



JÖNKÖPING INTERNATIONAL  
BUSINESS SCHOOL  
JÖNKÖPING UNIVERSITY

## UN Principles for Responsible Management Education

Report on Progress  
Jönköping International Business School  
**March 2015**



**PRME**  
Principles for Responsible  
Management Education

EFMD  
**EQUIS**  
ACCREDITED

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# Renewal of the commitment to PRME – A word from the Dean

Similar to UN Principles for Responsible Management Education (PRME), Jönköping International Business School (JIBS) is guided by a few simple principles.

Being *Responsible in Action* is one of them and it represents our commitment to being a role model within our industry, conducting research with rigour and offering education with relevance for society. PRME falls naturally within the values and aspiration of our business school and we are determined to live up to the high standards of PRME.

Our commitment to PRME should also be seen in the light of our other two guiding principles, namely to be Responsible in action while being both *International at Heart* and *Entrepreneurial in Mind*. This means that we strive to take a local, regional, national and/or global perspective on what we do. We also aim to be curious, imaginative, innovative, passionate and action-oriented in everything we do.

This first progress report summarizes and confirms our commitment.

Dean & Managing Director,  
Professor Johan Roos



## A word from the PRME Project Manager

JIBS became a signatory of PRME in 2013 because we believe in global social responsibility. We wanted to educate students who could generate sustainable value for businesses and their societies. Thereby, JIBS committed to raise awareness of our shared responsibility to be ethical and sustainable global citizens.

During 2012-2013, JIBS renewed its strategy and guiding principles to find a way to support an inclusive and sustainable global economy in a more systematic manner. We focused our efforts on understanding and creating awareness of our “sustainability stand” while identifying areas of opportunity. Our students and faculty are the crucial elements in setting and moving ahead with our commitment to PRME. Thus, we prioritised working through people by building interest in and sharing knowledge of sustainability. Our students, faculty and staff help us to create a collective learning environment on responsibility and sustainability.

To raise their awareness and knowledge of sustainability, students engaged in discussions with other students and guest lecturers. Our faculty emphasised the impact of business on society in their seminars and lectures. They addressed the importance of human rights, employees' rights and good working conditions, anti-corruption practices, and sustainable development. This targeted effort included courses at the bachelor, master and PhD levels. We selected partners with experience in sustainability to share their knowledge and experiences with our students and faculty.

Although we are at the beginning of a long journey, we want to share our progress in implementing PRME at JIBS with students, faculty, and staff as well as our national and international partners. By doing this, we want to invite you to participate, engage in, and follow our development!

*Assistant Professor, PhD. Marcela Ramirez Pasillas*  
*PRME Project Manager*

*Marcela*





## Mission

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

## Values

JIBS' core values derive directly from our mission, and we express 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 research with rigour and offering education with relevance for society.





INTERNATIONELLA HANDELSHÖGSKOLAN

INTERNATIONELLA  
HANDELSHÖGSKOLAN

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## A look at JIBS

Both JIBS and our parent organisation, Jönköping University, were founded in 1994, so in 2014, we celebrated only our 20th anniversary, in comparison with Swedish universities that date back to the 1600s and the Stockholm School of Economics, which was founded more than a century ago. One of the key requirements for the founding of Jönköping University was that the university include an international business school whose mission was to educate a class of international business leaders from diverse backgrounds who could boost Sweden's small and mid-size business entrepreneurial development and help expand its international trade opportunities. At that time, all other business schools in Sweden were focused strictly on domestic business education. The Swedish government approved the proposal in 1993 and established a Board of International Advisors to assist in developing the curriculum and hiring first-class faculty. Given the critical importance of the business school to the new university, JIBS became the driving force behind many decisions, including the choice to locate the school in Jönköping. Jönköping is a city of 130,000 that lies at the heart of Scandinavia's logistic and demographic centre. This city was selected because it was known as a cradle of entrepreneurship and one of the most industrialised regions in Scandinavia. In approximately two decades, both JU and JIBS have distinguished themselves with the speed of our development and reputation:

- Our parent, JU, is now ranked 8th among Swedish universities in population, with 9,632 students.
- JIBS has approximately 1,800 students, of whom 45% come from other countries than Sweden.
- 35% of JIBS faculty and PhD candidates come from countries other than Sweden.
- JIBS has graduated 2,078 students with bachelor's degrees, 2,631 students with master's degrees and more than 100 students with doctoral degrees.
- From its founding, JIBS has been unique among Swedish business schools in that our focus lied on a few cross disciplinary focus areas of education and research. The revitalized strategy confirmed the three specific areas of education and research—entrepreneurship, ownership, and renewal.
- From its founding, JIBS incorporated a strong international and entrepreneurial orientation in research and education. This resulted in the coining of two guiding principles in 2010; being International at Heart and Entrepreneurial in Mind. In 2012 a decision was made to add a third guiding principle, namely being Responsible in Action.

Our strategy clarifies the integration of our focus areas and guiding principles, as is depicted in figure 1.

In essence, while the focus areas define our core research competencies and directions in education, the guiding principles define our approach to things.

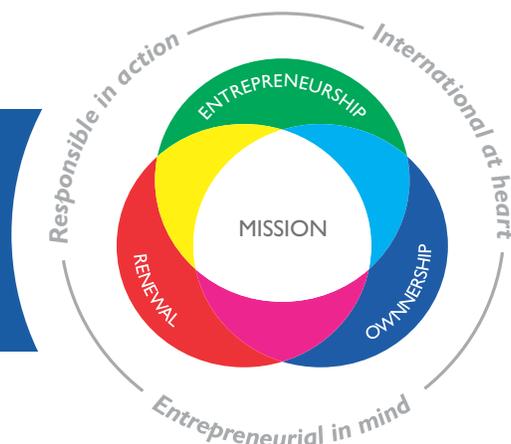


Figure 1. Mission and guiding principles



Although our current mission and the third guiding principle – Responsible in Action – are fairly new, they reflect in large part the ideals of our founders twenty years ago. They effectively reassert the same principles inherent in our “DNA” by driving the same focus areas as before, although with more maturity, clarity and strategic direction. Here is how the mission statement translates into our renewed identity and the impact it has on how we are operating as an international business school:

- **Entrepreneurship** – JIBS scholars have engaged in a range of different research questions relevant both to entrepreneurial practice as well as the understanding of entrepreneurial activity. We seek to capture how entrepreneurship is a catalyst for renewal and sustainable development, residing in all types of organisations and taking form through a multitude of activities – not just new business start-ups but also through corporate entrepreneurship, social entrepreneurship, and others forms in different contexts. Drawing on a variety of different research methods, ranging from in-depth, qualitative research to large-scale, longitudinal quantitative research, JIBS takes a comprehensive approach to entrepreneurship, recognizing it as a research area, a practice, and also a mind-set.
- **Ownership** – JIBS's history and international recognition related to the study of family businesses is a unique foundation for us, but also an opportunity to further develop research and education related to the meaning and implications of different types and dimensions of ownership and responsible leadership. We aim to research and educate on the characteristics, challenges and opportunities related to ownership of many kinds. This larger view of ownership includes private as well as public companies, and extends into the realms of responsible governance, succession planning, emotional and psychological ownership, financing, laws and regulations, reporting, and more. Many of these areas of study are pertinent to a responsible ownership in any nation, and have an international component impacting business and societal sustainability.
- **Renewal** – JIBS views renewal as inclusive of different perspectives and approaches, including such concepts as economic renewal, regional renewal, reshaping of industries, business transformation, change management, globalization, and sustainable changes in the urbanization process. The topic resounds in all JIBS teaching areas and research centres since it reflects the need to understand and adapt to continuous change. Our understanding of renewal thus takes into account how leadership and decisions can enable companies, industries and regions to rejuvenate in a sustainable manner.



JIBS' ability to compete and recruit high quality students and faculty has increased in our two decades and our aspiration and current scope is far beyond our national borders. We ascribe this success to the following factors:

- **Our status as an international business school teaching most of our basic courses in English.**

At the bachelor level, our programmes are almost entirely taught in English and are international in scope. In 2013 the independent association URANK ranked JIBS 1<sup>st</sup> in the criteria of internationalisation and 3<sup>rd</sup> among all business education programmes in Sweden.

- **The excellence of our programmes in our focus areas.**

JIBS has differentiated itself from its direct Swedish competitors by developing a strong educational reputation within entrepreneurship, family business and ownership, business renewal, regional economics, and the role of information technology in business renewal. These areas help us attract students at the master and doctoral levels.

- **Our excellence as a research institution.**

In a 2013 study,<sup>1</sup> JIBS faculty and graduate student research efforts were independently ranked 1<sup>st</sup> in Europe and 3<sup>rd</sup> worldwide when it comes to productivity and quality of research on family businesses. Another study<sup>2</sup> ranked our faculty research in entrepreneurship 9<sup>th</sup> in the world.

- **Our track record as one of the top Swedish universities in providing undergraduate and graduate education that leads to employment.**

Our connections with industry in our region have proven invaluable at linking our students into a network of Swedish host companies they can use for internships, networking, and eventually job opportunities. A recent survey<sup>3</sup> indicated that JIBS ranked 2<sup>nd</sup> in the number of graduates employed within one year after graduation, behind only Stockholm School of Economics among all Swedish business schools.

- **Our reputation for enabling students to attend universities around the world on exchange programs.**

The same survey showed that JIBS eclipsed all other Swedish business schools when it came to international exchange: 84% of JIBS graduates had been given this experience, 30% ahead of the runner-up). The same survey confirmed the competitive advantage of international experience when it comes to employment.

- **Our role in the local and regional economy.**

Both JU and JIBS have played an important role in the local and regional economy over the past 20 years. Jönköping University has brought an international flavour to Jönköping through the diversity of our international faculty and students. JIBS maintains a strong connection to industry and our commitment to help businesses is well recognized.



<sup>1</sup>Smyrnios, P., Poutziouris, Z. & Goel, S. (2013). Introduction: Trends and developments in family business research. In Handbook of Research on Family Business, (2nd ed., pp. 1–16). Cheltenham, UK: Edward Elgar.

<sup>2</sup>Crump, M.E.S., Abbery, A. and Zu, X. (2009). Rankings of top entrepreneurship researchers and affiliations: 1995 through 2006. Paper presented at the 2009 Academy of Management Meeting, Chicago, 9–11 August.

