theoretical perspectives that help students become researchers who are knowledgeable and wary of different sustainability perspectives and opportunity areas. These courses include:

- **Health Informatics**, Course examiner, Prof. Vivian Vimarlund
- **Research perspectives on Green IT**, Course examiner Prof. Christina Keller
- **Contextualising entrepreneurship**, Course examiner Prof. Ethel Brundin

PhD Candidate Matthias Waldkirch and Dr. Marcela Ramírez Pasillas, PRME Conference in November 2016.



Students' Environments for Responsible Leadership and Sustainability

Students are our most important stakeholders and provide inspiration and leadership in change through their examples and engagement. Because of this, the **“Practice of Supporting the Development of Students' Environments for Responsible Leadership and Sustainability”** has emerged to signal our interest and recognition of their contributions. This practice means that PRME actively promotes the development of student clubs that are in line with its Guiding Principle, Responsible in Action and help create awareness on sustainable development. In our PRME report 2013–2015, we introduced the organisations that have been active in relation to ethics and sustainability. We provide an account of the recent developments of the students' clubs as follows:

REACT. In 2015, Przemyslaw Jablonski, student of the Master programme, Managing in a Global Context, took over as a President of the student club REACT. Przemyslaw revamped the club and transformed it into an independent student club at Jönköping University with a passion for sustainable business management. The club designed a new image for the organisation in order to make it more attractive to students of Jönköping University. The club was granted 10,000 Swedish kronor by JIBS, which was used to design a website (<http://reactstudentclub.se/>) and organise guest lectures and field trips.

For instance, in 2015, Inger Mattsson, Director of Sustainable Business in the Scandic Hotels Group and Charlie Hedberg, General Manager of Scandic Jönköping held a lecture on CSR, since the majority of the hotels are certified in accordance with the Nordic Ecolabel's new requirements.

In November 2015, REACT participated in the Student Sustainability Summit in Gothenburg. The student club REACT has been handed over to a new board that is in the process of deciding how to move forward. Daniel Jedmo, a student in the Bachelor programme International Management will be the new president.



Przemyslaw Jablonski (REACT) visited the UN Global Compact in New York in August 2015.
Source: reactstudentclub.se.



Przemyslaw Jablonski with REACT supporters in November 2015.
Source: reactstudentclub.se.

JU-Talk. After graduation, Tetiana Grytsaieva, a Master’s student in strategic entrepreneurship and holder of the SI scholarship, handed over the student club to a new board. JU-Talk is a storytelling club at Jönköping University. Its mission is to provide a platform for sharing experiences by telling stories. JU-Talk invites guest speakers—students or faculty—to present stories about their personal or professional lives. The new board of JU-Talk inaugurated its first talk with Samir Muzaiek, a student of the Bachelor programme, “Sustainable Enterprise Development”, who emigrated from Syria to Sweden. His talk “Moving to the North - A Student & Refugee Experience” created an awareness of the journey that he made in order to leave his home country and integrate into a new one.

SSA. Students for Sustainable Action is an association at Jönköping University committed to bringing about real change launched by Camilla Sanders, a student in the Bachelor programme, “Sustainable Enterprise Development”. Camilla is currently the club’s president. SSA is guided by the principles of the triple bottom line model. This means that economic, environmental and social aspects are considered simultaneously when addressing pressing issues. SSA was launched in November 2016 and aims to help Jönköping University meet its commitments to being responsible in action. The student club wants to influence the next generation of global engineers, doctors, entrepreneurs and teachers to act responsibly in their own lives and future careers out in the world.

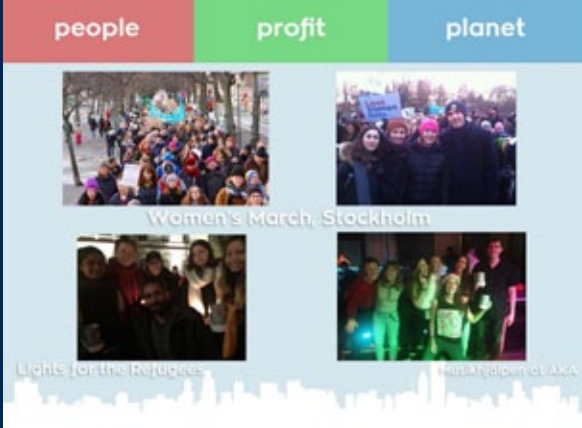


Camilla Sanders launching the SSA club in October 2016.



Samir Muzaiek talks about his immigration experience on his journey from Syria to Sweden and integrating into Swedish society at JU-TALK in November 2016.

SSA has organised the showing of a documentary, joined a demonstration to support women and collected money to support donations for Musikhjälpen. Currently, the students are working to influence the bidding processes of the university cafeterias so that there can be a sustainable cafeteria. SSA wants to start and run a social enterprise, a sustainable café, (the Student Kitchen) that offers healthy and affordable food in campus.



Collage of events supported by SSA members in 2016 and 2017.

JU Hult Prize. For the first year, students from Jönköping University participated in a local Hult Prize competition. Alia Mostafa, student of the Master programme, Strategic Entrepreneurship, created the student association Hult Prize at JU, which is an organisation linked to the Hult Prize Foundation dedicated to launching the world's next wave of social entrepreneurs. The competition encourages students to compete in teams to solve the planet's biggest challenges with innovative ideas for sustainable start-up enterprises. This year's challenge was to create an idea that helps solve the ongoing global refugee crisis. Annual Hult Prize winners can turn their ideas into reality with the help of USD 1 million in seed funding. At Jönköping University, Alia and her team organised a one-day competition to select the team representing Jönköping University. Four judges came together to select the best idea out of 21 participating teams. The winners of the Hult Prize 2017 at Jönköping University is team Horizon Network integrated by JIBS students Julian Sp, Haval Dhia, Réjin Adil Zandi and Johanna Nyman.



Alia Mostafa,
founder and campus
director of the
Hult Prize at JU

"As a society, we are very aware of the refugee issue and the problems they're facing. We are accommodating a lot of refugees in Sweden, so I thought the topic actually touches Sweden a lot!"

Photo source: <http://www.hultprizeat.com>

The winning team was offered a place in the regional competition in San Francisco to present its idea. JIBS supported the club with a donation of 50,000 Swedish kronor and JU Sustainable with 5,000 Swedish kronor. Prof. Leona Achtenhagen linked the event to her courses, "Creating a New Venture" and "Digital Entrepreneurship". Thereby, teams participating in the competition had extra coaching and support to develop their ideas from different theoretical perspectives.



Alia Mostafa presenting the JU Hult Prize in October 2016.



JU Hult Prize in November 2016.

Embedding Responsible in Action in JIBS Operations

JIBS and JU are constantly working to renew or revise all their operations in order to foster a discrimination-free and ethical work environment for faculty and students. Well-functioning operations are not only a tool to do the right things, but also ensure that we increase quality in the administrative area. At JIBS, we have a designated person, our Operations Manager, Peter Hofverberg, who is responsible for planning, managing, evaluating and improving operations and related administrative processes. We also have an Associate Dean of Faculty, Dr. Lars Pettersson, who is responsible for the development of associate professors and assistant professors.



Peter Hofverberg,
Operations Manager

“As a business school, not only are we responsible for education and research but also for the everyday footprint of our activities. This means it is essential to develop our administrative processes taking into account social, environmental and economic sustainability”.

JIBS has developed the following new practices to embed responsible in action in its operations:

- **Introducing New Faculty to JIBS Teaching Approaches**
- **Supporting a Non-Discriminatory and Healthy Environment for Employees and Students**
- **Responding to Stakeholder Demands**
- **Responsible Investments**

Social Sustainability

The “**Practice of Introducing New Faculty to JIBS Teaching Approaches**” means that new faculty attend a mandatory seminar in which we present JIBS’ education and organisation, course evaluation process, written and digital exam routines, student rights and responsibilities, and services such as study counselling and students with special needs. This seminar is important in familiarising new faculty and PhD students with JIBS’ teaching system.

The “**Practice of Supporting a Non-Discriminatory and Healthy Environment for Employees and Students**” means that JIBS strives to build an atmosphere that respects the wellbeing and health of faculty and PhD students. This practice is materialised in a variety of ways. For instance, in all its work with faculty and students, JIBS follows the Jönköping University “Non-discrimination Plan,” which was last updated in 2014 and, in the spring 2017, will be updated to incorporate a new approach to working to support human rights. In addition, JIBS works with the company Previa to offer its employees supplementary health services. In February 2017, JU and JIBS started a process to develop an equal treatment plan, which will promote gender balance and will prevent harassment, sexual harassment and reprisal-oriented behaviours among faculty, staff and students. The plan will be implemented in late 2017.

Furthermore, the student health centre is open to all students at Jönköping University and staff are bound by professional secrecy. They provide support services to students with psychological problems that affect their school performance. These services include therapy support groups, a bright room with artificial light (to treat Seasonal affective disorder), and a serenity room. They also provide a mandatory MRB Screening (multi-resistant bacteria). All students who have undertaken an internship or a job within healthcare and/or geriatric care while being on exchange are obliged to undergo MRB Screening. The same applies to all students who have been hospitalised or treated at a polyclinic abroad.

Environmental Sustainability

JIBS is also taking steps to reduce its environmental impact by developing the **“Practice of Responding to Stakeholder Demands”**. This practice means that JIBS actively works to respond to requests set by a variety of internal and external stakeholders to become environmentally responsible. For this reason, at the end of 2017, JIBS will apply for the Jönköping Municipality Environmental Certification, which is connected to the management environmental system, “The Swedish Environmental Base”. To achieve this eco-certification, JIBS must fulfil all the requirements specified in the standard.

Thus, in 2016, JIBS appointed Lecturer/PhD Candidate Anna Sellin to carry out the analysis and define the action plan to obtain the Environmental Certification. Anna will establish environmental policies with clear targets and action plans. Environmental risks will be identified and procedures to deal with these will be introduced. An environmental manual will be prepared, in which environmental measures and planned activities will be included. JIBS’ environmental performance will be revised on an annual basis, in which last year’s goals will be followed up and new goals will be set.

During spring 2017, staff will attend a half-day environmental training course, to ensure that sustainable development is the focus of our entire organisation.

As a further example of the use of the practice of responding to our stakeholder demands, in spring 2017, JIBS will ban all paper cups in the faculty lounge areas and will only use washable mugs. This will lead to a saving of at least 25,000 paper cups per year at JIBS. Enno Quast, a Master student in the Strategic Entrepreneurship programme, is working with the Jönköping University Student Union to offer an environmentally-friendly cup to students. Enno contacted managers at JIBS and Jönköping University to obtain support for this project. Peter Hofverberg realised that this project could give JIBS the opportunity to support the student’s initiative within his realm of responsibility. He will therefore take the first steps in supporting Enno’s entrepreneurial project by banning all paper cups at JIBS.



**PhD Candidate
Anna Sellin**

“To me, achieving the Environmental Certification means that JIBS takes the principle “Responsible in Action” seriously. For this reason, I am engaged in the Environmental Group at JU, together with the environmental coordinators at our sister schools”

Economic Sustainability

By adopting the **“Practice of Responsible Investments”**, JU and JIBS aims to conduct investments that are socially and environmentally responsible. This practice means that the management of JU and JIBS capital shall comply with the UN Principles for Responsible Investment (PRI). This implies that environmental, social and governance (ESG) issues, such as climate change and human rights, can affect the performance of investment portfolios and should therefore be considered alongside more traditional financial factors.

Furthermore, the companies that JU and JIBS invests in need to comply with the UN Global Compact’s fundamental principles of human rights, labour rights, environment and anti-corruption for responsible businesses. Direct investments will not be made in fossil fuels. JU and JIBS makes no direct investments in companies engaged in prospecting, exploitation, extraction or production of oil, gas, oil sands and other unconventional fossil oil. Similarly, JIBS does not invest directly in companies in the coal industry.



