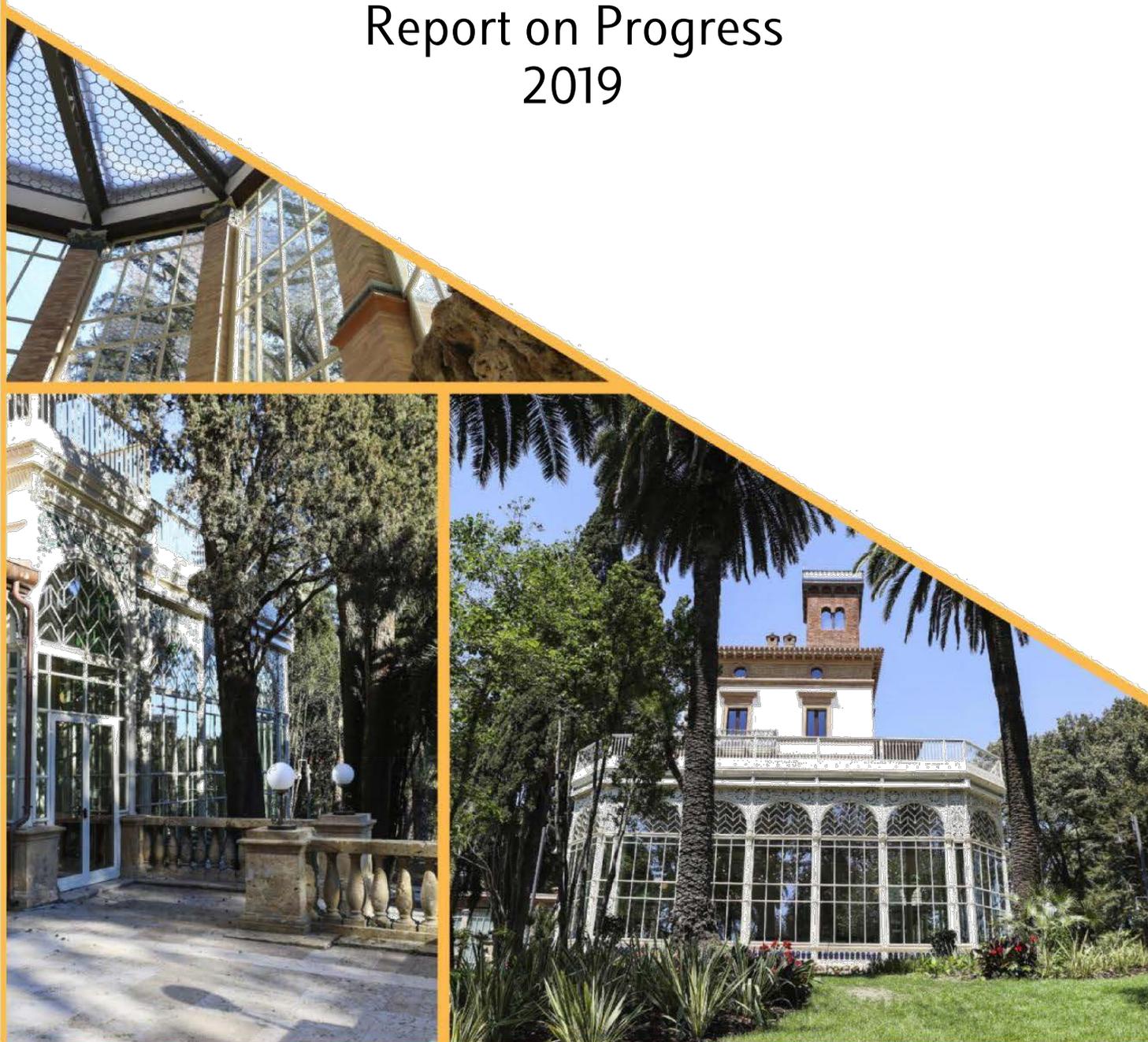


Principles for Responsible Management Education

Report on Progress 2019



Dear PRME members,

At LUISS Business School, we take pride in our membership in the Principles for Responsible Management Education. Since joining the PRME community and gaining EQUIS accreditation, we have made significant advances in the ethics, responsibility and sustainability (ERS) field.

