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Introduction

Business today has taken a leading role in society. Along with recognition of this role, comes an increase in the demands that society places on business. The pursuit of profit, within the limits set by law and the customs of the society in which a company operates, is no longer accepted as the only legitimate goal of business.

A number of expressions that have come into use in recent years have focused attention on this phenomenon. For example, people talk about corporate citizenship to indicate that companies are expected to behave as model citizens. Rather than aiming exclusively for financial results, their performance should be measured from a triple bottom line, supplementing financial profit with social concern and care for the environment. Business activity must strive for long-term sustainability. Besides exercising corporate social responsibility, companies must be accountable for their actions to their shareholders and other stakeholders.

This emerging new paradigm has implications both for companies themselves and for their relations with other social institutions. Those who hold positions of responsibility in the management and administration of companies must ensure good corporate governance. The behavior of those who work in companies and act in their name must be driven by values (values-driven management), not only by the pursuit of profit. Furthermore, there is a growing demand for companies to cooperate with voluntary and non-profit organizations in socially-oriented activities. A company's good name and corporate reputation is increasingly dependent upon socially-responsible behavior.

Nor should we forget the increasing internationalization of business activity, which has forced many companies to adapt their activities to highly diverse social and cultural environments. In most cases, companies abide by international regulations and global codes of conduct as a way of establishing common rules of behavior and avoiding dubious practices that may be accepted in some environments.

In this increasingly complex setting, companies and the institutions whose job it is to educate today’s and tomorrow’s managers are called upon to deliver effective, practical and innovative answers, to help define the emerging new business paradigm, and to provide solutions to the problems and demands deriving from this new way of understanding business and its role in society.

Throughout its existence, IESE has devoted special attention to corporate social responsibility. It is therefore in a position to make a valuable contribution to research in this field and to offer useful answers to the business community. Certain defining characteristics of IESE’s educational activities make it especially well-qualified to do so:

- Humanistic approach. Ever since it was founded, IESE has shown a clear determination to make the human being the central reference point for business decision making, and service to society one of business’ primary goals.
• **International scope.** IESE’s international dimension is evident in every facet of its activities: programs designed in collaboration with other schools around the world; programs conducted in different countries; an international faculty that maintains close ties with the global business and academic community; alumni working in more than 70 different countries; active involvement in creating other business schools in more than a dozen countries on four continents.

• **Knowledge generation.** Through its educational programs, IESE aims to instill action-oriented skills and knowledge. In its research activity, it endeavors to combine intellectual rigor with practical relevance, and makes every effort to translate leading edge research into specific applications for companies’ day-to-day activity.

• **Multi-disciplinary, integrative approach.** The variety of programs, participants and methods, combined with the diversity of educational backgrounds among IESE’s faculty, gives scope for a wide range of very different, yet complementary and mutually enriching responses to the same problem. Moreover, IESE serves as a meeting place, allowing dialogue between social actors and the exchange of opinions and points of view.

Consistent with its determination to be a leader in its field and its philosophy of service to the business world and society as a whole, IESE has decided to create the **Center for Business in Society** (CBS). Through this initiative, IESE demonstrates its commitment to fostering reflection on the new demands that society places on companies and to generating proposals on how to respond to them.

**Vision and Mission**

The **Center for Business in Society** (CBS) is an international research center of IESE dedicated to the creation, development and diffusion of all cross-sector knowledge pertaining to the interrelation of business and society. As a service to enterprises and their managers, its research outputs are communicated at national and international levels, and help support IESE teaching activities as well as contribute to the education of young researchers. Through these activities, the CBS aims at becoming a key international reference for other research centers, enterprises and stakeholders.

**Mission**

The CBS has set the following goals:

• Develop **well-founded concepts and arguments** as a basis for human values in business and a beneficial impact of business activity on society and the environment.

• Work to formulate **proposals** that are both rigorous in their conceptual foundations and practical in their analyses and conclusions.

• Develop practical means to develop a corporate culture and a corporate behavior that favor human development and sustainability.
• Devise **management models** that make it easier to grasp the complexity and the systemic nature of companies’ relationships with society and the environment; that serve as a basis for the introduction of procedures, systems and policies in the day-to-day running of businesses; and that help managers to recognize the benefits and competitive advantages to be obtained by developing businesses based on the challenges that those relationships entail.