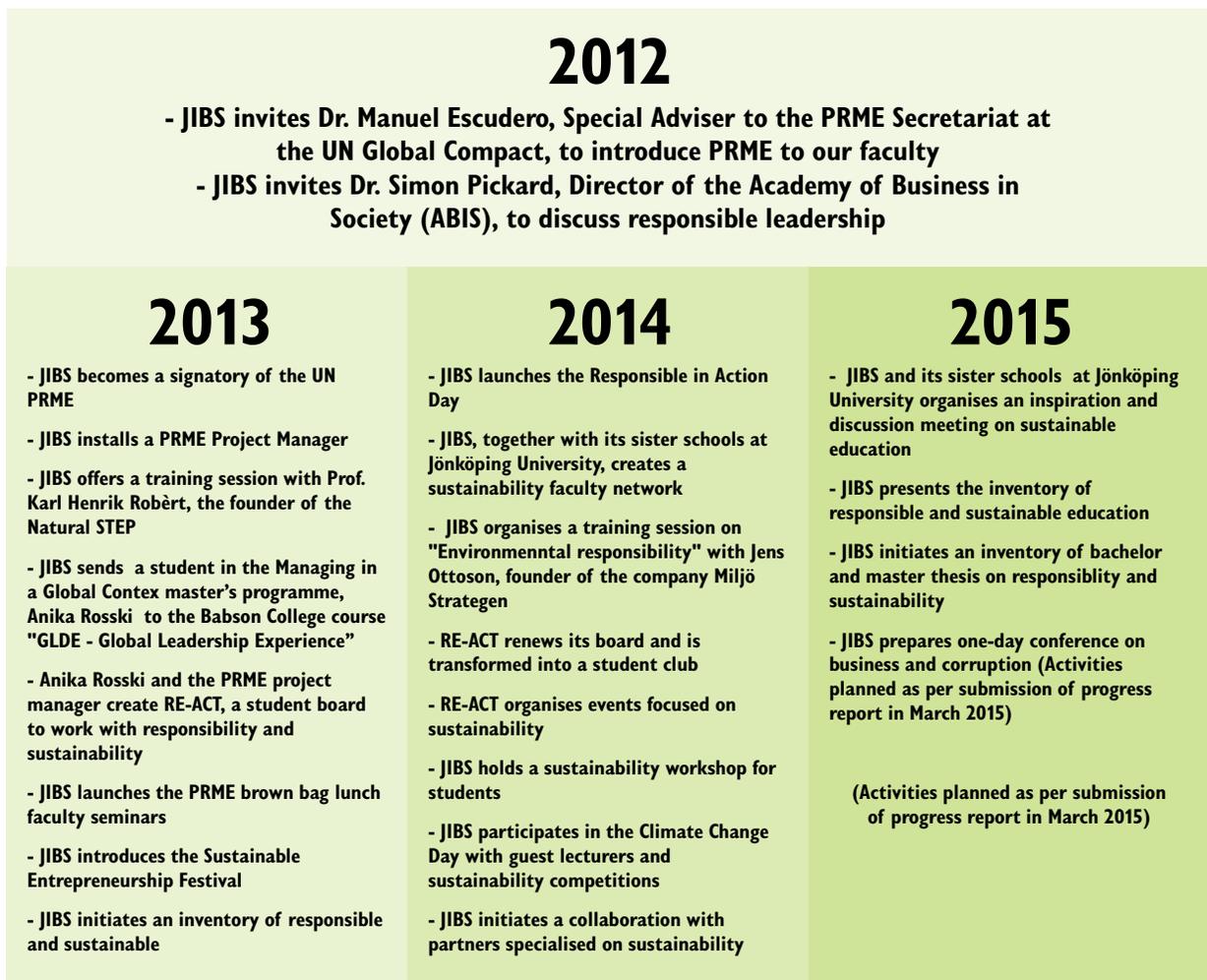
<sup>3</sup>The Civilekonom 2013 survey. This survey covers Civilekonom graduates, Masters and Bachelor degree in Business Administration.

# Principle I. Purpose

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

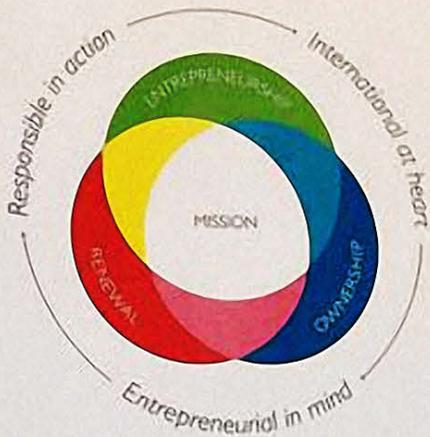
## PRME at a Glance

The list below briefly presents the PRME implementation at JIBS, summarising our overall effort to educate students who are capable of creating sustainable value. In 2012-2013, JIBS conducted a significant strategy review process, recognising the importance of Responsible in Action as a guiding principle. Our students, faculty, and staff became drivers to infuse and engage in the delivery of responsible management education and thus develop future responsible leaders. One direct result of adding the Responsible in Action as a guiding principle was to become signatories of the PRME in March 2013. Figure 2 outlines some key events on JIBS's route towards introducing work related to the PRME.



**Figure 2.** PRME at JIBS

international  
 AT HEART  
 entrepreneurial  
 IN MIND  
 responsible  
 IN ACTION



What did you do to be responsible today?

Would you consider yourself a responsible student? Yes/No  
 Why?

I am a responsible student because...

What is responsibility for you?

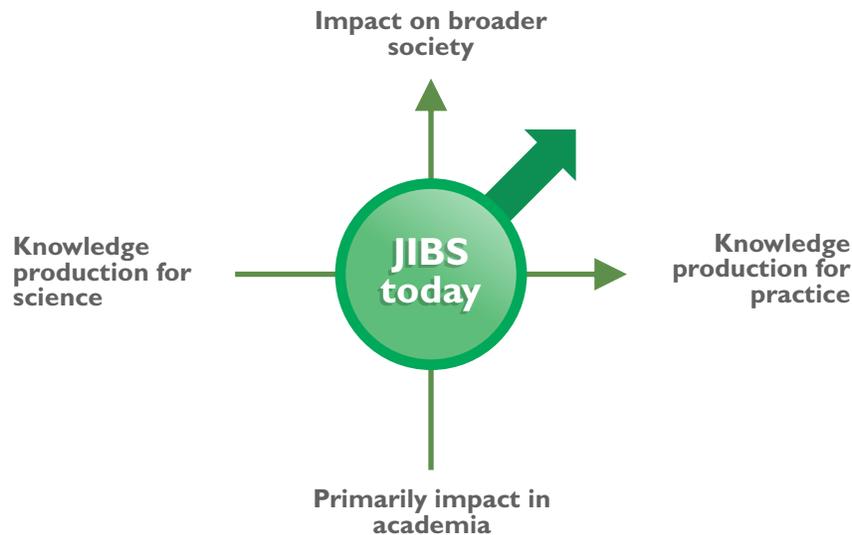
A collection of handwritten student reflections on sticky notes:

- I woke up to support this event
- Took part in the activities & the survey for the 2014 Responsible Day
- I recycle trash in my student apartment 😊
- I put my separate trash in the correct receptacle and also I don't smoke in the study zone
- Yes, because I recycle and sort the rubbish. Moreover, I am careful to save water, energy and avoid others.
- I put a can in a trash can!
- I recycle 😊
- I take care about environment
- I take care of my friends & campus
- more than supposed to! 😊
- I avoid public transportation
- Sometimes. Mostly, yes, but at times I am too lazy
- Taking care of the people that surround you!
- Being aware of the well-being of the people, environment & society. Act & make choices based on the awareness.
- I buy ecological food!
- Yes. But not enough. I have the awareness but I don't always act on it.
- I did the best effort of the day, reducing CO2 in the atmosphere.

Student-to-student reflections on Responsible in Action, in March 2014.

## Current Strategic Positioning

JIBS conducted a significant strategy review process in 2012. Staying true to the initial purpose of JIBS while expanding the importance of our work and bringing it to an audience beyond academia, we recognised that reassessing our current direction and rethinking our future plans were vital. Figure 1.1 depicts a model of possible positions within a conceptual two-dimensional landscape that measures knowledge production against broader impacts on society. For analytical purposes, JIBS is positioned in the middle, with an arrow indicating the future direction that we believed was necessary to follow.



**Figure 3.** JIBS's intended positioning in the market for business schools

How to move in this “north-easterly” direction became the impetus for a robust debate that drove an in-depth and inclusive strategy process in 2012-2013. The process to arrive at a clear new strategic position included an analysis of JIBS's current resources and achievements, plus reflection and dialogue about our future orientation. Input was obtained from the JIBS Board of Directors and JIBS Management Team and through engagement with several smaller internal working groups that comprised staff members. The process included open workshops and dialogues during “staff days,” and the dean conducted focused offsite meetings with all disciplines at JIBS and the board of the JIBS student association. We also sought input from many external stakeholders, including alumni representatives in several locations (e.g., Stockholm, Jönköping, London, Singapore, and Beijing), and key industry and government representatives who were familiar with JIBS. From these efforts, we derived key conclusions about our stakeholders' expectations:

- Promote responsible management and business practices.
- Graduate students with depth and breadth in relevant competences.
- Offer education that aligns with our research.
- Encourage a responsible entrepreneurial mind-set in students and faculty.
- Offer students opportunities for internships, networking, and connections to employers to whom they can turn for jobs.
- Produce research findings that influence and benefit society.
- Remain different from the competition
- Promote sustainable international engagement.

Scandinavia in general and Sweden in particular have a long history of active social responsibility work, including reducing carbon emissions, promoting equal career opportunities and involvement with local communities. In 2013, Sweden topped the RobecoSAM Country Sustainability Ranking, which ranks 59 countries based on 17 environmental, social and governance indicators. JIBS has evolved in this environment, and with internationalisation, social responsibility has become part of our culture. As part of the strategy development work, the JIBS management team began to discuss joining the PRME initiative in 2012. JIBS invited Dr. Manuel Escudero, Special Adviser to the PRME Secretariat at the United Nations Global Compact Office, to the staff meeting on September 17, 2012. Dr. Escudero introduced PRME to our faculty and discussed why it is important to be affiliated with such an initiative. To advance our sustainability efforts, JIBS invited Simon Pickard, director of The Academy of Business in Society (ABIS), to discuss ethics, responsibility and sustainability on November 8, 2012. Recognising that we needed to be more explicit in our social responsibility activities, in March 2013, JIBS joined the over 400 worldwide business schools that are signatories of the PRME.

Our sincere commitment to a more focused and transparent approach to responsibility was demonstrated by appointing a faculty member, Assistant Professor of Business Administration Marcela Ramirez-Pasillas, to be our PRME project manager in 2013. She has been allotted 20% of the time in her contract to coordinate the PRME effort moving forward. JIBS has been active in arranging PRME events for faculty, staff, students and the public. With our refined strategic positioning and a PRME project manager, we see great opportunity to promote sustainable value for business and society and working for an inclusive and sustainable global economy.