This is our second Sharing Information on Progress (SIP) report. We truly hope it clearly presents our achievements and, most importantly, our goals and willingness to continue moving forward.

The school supports the growth and transformation of its corporate and institutional partners by providing talents and competencies through its education and research activities, which enable these partners to face present and future economic and social challenges. This approach is unique, as it combines an entrepreneurial perspective with problem solving; offers a vision nourished by creativity and critical thinking; focuses on the importance of sustainability, social impact and diversity; and provides an understanding of the opportunities made possible by digital transformation. Furthermore, we encourage our students to inspire, motivate and support others. For these reasons, we strongly endorse LUISS Business School's active contribution in the Principles for Responsible Management Education.

Our aim is to be a business school that educates talents who will drive growth and change while promoting corporate sustainability and social entrepreneurship. For this reason, our curricula cover soft skills, ERS and the Going Global Lab, all of which help our students develop as individuals and as managers.

The production of this report has been an extremely beneficial exercise for the school and it has served as an incentive for continued change. We view the Principles for Responsible Management Education from a global perspective that encompasses aspects ranging from economic growth to social and cultural equality and environmental sustainability. This view is generally accepted and supported by our management and stakeholders, all of whom fully and broadly try to implement them in everyday life.

Yours faithfully,

Prof. Paolo Boccardelli
Dean
LUISS Business School



Prof. Alessandro Zattoni
Director
Department of Business
and Management





INDEX

ABOUT.....	4
THE HISTORY OF LIBERA UNIVERSITÀ INTERNAZIONALE DEGLI STUDI SOCIALI - LUISS GUIDO CARLI.....	11
PURPOSE.....	14
VALUES.....	19
METHOD.....	22
RESEARCH.....	28
LIST OF PUBLICATIONS.....	32
PARTNERSHIPS.....	38
DIALOGUE.....	43
ORGANISATIONAL PRACTICES.....	47

ABOUT

LUISS is an independent university accredited by the Italian Ministry of Education and affiliated with CONFINDUSTRIA (the Association of Italian Industries).

HISTORY

Forty years of progress and an outstanding reputation in the social sciences

IDENTITY

An educational model that is flexible and interdisciplinary, with an international dimension

OBJECTIVES

Specialized in the social sciences, committed to high-quality research and teaching with active learning

NETWORK

Enjoys a privileged relationship with the business community and international networks

CAMPUSES

Located in the heart of Rome

VILLA BLANC

Since *January 9, 2017*, LUISS Business School has been located at the new Villa Blanc campus at Via Nomentana 216 in Rome. The new campus was the result of an important renovation process led by LUISS University with the aim of restoring its unique beauty.

The Villa Blanc, an architectural jewel from the nineteenth century, was built according to the wishes of Baron Alberto Blanc, who was the Minister of Foreign Affairs in Crispi's cabinet. The campus provides students and faculty with a unique learning experience and a comfortable environment thanks to its digital technologies and the impressive setting.

Villa Blanc is a historic 3,460 m² mansion with six surrounding buildings, all of which are dedicated to the school. The mansion and the buildings are surrounded by about 39,000 m² of park land. The new campus is managed on principles revolving around high-quality facilities, environmental sustainability and the best use of space.

VIALE ROMANIA

The historic Viale Romania complex from the early nineteenth century and the added church were completely renovated in 2007. The complex now houses the school's Department of Economics and Finance, the Department of Business and Management, and the Department of Political Science. This campus covers more 33,000 m² and is set in a park in the centre of Rome. It offers access to advanced technologies and services.