• Encourage the **application** of criteria of social responsibility and sustainable development in every aspect of business, including the formulation of the corporate mission, the design of management systems, the design, manufacture and sale of company products, and the way companies behave towards society at large.

• Build an awareness of the **importance** of ethical conduct and corporate reputation among the professional and business media, and also among the general public, by publicizing the practical improvements achieved, offering criteria for problem solving, and helping to create a climate of respect and support for business initiative.

• Promote and facilitate **dialogue** between the business world and its stakeholders, in the conviction that greater mutual knowledge will lead to innovative business responses to society's demands.

**Audience**

The CBS considers its primary audience to be the managing directors, chief executives and senior managers of companies that have made social or environmental responsibility a key component of their business strategy, and also any other managers who wish to improve their companies’ relationship with the physical and social environment.

Through its governing and consultative bodies, the CBS will maintain close contact with the various levels of government, foundations, non-governmental organizations and other organizations that have an interest in its activities.

Lastly, although the CBS's natural geographic area of influence is Spain, the results of its activities will also be published internationally.
Activities

The CBS’s activities are organized in four basic lines:

Research

The core of the CBS’s activities will be research, combining conceptual and theoretical rigor with practical utility for business. The Center will foster efforts to develop management concepts, models and tools that will help companies to make social responsibility and sustainable development a part of their daily activities. Funding will be provided to support a team of researchers, attract visiting researchers and doctoral candidates, and invite international experts, with the aim of establishing ties with the international community and enhancing the impact of the Center’s research.

Education

The CBS will promote efforts to design programs and activities for executive education. These will include generalist programs aimed at senior executives, as well as tailored programs for companies that request them. Also, regular meetings will be held for ongoing management education on these issues.

Diffusion

Efforts will be made to ensure that the results of the Center’s research receive wide attention in the academic community, the business world and the general public. The Center will provide assistance for the publication of books, articles and teaching materials, as well as for international conference attendance by CBS members. In addition, the Center will organize conferences and seminars to publicize its research and encourage the exchange of ideas among individuals and institutions currently working on related topics. The Center will seek to establish a presence in the media, and informational material will be developed for companies. Special attention will be given to the use of new technologies in the design and dissemination of the Center’s publications.

Promotion

A variety of promotional activities will be undertaken, including awards and research grants, to help secure external support as well as national and international recognition of the Center’s achievements.

Structure

The CBS is organized as follows:

- Management Council. This is the Center’s executive body, reporting to the Board of Management of IESE. It is made up of:
• **Academic Directors**, each one heading one of the research units
• **Executive Director**

• **Board of Patrons**, made up of representatives of the companies that have been appointed patrons in recognition of their support of the Center’s activities.

• **International Academic Board**, made up of international experts nominated by the different research units.

• **Social Council**, made up of recognized authorities in the economic, social and business fields nominated by the different research units.

• **CBS Researchers**, attached to the different research units.

Exhibit 1 contains summary curricula vitae of the IESE professors and researchers who will be most directly involved with the Center.

Exhibit 2 lists some publications relating to the Center's various areas of research.

### Research Units

In order to meet its goals across the broad range of issues encompassed by the Center's area of interest, the CBS will divide its activities into different Research Units. Each unit will focus on the study of particular topics, while at the same time exploiting any synergies arising from the relationships between the different units and their lines of research.

Initially, two Research Units will be set up:

• Research Unit on “**Sustainable Enterprise**”

• Research Unit on “**Corporate Social Responsibility and Reputation**;” each unit will define its own lines of research within the Center’s overall mission.

### Research on “Sustainable Enterprise”

**Introduction**

The attitude of industry and the business world in general towards the physical environment has traditionally been one of neglect, if not total indifference. Nature and the biosphere in particular, have been seen as an inexhaustible supply of fresh resources and a bottomless pit into which the various types of waste generated by business activity could be spilled. Similarly, companies have tended to regard social
responsibility as, at best, a peripheral issue; very few have made it an integral part of their strategy or their day-to-day activities. This view of the world and of business was grounded in the more or less conscious belief that the world and its resources are infinite; in an inability to perceive the network of relationships across space and time among all of the life forms that exist in the world; and in an effective indifference towards the vitally important role that companies play in society. That is why the impacts that companies have on the environment and on society have been regarded as mere externalities.

