



**Copenhagen
Business School**
HANDELSHØJSKOLEN

Business Responsibility & Sustainability: Education/ Training and Research

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Introduction – to us

- Jeremy Moon (CBS)
- Eugene Tan (SMU)
- Isabel Sim (NUS)



Introduction - to purpose

- To explore ways of enhancing education/ training and research on CSR & Sustainability (CSR&S) in ASEAN region
- To bring producers and users of education / training and research together
- ‘transdisciplinary approach’



Introduction – to concepts

- What's in a name?
- CSR, Business ethics, corporate citizenship, stakeholder management , social accountability, creating shared value, corporate sustainability
- Relate to business in / and / for society
- Different assumptions, motivations, focus



Introduction – to concepts

- Select for purpose!
- CSR captures key terms
- Long-standing
- Used by commentators, govts and critics
- Applied to business generally; but corps may have particular responsibilities



Introduction – to concepts

- CSR & sustainability are not synonyms but they intersect:
- **CSR** as business contribution to **sustainability**for which we all have responsibility.....



Introduction – to workshop

- **Education/ Training**
- ‘What are challenges to, & opportunities for, introducing & mainstreaming CSR&S education/ training?’
- **Research**
- ‘What are challenges to producing & using CSR&S research?’



Key ASEAN agenda items

- Business school opportunity (JM)
- Continuing professional education (IS)
- Bringing new organizations and regulation for CSR&S to companies (ET)



Teaching CSR&S - Importance

- Many business leaders are / will be graduates of prominent universities / schools
- Business education wedded to shareholder responsibility myth
- 30 years + of business ethics in leading US schools but often rather an add-on?



Teaching CSR&S - Importance

- Capacity/ awareness for society, business, govt
- Specialists: for employers
- University/ Business School relevance
- Univ'y / Bus School as a formative period for managerial decision-making (and other forms of socialization)?



Teaching CSR&S - developments

- Europe and USA (nb ethics) spread
- Leading schools (resources, flexibility)
- Light touch Bus. School accreditation:
AMBA, EQUIS, AACSB



Teaching CSR&S - developments

- UN Principles for Responsible Management Education: 650 signatories committed to 6 principles & reports
 1. student capabilities re sustainable value
 2. values of global social responsibility
 3. educational frameworks for responsible leadership



Teaching CSR&S - developments

4. conceptual and empirical research re corporations & sustainable value
 5. interact with corporations re knowledge
 6. facilitate multi-STK debate re global social responsibility and sustainability
- + organizational practices as examples <<



Teaching CSR&S - developments

- Optional courses (BSc, MSc, MBA)
- Dedicated courses (MSc, Nottm MBA))
- Mainstreaming (BSc, MSc, MBA) – e.g. embedding in core, required dedicated courses, other activities
- NB PhDs? (ICCSR graduates)



Professional training

- From 'learning on the job' to:
- Institute of Corporate Responsibility & Sustainability
- Accounting profession and reporting
- CPE in some companies
- Directors' responsibilities course (UK)



Teaching CSR&S – methods & resources

- Can responsibility / CSR be taught?
- Challenge of teaching for long-term?
- Limits of talk & chalk / power point / texts for task of embedding core responsibility awareness / capacity?
- Assume four main components:



Teaching CSR&S – methods & resources

1. Concepts and frameworks
2. Evidence based teaching (e.g. aggregate data, case-studies, practitioner speakers)
3. Techniques (e.g. around accounting, reporting, assuring, STK strategies)



Teaching CSR&S – methods & resources

4. Alternative pedagogies (e.g. film, drama; facilitated role play; internships (self-awareness) to bring awareness of interactions and dynamics of responsibility in organisational & business contexts



Teaching CSR&S – methods & resources

- Text books and journal articles often need adapting to context
- Cases
- Guest lecturers
- Most day's newspapers
- Professional / Big 4 publications
- UNPRME, ABiS



Teaching CSR&S - Drivers

- Individual faculty
- School leadership
- Roles of accreditation
- Student demand
- Business CSR&S demand / engagement (projects, internships, sponsorships, research partnerships)



Teaching CSR&S – Drivers

- Work best for optional courses
- Need special case for dedicated programmes (endowment, business partner, local issues)
- Long-term strategy for mainstreaming ... tactics for gradualism (engage, demonstration effects, roles of centres)



Teaching CSR&S - Challenges

- Getting the Dean's/ head of department's interest
- Getting faculty / colleagues' buy-in
- Getting student buy-in
- Danger of 'ticking the box' and decoupling – build in reporting, review



Teaching CSR&S – ASEAN views

- Eugene Tan
- Isabel Sim



Education and Training Roundtables

- In groups of 10, discuss for 20 mins:
- In your experience, what are the **challenges** to and **opportunities** for introducing and mainstreaming **education and training** in corporate social responsibility and sustainability within your **university or organisation?**



Roundtables feedback and summary

- 15 minutes workshop summary
- Feedback from groups



S T R E T C H

- 10 minute break



Research - importance

- Knowledge for society, business, govts
- Guidance in new ways of doing business
- Legitimacy for decisions
- Responsiveness of universities and business schools
- Legitimacy of CSR scholars in the academy



Research - importance

- Research training: selection of topic, theoretical framing, research questions, methods (including access to data), findings...
- Conference / workshop presentations
- Publications: academic, practitioner
- Impact (nb transdisciplinary)



Research - developments

- Status in management academies and leading journals
- High profile of some dedicated CSR journals (BEQ, B&S, JBE)
- Growth and development of mid-tier, including practitioner perspectives



Research - developments

- Status of publications in the CSR field comparable to 'entrepreneurship' field (Lockett et al 2008)
- Similar / higher status (6%) of CSR papers in 3 leading Asian management journals (Kim & Moon 2015)
- 10% of papers in leading CSR journals were on Asian topics (Kim & Moon 2015)



Research - developments

- Kim & Moon found CSR in Asia academic literature:
- Heavy empirical emphasis – little theory
- East Asia dominance (incl China) over S. Asia and SE Asia (NB ASEAN!)
- Focus on ‘ethics’ & ‘STKs’
- Little on institutionalization, especially on organizations (more this afternoon)



Research - opportunities

- Journals & publishers appear ready to publish in the field
- Practitioner publications? (e.g. accounting, charities bodies)
- Media, mainstream and social ... vital for impact e.g. CBS Business of Society blog



Research - challenges

- Excessive focus on financial / social performance?
- Disconnect between performance, ethical and institutional approaches?
- Problems of generalizability of / lessons from single cases / countries



Researching CSR&S – ASEAN views

- Isabel Sim
- Eugene Tan



Producing & Using CSR&S research – Roundtables

- In groups of 10, discuss for 20 mins:
- In your experience, what are the **challenges** producing and using research on corporate social responsibility and sustainability within your **university or organisation?**



Roundtables feedback and summary

- 15 minutes workshop summary
- Feedback from groups



Questions and concluding remarks

- ???????????
- !!!!!!!!!!!!!!!



References to some of my work

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