VIALE POLA

The Viale Pola is the original LUISS Guido Carli campus and is home to the university's headquarters. It hosts the Offices of the President, the Rector and General Management, as well as the main offices of the LUISS Business School and the School of Journalism.

VIA PARENZO

Housing the Department of Law, this building from 1930 is a key example of the new architectural trends of that period. It is structured in various spaces and terraces and ensures that students studying here live in a community.

LUISS IN FIGURES

4 Departments

Economics and Finance,
Business and Management,
Law, Political Science

4 Schools

Business School, School of
European Political
Economy, School of Government,
School of Law

9 International Programmes

Held in English

290 Agreements

With universities in 57 countries

27 Double Degrees And Structured Partnerships

900 Outgoing Students

Spend a semester or a year studying
abroad



Involved in PRME report



DEPARTMENT OF
BUSINESS AND
MANAGEMENT

BUSINESS
SCHOOL



2018-2019 ACADEMIC PROGRAMMES

**BACHELOR'S DEGREE
PROGRAMMES (three
years)**

DEPARTMENT OF BUSINESS AND MANAGEMENT

Economics and Management (in Italian)

Management and Computer Science (in English)

**MASTER'S DEGREE
PROGRAMMES (two
years)**

Business Management (in Italian)

- Entrepreneurship and Family Business
- Organisation and Human Resources
- Individual Study
- Strategic Management

Marketing Majors in:

- Market Relationships & Customer Engagement (in either Italian or **English**)
- Marketing Analytics & Metrics (in either Italian or **English**)

Management (in English) Majors in:

- Entrepreneurship and Innovation
- International Management
- Luxury, Fashion and Made in Italy
- Individual Study

Accounting, Control and Finance (in Italian):

- Business
- Professional

*Corporate Finance taught in collaboration with the Department of Economics and Finance (in **English**)*

LUISS BUSINESS SCHOOL

LUISS Business School is the school of business and management at LUISS Guido Carli University in Rome. It focuses on the personal and professional development of individuals and companies. Along with competence centres and labs focused on business practice and research, the school is fully committed to the continuous development of its programmes through its close relations with key corporate partners and international faculty members. The aim in this regard is to bring real change to those engaging with the LUISS Business School.

In 2015, the LUISS Business School, which includes the Department of Business and Management, received the prestigious international **EQUIS certification**, which is awarded to a limited number of business schools representing about 1% of managerial education in the world. This was the first time that an Italian school successfully validated all of its management programmes, including its bachelor's, master's, MBA, PhD, and executive programmes. The school is now pursuing AACSB accreditation.

INTERNATIONAL FACULTY

DIGITAL INNOVATION

LEADERSHIP

COMPETENCE CENTRES AND LABS

BUSINESS PRACTICE AND RESEARCH

KEY CORPORATE PARTNERS

CERTIFICATES AND CERTIFICATIONS



EQUIS, the EFMD Quality Improvement System, raises the standard of management education worldwide and assesses institutions as a whole. Institutions that are accredited by EQUIS demonstrate a balance between high academic quality and professional relevance through close interactions with the corporate world; an effective learning environment that favours the development of students' managerial and entrepreneurial skills; and a high degree of internationalisation.



ISO 9001 is the most widely recognised international quality management standard. It promotes customer satisfaction through continual improvement of management systems' effectiveness.



LUISS Business School is a member of **AACSB** – a global business education network and association. It has completed the eligibility phase and is currently engaged in the accreditation process.



LUISS Business School is a registered education provider for the **Project Management Institute**, the world's leading non-profit professional membership association for project management.

PMI® is a registered mark of the Project Management Institute, Inc.



LUISS is a partner of the **Globally Responsible Leadership Initiative**, which is the leading incubator for innovation and new practice in business schools, and a leader in collaboration with business in the areas of ethics, responsibility and sustainability.



LUISS Business School is signatory of the **Principles for Responsible Management Education**, an organized relationship between the United Nations and business schools. The PRME aims to transform management education, research and thought leadership on a global scale. LUISS Business School is a founding member of the **PRME Italian Chapter**.