Nowadays, people as a whole and business people in particular are beginning to wake up to the fact that this view of the world is oversimplified and overoptimistic. The planet’s carrying capacity is limited. The world’s resources are finite. Technology does not have all the answers. Our actions have consequences for us and for future generations. Social responsibility knows no boundaries in space or time.

One result of the paradigm shift currently taking place is the growing dialogue between companies, nature and society. People are becoming increasingly convinced of the need to advance towards sustainable development. And yet, company managers find themselves ill-equipped to meet the challenge. In this respect, business schools have a clear duty to respond to the changing needs of managers. Traditionally, without entirely ignoring ethical and social considerations, they have sought to produce managers who are capable of managing their companies efficiently and achieving satisfactory financial results. Today, that is no longer enough. The objectives need to be not only financial, but also environmental and social. This is not only for ethical reasons, but also because, in the long run, financial performance will be inconceivable unless accompanied by positive environmental and social impact.

There can be no doubt that this is a strategic issue for companies. Business schools need to produce managers who are capable of adjusting their mindset to the new social paradigm, of appreciating how important the paradigm shift is for the business world, of formulating strategies in accordance with the new paradigm, of finding synergies between “classical” business issues and environmental and social issues, and of discovering business opportunities in the environmental and social challenges their companies have to cope with today. To do this, business schools must generate new concepts, ideas and tools that will help managers to understand the world in which they live and work, and integrate environmental and social considerations in their business strategy formulation processes.

Thus, contrary to earlier belief, particularly with regard to the environment, this is not a purely technical matter; nor does it concern only what traditionally have been regarded as “dirty industries.” Rather, it is a deeply strategic and fundamental issue for companies across all industries. For that very reason it is not something that can be left to technicians; on the contrary, it demands the attention of general management. Many companies obviously still believe that it can be handed over to a technical department and confined within departmental boundaries. Yet given the sheer scale, the peculiarities and the integrative nature of the challenge, all areas of the company must, to a greater or lesser extent and in more or less prominent roles, be involved in managing it. Business schools are called upon to play a proactive role in convincing managers and companies of the need to work towards a new model of management and in showing them how to do so.
Lines of Research

The Research Unit on “Sustainable Enterprise” initially has the following basic lines of research, which guide its projects and activities:

1. The base of the pyramid (BOP) as a source of business opportunities
   The 4 billion people who make up the base of the social pyramid have traditionally been ignored by business. Still, a few pioneering companies have shown that it is possible to create businesses at the BOP and have even come to realize that the BOP represents their best option for profitable growth. This new attitude may be one of the factors that will contribute most effectively to the much needed social development of the BOP.

2. Sustainable enterprise
   The role that companies now play as the basic building blocks of the economic and social fabric makes them probably the most important players in the drive towards sustainable development. Yet it remains unclear in what way companies have changed, nor in what ways they still need to change, in order to assist the transition to a more sustainable model of development.

3. Governance of sustainable enterprise
   In recent years, various initiatives have been undertaken to improve corporate governance. Along similar lines, we aim to contribute to the debate on why and how sustainability should be taken on board by companies’ senior governance bodies.

4. Company-stakeholder dialogue
   One of the unmistakable characteristics of sustainable enterprise is its greater openness to the environment and its firmer commitment to the wider system to which business belongs. In this connection, maintaining an open, honest and fluid dialogue with stakeholders is becoming increasingly important. Equally vital is the need to manage this dialogue and see to it that the results are taken into account in companies’ strategy formulation and innovation processes. One of the goals of this line of research is to develop a model that will help companies to manage their stakeholder dialogue effectively and the impact it has on their strategy development and innovation processes.

5. Balanced scorecard for sustainable enterprise governance
   The bodies responsible for corporate governance and management are beginning to acknowledge the need to expand and rebalance the set of indicators used to monitor company performance. Alongside the classic indicators, they are starting to include others that provide more information about the company’s future. The goal of this research project is to see how sustainability can be taken into account in this more comprehensive set of indicators.
6. **Impact of government on sustainability in companies**
As many studies have shown, government is the environmental factor with the greatest influence on companies’ contribution to sustainable development. We aim to develop a simulation model to determine what kind of government action is most likely to have a favorable impact on that contribution.