UN PRME founder Dr. Manuel Escudero speaking at a JIBS Staff Day in November 2012.



## Principle I. Summary of Achievements and Challenges

The renewal of strategy, structure and means of execution that first occurred in 2012-2013 refreshed the faculty and staff of JIBS and brought a clearer picture of where JIBS is heading based upon its past successes and a strong consensus about where we seek to head in the immediate future. The earlier focus of JIBS has not greatly changed; this focus has only been more clearly articulated as an emphasis on entrepreneurship, ownership and renewal guided by the principles of International at Heart, Entrepreneurial in Mind, and Responsible in Action. In particular, our focus on Responsible in Action has incorporated the role of JIBS as a global citizen in creating and influencing an inclusive and sustainable global economy. Since 2012, our guiding principle has been Responsible in Action, which represents our new commitment to being a role model within our industry, conducting research and offering education with relevance for a sustainable society. During the course of this project, we have identified the following main achievements and challenges at JIBS related to the 1st principle:

### Achievements

- Our renewed strategy guides the strategic decisions, actions, and processes of JIBS management, faculty and staff.
- Introducing Responsible in action as a guiding principle confirms a continued focus on responsibility in the strategic decisions, actions, and processes of JIBS management, faculty and staff.

### Challenges

- We consider that the work of PRME is relevant and that we must increase our commitment and contribution to an inclusive and sustainable global economy by structuring and tracking the inclusion of responsibility dimensions in our education as well as in our research activities.
- JIBS must refine its broader impact on society, particularly its role as a global citizen.

## Principle 2. Values

### First Steps

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

As a first step in further establishing an awareness of PRME among JIBS faculty and students a number of events were staged. For example, JIBS contacted the founder of the “The Natural STEP”, Prof. Karl-Henrik Robèrt. The Natural STEP is a leading non-profit environmental education organisation that is working to build a socially, ecologically and economically sustainable society. One outcome of the different dialogues with Prof. Robèrt was that he conducted a faculty training session on sustainability on October 22, 2013, and was the keynote speaker for the first “Responsible in Action Day” on February 19, 2014. Prof. Robèrt helped create awareness for a more systematic approach to responsibility and sustainability.

Prof. Karl-Henrik Robèrt,  
“The Natural STEP”,  
in October 2013.



A second faculty training was offered in collaboration with our sister schools at Jönköping University and in collaboration with JIBS alumni – Jens Ottosson who is one of the founders of the company MiljoStrategen. The session focused on environmental responsibility and was held on September 7, 2014.



Jens Ottosson, “MiljoStrategen”, in September 2014.

In addition, a student in the master's programme “Managing in a Global Context”, Anika Rosski, was sent to the Babson College course GLDE (Global Leadership Develop Experience) in June 2013. Anika raised her awareness on the importance of responsible leadership. Once back at JIBS, she engaged other students to participate in sustainable joint initiatives.



Anika Rosski meets Dr. Florencia Librizzi, Manager of Participants and Chapters, Legal & Policy Advisor at PRME Secretariat, at the United Nations Global Compact Office, in New York in June 2103.

## Education Assessment

In line with PRME, JIBS began to review the programme portfolio in September 2014 and will complete this review by June 2015. JIBS currently offers 23 different programmes, the most in our history. We have 5 at the bachelor's level, 13 at the master's level, and 5 at the doctoral level. Each programme is now led by a programme director who is supported by a programme group. We are also evaluating the portfolio of programmes from a strategic perspective. All of our programme groups have been active in addressing PRME when reviewing courses and programmes to ensure the inclusion of sustainability values. Any alterations to our programmes will be considered in our 2014-2016 strategic priorities for education, which are as follows:

- **To infuse more practice in our programmes.** We have targeted a strategic priority to integrate more corporate relevance into our programmes. Our programmes each have an advisory board composed of internal and external specialists able to provide a good start to new curricula input, with a greater focus on practice. In the autumn of 2014, the dean assigned one of the professors in entrepreneurship to work with our programme coordinators and programme directors to infuse more responsible corporate relevance into their curricula.
- **To increase correspondence between our programmes and our mission and guiding principles.** We will assess all programme and curriculum changes to ensure that they remain aligned with our guiding principles of International at Heart, Entrepreneurial in Mind and Responsible in Action.



In addition, one of the state-mandated intended learning outcomes for all degree programmes in Sweden is that students “demonstrate an ability to make assessments in the field of study taking into account relevant scientific, social and ethical aspects.” Thus, we reviewed our bachelor's and master's thesis course syllabi to guarantee that students' theses addressed the ethical and societal impact of their academic work.

We conducted an inventory of responsible and sustainable education in 2013-2014 to understand how JIBS is responding to inclusive and sustainable global and local demands. We identified approximately 29 courses that directly address responsibility and sustainability as topics in the curriculum. In the recent delivery of these courses, approximately 50 faculty or external speakers contributed lectures or specific activities, including:

- **Business Ethics**, required in the bachelor's programme in international management.
- **Corporate Social Responsibility**, required in the master's programme in managing in a global context.
- **Globalisation of Economic Activity**, required in master's programmes in logistics, marketing, and economics.
- **Creating a New Venture**, required in the master's programme in strategic entrepreneurship.
- **Environment, Logistics and IT**, required in the master's programme in supply chain management (two-year) and the master's programme in IT, management and innovation.
- **Leadership**, an elective in the bachelor's programme in international management.
- **New Venture Development**, an elective bachelor's course focused on sustainability
- **Thesis courses** in all programmes – all theses at JIBS must include a section that addresses the societal and ethical aspects of the topic or case that is discussed.
- **Many other courses** in the programmes include chapters or assignments that cover ethics, social responsibility or sustainability topics.

## Bachelor's and Master's Theses

While students at JIBS are free to develop their thesis in areas that are clearly linked to their programmes, we encourage them to do research on topics of ethics, responsibility and sustainability. We have started an inventory of bachelor's and master's theses focused on ethics, corporate responsibility (CSR) and sustainability. As follows, we present some examples of bachelor's and master's theses that enable learning on responsibility and sustainability.

### Social and sustainable entrepreneurship

Bell, J., & Stellingwerf, J. (2012). Sustainable entrepreneurship: the motivations and challenges of sustainable entrepreneurs in the renewable energy industry. DiVA: <http://urn.kb.se/resolve?urn=urn:nbn:se:hj:diva-18608>

Kodirova, M., & Mirzoeva, S. (2012). Economic impact of microcredit in an urban setting: the case of Tajikistan. DiVA: <http://urn.kb.se/resolve?urn=urn:nbn:se:hj:diva-18820>

Pieta, B., & Dijkma, A. (2013). A male perspective on female leaders: multiple case study from four male dominated organizations. DiVA: <http://urn.kb.se/resolve?urn=urn:nbn:se:hj:diva-21591>



## Responsible management

Henriksson, S., Hodjikj, A., & Ognyanova Dinkova, E. (2012). Corporate social responsibility and culture: a study of european multinational corporations' adaptation of community involvement practices. DiVA: <http://urn.kb.se/resolve?urn=urn:nbn:se:hj:diva-18600>

Möller, E., Edefjäll, I., & Ståhl, M. (2012). Corporate Social Responsibility: A study on how and why large and micro companies work with CSR. DiVA: <http://urn.kb.se/resolve?urn=urn:nbn:se:hj:diva-18341>

Deeg, A., & Niemann, A.-L. (2012). Social Responsibility: what's the big deal? The influence of news media on future business people: A study on the three CSR-dimensions in media. DiVA: <http://urn.kb.se/resolve?urn=urn:nbn:se:hj:diva-18584>

## Role and prevention of corruption

Johansson, C., & Lext, C.-J. (2013). Corruption and income inequality: a study of the impact from different legal systems. DiVA: <http://urn.kb.se/resolve?urn=urn:nbn:se:hj:diva-21611>

Granlund, A. & Feka, H. (2014). Ne bis in idem: Tillämplig på förhållandet mellan skattetillägg och skattebrott samt på förhållandet mellan skattetillägg och bokföringsbrott? (Ne bis in idem: applicability to the relationship between tax supplements and tax offenses, and the relationship between tax supplements and accounting fraud?) DiVA: <http://urn.kb.se/resolve?urn=urn:nbn:se:hj:diva-23907>

Mohammadi, A. & Naaman, C. (2014). Den missförstådda lagen: En studie om revisorerens obenägenhet att anmäla sina klienter vid ett misstänkt bokföringsbrott (The misunderstood law: a study on auditor's reluctance to notify their clients for a suspected accounting fraud). DiVA: <http://urn.kb.se/resolve?urn=urn:nbn:se:hj:diva-23940>

## Labour conditions and sustainability

Andersson, M., & Koyumzhieva, T. (2012). Green product design: aspects and practices within the furniture industry. DiVA: <http://urn.kb.se/resolve?urn=urn:nbn:se:hj:diva-18538>

Bohman, S., Carlzon, F., & Jakobsson, L. (2013). Reaching social sustainability through employment of People with Disabilities: A case study of Max Burgers. DiVA: <http://urn.kb.se/resolve?urn=urn:nbn:se:hj:diva-21267>

Ernst, C., & Valvanne, H. (2012). Perceived Employee Motivation in Social Businesses: A Case Study of a Finnish Social Business. DiVA: <http://urn.kb.se/resolve?urn=urn:nbn:se:hj:diva-18822>

## Social accounting

Edfors, J., & Karlsson, S. (2013). Regulated use of GRI reporting: an investigation of state owned companies in Sweden. DiVA: <http://urn.kb.se/resolve?urn=urn:nbn:se:hj:diva-21291>

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## Infusing Faculty Dialogues on Responsibility and Sustainability

JIBS organised brown bag faculty lunch seminars as a platform for exchanging ideas and building a stronger foundation on responsible leadership and sustainability. Since October 2013, JIBS has held 8 seminars that addressed a variety of key topics. We also organised informal coffee meetings with faculty to discuss ideas on how to work with PRME.