Principle 3. Summary of Achievements and Challenges

JIBS 2013–2015 progress report listed method challenges that were to be addressed in 2015–2017. We report our advancements to fulfil those challenges and present new commitments for the coming years. We are working to create educational frameworks, processes and environments that enable effective learning experiences to support responsible leadership at JIBS. During the course of our work with Principle 3, the following achievements and challenges were observed:

Achievements

- JIBS embraces its international and gender-balanced environment.
- JIBS's faculty and staff engage in networks and events that allow them to learn more about ethics, responsibility and sustainability.
- JIBS's faculty continues with its volunteer engagement through the Linnaeus-Palme exchange programme. This exchange programme allows JIBS to work in a more strategic manner in order to support students and faculty development.
- JIBS students have the power to foster positive change in our university community: Their commitment to being a participant with influence and a voice helps JIBS create a community of engagement.
- JIBS has a solid foundation to operate within its social and economic sustainability.

Challenges

- We must find a systematic method of recognising the volunteer work and related contributions of JIBS's student associations. The volunteer work and related contributions of JIBS's students associations represents an important source for opportunities practices responsible leadership. The commitment among students in this direction contributes to developing an educational environment that focuses on, as well as fosters responsible leadership must be acknowledged even more.
- We need to obtain the Jönköping Municipality Environmental Certification in order to become aware of our current environmental footprint and identify measures to reduce it.
- To educate responsible leaders, international diversity cannot be taken for granted. We need to create processes that help us better integrate PhD students from different countries into JIBS, and that allow them to grow as excellent researchers and educators.



Principle 4. Research

Principle 4 asserts that JIBS will engage in conceptual and empirical research that advances its understanding of the role, dynamics and impact of corporations in the creation of sustainable social, environmental and economic value.

JIBS is characterised by its vibrant international environment in which its business school research excellence is built on quality-driven specialisation in a selected number of focus areas – *Entrepreneurship, Renewal and Ownership*. Since research, disciplines and research education build on cumulative and evolutionary processes, the strategy of JIBS is to utilise its competence accumulated in recent decades, while at the same time adjusting it to meet new requirements and expectations from students and stakeholders.



Prof. Ethel Brundin,
Associate Dean of Research

“Researchers at JIBS are expected to act responsible in their choices and decisions when it comes to research topic, authorship, method design, use of data, handling delicate information, wrapping up and disseminating their results. In short, they are made accountable in their role as researchers. Only in this way, can research make a sustainable impact”

Overall Research Publications on Responsible in Action

JIBS sees a close connection to research as being essential to education, believing that education based on research findings and the current research frontier is a part of ensuring that students receive education that is relevant to their future. Faculty and PhD students at JIBS are free to pursue their research interests in line with our current strategy. Because of its guiding principle, Responsible in Action, faculty and PhD students start to engage in research that aims at understanding the roles and impact of entrepreneurs and corporations in creating sustainable social, environmental and economic value. Responsible in Action research is aligned with our focus areas – *Entrepreneurship, Renewal and Ownership*. Compared to previous reported years, we have observed a positive development in the period 2015–2017.

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Following-up Research Projects

In the JIBS PRME Report of Progress for 2013–2015, we included several research projects that aimed to enhance our knowledge of ethics, responsibility and sustainability. The projects that have been concluded are listed as follows.

Project: Crowd-funding in Pakistan (dissertation project is ongoing)

Leader: PhD Candidate Nadia Arshad

Outcome:

Arshad, N (2017) Contextualising crowd-funding in low-income countries: the case of Pakistan. In Ramirez-Pasillas, M., Brundin, E. and Markowska, M. (2017). Contextualising Entrepreneurship in Emerging economies and Developing Countries. UK: Edward Elgar.

Project: Governance, regulation and rights on the Internet

Leader: Nicola Lucchi

Outcome:

Lucchi, L. (2016). The Impact of Science and Technology on the Rights of the Individual. UK: Springer. ISBN 978-3-319-30439-7.

Lucchi, L. (2015) Internet-Based Communication: Rights, Risks and Opportunities *European Journal of Risk Regulation*, Vol., pp. 1121-128.

Lucchi, L. (2016). Digital Media Pluralism: the need for global strategies. In Carlsson, Ulla (ed.) Freedom of Expression and Media in Transition. Studies and reflections in the digital age. Göteborg: Nordicom, p. 83-90. ISBN 978-91-87957-22-2.

Lucchi N., Ohlsson J., Ots M. (2017). Market Structure and Innovation Policies in Sweden. In Hans van Kranenburg (ed.), Innovation Policies in the European News and Media Industry: A Comparative Study, Springer Verlag, pp 191-205.

Lucchi N., (2016). Property Rights in the Digital Sphere. In Heidrun Friese, Gala Rebane, Marcus Nolden und Miriam Schreier (eds.), Handbuch Soziale Praktiken und digitale Alltagswelten. UK: Springer Verlag. ISBN 978-3-658-08460-8.

SEMINAR

Associate Professor
Nicola Lucchi
will present the book:
*The Impact of Science & Technology on
the Rights of the Individual*

Friday, 30th of September
from 13:15 - Room B5062
Snacks and drinks will be served before the presentation

WELCOME!

JÖNKÖPING UNIVERSITY
International Business School

Associate Professor, Dr. Nicola Lucchi celebrates the publication of his book in September 2016.

Project: Genetic Information, biotech patents and individuals rights

Leader: Nicola Lucchi

Outcome:

Lucchi, L. (2016). The Impact of Science and Technology on the Rights of the Individual. UK: Springer. ISBN 978-3-319-30439-7.

Lucchi, L. (2015). Patent Litigation in the biosciences: reconsidering ownership of genetic information after Brüstle and Myriad. In Maria Bottis et al. (eds.), Lifting Barriers and Empowering the Future of Information Law and Ethics. Thessaloniki: University of Macedonia Press, pp. 431-446.

Following-up Dissertations Projects

In the JIBS PRME Progress Report for 2013–2015 we also provided an account of the dissertation projects that aimed to enhance our knowledge of ethics, responsibility and sustainability. The development of these dissertations is important since they contribute to creating knowledge about topics linked to responsibility and sustainability. As part of the dissertation development process, PhD students attend a final Research Seminar with an expert in their field. These seminars provide additional opportunities to learn about responsibility and sustainability.



2015

Duncan Levinsohn

Dissertation: No Entrepreneur is an Island: An Exploration of Social Entrepreneurial Learning in Accelerators.

Opponent: Professor Daniel Hjort, Copenhagen Business School, Denmark.

Huriye Yeröz Aygören

Dissertation: Entrepreneurial identity formation-in-practice - Immigrant female entrepreneurs' lived practices and experiences within gender, ethnicity and class relations.

Opponent: Mustafa Ozbilgin, Professor of Human Resource Management and Organisational Behaviour and Associate Dean (Equality & Diversity), Brunel University London, UK.

Jan Weis

Dissertation: Essays on externalities, regulation, institutions, and firm performance.

Opponent: Professor Dr. Pierre Mohnen, United Nations University Merit, Maastricht, The Netherlands.

2016

Diogenis Baboukardos

Dissertation: Essays on the market valuation implications of mandatory corporate reporting, Senior lecturer Yannis Tsalavoutas, Glasgow University.

Quang Evans Luong

Dissertation: Opportunity creation – a mixed embedding process: A study of immigrant entrepreneurs in Sweden.

Opponent: Professor Monder Ram, University of Birmingham, UK.

SofiaWixe

Dissertation: Regional diversity and economic performance.
Professor Frank Van Oort, Erasmus University Rotterdam, The Netherlands.

Dr. Quang Evansluong



“My research on immigrant entrepreneurship is centred on integration processes. It embraces JIBS’ guiding principle “Responsible in Action” by developing a theory to explain the phenomenon and support practitioners and policy makers in addressing the social challenges of immigration, which is to integrate immigrants into the labour market and into the society of their country of residence”.

Responsible in action in Focus– Ongoing Research Projects

To continue to build its focus areas, JIBS is developing research within its focus areas (i.e. entrepreneurship, renewal and ownership). The ongoing research projects that are fostering and strengthening our Responsible in Action guiding principle are as follows:

System Innovation for Societal Challenges: A strategic knowledge platform

Within innovation research, the term “system innovation” has emerged to describe the complex interaction between technological, economic, social, behavioural and institutional change required to deal with current major societal challenges. This orientation towards system innovation for societal challenges is seen as a completely new paradigm in innovation policy. This project will mainly focus on the analysis of policy instruments for system innovation and study how policies can be designed and implemented and whether or not they achieve expected and desirable outcomes. The project has been organised as a strategic knowledge platform with the aim of stimulating and contributing to system innovation research in Sweden. The platform has been coordinated by a researcher at CIRCLE, Lund University and incorporates various collaborations between national and international researchers and Swedish policy makers and practitioners in order to co-create academic insight and policy intelligence. Prof. Jerker Moodysson is the project leader at JIBS. Increased interaction between academia and policy making is one of the platform’s main objectives. The aim is to collaboratively develop further conceptual, methodological and empirical insight into system innovation as well as challenge-driven innovation policy in Swe-

den. The platform’s ambition is to become a nationally and internationally recognized hub for research and policy advice on system innovation. We will generate a solid conceptual background and empirical evidence for policy making and thus contribute to Sweden’s status as a global leader in innovation policy.

Social Innovation

Assistant Professor. Dr. Duncan Levinsohn and Professor Paul Nystedt are involved in a new project designed to stimulate social innovation in the region. The project is being run in cooperation with Coompanion (an organisation that receives funding from the Swedish government to support social entrepreneurs and cooperatives) and with the university’s inter-disciplinary body “Jönköping Academy for the Improvement of Health and Welfare” (JAIHW).

Dr. Duncan Levinsohn



“The project is a natural expression of JIBS’ vision of being ‘responsible in action’. “For me, responsible in action implies proactive engagement in the prosperity and challenges of society – at a local, national and international level”.

The project is expected to help firms in the region engage more effectively with social and environmental challenges, in which solutions require collaboration between business, governmental or civil society players. An important goal of the project is equipping the university faculty to engage more effectively with social innovation - not only in its own research, but also with regards to teaching.

E-health

In August 2016, the Swedish government decided to grant funds to compare international e-health initiatives. The project will be implemented by the Swedish Society for Medical Informatics (SFMI) to enable better monitoring and management of e-health work in Sweden. E-health is a priority for the Swedish government. The e-health project aims to make comparisons and to develop indicators to measure the effects of the implementation of IT-based innovations in e-health. The project is being funded by social services and the Council of Ministers. Professor Vivian Vimarlund is the coordinator of the Swedish contribution

Mumpreneurs

Professor Helene Ahl, Professor Lucia Naldi, and Assistant Professor, Dr. Magdalena Markowska designed a project to investigate the phenomenon of mumpreneurs – *entrepreneurs who are also mothers* and their ventures in Sweden, with a focus on the following research questions:

- Under what circumstances and for what reason do mothers decide to become entrepreneurs, and what are their growth aspirations?
- How does the family situation influence the start-up decision and the type of businesses that mothers start?
- How does family policy and other public policies shape entrepreneurship by mothers? In particular, what is the influence of the parental leave and social insurance system?

- What characterises the ventures in terms of industry, size, growth prospects, customer base and marketing channels that mumpreneurs start, including how these ventures might change over time?

By asking these questions, the project aims to provide solid empirical evidence for an informed discussion of whether mumpreneurship in the context of the Swedish welfare state offers financial support to women; whether mumpreneurship adds significantly to economic growth for society; and whether mumpreneurship is a way of challenging the traditional gender order and improving women's position in society – or not. The project received funding in the amount of 4.5 million Swedish kronor from the Swedish Research Council (Vetenskapsrådet), and it will be carried out from 2017 to 2019.