7. **Impact of environmental and social issues on companies’ value creation processes**
From social and ethical points of view, there can be little doubt that companies need to adopt a broader understanding of their role in society. But what impact will this broader understanding have on companies’ ability to generate economic value? This line of research sets out to answer this question.

8. **Socially responsible investment**
The creation of investment indexes such as the Dow Jones Sustainability Family Indexes or the FTSE4Good, together with the growth in socially responsible investment funds, has attracted a lot of attention in companies. The goal of this line of research is to monitor this issue and its influence on companies.

9. **Social entrepreneurship**
Social entrepreneurship (SE), understood as initiatives aimed at both social and economic wealth creation, is not a new phenomenon but only recently have researchers started investigating this topic more systematically. Our objective is to apply scientific rigor to studying the phenomenon of SE such that we create fundamental knowledge and understanding that can be transferred to businesses in profit/nonprofit organizations, local entrepreneurs, large multinationals and academia. We believe that significant learning can be generated for large established firms to diversify their value creation potential and to discover opportunities with respect to multiple dimensions of performance.

**Research Unit on “Corporate Social Responsibility Reputation”**

**Introduction**
The start of the new millennium has had its upsets and difficulties. Society today faces many important issues, and in most of them, companies have a major role to play.

Today, more than ever, it is obvious that companies are a first-order social institution. Not only are they affected by the impact of political, economic, social and cultural change; in many cases, they are themselves the drivers of such change and creators of some of the most urgent issues currently under debate in the public arena and in academic circles.

Companies today are called upon to fulfill the leadership role that is rightfully theirs in the organization
of society and to provide **innovative responses** that supersede prevailing routines and conventions. This will not be possible unless the men and women who make up our companies—and in particular those who manage them—bravely stand up for **ethical values** that respect the dignity of the human being, and work for the common good of society.

Companies start to lose their **reputation** if they fail to take the demands and needs of society into account in their actions. Conversely, their reputation is enhanced if society perceives that they are entirely open in all they do, are driven by a spirit of solidarity and take full responsibility for the impact of their actions and the values that govern them.

That is why we believe it is important to devote efforts and resources to thinking about the role of companies in society, so as to help companies build their reputation on a foundation of ethically and socially responsible behavior. Precisely now, at a time when major social changes are expected and great uncertainty prevails about how to meet the challenges of the future, there is a great need to stop and think about what companies are, **what role they play in society, and how the people who manage them can be expected to behave.**

To tackle this situation, IESE brings to bear extensive experience in fostering human development and the improvement of society through business and economic activity. Throughout its history, IESE has remained at the forefront of business initiative. This is all the more reason for it to take the lead in the ethical dimension of business activity, which is one of the key distinguishing features of IESE’s **mission** as a school of management education.

IESE’s concern for business ethics and corporate social responsibility has been a constant ever since its early days and is an essential part of its mission. Over the years, IESE has sought to convey the importance of ethics in management through its teaching and research.

Specifically, the Department of Business Ethics has worked hard to generate ideas and make them known, both in the business and social environment and in academic circles. The following activities, among others, are worthy of mention:

- The department organizes an annual International Symposium on Business Ethics (12 editions to date).
- International Meeting of Ethics Teachers (eight editions).
- The department develops teaching materials and designs courses and modules for IESE’s various programs (MBA, Executive Education, Doctoral Program).
- The department publishes books, articles in specialized national and international journals, and chapters in collective publications.
Members of the department have worked in private and institutional consulting, and contacts have been established with international experts and business ethics centers around the world.

Various members of the Department of Business Ethics currently are members of the leading national and international business ethics associations and their boards, and sit on the editorial boards of respected ethics journals.

The Research Unit on “Corporate Social Responsibility and Reputation” has been set up to carry forward this important task of the Business Ethics Department, using its status as part of an international research center to expand its activities and enhance its impact on society.

We believe that the starting point for any discussion of social responsibilities is the human being and his/her dignity, and that it is on the basis of the human person that the different fields in which people act should be analyzed. Accordingly, we believe that ethics is oriented towards the quest for human excellence and the promotion of human quality in organizations.