**Table I.** Faculty seminars on responsible leadership and sustainability

Seminar leader(s)	Focus
Johan Roos and Anna Blombäck	What is PRME, why PRME and what does it mean for me as a faculty member?
Adele Berndt	Sustainable business
Susan Hatch and Veronika Pereseina	Sustainable logistics
Kimberly Eddleston	Family business and bribes
Mona Ericsson	On moral practicing
Marcela Ramirez-Pasillas	How can we relate and embed PRME in our programmes?
Marcela Ramirez-Pasillas	Incorporating our guiding principles into our programmes and courses
Karin Brunsson	Secular religion: the teachings of management



During 2014, JIBS and our sister schools at Jönköping University created a sustainability network for faculty, staff and students. Associate Professor, Dr. Sofia Kjellström (School of Health Science), and Dr. Ellen Almers, Dr. Petra Wagman and PhD candidate Ulrica Stagell (School of Education and Communication), and MSc Jonelija Zelic (School of Engineering) and Marcela Ramirez Pasillas (JIBS) coordinate the activities of the network. The network works to refine our commitment to sustainability, exchange experiences and contribute to educating responsible leaders. At our last meeting, February 18, 2015, we presented the results of the inventory on education and invited two guest lecturers from Gothenburg University who are at the forefront of integrating sustainable development into higher education, Prof. Ulf Andersson and Dr. Barbro Robertsson. Our next meeting is scheduled to take place on May 4, 2015.

## Principle 2. Summary of Achievements and Challenges

Joining the PRME initiative helped JIBS advance in its strategic work; it delivered a clear picture of where JIBS is heading to faculty and staff. As we work to improve our weaknesses while pursuing our strategic goals, JIBS will begin to more broadly recognise its role as a global citizen. Although we believe that our programmes are appropriate for a research university such as JIBS, we must better address opportunities for and challenges to developing an inclusive and sustainable global economy. We shall continue disseminating and engaging our faculty and staff in knowledge areas that are relevant to fostering an inclusive and sustainable economy.

### Achievements

- JIBS appointed a PRME project manager to allocate 20% of her time on the initiative.
- JIBS began to raise awareness on the need to include, work on and engage in the values of global social responsibility.
- Bachelor's and master's theses address the ethical and societal impacts of students' academic work.

### Challenges

- JIBS programmes have begun the process of discussing and disseminating the values of global social responsibility as portrayed in international initiatives, such as the United Nations Global Compact. Some courses and programmes do not include, discuss or engage students regarding the values of global social responsibility. We need to more actively use and disseminate the United Nations Global Compact throughout our programmes.
- We must include more practical elements in programmes that have a clearer contribution to 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, students and staff from different regions in the world. In addition, to create an educational framework and environment that enables effective and responsible learning, JIBS worked with different faculty and students and improved key administrative processes.

### International Diversity

As an example of our inclusive international environment, the individuals at JIBS— students, faculty and doctoral candidates—are more international than at any other Swedish business school. Being International at Heart and Responsible in Action pervades all areas of JIBS. As of 2014, 29 (43%) of our 68 core faculty were born outside of Sweden and represent 15 different nationalities, predominantly from Europe. Of 61 doctoral candidates, 29 (48%) are non-Swedish and are from 17 different countries. Since 2014, the doctoral candidate pool has included six individuals from Rwanda within our collaborative project with the SIDA. Additionally, JIBS is co-supervising five Ethiopian candidates who were admitted to Addis Ababa University through another SIDA-funded project. In 2014, 47% of our faculty members were women, and we continue to strive for a more gender-balanced organisation. In addition, nearly all faculty and doctoral candidates have extensive international experience from living, studying, and working abroad. We believe that such experiences allow our faculty to create inclusive environments in their classrooms and research activities. Through our education budget, research budget, and centres, JIBS supports faculty member and doctoral candidate attendance at international teaching courses. For example, in 2013, JIBS sent faculty to the CEEMAN International Management Teachers Academy (IMTA) held in Bled, Slovenia.

### Faculty Volunteering

To give back to society, JIBS faculty and staff are active participants in the Linneaus-Palme and Erasmus exchange programmes. Teaching activities in these programmes are not included in the regular teaching workload at JIBS; teachers commit their spare time to engage in teaching collaborations. Since 2012, there have been 38 outgoing and 40 incoming Linneaus-Palme faculty. Recent examples of faculty who aimed to support developing education in low- and medium-income countries include:

- Rolf Lundin to Kwamme Nkrymah University – Ghana.
- Ethel Brundin to University of Western Cape – South Africa.
- Magnus Taube to Shanghai Jiao Tong University – China.
- Lars-Göran Sund to Kasetsart University – Thailand.
- Lucia Naldi to Universidad del Norte – Columbia.
- Susanne Hertz to Nankai University – China.
- Marcela Ramirez-Pasillas to Tecnológico de Monterrey – Mexico.



PRME reference group members and faculty in general also volunteer to help advance the development of PRME at JIBS. They engage in the organisation of events, hold seminars, prepare field trips, link the PRME project manager with relevant actors, and coach students to enable and strengthen their responsible leadership.



PhD candidate Duncan Levinsohn coaches students and discusses their moral profiles in March 2015.  
Source: RE-ACT.



*“I believe that business schools have enormous potential to influence both present and future business leaders, in forming inclusive and sustainable societies. The PRME working group is a natural forum for discussing how we can fulfil this potential - and an exciting meeting place in which we can develop initiatives together.”*

**PhD candidate Duncan Levinsohn,**  
PRME Reference Group

## Diversity among Students

JIBS identifies and selects only the strongest applicants. Admissions to the bachelor's and master's programmes are managed by the Jönköping University Admissions Office, with assistance from JIBS. Due to our admission processes, we have created a gender-balanced and international student community. Throughout our programmes, our students are repeatedly asked to work in internationally diverse groups. We believe that such an approach to teamwork contributes to students being more aware of cultural differences and help them develop insights for responsible leadership.

Table 2 shows the total students per programme, including the percentages of female students. Next, Table 3 (p. 24) includes the number of international students in each programme.

**Table 2.** Undergraduate and graduate students who entered JIBS in 2014

	Total admitted and registered - National and local admission	National applicants total	Percent female	Average age
<b>UNDERGRADUATE</b>				
International Management	108	1,033	42%	22.8
Marketing Management	64	852	61%	23.0
International Economics and Policy	39	487	44%	21.7
Total Bachelor	211	2,372	48%	22.7
Civilekonom	111	2,827	49%	23.3
<b>Total undergraduate programmes</b>	<b>322</b>	<b>5,199</b>	<b>48%</b>	<b>22.9</b>
<b>GRADUATE</b>				
One-year master programmes				
International Financial Analysis	16	84	19%	23.4
ILSCM – 1 year	21	127	38%	27.0
International Marketing	37	155	59%	25.7
Managing in a Global Context – 1 year	21	66	67%	25.1
Strategic Entrepreneurship – 1 year	16	65	38%	25.9
<b>Total one-year master programmes</b>	<b>111</b>	<b>497</b>	<b>48%</b>	<b>25.9</b>
Two-year master programmes				
Economics, Trade and Policy	17	79	53%	28.0
ILSCM – 2 year	33	128	33%	27.3
IT, Management and Innovation	21	56	33%	27.7
Managing in a Global Context – 2 year	30	69	60%	24.8
Strategic Entrepreneurship – 2 year	19	66	26%	25.1
<b>Total two-year master programmes</b>	<b>120</b>	<b>398</b>	<b>42%</b>	<b>26.2</b>
<b>TOTAL</b>	<b>553</b>	<b>6,094</b>	<b>46%</b>	<b>25.0</b>

**Table 3. International Students 2012–2014**

	Total students 2014	International students 2014	International students 2013	International students 2012
<b>UNDERGRADUATE</b>				
International Economics and Policy	85	34	41	34
International Management	241	113	89	80
Marketing Management	136	31	24	32
Commercial and Tax Law	28	-	-	-
<b>Total bachelor programmes</b>	<b>490</b>	<b>178</b>	<b>154</b>	<b>146</b>
<b>GRADUATE</b>				
Civilekonom	468	-	-	-
One-year master programmes				
International Financial Analysis	17	14	13	14
International Marketing	37	27	28	27
International Logistics and Supply and Supply Chain Management	21	18	30	27
Managing in a Global Context	21	20	11	24
Strategic Entrepreneurship	16	13	12	17
<b>Total one-year master programmes</b>	<b>112</b>	<b>92</b>	<b>94</b>	<b>109</b>
Two-year master programmes	67	51	30	27
International Logistics and Supply and Supply Chain Management	38	23	25	24
Managing in a Global Context	25	22	24	25
Strategic Entrepreneurship	9	9	13	12
International Business Development	33	29	7	5
Economics, Trade and Policy	38	34	26	5
IT, Management and Innovation	28	-	26	130
Commercial and Tax Law	238	168	151	228
<b>Total</b>	<b>818</b>	<b>260</b>	<b>245</b>	<b>337</b>



## Students Engaged and Contributing to Responsible Leadership

We encouraged the development of an environment that promotes, strengthens and helps students learn about and practice responsible leadership. There are several student organisations that strive for an inclusive and sustainable global economy by fostering responsible leadership. These associations include the following:

**JIBS Student Association (JSA).** JSA is the main student organisation at JIBS. JSA is recognised as an international and entrepreneurial student association and thus focuses on education quality, career opportunities, social activities and internationalisation. The association has an active student body consisting of approximately 250-300 students who work voluntarily for no profit to make student life better for their colleagues. The active student body that runs the organisation has cultivated strong and fair ethical values that stem naturally from the education provided at the institution. The recruitment within the organisation is regulated so that regardless of who is managing the recruitment, the actual process will remain fair, non-excluding and ethically sound. With what it considers a strong ethical mind-set, the management of JSA runs the organisation to ensure that events and projects are never harmful to the organisation, its stakeholders, the environment, the region or the students it works for. Also, JSA has student representatives in all decision-making bodies at JIBS, including the Board of Directors. An important long-term goal is for the organisation to become a strong, regional actor to ensure that the students at JIBS are heard throughout the region; the students feel strongly that they, the new generation, are equipped with what we believe is a more responsible mind-set and sounder values. Among other events, JSA, together with Kåren and all other student associations and in cooperation with the International Student Office, annually organises “International Students Day”. This event creates an arena that stimulates and strengthens inclusiveness. Students gather by nationality to jointly represent their cultures and share food, music, and small presents. Exchange students also represent their home universities.

**RE-ACT.** In 2013, a student in the Managing in a Global Context master's programme, Anika Rosski, participated in the Global Leadership Develop Experience (GLDE) course at Babson College. When she returned to Sweden, Anika Rosski and the PRME project manager created the Responsible in Action Student Board (RE-ACT). Anika had different ideas that she wanted to develop to promote sustainability. The PRME project manager aimed to create a student board for empowering and enabling responsible leadership. As a result, Anika and the Project manager joined efforts to create a board. 14 additional students committed to the idea and launched a new board. The new board defined its name (RE-ACT), mission, and vision, and held monthly meetings. RE-ACT aims to educate and engage the JIBS community to act on and disseminate sustainability and inclusiveness. Its vision is “to be a role model amongst students and student organisations in stimulating actions and shaping the mind-sets of future global leaders to contribute to a more responsible and sustainable society.” As part of the new challenges in the era of globalisation, RE-ACT believes in the importance of creating balance between economic, social and environmental factors. RE-ACT organised and participated in a variety of activities, ranging from guest lectures, seminars, and forums. As a result, RE-ACT captured the awareness and understanding of sustainability and responsibility among JIBS's student community.