Prof. Lucia Naldi, Prof. Helene Ahl and Dr. Magdalena Markowska

Immigrant entrepreneurship

Dr. Quang Evansluong and Dr. Marcela Ramírez Pasillas are involved in a research project that investigates the role of family in the host and home country in the process of immigrant entrepreneurs' creation of entrepreneurial opportunities and integration into society. It relies on the perspectives of the opportunity creation process, family social capital and embeddedness. The project examines three sources of family social capital: family duties, family trust and family support as being relevant to opportunity creation and integration.

By identifying the influence of these sources of family social capital, we aim to show the contribution of families in the host and home country to immigrant entrepreneurs' opportunity creation and social integration in different ways. We focus on the following research questions:

- How do family duties in the host and home country trigger and hinder the process of forming an entrepreneurial idea?
- What support does the family in the host and home country provides the entrepreneur in launching the idea?
- How does the family in the host and home country support the immigrant's integration into the new context?

Prosperity4all

Over 2 billion people worldwide have different types, degrees, or combinations of disability, literacy, digital literacy or aging related barriers that impede or prevent the use of ICT. Prosperity4all focuses on developing the infrastructure to allow a new ecosystem to grow; one that is based on self-rewarding collaboration, that can create the robust cross-platform spectrum of mainstream and assistive technological solutions. This will be achieved through a process based on true-value propositions for all stakeholders and will result in a system that can profitably serve different markets, at a personally and societally affordable cost. This infrastructure will use cloud, crowd, game and smart technologies, to bring new players with both low and high technical skills into the development of an ecosystem and introduce accessibility as a ubiquitous service. The project received funding in the amount of 55 million Swedish kronor from the EU and will be carried out from 2015 to 2018. There are around 25 European universities participating in the project. At JIBS, Professor Vivian Vimarlund is the project leader with the participation of Assistant Professor, Dr. Andrea Resmini and PhD Candidates Sofie Wass, Mirfa Manzor, Bertil Carlsson and Faustina Acheampong.

Contextual entrepreneurship in emerging and developing economies.

Dr. Marcela Ramírez Pasillas, Professor Ethel Brundin, and Dr. Magdalena Markowska, co-edited a book on contextualizing entrepreneurship in emerging economies and developing economies. The book will be published by Edward Elgar in April 2017. This is a project that provides a publication outlet to our PhD students from Ethiopia, Colombia, Guatemala, Mexico, Pakistan, Rwanda, Vietnam and Spain and colleagues studying these contexts. The project is at the interphase of JIBS guiding principles. Marcela, Magdalena and Ethel plan to continue with this research since understanding contexts can lead to approaches promoting social and environmental sustainability.



Dr. Marcela Ramírez Pasillas



"Entrepreneurship is a contextually driven phenomenon of societies. Thus, to promote sustainable development it is important to understand how different practices and forms of entrepreneurship foster inclusive development around the world."

Following-up Collaboration for Research Support and Capacity Building in Africa

In our progress report 2013–2015, we shared our engagements in international projects in Ethiopia and Rwanda. We report here our developments in the collaboration with universities in Ethiopia and Rwanda as well as our new collaboration in Mozambique. Our collaboration with our partners in Africa is important in promoting responsible leadership in which all parties learn about each other's strengths and weaknesses. JIBS has engaged in a strategic collaboration with two major African Universities, Addis Ababa University in Ethiopia and the University of Rwanda. The collaboration started in 2011 with the major objective of developing national research institutions of international quality. To develop this collaboration, JIBS has received substantial external funding from SIDA since 2011. Below, we report the main results of our collaboration.



**Lars Hartvigson,
Senior Advisor and
Coordinator of
African collaborations**

“My role is to advise my colleagues on how to design and implement research collaborations in emerging economies. Our success in our research collaboration is based on inclusive and participatory practices that we rely upon to create ownership and accountability among all actors and partners involved”.

Major Accomplishments of the Collaboration for Research Support and Capacity Building in Africa

JIBS works intensively to develop and sustain course-based PhD programmes in economics and management within its African partner universities. A major focus of this work is to deliver PhD courses and supervision of PhD students. In 2016 the two very first PhD students at Addis Ababa University graduated from the national PhD programme in Economics, supervised by JIBS professors. In 2017 we are planning for another seven students to graduate. To support the institutional capacity building, the collaboration is designed with yearly admissions of PhD students. This collaboration implies that there is continuous co-teaching and co-advising of PhD students.

JIBS identified the need to strengthen the research culture of its partner institutions in Africa in order to foster financially autonomous national institutions. Our collaboration emphasizes the creation of means and support to our partners in developing senior researchers. For this purpose, in 2015, JIBS, together with our African colleagues, launched international conferences in economics and management.



PhD Candidates in Business Administration, Ermias Wer-kilul Asfaw and Asres Abitie Kebede at the 2nd International Conference EA BEW, organised by JIBS and the College of Business and Economics at University of Rwanda, in Rwanda in June 2016.

Professor Almas Hesmati introduced several venues for publishing research for African colleagues in 2016. The creation of publication venues has been highly significant in building the research capacity and visibility of African authors. The venues for publication include:

- East Africa Research Papers in Economics and Finance
- East Africa Research Papers in Business, Entrepreneurship and management
- Book Series: Frontiers in African Business Research
- Weekly (lunch) seminars on Fridays
- Friday afternoon: no teaching, seminar, supervision and research collaboration
- Presentation of MSc theses at weekly seminars and at EABEW conferences
- Publication of MSc theses as research papers
- Publication of collection of MSc theses as edited books
- Submission of high- quality MSc theses to journals

JIBS professors have edited six books by Springer/Routledge and several articles in journals and working paper series. Another initiative to support the research culture of our partners is the Career Development Initiative, a stipend programme that allows African Colleagues to co-author articles with JIBS faculty and present them at international conferences.



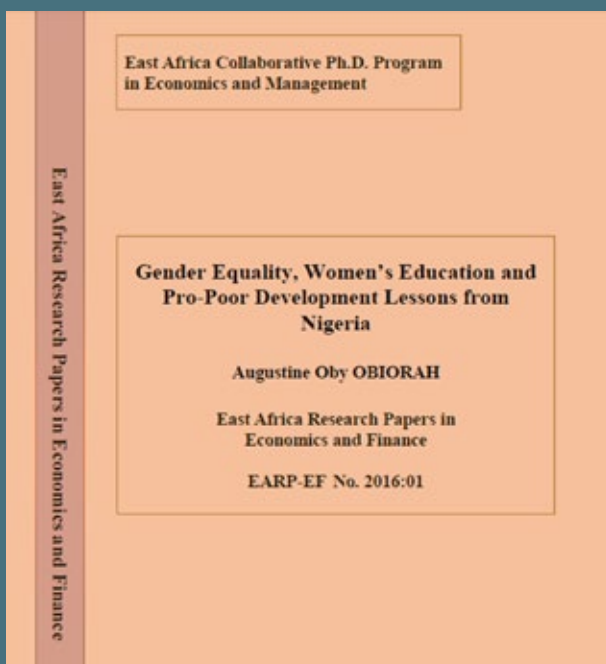
Frontiers in African Business Research, Series editor Prof. Almas Heshmati.

Source: <http://www.springer.com/series/13889>

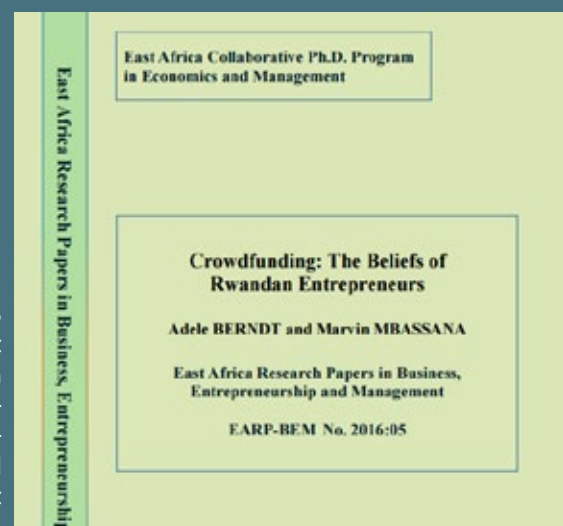


Professor Almas Hesmati hands over the published books to Minister of Education, Dr. Papias Musafiri, at the University of Rwanda in June 2016.

Source: JIBS in Africa



Source: JIBS in Africa - East Africa Research Papers in Economics and Finance (EARP-EF)



Source: JIBS in Africa East Africa Research Papers in Business, Entrepreneurship, and Management (EARP-BEM)

In 2015, JIBS launched the regional programme Entrepreneurship and Innovation for Development (EID). At present, the regional programme has harmonised PhD programmes in economics and management, including joint course syllabuses, among the participating universities, Addis Ababa University, University of Rwanda, Makerere University and University of Dar Es Salaam. The objective of the regional programme is to sustain national research institutions by sharing scarce human resources, i.e. the available active senior researchers.

Professor Ethel Brundin, Professor Francesco Chirico and Lars Hartvigsson presented a suggestion for a PhD programme in management that will run within the EID agreement including Makerere University in Uganda, Dar Es Salaam University Business School, Rwanda University and Addis Ababa University. This new collaboration includes organising conferences and workshops.



Prof. Paul Nystedt, Prof. Rolf Lundin and Lars Hartvigsson with EID partners in October 2015.
Source: JIBS in Africa



Professor Ethel Brudin, Professor Francesco Chirico and Lars Hartvigsson with EID partners in June 2015.



Prof. Rama Rao (UR), Dr Mohammed Seid (AAU), Prof. Yitbarek Takele (AAU), Dr. Claudine Uwera (UR) and Prof. Murty Koppaharti (UR) in the EID Regional Summit in December 2015.

In 2018, JIBS will also start a collaboration with University Eduardo Mondlane in Mozambique. In Mozambique, The aim is to support a shift of teaching language from Portuguese to English in all Master programmes to make international research accessible to our Mozambique colleagues. The aspiration is to mirror the work done in Rwanda, including a review of existing Master programmes, teach in Master programmes and supervise Master theses to prepare for the design, admission and implementation of national PhD programmes in management and economics.



Collage of collaboration activities to build education and research capacity in Rwanda from 2015–2016.

Embedding Responsible in Action in the Research Centres

At JIBS, embedding Responsible in Action in research and research education means adopting the Guiding Principle either as an approach to carry out our work or as a focus in research. Every centre and PhD student network has the freedom to define their approach to embedding Responsible in Action in their practices. In this report, we present the initial efforts carried out by the research centres and PRME to identify the Responsible in Action practices as follows:

- the Centre of Family Enterprise and Ownership and the Centre of Logistics and Supply Chain Management provide us with examples of their work to foster responsible leadership and related research
- the emerging JIBS' PhD network offers an example of how to promote knowledge sharing with regard to dissertation processes and ethical behaviours

Embedding Responsible in Action at the Centre of Family Enterprise and Ownership (CeFEO)

The Centre of Family Enterprise and Ownership (CeFEO) embeds Responsible in Action as a guiding principle with four practices:

- **Inclusive Strategy Making**
- **Open Research Project Practice**
- **Inclusive Research Development**
- **Making an Impact in International arenas**

To establish annual priorities, CeFEO relies on the **“Practice of Inclusive Strategy Making”**. Faculty, staff and PhD students engaged with CeFEO participate in bi-annual meetings in which the strategy is developed collectively. In this manner, the strategy best fits the interests and areas of specialisation of the group. The bi-annual meetings are organised by CeFEO's Director, Prof. Mattias Nordqvist. These have become an important practice in building the success of CeFEO.