ASFOR is the Italian Association for Management Education. It aims to promote the dissemination of managerial and entrepreneurial cultures in public and private companies through education.



LUISS Business School is accredited by **Regione Lazio** for the implementation of professional training and vocational guidance initiatives.



The **Global Business School Network** is a non-profit organization that partners with business schools, industry, foundations and aid agencies to improve access to quality, locally relevant management education for the developing world.

THE HISTORY OF LIBERA UNIVERSITÀ INTERNAZIONALE DEGLI STUDI SOCIALI – LUISS GUIDO CARLI

1966 LUISS Guido Carli developed from Pro Deo University in Rome.

1974 A group of entrepreneurs led by Umberto Agnelli decided to invest human and financial resources in an innovative educational project aimed at executives. LUISS adopted a new educational approach that moved it in the direction of top-notch international universities. Other important public and private industrial groups joined the university's founders in subsequent years as did financial firms, which ensured the representation of the business world on the University's Board of Directors.

1977 The University officially changed its name to LUISS – Libera Università Internazionale degli Studi Sociali, or the Guido Carli Free International University for Social Studies. A year later, Guido Carli, who was then president of the Italian industrial association, Confindustria, became the university's president. During this period, the emphasis was on the underlying elements of LUISS's educational approach: a rigorous admissions process, a set number of students, the study of foreign languages and IT, and a curriculum that was in line with the needs of the marketplace and closely linked to the business world.

1982 LUISS expanded its degree programmes. The Department of Law was added to the Department of Economics and the Department of Political Science.

1986 The LUISS School of Management was founded (renamed LUISS Business School in 2006) as a division of the university designed to deliver post-experience educational programmes.

1991 The School of Management successfully launched its first MBA programme.

1995 The first PhD programme was introduced in the areas of management, corporate finance, organisation and human resources.

2001 LUISS implemented the European Higher Education Area guidelines following the Bologna Process.

2006 The first double-degree programme was launched in cooperation with Fudan University's School of Management.

2007 The different PhD tracks were combined into a single PhD in Management. The programme was taught fully in English, which was uncommon in Italy at the time.

2007 LUISS received the Golden BIP Award, which recognised the institution as Italy's best university and honoured its excellence in securing job placements for graduates.

2010 Entrepreneurship was designated as a core element of the school's strategy, and made an integral part of all aspects of business and management education as well as research.

2011 The existing structure of faculties and departments was replaced with four new departments: Law; Political Sciences; Economics and Finance; and Business and Management (DBM).

2012 LUISS EnLabs, one of Italy's most innovative incubators and business accelerators, was opened.

2014 LUISS Business School's new governance structure was introduced.

2014 The university decided to implement a strong ethical focus and created ERShub – the Centre for Ethics, Responsibility and Sustainability.

2015 The LUISS Business School and the Department of Business and Management were awarded EQUIS accreditation.

2016 The LUISS Business School became a member of GRLI.

2016 LUISS Guido Carli University received the Bronze Award at the Reimagine Education Conference organized by the Wharton School of the University of Pennsylvania and QS for its ERSlab and Student Development Office. The university received the prize in the Ethical Leadership category and was shortlisted in the Nurturing Employability category.

2016 The LUISS Business School and the Department of Business and Management received LEED certification.

2017 The Department of Business and Management and the Training Opportunities and Soft Skills project received the Olivetti prize for excellence in education.

2017 ERShub became associated with NEXT (*Nuova Economia Per Tutti* – “new economy for everyone”).

2017 The LUISS Business School organized and hosted the first Global Sustainability Forum.

2018 The LUISS Business School contributed, as a signatory member, to the foundation of the Italian Chapter of PRME and hosted the first Official PRME Meeting in Italy.

2018 The LUISS Business School participated in the 2018 Sustainable Development Festival promoted by ASviS (*Alleanza Italiana per lo Sviluppo Sostenibile* – “Italian Alliance for Sustainable Development”). The festival included 43 different events.