Recruiting students to promote and educate on responsible leadership in February 2014.



RE-ACT student board in April 2014 –Diana Rosales, Adrienne Pifarely, Ina Ivelinova Yotova, Jean Pierre Candiotti Bustamante, Anika Rosski, Petya Dimitova, Linda Staflund, Anne N. Mathieu, Frederika Germundsson, Marcela Ramirez-Pasillas (PRME project manager), Sarah Fitzgerald, Linde van Erp, Ivan Velinov, and David Sevilla (board members absent in the photo include EmmaLisa Trassel Nantin, and Jannes Koehler).

As part of the training strategy for the members of the RE-ACT board, by invitation from JIBS PhD candidate Duncan Levinsohn, RE-ACT participated in the second workshop for the Inclusive Business Agenda, which was organised by Inclusive Business Sweden and Swedish International Development Agency (SIDA) on March 27, 2014. The project is financed by Vinnova as a strategy, innovation and action agenda to engage Swedish organisations in the needs and opportunities at the Base of the Pyramid (BoP). After defining the common vision and ambitions of the Inclusive Business Agenda during the first workshop, the second workshop focused on defining a national strategy by mapping capabilities, opportunities and challenges and creating a roadmap for collaborative efforts. Approximately 60 participants from public- and private-sector organisations and civil society institutions were part of the event. Also through invitation from Duncan Levinsohn, RE-ACT participated in the Night of Impact organised by the Impact Hub in Stockholm. Impact Hub is an active organisation that promotes and facilitates novel solutions for sustainable development; they have 54 impact hubs in 6 different countries. The social entrepreneurs who presented their challenges were Karl Lindqvist of Polstjarna and Ida Ostensson, founder of Crossing Borders.

In 2014, RE-ACT renewed its board and decided to transform the board into an independent student club. Gathering a group of 7 students, RE-ACT held elections and formalised its structure. The PRME project manager became an advisor to the board. Nickie Excellie, a student in the Civilekonom programme was selected as club president in September 2014. As a social entrepreneur, Nickie ambitiously drove the group's work ahead. The new board participated in the Trade Fair Forum in October 2014 and prepared an agenda of activities for 2015. Among other activities, RE-ACT planned guest lectures with Mohamud Osman (Mitt Liv), and JIBS alumna Anna-Karin Zinnerfors (IKEA) for 2015. To support student development, we prepared a field trip for REACT board members to Blekinge Institute of Technology in Karlskrona. These students exchanged experiences with students in the master's programme in Strategic Leadership towards Sustainability. They also met Prof. Karl-Henrik Robèrt, Dr. Henrik Ny and Dr. Tracy Meisterheim. They learned about a variety of sustainability projects and exchanged ideas on how to work with sustainability.



2014 RE-ACT Board launching their agenda in March 2014 - Nickie Excellie, Przemyslaw Jablonski, Stefania Lehmann, Johannes Hönlinger, Alena Lashkova and Tetiana Grytsaieva (board members absent in the photo include Phyllis Otten, Olivia Walz, Kimia Mojtaheda, Canan Dagdemir and Cindy Paulik).  
Source: RE-ACT.

Prof. Karl Henrik Robèrt (5th from the right) meets RE-ACT's students and the PRME project manager (2nd from the left) at Blekinge Institute of Technology in November 2014.



**JU-Talk.** Tetiana Grytsaieva, a master's student in strategic entrepreneurship and holder of the SI scholarship, founded JU-Talk in September 2014. 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. These talks create a collective environment in which speakers share their expertise on entrepreneurship, social activism, NGO involvement, travelling, politics, etc. JU-Talk inaugurated its first talk with a guest from Japan in September 2014 and has had as guest speakers Selim Mamdouh (Egypt), Mauricio de la O Schoeneck (Mexico), Margareta Böhn (Sweden), Dorothy Ansger (Kenya), and Iram Alohari (Sudan). Dorothy Ansger and Iram Alohari in particular discussed human rights in East Africa. Partnering with Utrikespolitiska Föreningen Jonkoping and the Debate Union, JU-Talk organised an event called “Multiple Perspectives and Debate on Issues of the Ukraine Crisis,” with guests from Ukraine (Julia Kaidalova and Ola Lopatyńska), Crimea (Tetiana Grytsaieva) and Russia (Elena Bazina). Ms. Grytsaieva is from Crimea (in southern Ukraine, which is annexed by Russia), where her parents still live. Thus, Ms. Grytsaieva shared her experiences as a young woman born and raised in Crimea. This event gathered approximately 70 students and faculty and provided an opportunity to increase their awareness of current political and humanitarian problems.



JU-Talk founder Tetiana Grytsaieva talks about the Crimean crisis in November 2014.  
Source: JU-Talk.



Selim Mamdouh Afia talks about Egypt's social and political situation at JU-TALK in December 2014.  
Source: JU-Talk.

**VILJA – Female Career Network.** The purpose of the VILJA Female Career Network is to empower female students in all schools at Jönköping University by connecting them with each other and with professionals from different business sectors through organised business visits, lectures, workshops, and mentoring programmes. Sarah Hammamoura, a student in the Civilekonom programme, created VILJA in 2011, which has since held 4 board elections. VILJA hopes to inspire students in their choice of future careers by embracing female role models from different professions and connecting ambitious students with each other. There are currently 8 female students on the VILJA board, and approximately 300-400 students have benefitted from VILJA’s events since its inception. VILJA believes that students must acknowledge and cherish the achievements and contributions of professional women in today’s business world and society, including accomplishments that have been reached despite the evidently unjust and unfavourable circumstances faced by women in their professional careers. Gender equality should be a priority for all leaders of tomorrow, and VILJA helps by keeping this matter on its agenda. To fulfil its objectives, VILJA partners annually with a number of companies and female entrepreneurs. Each student is linked with an experienced female coach.



Sarah Hammamoura at the kick-start mingle in 2012.  
Source: VILJA Female Career Network.

Table 4. Partner organisations

Companies	Female entrepreneurs
Uddevalla Municipality	Lena Holmander
Wiminvest	Anette Bohman
Civilekonomerna	Ylva Brandt
Kpmg	
Science Park	
Zonta Jönköping	
Nyföretagarcentrum	
Shecreative	
Forex Bank	
Grant Thornton	

**SPECTRA.** SPECTRA is a Jönköping University student association created in 2013. SPECTRA aims to promote equality, specifically that no one should be discriminated against based on gender, sexual orientation, gender expression or identity, religion, ethnicity, disability or age. SPECTRA arranged a Pride Week at Jönköping University last spring, making and distributing bracelets to students and hosting a debate on human rights issues. SPECTRA also recently celebrated an election night party and worked together with Student Health to create a survey about discrimination at Jönköping University. On United Nations Day, October 24, 2014, SPECTRA had a light manifestation to promote human rights. The event gathered students, faculty and staff who gave speeches on human rights in different countries around the world, thereby raising awareness of the need to work systematically to respect human rights.



Gabriel Bake, JIBS Doctoral Education Coordinator, participating in United Nations Day, organised by SPECTRA in October 2014.  
Source: SPECTRA.



## Key administrative processes

JIBS has worked to renew key administrative processes to foster a discrimination-free and ethical work environment for faculty and students. We believe that these key administrative processes are central to enabling education frameworks, materials and environments that facilitate learning about responsible leadership.

In all of its work with students, JIBS follows the Jönköping University “Non-discrimination Plan,” which was updated in 2014. Admissions officers, study counsellors, and career centre counsellors respect students' unique and equal value, their right to meaningful education ••and their right to privacy. This respect completely excludes any type of discrimination based on sex, age, colour, sexual identity, social or cultural background, ethnic, political or religious affiliation, social status, or ability or achievements.

During each semester's introduction week for all new JIBS students, a session is held on students' rights and regulations. Students are made aware of the “Interactive Anti-Plagiarism Guide,” which outlines the nature of plagiarism and the procedures followed if plagiarism is detected. The guide also outlines other violations of the academic code of conduct. Ultimately, if plagiarism or cheating cannot be resolved at the course or school level, such cases are presented to the Jönköping University Disciplinary and Expulsion Committee, which makes the final decision, potentially a warning or suspension.

Because JIBS has stated as one of our guiding principles that we will be Responsible in Action, students are introduced to the concepts of ethics and values within their programmes and have the opportunity to participate in student-organised PRME activities. Personal expectations related to ethics and values are described in the student handbook and discussed in the introduction week, which is attended by all new students prior to their first semester.

The entire JIBS faculty is available to students for consultation, including core faculty, visiting professors and doctoral candidates who are involved in the courses. During the course of their studies, JIBS students have access to three JIBS-designated study counsellors, who act as the students' sounding boards for discussing thoughts or ideas that concern their studies, potential careers, and other professional matters. Study counsellors can refer students to other professional service providers at Student Health Care, the Career Centre, or the International, Recruitment and Admission offices.

Through Jönköping University, JIBS also provides support for students with learning disabilities or other health problems that can cause academic performance difficulties. We organise special educational support for students who have confirmed a learning disability with the proper documentation. Such support can include assistance in note-taking, helping with reading disabilities, dyslexia support, mentoring, arranging alternative forms of examinations, providing special aid software, and staffing a resource room in the university library. Only a small number, approximately 25-35 students, have been assisted in the last three years. In addition, the student health centre provides support services to students with psychological problems that affect school performance. These services include therapy support groups, a bright room with artificial light (to treat Seasonal affective disorder), and a serenity room.

PRME at JIBS is embedded in our affiliation with our parent organisation. JU has many programmes in place to manage its footprint on society. For example, JU sorts waste using SITA, an ISO 14001-certified provider. Hazardous waste in particular is handled so that the constituent toxic substances are disposed of properly. The school leases its premises, and the electricity, water and heat are included in the rent. HÖFAB, the owner of the premises, is actively working with energy conservation measures.



## Principle 3. Summary of Achievements and Challenges

We are working to create education 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 main achievement and challenges were noted:

### Achievements

- JIBS has developed an excellent international and gender-balanced working environment that has contributed to creating open, interactive learning environments in our classrooms.
- JIBS's staff is interested in and committed to disseminating and discussing the roles and importance of sustainability values.
- JIBS's faculty is strongly committed to volunteer work through the Linneaus-Palme and Erasmus exchange programmes, the PRME reference group, seminars and other activities.
- JIBS students are engaged in raising awareness of the role and significance of an inclusive and sustainable global economy. Their willingness to change their society by making a contribution is commendable.