**Prof. Mattias Nordqvist,
Director of CeFEO**



“Being responsible in action for me is about organising ourselves and acting in a way that creates an environment for inclusion, collaboration, support and transparency. At its best, this means a long-term orientation, continuity and sustainability in our activities”

Furthermore, CeFEO promotes an **“Open Research Project Practice”**. The faculty engaged with CeFEO has the opportunity to develop joint research applications within its areas of specialisation and interest. In bi-annual meetings and other research meetings throughout the year, temporary groups are set up to develop joint research applications. The faculty shares knowledge of their scientific fields and research applications. The groups also target specific organisations with their research applications. For instance, Prof. Mattias Nordqvist with Assistant Professor Marts Orts received funding for a research project on the green sector with a focus on farms and the food sector.

CeFEO supports a **“Practice of Inclusive Research Development”**. CeFEO continuously involves junior researchers – PhD students and Assistant Professors – in local and international research projects. The Co-Director of Research for CeFEO, Prof. Francesco Chirico, can ensure that junior researchers develop their knowledge and skills as researchers in international environments.

For example, he developed specific-tailored research activities (e.g. R&R CeFEO seminars, CeFEO workshops) to help scholars within CeFEO and JIBS increase their research productivity. In particular, these activities strongly promote research across disciplines at JIBS (e.g. between Business Administration and Economics), help both junior and more senior scholars to integrate their research across multiple fields and topics, as well as making a link between research and practice more evident



**Prof. Francesco Chirico,
Co-Director of CeFEO**

“I rely on the Responsible in Action guiding principle when interacting with my colleagues. Being responsible in my actions, especially when acting as a mentor and forming young scholars, is central and in line with our practices at CeFEO. For me, Responsible in Action also means being constructive and respectful towards our members, JIBS and the surrounding community!

The following publications are examples of the outcomes obtained with the **“Practice of inclusive research development”**:

Akhter N., Sieger P. and Chirico F. (2016) If We Can't Have It, Then No One Should: Shutting Down Versus Selling in Family Business Portfolios. *Strategic Entrepreneurship Journal*.

Bau M., Sieger P., Eddleston K., Chirico F. (2016) Fail but try again? The effects of age, gender, and multiple-owner experience on failed entrepreneurs' re-entry. *Entrepreneurship, Theory and Practice*.

Backman M., Bau M., Klaesson J., Pittino D., Chirico F. (2017) No Firm is an Island. Local Embeddedness and Rural-Urban Contexts for Business Growth in Family versus non-Family Firms. Submitted to the IFERA Conference, Croatia.



CeFEO Research Workshop in November 2016.

Finally, CeFEO fosters the **“Practice of Making an Impact in International arenas”**. This practice means that faculty commits its spare time to supporting the development of international conferences and Doctoral Colloquia. In this respect, our faculty aims to make a wider contribution to academia and create spaces for further development of our faculty and doctoral students. For instance, every year since 2005, CeFEO has organised the EIASM workshop on Family Business, often in collaboration with distinguished international universities. Prof. Ethel Brundin and Prof. Mattias Nordqvist are the Chairs of the event. The workshop is designed for favouring an active participation of PhD students and young scholars and favouring an inclusive environment that offers a unique opportunity of approaching family business research in a warm and cordial atmosphere. For many PhD students it represents the first approach to family business. Assistant Professor, Dr. Massimo Baù is a co-chair of the 2017 IFERA conference, “Locality and internationalisation of Family Business” to be held from June 28–July 1 2017 in Zadar, Croatia.

Adopting the practice of engagement, he succeeded in having JIBS' PhD students submit an abstract to the event. Massimo is also an Officer of the Special Interest Group, "Family Business Research" at the EURAM Conference for the period 2014–2108, at which he promoted the collaboration of faculty and PhD students to become reviewers and submit papers. The same level of inclusiveness and engagement of PhD students is consistent in all major business and management conferences. For example, in 2016, two CeFEO PhD students, Giuseppe Crisco and Matthias Waldkirch, were acknowledged as best reviewers for the Entrepreneurship Division at the Academy of Management Annual Meeting at Anaheim (California).

Major Accomplishments within the realm of CeFEO's Practices

CeFEO expects to continue developing research on different aspects of ethics and responsibility. The centre also takes an active part in the Africa project. Several doctoral students with supervisors from CeFEO work on projects related to sustainability in Rwanda. For example, Pierre Sindambiwe is developing his dissertation on the continuity of family SMEs in Rwanda. CeFEO has PhD students with a particular interest in responsibility and/or sustainability topics.

For instance, Sumaya Hashim develops her dissertation on Arab women who are immigrant entrepreneurs. She aims to understand contextual differences in their home and host countries. Sylvie Scherrer is investigating values in Swiss family businesses in her dissertation. Sylvie presented her first research paper on sustainable and family firms at the 13th Workshop on Family Firm Management Research in Zolle (Holland) in May 2016.



Massimo Baù with participants of the Special Interest Group on Family Business at the EURAM Annual Conference in June 2016.

Moreover, Dr. Marcela Ramírez Pasillas has been Co-Chair of the Doctoral Colloquium at EURAM for several years. In 2015, JIBS student Samuel Mutarindwa from Rwanda participated with his research on corporate governance, trust and investor confidence in the banking industries of Rwanda and Uganda and JIBS student Samuel Kamugisha, also from Rwanda, discussed his research on the survival of new firms within manufacturing sectors in Rwanda.



PhD Candidate Sylvie Scherer at EIASM in May 2016.

Prof. Mattias Nordqvist was invited to appear as a keynote speaker on the topic "Responsible Entrepreneurship – the Case of family firms" at the 9th ICEIRD conference organised by the National University of Political Studies and Public Administration (SNSPA) and the University of Sheffield International Faculty, CITY College from 23–24 June 2016 in Bucharest, Romania.



Marcela Ramírez Pasillas (PRME) in the session on social entrepreneurship and social innovation at the EURAM Annual Conference in June 2016.

One example of a research project that addresses aspects of responsibility and social sustainability is the project "Difficulties experienced by owners of family businesses when getting divorced". Kajsa Haag and Lars-Göran Sund have carried out a four-year study of how the effects of divorce can be handled in splitting up a married couple without destroying their family business



Dr. Kajsa Haag,
Programme Director
of Masters in
Business Administration

"Responsible in action is about how you do things but is also about what you choose to study. In our project on owners who get divorced, we have acted responsibly by anonymising the respondents and letting them approve all material. We also made contributions that are responsible in providing solutions that consider a wide group of stakeholders"

This research project exemplifies how CeFEO researchers pay attention to responsible management practice. It applies a stakeholder logic that incorporates the effects on family members, owners, employees and other business stakeholders such as suppliers and buyers.

To create a holistic understanding, the project is multidisciplinary, combining management, business law and family law. The whole project has been generously funded by Torsten Söderberg's research foundation. Results are disseminated through seminars for business owners and their advisors and the research output thus far is:

- Sund, L-G., Andersson, J. and Haag, K. (2015) Share transfer restrictions and family business: The minority perspective. *European Business Law Review*, 26(3), 437–450.

- Haag, K. & Sund, L-G. (2016) Divorce in the family business. Unfolding the legal problems by learning from practice. *Journal of Family Business Management*, 6(1), 1–16.
- Family business and divorce: continuing the business after family failure. Work in progress.
- Ownership rights of children in family firms: at the boundaries of law and business. Work in progress.

Embedding Responsible in Action at the Centre of Logistics and Supply Chain Management (CeLS)

The Centre of Logistics and Supply Chain Management (CeLS) embeds Responsible in Action as a guiding principle comprising four practices:

- **Developing Research on Sustainability**
- **Disseminating Research Results among Scholars and Practitioners**
- **Linking Research with Education**
- **Recruitment of Faculty Specialised in Aspects of Responsibility and Sustainability**



Dr. Leif-Magnus Jensen,
Director of CeLS

"The integration of sustainability thinking in the logistics and supply chain management discipline will be critical to meeting both social and environmental goals in the future. At CeLS we believe that research and teaching within this area can have a great impact on the sustainability of global supply chains"

The centre aims to continue developing in the area of sustainability research. Thus, it has adopted the **“Practice of Developing Research on Sustainability”**. Currently, the centre has two PhD students: Veronika Pereseina is examining sustainability in the supply chain and Elvira Kaneberg is studying humanitarian logistics. Veronika is expected to defend her dissertation in 2017 on the topic of managing the sustainable business model of a heavy-vehicle manufacturer. Elvira is expected to defend her dissertation in 2018 on the topic of emergency preparedness in the civil society of developed countries.



**PhD Candidate
Veronika Pereseina**

“Responsible in Action means being able to transfer research on sustainability into practice”

With the **“Practice of Disseminating Research Results among Scholars and Practitioners”**, the centre aims to spread its findings from its sustainability projects among relevant communities of researchers and practitioners. For instance, CeLS organised a workshop for business leaders on the project about business concepts for more sustainable vehicles and their impact on the industry. The CeLS members participated in the Sustainable Supply Chain Management research tracks at the 5th Annual Australian Business Ethics Network Conference (ABEN) from 7–8 December 2015 and the Australian Life Cycle Assessment Society Conference (ALCAS) from 23–24 November 2015 in Melbourne, Australia.

With the **“Practice of Linking Research with Education”**, faculty and PhD students at the centre conduct research in sustainability in our teaching programmes to educate future responsible professionals. Sustainability as a topic is part of the Advanced Supply Chain Management 1 course and is also covered in the Humanitarian Logistics course. The topic is further explored in the second-year Master course, Environment, Supply Chain Management and IT.

The **“Practice of Recruitment of Faculty Specialised in Aspects of Responsibility and Sustainability”** helps JIBS and CeLS reinforce its sustainability research. For example, the recent employment of Dr. Alain Vaillancourt as an Assistant Professor will generate research on Humanitarian Logistics. Humanitarian logistics is an important area of sustainability research for increasing our knowledge about the organisation, delivery and warehousing of supplies during natural disasters or complex emergencies affecting people and places. The centre also believes that research in this area is a good way for a business school to take a broader responsibility beyond the business community.

Major Accomplishments within the realm of CeLS Practices

The Centre received funds from Vinnova for the “Market-making of a high value business model in low-cost markets” project (6.5 million SEK in 2011) dealing with extended service models in the heavy-vehicle industry. Two of the main goals of the project was to consider the social and environmental impact of these new service models, and how they are diffused through new markets. In addition, one PhD student was recruited to the project with a particular focus on sustainability issues, and is expected to defend her thesis this year. We are currently in the process of formally closing the project but it has led to publications in the area of sustainability and more publications are expected as a consequence of the project.

Examples of the emerging research publications are:

Pereseina, V., Jensen, L-M. & Hertz, S. (2014) Challenges and Conflicts in Sustainable Supply Chain Management. Evidence from the heavy-vehicle industry, *Supply Chain Forum: International Journal*, Vol 15, Issue 1.

Benedikte Borgström, Susanne Hertz, Leif-Magnus Jensen, Veronika Pereseina, Lianguang Cui and Henrik Agndal (2015) "Business Model Value Paradigms in the Road Transport Service Sector and Truck Market" Published at the NOFOMA 2015 Conference proceedings.

Key participants with whom the centre collaborates:

- Scania AB
- Nässjö Näringsliv AB,
- Jönköping Municipality (Jönköping Kommun)

Furthermore, CeLS organised a dissemination workshop on "Creating sustainable value and eliminating costs in road transportation" on 22 November 2016. Máximo Martínez Ávil from the Supply Network Innovation Centre at Procter & Gamble gave a keynote speech on the Physical Internet and future challenges. The keynote speech was followed by a roundtable discussion on the two topics of "What is value in road transportation?" and "How can partnerships and collaboration contribute to sustainability in transportation in the future?" The discussion was led by the company Scania, and was very engaging for the participants.

Veronika Pereseina was invited to present her research on "Sustainable business models in transportation – evidence from the Swedish and Australian market" at the plenary session of the International Heavy Vehicle Transport Technology conference (HVTT 14) organised by the International Forum for Road Transport Technology in Rotorua, New Zealand.