Among the various fields in which human beings act, organizations, especially companies, occupy a primordial position. Insofar as companies are created by humans, we believe that ethics is not something placed onto them from outside but, rather, something rooted in the very essence of what constitutes a company. Consequently, we believe that companies must be managed in such a way as to contribute to the human development of their members, the care of the environment, and the quality of life of the communities in which they operate.

At the same time, we note that companies have become a first-order social institution and that it is impossible to envisage improving society without a decisive and active contribution from companies. We therefore believe that society requires companies to act always in favor of the common good, making them jointly responsible for improving the societies in which they do business.

In our reflections on management we opt for an approach that is:

- **Constructive**, so that it may be useful to managers and help to build an understanding of people and their activity that nurtures creativity, initiative and responsibility.

- **Rigorous**, i.e. founded on deep reflection on human nature, business and society. We build on a tradition rooted in the greatest achievements of human thought and enriched by humanity’s scientific and social achievements.

- **Practical**, addressing the real and specific needs of business, and offering ideas that have practical application, models that fit the real world, and tools to help managers make ethics a reality in companies.
• **Integral**, i.e. adopting a realistic view of ethics that goes beyond rules and values to consider the fundamental qualities of the human person, the principles and decision making rules deriving from those qualities, and the human virtues that are acquired in action.

• **Open to dialogue**, based on a deep respect for cultural and religious pluralism and freedom of conscience. We believe that diversity can enrich business, and that dialogue, aimed at finding the truth, between those who hold different views must result in greater harmony and a deeper understanding of a complex social reality.

### Lines of Research

The Research Unit on “**Corporate Social Responsibility and Reputation**” initially has the following basic lines of research, which guide its projects and activities:

1. **Interdependence of business and society**
   
   Project aimed at studying the company as a social institution and the responsibility for and impact of companies’ behavior on the economic, social and cultural fabric of their internal and external environments. Companies, whether individually or together with other bodies and social groups, may promote an attitude favorable to the common good by using their distinctive competencies to find new solutions to social problems, by proposing business solutions as models applicable in other spheres of society, and by fostering individual and group initiative.

2. **Corporate reputation and companies’ social behavior**
   
   It is becoming increasingly common for a company’s image to depend as much on its record on ethical and social issues as on its financial performance. Indices of corporate reputation tend to include social responsibility and ethics as relevant parameters. The goal of this line of research is to investigate how best to measure these intangible factors, how they affect company value, and how they influence society’s perceptions of companies. How companies deal with crises that may impact their reputation is also studied, along with how they can respond to the demands of society.

3. **Corporate social responsibilities in a global setting**
   
   Globalization has brought about a radical change in the environment in which companies operate, and also in the way they do business. New technologies have opened up infinite possibilities for companies; at the same time, they have created new problems and aggravated some that already existed. The goal of this line of research is to study how companies should respond to globalization, and to formulate proposals to ensure that globalization and new technologies are oriented towards human development and the quest for the common good of society.

4. **Values, codes of conduct, certifications, and ethical and social audits**
   
   Companies are looking for ways and procedures to make ethics more tangible. At the same time, public bodies and society want benchmarks to help them assess companies’ performance from an
5. Ethics and corporate governance

Good governance is vital to ensure effective management of a company, improve its reputation, and maintain the confidence of the financial markets. Leadership founded on ethical values will favor the development of a corporate culture in which honesty and fairness are the rule, mechanisms to avoid and resolve disputes are in operation, and management transparency and independence of judgment are encouraged. The goal of this line of research is to investigate the management models, the composition, structure and characteristics of governance bodies, and the types of corporate culture that promote ethically and socially-responsible company management.

EXHIBIT 1: Professors and Researchers Promoting the CBS

Antonio Argandoña: Member of the Academic Board

Professor, Chair of Economics and Ethics, and Associate Director of IESE. He holds a PhD in Economics and Business Studies from the University of Barcelona, where he is Professor of Economic Analysis (on leave of absence), and has taught at the universities of Malaga, Barcelona and Navarra. He is a member of the Royal Academy of Economics and Finance; Chairman of the Committee on Professional Standards and Ethics of the Economists’ Association of Catalonia; Member of the Commission on Anti-Corruption of the International Chamber of Commerce, Paris; Member of the Commission for the Debate on Values of the Catalonia Government; Member of the Technical Committee for the Standardization of Ethical Management of AENOR, Madrid. He is editor of the IESE Alumni Magazine, Noticias de Ética, Economía y Dirección and Papeles de Ética, Economía y Dirección, and a member of the Editorial Board of European Economic Overview, Kluwer Series on Business Ethics, Business Ethics: A European Review, Business Ethics Quarterly and Journal of International Business Education. He has written numerous books and articles on macroeconomics, the Spanish and European economies, and ethics applied to economics and business.