### Challenges

- We have formulated strategic actions to enable learning for responsible leadership. However, these actions are still in the initial phase.
- Our students are committed to working with responsible leadership and sustainability; their contributions to developing an education environment that fosters responsible leadership must be more acknowledged.
- We must find a systematic method to recognise the volunteer work and related contributions of JIBS's students associations. Through their volunteer work, the students practice responsible leadership.



## Principle 4. Research

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

### Research Orientation

Since our inception in 1994, JIBS has stressed research in entrepreneurship and collaboration with society. A Board of International Advisors that comprised prominent professors from Europe and the USA helped determine the school's focus and recruit professors renowned for their research. The research at JIBS has always focused on entrepreneurship and has been guided by the principle that internationalisation is necessary for success in a fast-changing business environment in a global world. Our new guiding principle, Responsible in Action, is influencing the research interests and expertise of our core faculty in the focus areas articulated in our mission: entrepreneurship, ownership and renewal.

### Research Publications

Although all researchers at JIBS are free to research any area and publish in any outlet, the school set a strategic priority beginning in 2012 to focus even more on our three areas. It is evident that also our guiding principles are visible in our faculty's research endeavours. Because of our guiding principle, Responsible in Action, JIBS is beginning to produce more research that aims at understanding the roles and impacts of corporations in creating sustainable social, environmental and economic value. Examples of research that addresses these issues include the following:

Abolhosseini S. and A. Heshmati (2014). The main support mechanisms to finance renewable energy development. *Renewable and Sustainable Energy Reviews*, Vol. 40, pp. 876-885.

Achtenhagen, L. (2012). Gender and acquiring resources. *Encyclopedia of new venture management*. Thousand Oaks, CA: SAGE Publications, Inc.

Achtenhagen, L. and M. Tillmar (2013). Studies on women's entrepreneurship from Nordic countries and beyond. *International Journal of Gender and Entrepreneurship*, Vol. 5, pp. 4-16.

Achtenhagen; L. (forthcoming). Selbstständigkeit von Frauen – Forschungsperspektiven und –resultate aus dem skandinavischen Raum. In C. Ganther & H. Zipprian (eds.) *Selbstständigkeit – Zur Flexibilisierung von Arbeit und Geschlechterverhältnissen*, Rotterdam: Sense. [Women's self-employment - Scandinavian research perspectives and results].  
Achtenhagen, L., Hensch, B. and Evansluong, Q. (2013). The role of ICT in supporting transnational diaspora entrepreneurship. In: Teresa Torres-Coronas and Maria-Arantzazu Vidal-Blasco (eds.): *Social E-Enterprise: Value Creation through ICT*, Hershey/PA: IGI Global, pp. 148-164.

Andersson, L., Hammarstedt, M., Hussain, S., and G. Shukur (2013). Ethnic origin, local labour markets and self-employment in Sweden: A Multilevel Approach: *The annals of regional science*: 50(3): 885-910.

Aygören, H. and M. Nordqvist (2015). Gender, ethnicity and identity work in the family business. *European Journal of International Management*, 9(2): 160-178.

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## Ongoing Research Projects

Research that enhances understanding of sustainability and social, environmental, and economic values is a growing field of interest for many JIBS faculty. Some examples of current projects include the following:

- Dissertation project: Accelerator programmes and social entrepreneurship - Author: PhD candidate Duncan Levinsohn.
- Dissertation project: Sustainable supply chain - Author: PhD candidate Veronika Pereseina.
- Dissertation project: Crowd-funding in Pakistan - Author: PhD candidate Nadia Arshad.
- Project title: Genetic Information, biotech patents and individuals rights - Project leader: Associate Professor, Nicola Lucchi.
- Project title: Prosperity4all - Project team: Around 25 EU Universities - JIBS project team: Professor, Vivian Vimarlund, Assistant Professor, Andrea Resmini and PhD candidates Sofie Wass, Bertil Carlsson and Faustina Acheampong.
- Project title: Sustainable consumption: investigation of end-consumers' perceptions of 'smart housing' in Sweden - Project leader: Assistant Professor, Tatiana Asinimova.
- Project title: Governance, regulation and rights on the Internet - Project leader: Associate Professor, Nicola Lucchi.

- Project title: Sustainability and entrepreneurship education - Project team: Assistant Professor, Marcela Ramirez-Pasillas, Assistant Professor, Magdalena Markowska and PhD Candidate Quang Evansloun.
- Project title: Integrating financial & non-financial information: the impact of South Africa's King III report on the value relevance of accounting numbers - Project leader: PhD candidate Diogenis Baboukardos.

As part of our focus on ownership, a number of JIBS faculty are preparing research on corporate social responsibility. Being based in Sweden, which is recognised as first in the world in this area, JIBS researchers are able to identify local best practices that can be used as benchmarks for research in this area.

## Research Support and Collaborations outside Sweden

Cooperation on internationally oriented projects that strengthen our promise to enable effective learning for responsible leadership is becoming more common in our curricula. Examples of such projects include the following:

- SIDA: €1.9 million to support capacity building in higher education in Ethiopia and Rwanda.
- European Commission Prosperity All: €598,000 as part of a Europe-wide project to develop a mainstream and assistive technology-based access solution.
- Partial EU funding for the Accessibility, Innovation Processes and Growth project (TIPT) to understand local, regional and national drivers of growth. The focus is on innovation activities, collaboration and accessibility and how these affect local business renewal and growth.

SIDA selected JIBS to participate in two higher-education projects in Africa. In 2011, JIBS was awarded a €16 million, five-year grant from SIDA to work with Addis Ababa University in Ethiopia to support them in developing doctoral programmes in business administration and economics. This recognition of JIBS's quality by a government funding agency ties in directly with the school's guiding principles of International at Heart and Responsible in Action, placing JIBS at the forefront of assisting a major university in a developing country to train its future researchers and lecturers in business management and economics. Throughout 2014, JIBS offered a number of doctoral courses to Addis Ababa University doctoral candidates, both at JIBS and in Addis Ababa. Today, Addis Ababa University has accepted five doctoral students in the business programme and 11 in economics. Most Addis Ababa doctoral students spend their initial years taking courses both in Sweden and Addis Ababa and are assigned JIBS and Addis Ababa supervisors after they have been in the programme for some time. Thus far, five of the 16 doctoral students have been assigned supervisors. When visiting JIBS, these doctoral students participate in courses and seminars and have the opportunity to socialise and be part of the JIBS culture.

In 2013, SIDA further supported JIBS work in Africa with an additional €250,000 grant to develop business and economic master's degrees at the University of Rwanda and educate doctoral candidates here at JIBS. JIBS faculty is currently teaching master's courses in Ethiopia and Rwanda. Our faculty also supervise students developing their theses in business and economic master's degrees. The project was recently extended to a period of 5 years. In 2014, 7 doctoral candidates from Rwanda were accepted and started their studies at JIBS. JIBS regards these engagements as means to develop business competence and strengthen responsible research environments, methods and educational practices in Africa.



*Lecture at the University of Rwanda College of Business and Economics in March 2015.*

In 2014, JIBS and the University of Rwanda College of Business and Economics launched the first conference on "Trends in Economic Development, Finance and Management Research in the Developing Economies of East Africa" to be held in Kigali on May 4-6, 2015. The goal is to stimulate collaboration and research regarding East Africa. The first day of the conference will be dedicated to participants currently enrolled in PhD programmes or part of the Jönköping University-University of Rwanda Kigali collaborative Career Development Initiative programme in economics, finance and management. In addition, doctoral students will receive feedback on their research proposals or papers. They will be provided with training in statistical packages by professional instructors.

In addition, JIBS faculty is continuously engaged on key international collaborations promoting the values of global sustainability. For example, Professor Leona Achtenhagen co-edited a special issue of the International Journal of Gender and Entrepreneurship.

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*Available at: <https://inomics.com/recent-trends-economic-development-finance-and-management-research-eastern-africa-kigali>*



## Principle 4. Summary of Achievements and Challenges

JIBS has a guiding principle of Responsible in Action that further reminds our researchers of the importance of ethics in preparing and disseminating research. Because of PRME, JIBS's research is beginning to connect and address responsibility and sustainability issues.

### Achievements

- We have a vibrant community of international researchers among our faculty, doctoral candidates, and students who respect and value our mission and guiding principles.
- JIBS has an established reputation for high-quality, productive research, especially in our focus areas.
- Collaborations financed by SIDA infuse and generate research on East Africa, which will make a contribution in those countries and in Sweden.

### Challenges

- JIBS must engage in and pursue more research that enhances the understanding of responsibility and sustainability.
- We have several PhD candidates studying the role, importance and influence of sustainability in business activities in their dissertations. However, we do not have yet a researcher specialised in responsible leadership and sustainability.

## Principle 5. Partnership

*Principle 5 stresses that JIBS will interact with businesses to extend our knowledge of their challenges in meeting social and environmental responsibilities and explore jointly effective approaches to meeting these challenges.*

### Sustainability and Responsibility Collaborations

From its inception, JIBS has worked with local and regional companies, many of which have international connections, to integrate practical business work with the theory taught in courses. This effort has resulted in the JIBS Host Company Network, which comprises more than 340 companies. The faculty invites guest lecturers who share their experiences and challenges to meet the values of global sustainability and promote responsible leadership. Specifically related to the PRME initiative, JIBS has begun collaborations with a number of companies and organisations.

- **The Natural STEP.** Karl Henrik Robèrt, founder of the Natural STEP, joined our efforts to build an approach to work with PRME. He is a continuous dialogue partner. For example, he and JIBS alumni Jean Pierre Candiotti Bustamante connected us with relevant actors, such as Blekinge Institute of Technology in Karlskrona, where JIBS learned about the strategic approach of another wellrecognised higher education institution in the field of sustainability.



Prof. Karl Henrik Robèrt (5th from the right) meets RE-ACT's students and the PRME project manager (2nd from the left) at Blekinge Institute of Technology in November 2014.



• **Husqvarna Group.** Working with the V.P. of Environmental Affairs, Jonas Willaredt of the Husqvarna Group, this collaboration introduced students in the Managing in a Global Context master's programme to the challenges and opportunities that sustainability presents to multinational companies. The collaboration included a guest lecture on sustainable development, a field trip to the company, a panel discussion with company managers, and a Sustainability Real Life Case competition. In the competition, the Husqvarna Group presented a challenge to the students in the "Corporate Social Responsibility" course to explore possibilities for meeting environmental responsibilities. Eight groups of students presented different options for helping the company meet its challenge. Jonas Willaredt chose a winning team, whose presentation was discussed at the Husqvarna Group. This collaboration with the Husqvarna Group will be used as a model for future interactions with other companies and students in the areas of ethics, responsibility and sustainability.