Dr. Kris Vanherle at Transport & Mobility Leuven University of Leuven, and PhD candidate Veronika Pereseina at the Plenary Session, HVTT14 Conference in November 2016.

Embedding Responsible in Action in the interaction of PhD Candidates

JIBS' PhD students are strongly committed to fostering change and rely on Responsible in Action as a Guiding Principle. They introduced the "**Practice of Sustainable Networking**" to stimulate an open dialogue and improve their PhD research process and working conditions. This practice has allowed the PhD students to:

- Raise awareness of the meaning and importance of the diversity of national contexts
- Raise awareness of the different approaches to PhD students' supervision
- Share experiences and build collaborations between early and later-stage PhD students
- Raise awareness of research



Workshop on "Creating sustainable value and eliminating costs in road transportation" in November 2016.

environments and employment condition

- Create an open environment for sharing challenges relating to the PhD dissertation process
- Organise potlucks to share food from their home countries
- Integrate PhD students in the organisation to voice concerns

Major Accomplishments within the realm of the Practice of Sustainable Networking

Organised by the Representatives of the PhD Candidates, Andrea Kuiken and Matthias Waldkirch, the doctoral students took part in a PRME workshop on December 10, 2015 with the topic "Building sustainable networks". Inspiration for the workshop was the rapid growth in the number of PhD students (mainly due to JIBS' projects financed by SIDA) and a decreasing connection between PhD students. The workshop served as a basis for the future development of a PhD students' network in which students support each other to build a responsible career in academia.



**PhD Candidate
Andrea Kuiken**

"With the PhD representation, we try to enhance an environment that brings PhD students together in formal and informal settings. For me, it is important to work in an environment where everyone feels included and respected".

PhD Candidate Matthias Waldkirch, PRME Reference Group



"I engaged in the PhD Network because it is important to find a collective voice and help each other on the PhD journey".

Visiting Professor Charmine Härtel led the workshop in which 26 students participated and concluded with a dinner at which more doctoral students gathered to start up the network. During the workshop the PhD students performed a number of exercises which will help to develop a sustainable network. Underlying a sustainable network is an understanding of each other's values and beliefs; this is what the exercises were focusing on. The first exercise focused on who we are as a group of PhD students, how we behave, what we believe in and how we succeed. In next page, table 8 includes key words that PhD students raised in relation to the different questions.



JIBS' PhD students with Professor Charmine Härtel in December 2016.



Workshop "Building sustainable networks" in December 2016.

Table 8. Defining the identity of JIBS' PhD students

Who are we	How do we behave?	What do we believe in?	How do we succeed?
International community: internal and visiting	Open-minded/inclusive	Collaboration	Reachability
Committed	Respectful	Connectivity	Flexibility
Professional	Curious	Equality	Sticking to our beliefs
Shared passion/goals	Passionate	Creativity	Nurturing our passion
Diverse group	Acknowledge differences	Innovation	Learning from each other
Professional as well as social group	Responsible	We can learn from anybody	Helping other
	Friendly	Mutual respect	Having a balanced life
		Make a change	Interaction and knowledge sharing
		Teamwork	Through social
		Open communication	Have a role model

The PhD students linked Responsible in Action with respect, sharing, integration, being open/open-minded and fairness. Since the start up, the PhD network has met several times to discuss important topics for the PhD students. All meetings arose from the students' desire and need to discuss issues in the dissertation process. The meetings allowed the PhD candidates to find a common voice with regards to responsible supervision practices. By both voicing and sharing their experiences, they are able to create awareness amongst new PhD students and try to help empower them in their own PhD process. This bottom-up approach has anchored the PhD students better within the organisation and has allowed them to voice ethical concerns in the organisation. PhD candidates have discussed the need for a code of conduct in supervision and co-authorship.

PhD Candidate Orsa Kekezi



"I engaged in the PhD Network because I believe that during the process of writing a dissertation it is important to get to know other colleagues that are going through the same stages as you"

The PhD students are currently represented by Matthias Waldkirch, Andrea Kuiken and Orsa Kekezi. Andrea is also the PhD Candidate Representative at the Research Faculty Board, which addresses issues relevant to the PhD students.

Apart from the topical meetings, discussing diverse issues such as teaching, collaboration and education, the PhD representatives have organised several informal meetings to integrate new PhD students and establish better contacts between PhD students from different disciplines. For example, in 2016, the PhD students organised an international potluck, where everyone brought food from their home country. This event was highly appreciated as it built upon the diversity among the PhD students.



Potluck gathering in October 2016 where students cooked food from their home countries.

Embedding Responsible in Action at JIBS Disciplines

JIBS organises its faculty and PhD students in accordance with disciplines for which it has the right to offer programme degrees. These disciplines comprise Business Administration, Economics, Informatics, Commercial and Tax Law and Statistics. The disciplines promote the interaction, reflection and collegiality among faculty, staff and PhD students in a responsible manner.

Each has a Head of Discipline who represents it in strategic matters and facilitates intra-disciplinary development. Below we present the practices adopted by the Head of Discipline in Business Administration to advance its work relying on ethics and responsibility.

Main accomplishments of Responsible in Action in the Discipline of Business Administration

The Business Administration discipline has identified five practices used to facilitate and coordinate the interaction among faculty and PhD students. These practices help strengthen JIBS' collegiality and sense of belonging.

Within this discipline, Dr. Melander has introduced the following practices:

- **Open-Door Policy**
- **Involvement**
- **Information Transparency**
- **Creating Engagement in the Discipline**
- **Inclusive Decision-Making Process**

**Associate Professor,
Dr. Anders Melander,
Head of the Business
Administration Discipline**



“Responsible in (management) Action can be translated into an inclusive leadership style in which all co-workers are encouraged to manage themselves and the discipline”

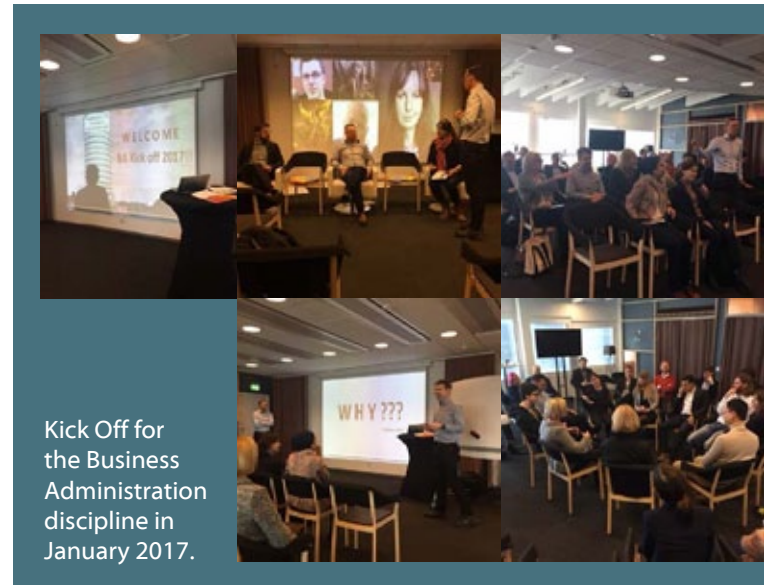
The **“Practice of Open-Door Policy”** entails the Head of Discipline having an open-door policy to every faculty and PhD student within business administration. With this practice, Associate Professor, Dr. Anders Melander encourages open communication, timely feedback and the discussion of matters important to faculty, PhD students and programme directors.

The **“Practice of Involvement”** corresponds to the continuous interaction between the Head of Discipline, faculty and PhD students in informal conversations. Before decisions are taken, there is an inflow of idea and information exchange to gather opinions and perceptions. With this practice, faculty and PhD students in the Business Administration Discipline maintain a work environment in which they feel connected and part of a team.

The **“Practice of Creating Engagement in the Discipline”** implies that faculty and PhD students specialised in different sub-disciplines of business administration integrate smaller groups to develop research ideas for future research projects. For example, as a result of this practice, five research ideas were developed in the discipline meeting in January 2017. Three of these ideas will receive internal support to raise external funds.

The **“Practice of Inclusive Decision-Making Process”** means that the discipline encourages joint decisions in making approaches. This practice implies that relevant information is shared with faculty and PhD students prior to the meetings. They have time to form an opinion and engage in the decision-making process. There are several examples of this practice. For instance, faculty and PhD students receive the minutes and agendas of meetings at least one week in advance. In 2016, the discipline decided to revamp the furniture and equipment in meeting room B6046. The faculty chose the style and colour of the new chairs.

In 2017, the discipline of Business Administration re-launched the kick off meetings, in which the first item on the agenda was to reflect on the purpose of having a kick-off meeting, i.e. all faculty and PhD students were invited to participate in the process of defining the purpose of the meeting.



Kick Off for the Business Administration discipline in January 2017.

The **“Practice of Information Transparency”** implies that the discipline shares information with its members on a continuous basis on personnel, decisions, budgets and news. This practice creates consistent communication since it is important to clearly convey how the discipline is doing, and how education and research contributes to achieving JIBS’ strategy. For this purpose, since September 2016, a newsletter has been submitted to personnel on a monthly basis. The Head of Discipline organises a meeting with his faculty and PhD students per semester. He also reports on the discipline’s activities at monthly staff meetings in which JIBS’ faculty, staff and PhD students participate.

Newsletter of the Business Administration discipline submitted in February 2017.





Principle 4. Summary of Achievements and Challenges

JIBS 2013–2015 progress report listed research challenges that were to be addressed in 2015–2017. We report our advancements to fulfil those challenges and present new commitments for the coming years. JIBS has a guiding principle of Responsible in Action that further reminds our researchers of the importance of ethics and responsibility in preparing and disseminating research. Because of PRME, JIBS' research is beginning to connect and address responsibility and sustainability issues.

Achievements

- Our community of excellent international researchers values our mission and guiding principles. Their commitment to JIBS' strategy over the last two years has shown their capacity to contribute to our organisational development.
- JIBS has an established reputation for conducting high quality, productive research. In the last two years, faculty and PhD students' research output has been clearly aligned with our focus areas, as well as in line with Responsible in Action and PRME.
- JIBS professors play a vital role in forming the next generation of future academic leaders.
- Collaborations financed by SIDA infuse and generate research on East Africa, which will make a contribution in Rwanda, Ethiopia and Sweden. New collaborations have also started.

Challenges

- Thus far, we do not have a critical mass of researchers specialised in responsible leadership and sustainability. While we have taken steps to address this by recruiting new faculty in humanitarian logistics and sustainability, we need to attract more faculty and PhD students with these areas of interest.
- We must pursue more research that enhances understanding of ethics, responsibility and sustainability. This research must be the outcome of practised Responsible in Action.
- PhD students will be our future responsible academic leaders and JIBS alumni. Thus, making explicit our current social norms, responsibilities and procedures that shape individual and collective ethical behaviours can help us promote, sustain and pass on practices that are shared among professors and junior faculty members.
- Research proposals could include a section on ethics where PhD students reflect on the application of ethical guidelines to their research and compliance with good research practices.



Principle 5. Partnership

Principle 5 stresses that JIBS will interact with businesses to extend its knowledge of the challenges they face in meeting social and environmental responsibilities and jointly explore effective approaches to meeting these challenges.

Responsible in Action through Collaborations

JIBS is working to create a distinct approach to building relationships with local companies and civil society to enable faculty, staff and students to support each other in learning about responsible leadership and sustainability. This approach is currently followed via two practices:

- **Matching Competencies Responsibly**
- **Selecting Responsible Partners**

Major accomplishments within the Practice of Selecting Responsible Partners

By adopting the **“Practice of Matching Competencies Responsibly”**, JIBS expects to build relationships with local companies to open up opportunities for international students to carry out internships at local companies. Students interact with key actors and build networks to support their professional development.