2018 The LUISS Business School and the Department of Business and Management received confirmation of the EQUIS accreditation.

2019 The LUISS Business School organized and hosted the second Global Sustainability Forum.

2019 The LUISS Business School participated in the third Sustainable Development Festival promoted by ASviS. The festival included 56 different events.

Within LUISS, three entities are concerned with ERS. The university is the umbrella organization that guides all ERS-related strategies. The Department of Business and Management and the Business School run specific ERS activities. The engine of this activity is ERShub, which is a competence centre that bridges the two units and develops initiatives that cut across them both. In the following report, we refer to these entities to indicate the level of each initiative.

PURPOSE

Overview of practical actions

The principles guiding PRME are embedded in the university's institutional strategy. In practice, they are captured by the competence centre "ERShub" (established in November 2014). ERShub is a network of researcher, students, scholars, administrative staff and professionals who are part of the LUISS Business School and the Department of Business and Management and are interested in ERS issues. The members of the network exchange ideas, knowledge and information in order to foster project-based collaboration on ERS themes. ERShub is coordinated by a facilitation team in charge of ensuring the value of all activities related to ERS undertaken within the business school and the department. ERShub is supported by an external Advisory Committee composed of key figures from academia and for-profit and non-profit sectors. The committee provides suggestions on the development and implementation of ERShub activities.

The network is based on a community model in which social relations are built and common projects are launched. As with every community, several principles and rules have been introduced to ensure that it functions properly and to foster a collaborative environment.

ERShub's first principle is "autonomy", according to which everyone within ERShub can freely and autonomously select what to bring into the network, how to do so, and the channel they use to make things happen. Each project can be shared in plenary sessions, in teams, or with individuals who directly deal with the focal issue. The ERShub logo is included on material related to the various initiatives and the projects are listed on the ERShub website.

The second principle is "cooperation", which refers to an ongoing effort to create and sustain an environment in which collaboration and sharing at all levels is essential. This is a key pillar for pursuing the aims of ERShub.

"Transparency" constitutes the third principle. It deals with what is shared and focuses on transparency in values, intentions, information and willingness to collaborate for the good of the project regardless of the potential for individual benefits. In order to facilitate transparency, when new a new project is launched, participants are asked to agree on its governance, and on the division of labour and possible benefits.

Relationships are based on mutual respect according to a logic revolving around the frank exchange of ideas. This is the essence of ERShub's fourth principle, "equality and a horizontal approach". This principle implies that differences in power, hierarchy or any other aspect are not allowed to undermine the genuine collaborative spirit underpinning relationships within ERShub.

"Respect" is the last principle. All ERShub members must treat the resources (e.g., contacts, funds, human resources) on which an ERShub project is based in a way that respects their nature and those who bring them into the hub.

Progress Assessment

LUISS Business School and the Department of Business and Management believe that ERS principles must become core principles of all organizations. They therefore believe that ERShub should focus on introducing and spreading these concepts through the university's teaching activities, and by developing research on and engaging faculty in these themes, fostering ERS within the university itself, and contributing to the debate on the role of ERS in the business world. ERShub was established with the aim of realizing this mission.

Over time, *ethics* has become increasingly central in the university itself. Concern for people, society and the environment has been expressed by the university's leaders on many public and internal occasions, and several initiatives have been initiated to promote behaviours driven by honesty, equity and integrity among faculty, staff and students.

At the same time, *responsibility*, which is conceived as the willingness to incorporate broader social and environmental considerations into internal decision-making processes and to be accountable for the impacts of those decisions, has become a central element in the university's strategy and operations. The university is committed to visualizing and, where possible, measuring its impact, and to taking actions that can generate positive social and environmental outcomes and spillovers.