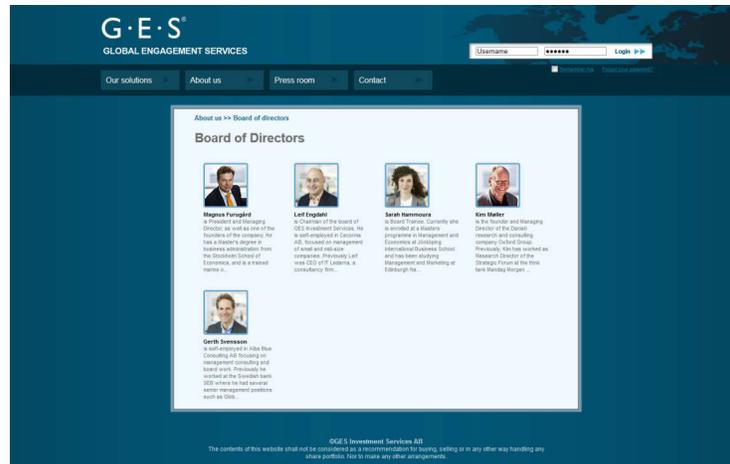
Finalist teams of the Sustainability Real Life Case Competition with the V.P. of Environmental Affairs, Jonas Willaredt of the Husqvarna Group and faculty in May 2014.

• **Smart Housing Småland.** Smart Housing Småland is an international node for sustainable housing that aims to build environments by means of strategic global alliances in research, education and market development. The alliance between two universities, one national research institute and 50 companies emphasises methods of innovation for sustainable business development in small and medium-sized enterprises because these dominate the relevant industries. JIBS is participating in this project by engaging faculty members in dialogues with the industry, as well as having them develop applied research projects that could influence the development of sustainable housing solutions in Sweden. Since 2013, Associate Professor, Dr. Anders Melander has been a member of the project management group of Smart Housing Småland. In 2013, the organisation hosted the first open workshop day in Vaxjo, gathering 120 industry practitioners, public officials, and researchers to discuss future housing solutions. In 2014, Smart Housing Småland celebrated the second open workshop day, "Smart Housing Solutions for the Youth", with 80 business persons, researchers, and public officials. In the workshop, they discussed innovative housing and construction solutions and exchanged views on the challenges in meeting social, economic and environmental sustainability. Currently, a number of JIBS researchers are conducting three research projects: "Internationalisation - A Descriptive Study", "Entrepreneurial Project Realisation", and "Open Innovation in the Construction Sector". A new application for seed funds was recently submitted on "Sustainable Consumption: Investigation of End-consumers' Perceptions of 'Smart Housing' in Sweden".



Smart Housing Småland project management group.  
Source: <http://smarthousing.nu/in-english/>

- **GES.** JIBS developed a collaboration with GES, a leading consultancy company that provides services to owners and asset managers who seek environmental, social, and governance (ESG) integration, to offer a trainee position to a JIBS student to support the company's work. Representing the interest of shareholders in terms of ESG, GES influences changes in businesses' strategy and operations. Our student Sarah Hammamoura was chosen as the GES trainee in 2013. Based on her experience at GES, Sarah wrote a master's thesis entitled "(Small) Investor's influence on Sustainability Development in (Large) Investee Companies: Swedish SRI Institutional Investors, Investor Advocates and Multinational Investee Companies." This collaboration continued in 2014. Sarah Hammamoura also launched the VILJA student association, which was discussed previously. This collaboration also continued in 2014.



Screenshot of GES's website, downloaded in November 2014.  
Source: <http://ges-invest.com/pages/?ID=61>

- **Makers and Bankers.** JIBS established a collaboration with Markus Dere, the founder of Makers and Bankers, to engage students in the practice of crowd-funding by means of a competition on ecological sustainability. Makers and Bankers is the first financial social platform for crowd-funding with no commission and 0% interest rate based in Jönköping. The company was founded by five graduates of Jönköping University (from JIBS, the School of Engineering and the School of Learning and Communication). Students in the undergraduate course "New Venture Development" participated in the competition and designed social and sustainable venture projects.

Winning team of the Crowd-funding Competition on Ecological Sustainability with Markus Dere, founder of Makers and Bankers, and faculty in May 2014.





## Corporate Links Approach

JIBS has long maintained a strong commitment to developing wide-ranging corporate connections. This commitment is reflected by us having a number of board members from industry, including Per Arne Andersson, the CEO of Kinnarps AB. Kinnarps is a family-driven international Swedish company that offers workspace interior solutions and whose goal is to make all products and processes as sustainable as possible. Additionally, all programme group advisory boards have industrial members, including, when possible, international business members whose contributions to responsible leadership are central. Some examples include the following:

Table 5. Programme Group Advisory Boards

CEO or Manager(s)	Company
Jonna Olofsson	IKEA
Niklas Bengtsson	KPMG
Chantal Coté,	Jönköping Kommun
Sotiris Delis	Swedbank
Anders Ekström	Nordea
Camilla Erixon	EVRY
Johannes Falkestöm	Business Sweden
Matthias Högberg	Nefab
Camilla Nilsson	Volvo

Although the JIBS Host Company Network has existed for many years and the research centres and many faculty members have received excellent support from the business community, the strategic planning project performed in 2012-2013 determined that work was needed to increase our institutional impact, which we refer to as increasing the size and depth of our impact on businesses and broader society. Specific strategic priority items in this area include:

- Encouraging faculty to engage in the public debate within the focus areas.
- Building sustainable external services, including executive education for private and public organisations.
- Sustaining responsible international engagement.



## Principle 5. Summary of Achievements and Challenges

JIBS has begun to design and advance collaborations with partners that are role models and/or that face opportunities and challenges in their social and environmental responsibilities. JIBS is currently assessing partnerships with entrepreneurs and businesses and defining the objective of their cooperation. Priority will be given to collaborations with companies, NGOs, and public offices that aim to be more sustainable.

### Achievements

- JIBS has collaborations with key partners that facilitate responsible leadership.
- JIBS collaborations with key partners increase our students' awareness and allow them to participate in finding solutions to the challenges of social and environmental sustainability.

### Challenges

- JIBS has traditionally had a strong connection with companies through a network of 340 partners. Through the lens of Responsible in Action, new collaborations must be defined.
- JIBS must more strongly embrace the values of global sustainability and responsible leadership in existing collaborations within the host company's programme.

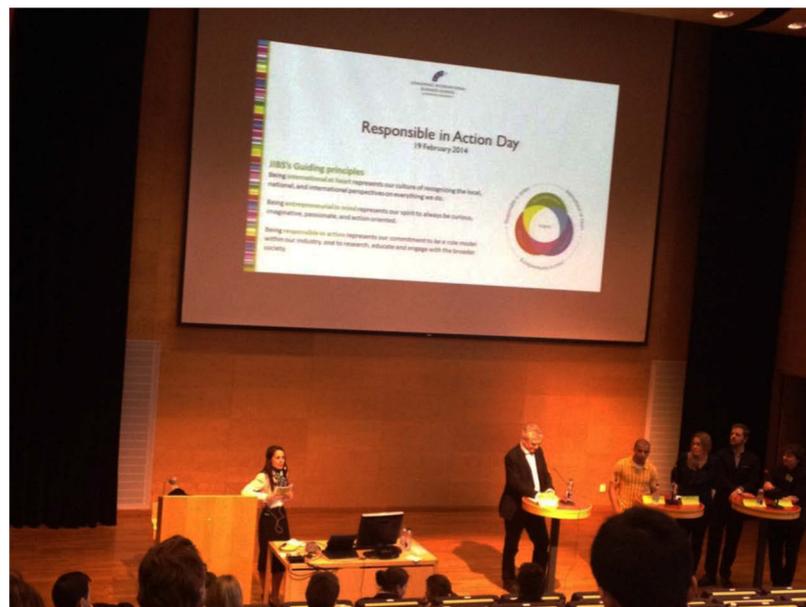
## Principle 6. Dialogue

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

### Dialogue Arenas

JIBS has hosted two major events at which students, educators, business, and civil society came together to discuss critical issues related to global social responsibility and sustainability. Similar events are envisioned for the future.

- **Responsible in Action Day.** In February 2014, JIBS organised our first “Responsible in Action Day”, with keynote speakers, seminars, and a debate on responsibility and sustainability. The event included the participation of business leaders of companies and NGOs that have been distinguished for their approaches, values, and practices related to sustainability, including the Natural STEP, IKEA, Impact Invest Scandinavia, Peepoople, and AD Company Sweden. For example, Shawn Westcott, co-founder and chairman of Impact Invest Scandinavia, was selected in 2012 as one of the Top 100 Leaders to Affect Sustainability in Business by CSR i Praktiken, the online magazine of Veckens Affärer, one of Sweden's leading business magazines. Three hundred twenty-two students participated in the event.



Debate at the JIBS Responsible in Action Day in February 2014.

- **Climate Change Day.** In May 2014, JIBS participated in our first “Climate Change Day” with the collaboration of the Jönköping University Solar Team, the Husqvarna Group, the Makers and Bankers company, the Jönköping County governing authority and the Jönköping University environment group. Competitions were held and awards were presented through competitions on crowd-funding ecological sustainability and sustainable entrepreneurship, with presentations by 21 student social venture projects. The projects included work to address poverty alleviation, child dental health, strategies and products for reducing CO<sup>2</sup> footprints, smart methods to collect donations, volunteer practices, and student exchange of furniture, kitchenware packages, and biking rental services, among others.



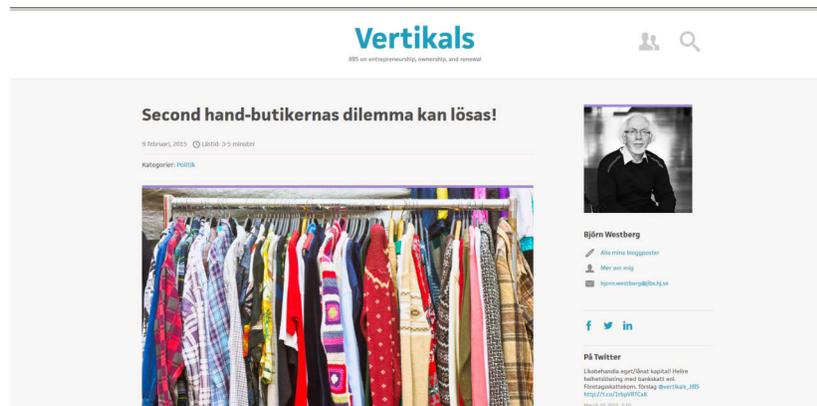
Students participating at the Sustainable Entrepreneurship Festival in May 2014.