Students thereby enhance their opportunities of getting a job in the regional labour market. Furthermore, JIBS expects to help companies address ethical and sustainability challenges.

Adopting the practice of responsibly matching competencies, Stefan Brolin, Dr. Anna Blombäck and Sofie Grahnat developed the project “Matching international students and regional companies: A Pilot Study” to obtain external funds. With this project, JIBS aims to build a platform for students and regional companies for matching internships, with a focus on helping international students towards regional internships. The project received funding from the Swedish Agency for Economic and Regional Growth (Tillväxtverket), and the Region Jönköping (Region Jönköping Län) in June 2016. This project will run from 2016-08-01–2017-11-30.

Stefan Brolin,
Education and External
Relations Coordinator



“Students’ development goes in hand with our guiding principle “Responsible in Action”. I believe that creating opportunities to learn about responsibility and sustainability in real-life cases will support students’ professional development”

In order to also create ways of matching the students' competences, JIBS participates in the local project, GrowKomp. Financed by the European Social Funds, this project has three major development goals: strategic supply of competencies, CSR/Equality and innovation capability. Growkomp aims to promote the development of company structures, attitudes and values within the manufacturing industry, using equality and CSR as the main working tools. A closer attention to the importance of improved equality and an open attitude related to diversity in workplaces will increase innovation capabilities and creativity in the participating companies. The consultancy company, Innovation 360 Group, is promoting a change process geared towards increasing the diversity in its labour force and social responsibility. The organisations participating in the project comprise 22 companies, as well as the Vaggeryds Näringslivsråd, Nässjö Näringsliv, Sävsjö Näringsliv (local Business Councils), Science Park, and JIBS. Participation in this project will hopefully result in opportunities to incorporate challenges faced by the companies into our education through real-life cases or internships.

Major accomplishments within the Practice of Selecting Responsible Partners

The **“Practice of Selecting Responsible Partners”** helps us advance our work in becoming a role model within our industry. With the second practice, JIBS targets companies that can share their practical knowledge in the process of embedding ethics, responsibility and sustainability in their organisations or in their supply chains.

These partners have a stronger commitment to JIBS by participating in its courses, Programme Advisory Boards and events. The role of our partners is key to providing inputs to students, faculty and managers on sustainability.

Advisory Boards

The Advisory Boards of the Bachelor and Master programmes with business representatives are an important source of input to our programme management and development work. The dialogue in these advisory boards is invaluable for understanding how to match our education curricula with current challenges facing companies. Some examples of our advisors following or supporting a CSR or sustainability practice include:



Stefan Brolin with Growkomp board members and business counsellors from Nässjö, Vaggeryd and Jönköping in 2016
Source: <http://www.nnab.se/utveckla/kompetens/>



Growkomp boot camp “Business Modelling” October 25, 2016.

Table 9. Programme Group Advisory Boards

CEO or Manager(s)	Company
Jonna Olofsson	IKEA
Matthias Högberg	Nefab
Per Gerleman	SEB
Johannes Falkestöm	Business Sweden
Niklas Bengtsson	KPMG
Chantal Coté,	Jönköping Kommun
Anders Ekström	Nordea
Johannes Falkestöm	Business Sweden
Camilla Nilsson	Volvo
Jonas Willaredt	Husqvarna Group
Jan Hedenborn	AD company Sweden

AD company Sweden. This company is owned by CEO Jan Hedenborn, who purchased it around 12 years ago. Ad company Sweden is a wholesaler of branded products imported from China, India, Pakistan and Taiwan with around 1,000 customers in Sweden. AD company Sweden has received an award for its corporate social responsibility practice as a sustainable supplier. Jan Hedenborn has collaborated as a speaker at the Responsible in Action Day and as a guest lecturer in the Corporate Social Responsibility course, invited by Dr. Marcela Ramírez Pasillas. In the course, Jan Hedenborn presented a challenge to the students whereby students explore possibilities for developing collaborations. In March 2017, Astrid Löfdahl invited him to join the Advisory Group of the Bachelor Programmes in Business Administration. In January 2017, Astrid Löfdahl started assisting the Responsible in Action Champion as well as other key stakeholders as Coordinator at JIBS in order to support the implementation of relevant initiatives.

Coompanion. Coompanion is an organisation that receives funding from the Swedish government to support social entrepreneurs and cooperatives. Assistant Professor, Dr. Duncan Levinsohn has served on its regional board for many years and, during 2016, a pilot project focusing on social innovation was concluded. This project served as a launch pad for a larger three-year programme involving both JIBS and Coompanion, focusing on the promotion of social innovation in the region. Dr. Marcela Ramírez Pasillas became a member of the Reference Group in 2016.

Adligum. Adligum is a local firm that JIBS collaborates with. Jenny Jakobsson, 2014 alumna of JIBS Master Programme, Managing in a Global Context, started the consultancy company in 2012. Adligum aims to help its customers to become competitive by optimising resources and implementing a sustainable strategy. Jenny relies on coaching as a method and a means of helping her clients define their strategy. In 2015, Lars Hartvigsson, Senior Advisor and Coordinator of JIBS' projects in Africa collaborated with Jenny, in which she took charge of the process of linking businesses and universities in Africa. As part of this development process, she organised the series of workshops "Private Partnership development".

**Jenny Jakobsson,
CEO and founder of Adligum
Source: Photographer Daniel Steen**



"Responsible in Action manifests when we join hands and equip students with theories, tools and knowledge on how to bring change to companies in the new economic world order with only 13 years left to fulfill the Agenda 2030".

In 2016, Dr. Marcela Ramírez Pasillas initiated a collaboration with the company Adligum. Jenny has been engaged in different types of engagements, as a guest lecturer, tutor and teacher. Jenny provided access to her African business network to students of the Bachelor Programme "Sustainable Enterprise Development". Students interviewed African business leaders in order to understand different perspectives on sustainability. Jenny will also join the teaching team of the "Sustainable Venture Development Across Countries" and "Corporate Social Responsibility" courses in spring 2017.

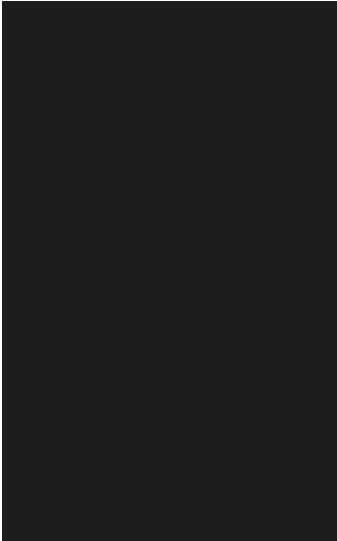


Jan Hedenborn, AD company Sweden, on the Corporate Social Responsibility course in April 2015.

**Astrid Löfdahl,
Coordinator at JIBS**



"I am excited about working with Responsible in Action and PRME at JIBS since I will help to create ways of collaborating with internal and external stakeholders to become a more responsible business school".



Samir Muzaiek,
Bachelor Programme
Evaluator
Source: Samir Muzaiek



derstand how people from different cultures see Sustainability in practice. A simple thing like an interview can sometimes be a game changer in reshaping your perspective and widening your understanding. I'm thankful for this opportunity".

Inclusive Business Sweden. Inclusive Business Sweden (IBS) supports Swedish firms that are either attempting to create firms in emerging economies at the 'base of the pyramid' – or to partner with indigenous firms in these markets. In recent years, Assistant Professor, Dr. Duncan Levinsohn has been a [national] board member of Inclusive Business Sweden (IBS) and a [regional] board member of Coompanion. Duncan's role on the board has related, for example, to his expertise in the area of accelerators and entrepreneurial learning. His engagement has resulted in many positive outcomes for JIBS, with several students engaged as trainees at IBS or writing their theses in collaboration with the organisation, or with the firms it partners with. In 2016, with the support of the Programme Group of Bachelors in Business Administration, Duncan accompanied the Programme Evaluators of the Bachelor Programmes in Business Administration and a selected group of Master students to an Inclusive Business event. Since 2016, JIBS is also a supporting member of IBS.

"REWOPME". REWOPME aims to empower the development efforts of entrepreneurs who want to achieve social change. REWOPME matches students and young professionals with newly-created social ventures in order to support each other's development. Daniel is currently collaborating with a company based in Africa.

Daniel Jedmo,
Bachelor Programme
Evaluator
Source: Daniel Jedmo



"During the Inclusive Business event, I got great insights on the sustainable business world, which helped me realise that you can actually help a company grow with a sustainable mindset".



Dr. Duncan Levinsohn with JIBS students and business leaders in October 2016.

As a result of this trip, Daniel Jedmo, a student of the Bachelor programme International Management and Programme Evaluator, set up a collaboration with the social enterprise

CSR Småland. CSR Småland is an NGO that is aiming to develop sustainable businesses by engaging companies and other stakeholders, thereby contributing to building an attractive region. The founders of CSR Småland are Anna Carendi, CEO of Diya Consulting, Jenny Jakobsson, CEO of Adligum and Patrik Sundberg, CEO of Sundberg Sustainability. Anna Carendi also contributes to JIBS' education as a guest speaker and teacher. Dr. Marcela Ramírez Pasillas is a member of the board. Together with Marcela Ramírez Pasillas, the board of CSR Småland created a project in

the “Sustainable Enterprises – Social and Ecological Perspectives” course to map out the understanding and perceptions of local companies on working with sustainability and responsible leadership. JIBS and CSR Småland aim to create a close relationship for a long-term cooperation with students and local companies.

JIBS student to support the company’s work. Mattias Nokelainen, who graduated from the Civilekonom Programme, was the 2015 GES Trainee. This trainee position at GES is the outcome of a successful collaboration between JIBS, GES, and Gerth Svensson, CEO of AlbaBlue Consulting and former JIBS alumni. From his experience at GES, Mattias shared the following:



Company visit, students organised by CSR Småland Students of the programme Sustainable Enterprise Development with CEO Jan Hedeborn (AD company), Jenny Jakobsson (CSR Småland), Mark Edwards (JIBS), Astrid Löfdahl (JIBS), and Marcela Ramirez Pasillas (PRME) in February 2017.



Dr. Mark Edwards and CEO Jan Hedenborn (Ad company Sweden) in February 2017.

GES. GES is Europe’s leading provider of engagement services focusing on supporting asset owners and asset managers develop and implement integrated investment strategies, taking into account environmental, social and governance issues (ESG). JIBS sustains its collaboration with the company GES, a leading consultancy company providing services to owners and asset managers seeking environmental, social and governance (ESG) integration, by offering a trainee position to a

**Interning at Global Engagement Services
2015-2016**

Interning as the board secretary of GES has been a different experience for sure. For a guy like me with no previous experience of work other than at the “bottom level”, having a seat at the table with the board of directors was both terrifying and fun at the same time. I was really nervous both at the interview, as well as for my first board meeting. I wouldn’t say being nervous was stupid of me but I soon discovered that the board members were all very kind and helpful. The more meetings I attended the easier it got for me to join in on the discussions. However, my lack of experience was painfully obvious and I often had to take a note on something I didn’t understand and ask Magnus about it after the meeting. What I appreciated the most of my internship was the opportunity to witness, and being a part of, decisions being made that will affect a whole corporation. What I can say for sure is that I won’t forget this past year anytime soon. This was a great opportunity that I was given, and it was surely a large factor in getting me a job before graduating as a MBA. Lastly I would like to express my gratitude to all the board members and of course the CEO, it’s been a fun and challenging year!