Albert Fernández Terricabras

Assistant Professor of the Department of Accounting and Control at IESE. He holds a Doctorate in Business Administration from Boston University and an MBA from IESE. He publishes regularly in accounting journals and is a member of the editorial board of the Journal of Accounting and Management. He is also a member of the Management Control Commission of the Associació Catalana de Comptabilitat i Direcció. He has been Visiting Professor at INALDE (Colombia), IAE.
(Argentina), AESE (Portugal) and San Telmo (Spain). He has also taught courses at John F. Kennedy School of Government at Harvard and at Boston University, among others. His main field of research is strategic management control systems and he is currently writing a book on the Balanced Scorecard. Other fields of interest include the use of sustainable performance measures in decision making, the integration of the management control and information systems throughout the organization, and corporate governance and management control.

Joan Fontrodona: Academic Director of the Research Unit on “Corporate Social Responsibility and Reputation”

Assistant Professor in the Department of Business Ethics at IESE. He is also Coordinator of the International Meeting of Business Ethics Teachers, held at IESE, and co-director of IESE’s priority research line, “Anthropological and ethical foundations of organizations and management.” He is General Secretary of EBEN-España (Ética, Economía y Dirección), the Spanish chapter of the Business Ethics Network, and Associate Researcher at the Instituto Empresa y Humanismo. He obtained a PhD in Philosophy from the University of Navarra in 1997, an MBA from IESE in 1990, and a BA in Philosophy and Literature from the University of Navarra in 1986. He has published, either on his own or in collaboration, eight books on issues relating to business ethics, as well as various articles on related topics in specialized journals. He has been Visiting Professor at the Universidad Francisco Marroquín, Guatemala (2000), Visiting Fellow at Harvard Business School (2000), Visiting Scholar at the Center for Business Ethics, Bentley College (2000-2001), and Visiting Professor at McCallum Graduate School of Business, Bentley College (2001). He is a member of the editorial board of the Journal of Business Ethics Education.

Johanna Mair

Johanna Mair is an Assistant Professor of General Management at IESE, the Business School of the University of Navarra in Barcelona (Spain). Professor Mair earned her Ph.D in Management with a specialization in strategy from INSEAD (Fontainebleau, France). She publishes in strategy and entrepreneurship journals and presents her research at the top conferences in the field of management on a regular basis. Her current research focuses on the intersection of traditional strategy and social entrepreneurship. As such, she is interested in entrepreneurial activity that aims at economic and social value creation, both in the context of established and newly created organizations. Current topics include the intention formation and opportunity recognition process of social entrepreneurs, organizational learning in the context of social entrepreneurship, and the link between social entrepreneurship and sustainable development. Prof. Mair is responsible for a Case Study Series on social entrepreneurship in collaboration with the Schwab Foundation that features case studies on award-winning social entrepreneurs covering a broad spectrum of initiatives on a global scale. She recently developed a new MBA course on social entrepreneurship.
Domènec Melé: Member of the Academic Board

Professor and Head of the Department of Business Ethics at IESE. He also is Chairman of the bi-annual International Symposium on Ethics, Business and Society and co-director of IESE’s priority research line, “Anthropological and ethical foundations of organizations and management.” He has a PhD in Industrial Engineering from the Universidad Politécnica de Cataluña, 1974; a PhD in Theology from the University of Navarra, 1978; and a BSc in Chemistry from the University of Barcelona, 1978. He serves on the editorial boards of various international journals relating to philosophical, ethical and social aspects of management and is actively involved in organizing international conferences, including the European Business Ethics Network (EBEN). Previously, he was Professor and Assistant Director of the Industrial Engineering Department at the Universidad Politécnica de Valencia (1978-1981), and Visiting Professor of Industrial Engineering at the University of Navarra (1981-1985).