## Impact on Society

As part of JIBS's efforts to expand its impact in society, which was labelled a positive “footprint in society,” JIBS has made a number of new contributions to dialogues and debates on critical issues related to global social responsibility and sustainability. Some of these include the following:

- **Vertikals.** Vertikals.se is a JIBS blog in which our faculty research is disseminated on a regular basis to educate and build links with society. This project, funded by the Carl-Olof and Jenz Hamrin Foundation, is primarily targeted to the Swedish community, but its recent blogs have included three articles about JIBS's international activities (including one written in English). This project is anticipated to grow to address international audiences in the future. Vertikals also broadcasts research via Facebook and Twitter and has recently addressed topics on responsibility (e.g., “LGBT, Tolerance Index and Regional Well-being” by Prof. Charlotta Mellander; “Authenticity Makes a Difference” by Dean Johan Roos; and “Gender Equality in the Academic World” by Prof. Ethel Brundin).

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.



Prof. Björn Westberg's blog about the dilemma of second-hand shops owned by NGOs in February 2015.

Source: <http://vertikals.se/bjorn-westberg/2015/02/09/second-hand-butikernas/>

- **External speeches.** JIBS faculty have given more than 150 external speeches over the last 7 years, both nationally and internationally. These speeches aim to stimulate the debate on responsible leadership, management, and policymaking by striving to keep communities up-to-date with JIBS's research results. In some cases, such as PhD candidate Duncan Levinsohn's presentation on the role of social enterprise in triple helix collaboration at the XII Triple Helix Conference in Tomsk, Russia, these speeches are directly related to social issues.
- **Collaboration with media.** Prof. Charlotta Mellander, a JIBS researcher in regional economics, works with Fokus magazine to develop its "Best Place to Live Index", an attempt to highlight the role of regional development for policy-makers. Fokus is one of the largest magazines in Sweden regarding intellectual debates and political issues.



Prof. Charlotta Mellander talks about diversity and tolerance as key elements in making places attractive during her Estrad open lecture in Stockholm in March 2014.

Source: <http://www.esbri.se/forelasninge.asp>

- **Development projects with the University of the Western Cape (UWC) in South Africa.** Prof. Ethel Brundin has developed a collaboration with the most prominent black university in the region, which has a focus on entrepreneurship. Prof. Brundin has a particular interest in developing entrepreneurship in South Africa. Since 2004, she has been a project manager for joint research projects related to black empowerment. For instance, SMEs' owners participating in the project manage successfully their businesses as a result of the Black Economic Empowerment Scheme in South Africa. Prof. Brundin also promotes and assists entrepreneurial initiatives among South African women that build on corporate social responsibility.

- **Spin-off from engagement in Rwanda.** Due to the collaboration with the University of Rwanda, we have agreed to arrange an annual joint conference on economic development, finance and management in Rwanda. This workshop will be organised as a scientific event for local and Eastern African stakeholders. Priority will be given to Eastern Africa studies, but scientific paper submissions from the rest of Africa are also welcomed. This engagement is also a unique opportunity to develop an area for expanding research and stimulating collaboration between senior researchers and doctoral students at both universities.



Prof. Ethel Brundin with Rydal Jeftha, CEO of Koopmanskloof, and Prof. Kobus Visser and a master student from UWC in South Africa.



## Principle 6. Summary of Achievements and Challenges

JIBS was founded and has matured in a culture that values global responsibility and sustainability and even takes this culture for granted; these values are ingrained in the Swedish psyche. JIBS joining other business schools in the PRME initiative is an excellent opportunity to clarify our approach and formulate an ambitious strategy to encourage responsible leadership and sustainability issues in all of our relations with society. In this regard, the dialogues and activities that we have already initiated under the PRME banner are beginning to take solid form to advance our work on these issues.

### Achievements

- We have a dedicated project leader who is working across all of JIBS to champion dialogues, bring forth and collect ideas and unite people in our commitment, including faculty members, engaged students and business persons, in the values of sustainability.
- We have implemented and continue to schedule a number of diverse events and public engagements to create awareness and knowledge of sustainable social, environment and economic value.

### Challenges

- JIBS is a relative newcomer to PRME, and our third set of guiding principles was only articulated in 2012.
- We do not have yet a group of collaborators dedicated to disseminate responsible leadership and sustainability at JIBS.



## Future Challenges

JIBS understands that everything the school does has direct and indirect societal implications and that it must better balance our actions to develop local and global social responsibility and sustainability. JIBS's future challenges include continuing to gradually incorporate the UN Principles of Responsible Management Education into its activities, processes, and education curricula and thereby contribute to developing responsible leaders and businesses. We believe that PRME helps us recognise our current position as an educational institution and world citizen that aims to generate and exchange knowledge for enabling responsible leadership. This role opens up opportunities for multiple and gradual processes for improving JIBS activities, which has increased relevance to society. Over time and in different ways, PRME will influence all parts of JIBS's operations.

Our commitments to enabling learning for responsible leadership and sustainability are as follows:

### Theory and Practice of Business

Based on our mission and values, JIBS aims to combine responsibility and sustainability to advance the theory and practice of business, with specific focus on entrepreneurship, ownership and renewal. We will work to stimulate faculty and staff to more regularly consider responsibility and sustainability as relevant subjects for their specific areas of education and research. We will also establish collaborations with relevant partners to stimulate knowledge exchange on practices. JIBS is thereby committed to:

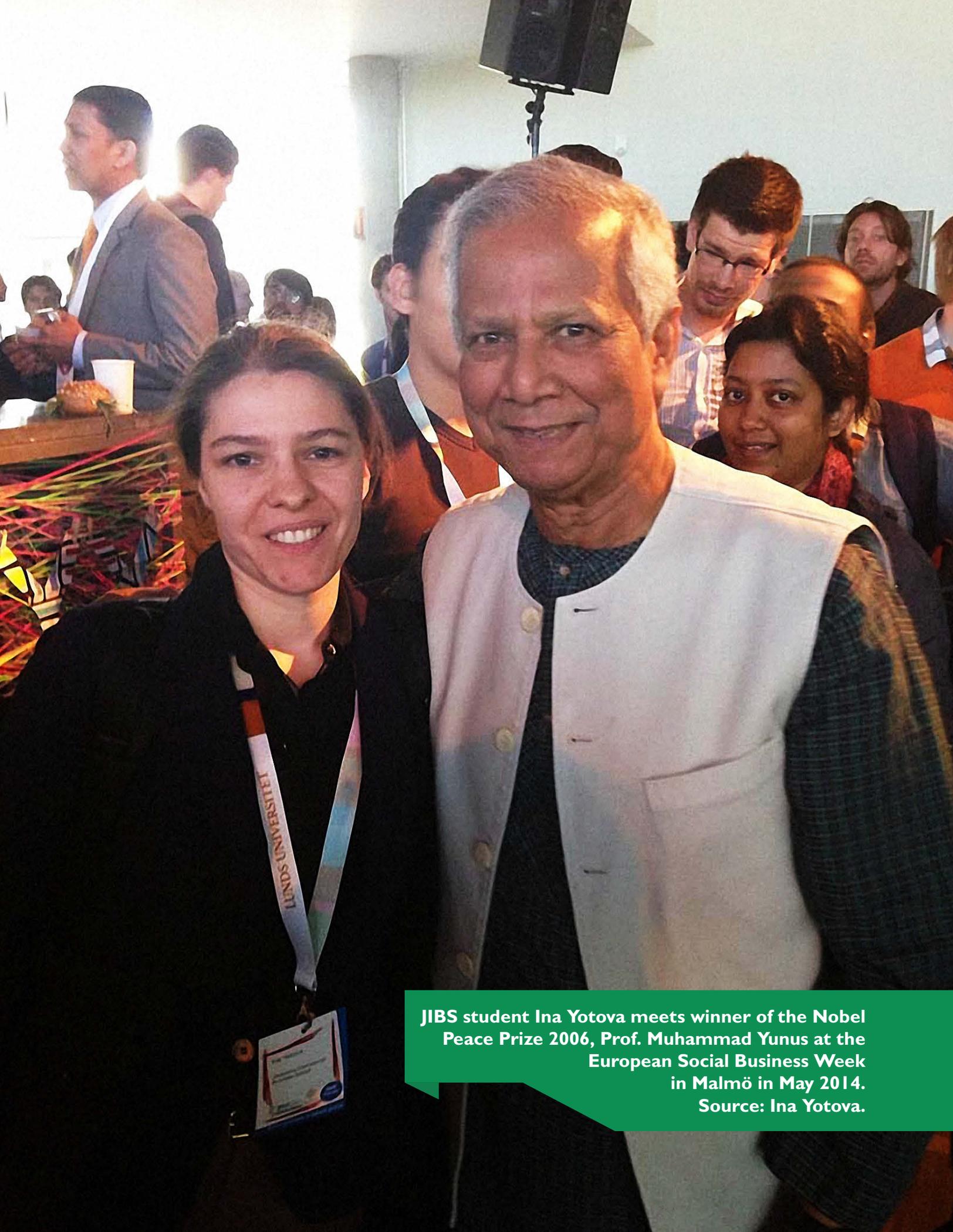
- Continuing with seminars, workshops, and training sessions to discuss, disseminate and build knowledge on responsibility and sustainability.
- Adding, refining and expanding content and practices related to responsibility and sustainability within our existing curricular development processes.
- Providing students with opportunities to participate in open conference days, field trips, and guest lectures to increase their awareness of, experience with, and competence in responsibility and sustainability.

### Research

Based on our strategic priorities, JIBS aims to develop research that has a positive impact on our students and alumni and that stimulates these individuals to feel proud of their business school. JIBS is committed to:

- Producing research in our focus areas that influence society.
- Pursuing free academic inquiry and disseminating its results.
- Encouraging faculty to engage in the public debates and dialog arenas within our focus areas and guiding principles.

Although our work with PRME is merely beginning, we have previously observed increased awareness, commitment, and engagement. For example, JIBS students invest their free time attending, networking at and participating in events that help them understand and be better prepared to meet the challenges of working in a world in which they will find both opportunities and challenges related to human rights, employees' rights and working conditions, corruption, and sustainable development avoidance. By continuing with our PRME work, we create hope and influence the minds of future responsible leaders!



**JIBS student Ina Yotova meets winner of the Nobel Peace Prize 2006, Prof. Muhammad Yunus at the European Social Business Week in Malmö in May 2014.**  
Source: Ina Yotova.



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