Mattias Nokelainen



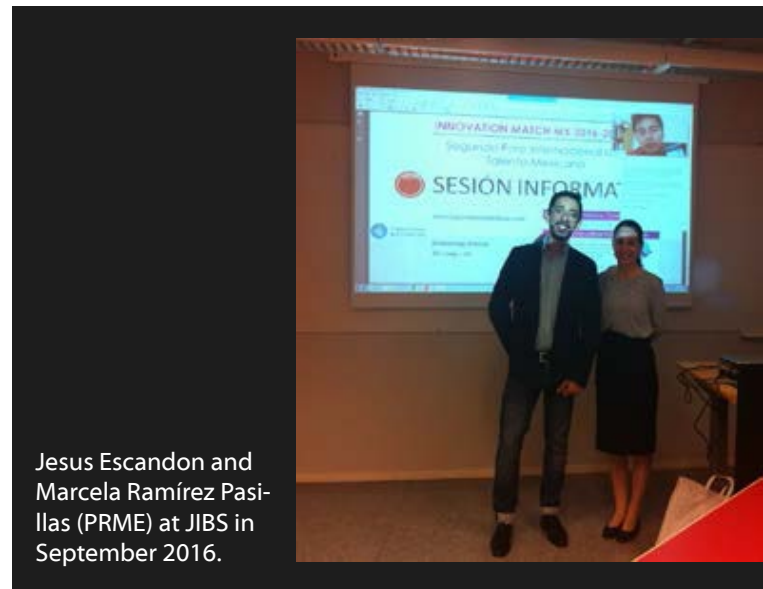
Source: <http://www.ges-invest.com/about-us/ges-board-trainee-programme/mattias-nokelainen/>

Alexander Wigren was the 2014 trainee at the Board of Directors at GES. Alexander graduated from the Civilekonom Programme in 2015. He currently works as Online Business Development Analyst at H&M and is a member of the Board of the JIBS Alumni Association.



“My time at GES enabled me to gain a better understanding of the challenges corporations face in today’s interconnected world. It became clear that sustainability is no longer a reputational concern but is rather addressed as core strategy that enhances efficiency and is considered vital for future success. Currently, I work at H&M where an important factor for choosing an employer has been H&M’s eminent work in creating a more sustainable retail industry, the most well know of which is probably the Close the Loop campaign”

Mexican Global Talent Network. The purpose of the Mexican Global Talent Network (Chapter Sweden) is to promote collaborations between qualified Mexicans living abroad permanently or temporarily and stakeholders in Sweden. By means of exchange of contacts, knowledge and experience, Mexicans living abroad help support Mexico by fostering its inclusion in the global economy. Jesus Escandón, Co-founder at Tyeca Technologies AB, is the President of the Swedish Chapter. In 2016 Jesus Escandón offered an information session to Mexican students on the forthcoming conference “Innovation Match 2017”. Dr. Marcela Ramírez Pasillas held the lecture “Mexicans and entrepreneurship – an in-between space”.



Jesus Escandon and Marcela Ramírez Pasillas (PRME) at JIBS in September 2016.



Principle 5. Summary of Achievements and Challenges

JIBS 2013–2015 progress report listed partnership challenges that were to be addressed in 2015–2017. We report our advancements to fulfil those challenges and present new commitments for the coming years. JIBS collaborates with partners who are role models and/or who encounter opportunities and challenges in their social and environmental responsibilities. JIBS continues to seek collaborations with companies, NGOs and public offices that are aiming to be more sustainable.

Achievements

- JIBS has practices that help identify and develop collaborations with organisations who have embedded sustainability in their organisations. These organisations share their experiences and opportunities with our student community. They also provide positive examples and support the students' development.
- JIBS has traditionally had a strong connection with companies through a network of 340 organisations. JIBS' collaborations with key organisations allow students to participate in finding solutions to the challenges of social and environmental sustainability.

Challenges

- Through the lens of Responsible in Action, we need to continue identifying more Alumni who actively work with ethics, responsibility and sustainability. Such Alumni can provide access to knowledge and practices geared towards sustainability. They also contributed to developing an educational environment that stimulates responsible leadership.
- JIBS needs to consider how to better engage in collaborations that have a practical nature in which students can act as change makers.



Principle 6. Dialogue

Principle 6 indicates that JIBS will facilitate and support dialogue and debate between educators, students, businesses, governments, consumers, media, civil society organisations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

Responsible in Action through Dialogues

JIBS has developed different practices to create dialogue arenas between faculty, staff, alumni, companies and civil society in a responsible manner. These practices comprise:

- **Organising Responsible in Action Events**
- **Building an Open-Communication Approach to JIBS Alumni Lectures and Webinars**

Vaida Staberg,
Alumni Relations Officer



“In our external relations work, we place lot of emphasis on coordinated team efforts when approaching our external contacts. We work towards having a dialogue through which we not only address the development of JIBS, its students and alumni, but also the development of our partner companies and organisations”

Major accomplishments of the Practice of Organising Responsible in Action in Events

The “**Practice of Organising Responsible in Action in Events**” means that we set up dialogue arenas for reflection and idea exchange with internal or external stakeholders. Such dialogues can show students direct or indirect links between a course subject and/or profession with our guiding principles. Examples of the events resulting from this practice are listed below.

JIBS Alumni lectures and webinars. JIBS Alumni are invited as guest speakers where they link issues of ethics, responsibility and sustainability with their jobs and/or professions. As many of our Alumni work abroad, we promote an open approach towards the JIBS alumni network and have live online guest lectures via Skype or using other web solutions.

Furthermore, in recent years, the JIBS Alumni Association has introduced webinars which are open to all alumni in the network, regardless of their physical location. Our goal is to build an inclusive Alumni network in which all alumni are treated equally and which opens doors for the professional development of every member.

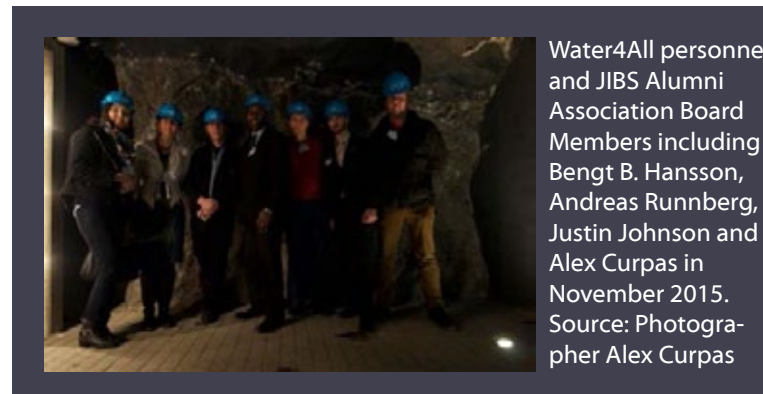
JIBS Alumni who discussed ethics, responsibility and/or sustainability during their guest lectures are:

- Henrik Hansson Tengberg, who works with Strategic Sourcing and Logistics at ABB Robotics (guest lecture, May 2015)
- Hanna Hornequist, Manager Sales Planning and Logistics at Kia Motors Sweden (guest lecture held September 29, 2016)
- Jean-Pierre Candiotti, started the sustainable enterprise Boat Accessing and is also a consultant on sustainability (guest lecture, August 23, 2016)
- Johan Nilsson, Product Manager at Husqvarna, (guest lecture, August 23, 2016)

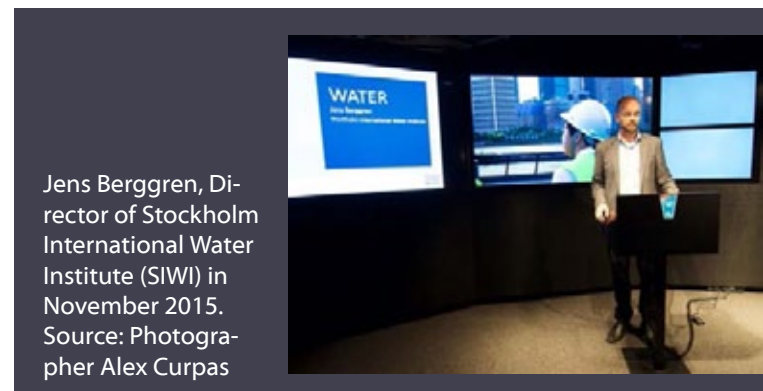


Johan Nilsson (Husqvarna) and Jean-Pierre Candiotti (Boat Accessing) at JIBS in August 2016.

JIBS Alumni Association events that have a societal impact. JIBS Alumni have their own association for organising events and offering a platform for networking. For the first time, the JIBS Alumni Association organised the initiative “Water 4 All fundraising” in November 2015. The initiative was arranged by a team led by JIBS alumna Justin Johnson. This initiative helped to raise funds to enable Water for All Sweden to continue its mission: “to provide people in need with long-term access to clean drinking water”. JIBS Alumni chose this non-profit organisation as it has provided clean drinking water to more than 1.5 million people.



Water4All personnel and JIBS Alumni Association Board Members including Bengt B. Hansson, Andreas Runnberg, Justin Johnson and Alex Curpas in November 2015. Source: Photographer Alex Curpas



Jens Berggren, Director of Stockholm International Water Institute (SIWI) in November 2015. Source: Photographer Alex Curpas

Responsible in Action Day. In September 2016, JIBS joined forces with the School of Engineering to offer parallel events with the topic of sustainability for our student community. JIBS showed the documentary “The True Cost” followed by the debate “Regulations vs. Self-regulation of Corporate Activities”. The panellists in the debate were our PhD students, Thomas Cyron, Veronika Pereseina and Matthias Waldkirch.

Embedding ethics in your subject. In collaboration with JU Sustainable and JIBS Pedagogic Champion, PRME organised a competence development day with Professor Mary C. Gentile that targeted faculty and PhD students on “Embedding ethics in your subject”. Professor Gentile is the author of Giving Voice to Values, internationally recognized as a pioneering business curriculum for value-driven leadership. It has been featured in the Financial Times, Harvard Business Review and Stanford Social Innovation Review. Mary discussed how to approach ethics as a value-driven and enabling approach to help our students become responsible leaders.



PhD Candidates Matthias Waldkirch, Thomas Cyron and Veronika Pereseina with Dr. Marcela Ramírez, Pasillas (PRME) at JIBS in September 2016.



On the same day, our PhD student Diogenis Baboukardos defended his dissertation “Essays on the market valuation of mandatory corporate reporting”. In his dissertation, Diogenis demonstrated the implications of mandatory financial and non-financial reporting. He argued that it is important that governments introduce regulations that encourage sustainability reporting practices.

EMBEDDING ETHICS: IN YOUR SUBJECT TUESDAY October 18
An exclusive opportunity to meet a world leading expert on ethics

SPEAKER:
Mary C. Gentile, PhD
Author of *Giving Voice to Values*, internationally recognized as a pioneering business curriculum for value-driven leadership, featured in *Financial Times*, *Harvard Business Review* and *Stanford Social Innovation Review*.
Named as one of the 2015 '100 Most Influential in Business Ethics' by *Entrepreneur* and one of the 'Top Thought Leaders in Trust 2015 Ultimate Achievement Award Winner' by *Trust Across America*. Trust Around the World.
Professor of Practice at University of Regina's School of Business from 1998-99. Gentile was one of the original authors of the new Business School's leadership, ethics and corporate responsibility curriculum.

PROGRAMME
Room B2014
10:00 – 10:30 Welcome
10:30 – 11:00 Going Home to Values
11:00 – 11:30 Lunch
Room B2013
13:00 – 14:00 Workshop "Mindset Ethics", Group A
14:00 – 15:00 Workshop "Mindset Ethics", Group B
The program is the responsibility of the speaker and is not a liability of the University of Regina. Please do not make any arrangements for the workshop.

Co-organized by:
PRME JU Sustainable

Prof. Mary Gentile with faculty, partners and students at JIBS in October 2016.