Joan Enric Ricart: Member of the Academic Board

Professor and Head of the Department of General Management at IESE. He holds a PhD in Managerial Economics from Northwestern University; a PhD in Industrial Engineering from the Escuela Técnica Superior de Ingenieros Industriales de Terrassa (ETSEIT-UPC); and a PhD in Economics and Business Studies from the Universidad Autónoma de Barcelona. He is a member of the IESE Board of Management, with special responsibility for Research and the Doctoral Program, and Chairman of the European Academy of Management. He has been Visiting Professor at the University of Catania (Italy), IPADE (Mexico), IAE (Argentina), University of Piura (Peru), IDE (Ecuador) and UNISA (South Africa), and Research Fellow at Harvard Business School (1992-1993). He has published numerous books with the publishers Edward Elgar, J. Wiley and Sons, McGraw-Hill, NC Blackwell, and Estudios y Ediciones IESE, as well as articles in national and international academic journals such as Econometrica, European Economic Review, Interfaces, Journal of Finance, Journal of Information Systems, Knowledge Process Management, Quarterly Journal of Economics, Strategic Management Journal, Harvard Deusto Business Review, Papeles de Economía, and Revista Española de Economía. His areas of academic interest are: strategic management, economic organizations, sustainable development in organizations, and organizational design. He was Director of the 17th International Conference of the Strategic Management Society (SMS), held in Barcelona in 1977, and of the founding conference of the European Academy of Management in April 2001.

Miguel Ángel Rodríguez: Academic Director of the Research Unit on “Sustainable Enterprise”

Lecturer in the Department of General Management and Research Associate at IESE, University of Navarra, and co-director of IESE’s Forum on Business and Sustainable Development. He holds a PhD in Management from the Universidad Politécnica de Cataluña (1998), an MBA from Santa Clara University, California (1992), and BA in Classics from the Universidad Autónoma de Barcelona (1988) and in Spanish Philology from the Universidad de Zaragoza (1983). Besides teaching the “Business and Sustainable Development” course in the MBA program and executive education programs at IESE, he collaborates in postgraduate programs at the Universidad Politécnica de Cataluña and the Universidad Pompeu Fabra. He
has co-authored six books and numerous studies and articles. In 2003, he was recognized as a Highly
Commended Runner-Up at the first “European Faculty Pioneer Award” by the Aspen Institute, the
European Academy of Business in Society and the World Resources Institute for his work in integrating
environmental and social issues into the management education curriculum. He has worked as a
consultant for companies such as BSH Electrodomésticos, Ericsson, Gas Natural and Siemens on issues
relating to change management, strategic management and sustainable development. His work currently
focuses on the relationship between the business world and the need to advance towards a more
sustainable model of development. The areas of interest or perspectives from which he approaches this
issue are strategic management and corporate governance.

EXHIBIT 2: Some Relevant Publications

The following is a selection of the most noteworthy publications, relating to the abovementioned lines
of research, by the members of IESE who have joined forces to create the CBS.

Books

- Altarejos, F., A. Rodríguez and J. Fontrodona (2003), *Retos educativos de la globalización*, Eunsa,
Pamplona.
- Argandoña, A. et al. (1995), *La dimensión ética de las instituciones and los mercados financieros*,
Fundación BBV, Madrid.
Verlag, Heidelberg.
in Labour Markets*, Edward Elgar, Cheltenham.
- Argandoña, A., G. Enderle and B. Almond (eds.) (1990), *People in Corporations: Ethical Responsibilities
- Fontrodona, J. and A. Rodríguez (eds.) (1997), *El empresario en el nuevo marco socio-económico*,
Humanismo and Empresa, Colección XXI, Santander.
- Fontrodona, J., M. Guillén and A. Rodríguez (1998), *La ética que necesita la empresa*, Unión Editorial,
Madrid.


**Articles and chapters in books**


• Argandoña, A. (1994), La enseñanza de la ética en la empresa, Anuario Filosófico, 27, 2.


• Rodríguez, M. A. and J. E. Ricart (2002), “¿Qué es una empresa sostenible?,” Memoria de sostenibilidad, Solvay.