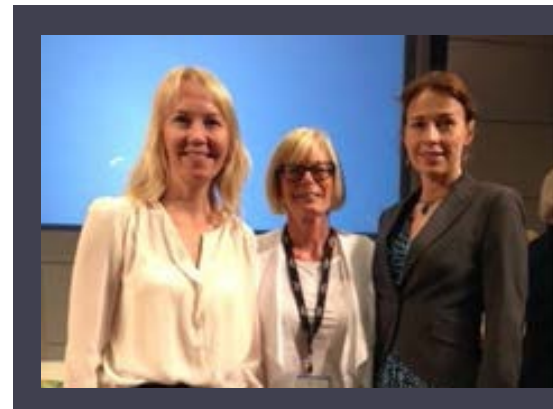
PhD Candidate Diogenis Baboukardos during his PhD defense with Associate Professor Mattias Hamberg (Discussant, Uppsala University) and Prof. Gunnar Rimmel (main supervisor) and at JIBS in September 2016.

Vertikals. JIBS continues with its blog Vertikals.se to disseminate academic knowledge on a regular basis, educate and build links with society. This project, funded by the Carl-Olof and Jenz Hamrin Foundation, is mainly targeted at the Swedish society but also has blog entries targeting an international audience. The blog has recently included contributions by our PhD students, which is important in order to give a voice to our doctoral students. Vertikals measures its impact through SEO tracking of responses and reactions to its blog, Facebook and Twitter entries, media coverage, generated debate articles and other products that follow the publication of articles on Vertikals.

Participation in international conferences geared towards sustainability. The JIBS faculty is engaged in international conferences at which it delivers external speeches, presents papers and chairs sessions. These contributions aim to keep communities up-to-date with JIBS' research results. For example, Professor Ethel Brundin participated in the 14th Annual Swedish-American Executive Women's Conference on Sustainability for Sustainable Profit that covered topics such as the environmental issues corporations are faced with today and how to achieve sustainable leadership. Prof. Brundin moderated a session on Sustaining Control: A Generation Shift that Keeps It in the Family, in which the panel discussed the family ownership logic as a way of being sustainable over generations.



PhD Candidate Thomas Cyron in April 2016.
Source: <http://vertikals.se/karin/2016/04/11/from-tech-to-techno-and-street-food-berlins-diverse-entrepreneurship-culture/>



Professor Ethel Brundin with chairpersons Kathrine Löfberg's and Anna Borgeryd, chairperson Polarbröd in May 2015.



PhD Candidate Sofie Wixe's blog on diversity in the Jönköping county in June 2016.
Source: <http://vertikals.se/sofiawixe/2016/07/15/vad-menas-egentligen-med-mangfald-hur-ser-det-ut-i-jonkopings-lan/>

Association Professor, Dr. Sofia Kjellström (School of Health and Welfare) and Dr. Marcela Ramírez Pasillas presented their research in a workshop in which they discussed transformation processes fostering an education for sustainability at NU2016 in Malmö, Sweden. NU is Sweden's largest conference for the development of higher education, which focused on sustainability in 2016. The workshop had the participation of faculty and representatives of the Swedish Authority of Education, who were interested in creating a system for embedding sustainable development in the educational curricula of universities in Sweden.



Marcela Ramírez Pasillas and Sofia Kjellström, NU in June 2016.

Major accomplishments of the Practice of Building an Open-communication Approach to JIBS Alumni Lectures

The “**Practice of Building an Open-communication Approach to JIBS Alumni Lectures**” shares information with our community on forthcoming events in a timely manner. JIBS traditionally invites Alumni to hold lectures on course or conference days. In the past, our guest speaker lectures were restricted to specific courses. Currently, Vaida Staberg, Alumni Relations Officer, invites JIBS students, faculty and staff to the events. With this practice, our students and/or faculty attend lectures in line with their interests and are also provided with opportunities to network with practitioners.

Poster of JIBS Alumni Guest Speakers during the Introduction Week organised for all new students on August 23, 2016 at JIBS

23 of August

Come to listen to former JIBS students

- **International Economics**
Urban, Regional and International Economics
Meet a former JIBS student Eva Hylteng, Vice President of Swedish-Southern African Chamber of Commerce
12:20-15:20
room B1014
- **International Management**
Meet a former JIBS student Johan Nilsson, Product Manager at Husqarna
12:20-15:20
room B1033
- **Marketing Management**
Meet a former JIBS student Camilla Erikson, Vice President Marketing & Communication at EVRY Sverige
11:15-12:15
room B1014
- **Sustainable Enterprise Development**
Meet a former JIBS student Jean-Pierre Candolfi-Bustamante, Sustainability Consultant, CEO and Co-Founder of Boat Accessing
11:15-12:15
room B3008
- **Civilekonom**
Meet a former JIBS student Olivia Wälz, Sales Representative at Coca-Cola European Partners
11:15-12:15
room B1033

alumni.ju.se



Principle 6. Summary of Achievements and Challenges

JIBS 2013-2015 progress report listed dialogue challenges that were to be addressed in 2015-2017. JIBS has planned and organised different dialogues and activities to stimulate ethics, responsibility and sustainability. The dialogues provide a solid arena to communicate with relevant stakeholders in society. We present our main achievements and future challenge as follows:

Achievements

- JIBS has an Alumni Relations Officer, an External Relations Coordinator, a PRME project manager and a new coordinator committed to participating and creating dialogue arenas across all of JIBS. The dialogue arenas develop engagement opportunities among Alumni, faculty and PhD students, as well as business persons.
- JIBS has a commitment to organising events, giving speeches and having public engagements to increase its knowledge of responsible leadership and sustainability.

Challenges

- JIBS has traditionally had a strong connection with companies through a network of 340 partners. There is a need to create practices that help us develop ways to support local and regional organisations in their quest to become more responsible and sustainable.



Future challenges

With the PRME and JIBS Guiding Principle Responsible in Action, we better understand our current and future strategic positions to develop our operations, education and research. In 2016, the United Nations adopted the 17 Sustainable Development Goals (SDGs) of the 2030 Agenda for Sustainable Development. To create hope for change and transformation in the world, these goals also establish a new agenda for business schools. Thus, JIBS's future challenges include the gradual incorporation of the SDGs into activities, processes and education curricula, thereby contributing to developing responsible leaders and businesses in a sustainable manner.

Our commitment to advancing our work with PRME and Responsible in Action is as follows:

Sustainable Environmental Operations

Based on our mission, Responsible in Action Principle and PRME, JIBS is aiming to obtain its first Environmental Certification by early 2018. This action is fundamental in order to become a more responsible business school. JIBS is therefore committed to:

- 1** Offering different types of education for competence development in sustainable development to all personnel in spring 2017
- 2** Developing JIBS' environmental policies
- 3** Preparing an environmental manual with clear targets for reducing our environmental footprint
- 4** Introducing sustainable waste management practices



Source: <http://www.un.org/sustainabledevelopment/sustainable-development-goals/>

Theory and Practice of Business

Based on its mission, Responsible in Action Principle and PRME, JIBS has an opportunity to use the 17 SDGs to create ways of advancing its education curricula.

Business schools are important arenas for disseminating approaches, models and solutions that help to fight poverty and inequalities as well as tackle climate change. By linking the SDGs to our focus areas, JIBS can be “Entrepreneurial in Mind”. Thus, JIBS is committed to:

- 1** Relying on the SDGs in our curricula development processes
- 2** Introducing seminars, workshops and lectures to discuss, disseminate and build knowledge about the SDGs in our education curricula
- 3** Finding ways of matching the SDGs with the theory and practice of business by means of open conference days, field trips and guest lectures for students and faculty

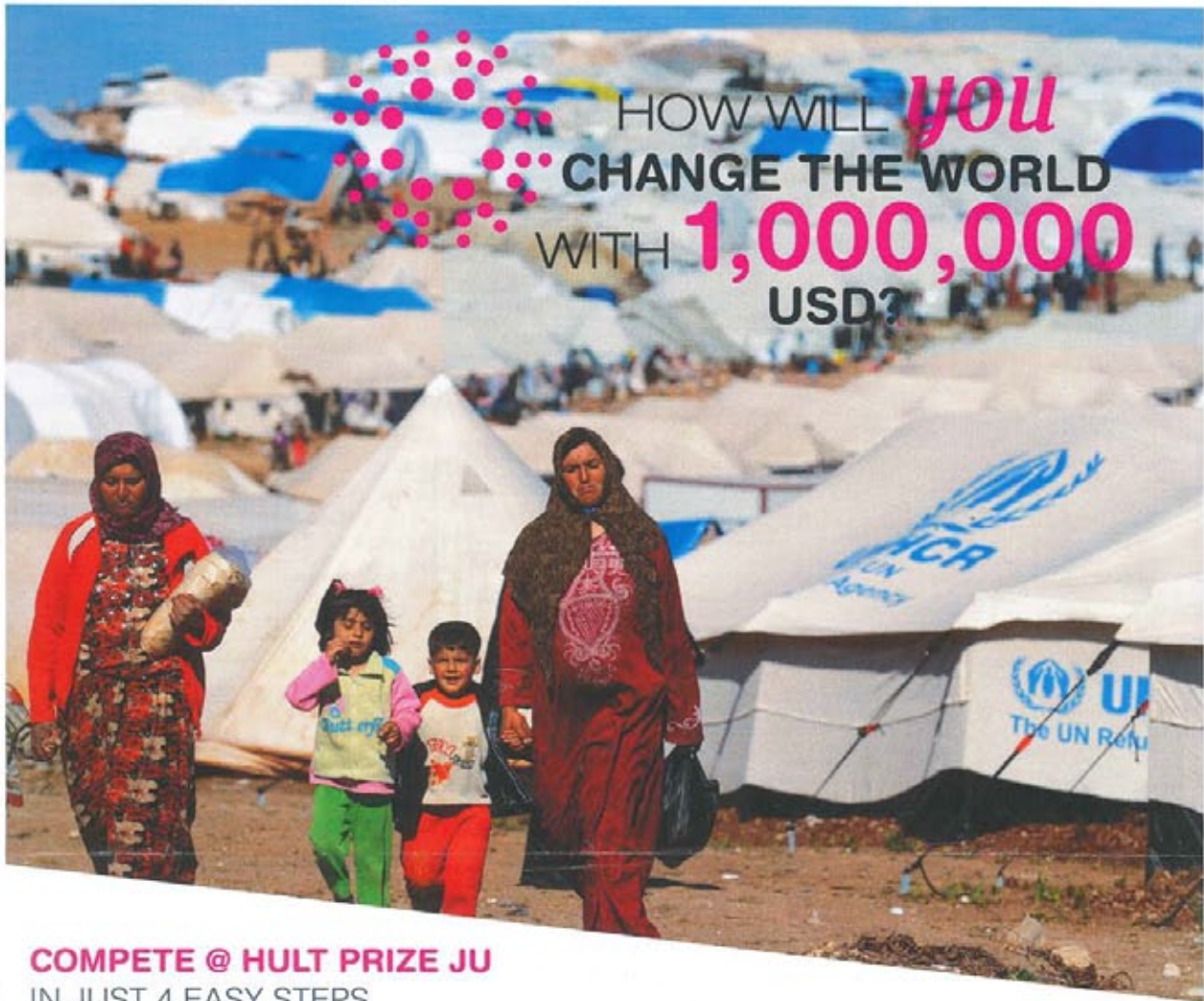
Research

JIBS aims to develop research that has a positive impact on its students and alumni and that stimulates these individuals to feel proud of their business school. Research on ethics, responsibility and sustainability is highly relevant. JIBS is therefore committed to:

- 1** Pursuing free academic inquiry and disseminating its results in line with its focus areas and guiding principles
- 2** Encouraging dialogues on ethical and responsible practices that help us increase our knowledge on responsible co-authorship and supervision across JIBS


JIBS faculty, staff and students are its sources of inspiration to advance its work with PRME. They already invest their free time in participating in events and students' clubs in line with the Responsible in Action Guiding Principle. It is therefore up to us to find creative ways of becoming a more responsible business school!

Dr. Marcela Ramírez Pasillas was awarded the 2015 CEE MAN Award for her work on Responsible Education.



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