Responsibility is closely linked to *sustainability*, which embodies the social, environmental and economic goals shared by society as a whole as well as the grand challenges threatening the equilibrium of the planet. The university now promotes within its structures, buildings and campuses sustainable resource usage, sustainable consumption and a sustainable transportation system. It has also developed several initiatives to diminish its carbon footprint.

However, the ERShub approach goes beyond these activities. These principles are not only applied in the decisions and activities of the business school and the department. They are also at the centre of the university's educational system; key topics for faculty research; fundamental issues in internal debates among professors, students and staff; and promoted in wider society through specific events and projects.

There have been many moves in this direction over the years, from the adoption of the Code of Conduct (see Chapter 2) to the creation of specific labs that expose all master's students in LUISS Business School and the Department of Business and Management to ERS-related topics (Chapter 3). Furthermore, research is one of the pillars of the ERShub. When the school submitted its first SIP report in 2017, four research paths existed (i.e., *Accounting, Marketing, Organization/Strategy* and *Social Innovation*). *Leadership, Innovation and Organization* and *Migrant Entrepreneurship* were added in 2018. The number of research areas continues to grow – in 2019, *Common Goods* and *Ethics and Technology* were added, giving a total of eight research paths.

The school's faculty generates research on these topics with a national and international reach. This research shows how ERS can be discussed using a number of different approaches (Chapter 4).

Moreover, partnerships have been expanded to widen the offering in terms of students' ERS-related experiences (Chapter 5). These initiatives have been developed through a constant dialogue among scholars, staff, students and external stakeholders (Chapter 6), a discussion that is crucial for identifying concrete organizational practices that can successfully foster ERS (Chapter 7).

Future Objectives

ERShub's long-term strategy is based on the need to more fully embrace ERS concepts and incorporate them into managerial education, practices, policies and recommendations. This strategy is articulated in four key areas.

ERS research activities incorporate the work of LUISS's faculty, post-doctoral researchers and doctoral students, thereby reflecting the heterogeneity of the topics commonly grouped under the ERS label. Research areas such as sustainability, social entrepreneurship, corporate social responsibility, integrated reporting, social innovation, inclusiveness and equality policies, consumer behaviour, stakeholder governance, community engagement and community entrepreneurship, and ethics and information systems will be developed further, linked to one another, and cross-fertilized within the physical and virtual spaces of ERShub. This research is centred on different contexts that vary in terms of geography (e.g., Italy, the EU, Latin America, India, Russia, China), industry, social sector and organizational form (from social enterprises to large multinational organizations). It relies on a variety of methodologies, including qualitative research, large-scale panel-data analyses, surveys and experiments. Furthermore, ERShub has developed a project entitled ERSchallenge through which the competences of the faculty and the world's most prominent topics are mapped. The project's aim is to match existing internal competences with external trends and ensure that the faculty's research converges with sustainability topics in order to clearly contribute to this research area.

ERS-inside reflects the idea that the school's students and employees are seeds of positive social change. With this in mind, ERShub launches activities to empower our students and employees, and to improve their awareness through participation in specific ERS initiatives. ERS-inside activities align individuals' behaviours with the organization's values, and further motivate employees by enabling them to realize their potential in their workplace and in society as a whole. Our goal is to ensure that everyone in the school is able and willing to contribute to our overarching goal of becoming a true ERS university. In a nutshell, ERS-inside is meant to provide all stakeholders with ERS-coloured lenses. Given this objective, the *ERSbounty* project was launched in 2019. ERSbounty is a competition promoted by ERShub that is addressed to the school's faculty and staff. These stakeholders are invited to present proposals for projects related to ERS. The selected projects are then funded through ERSbounty. ERShub aims to make ERSbounty a systematic programme and to initiate a call for entries every year.

Another project that has emerged the aforementioned values and intent is the *LUISS Plastic Less* campaign, which was launched in May 2019. The aim of the campaign is to eliminate single-use plastics from the university's campuses. In light of this objective, students and staff have been provided with reusable bottles. Moreover, plastic cutlery in the café and the canteen has been replaced with cutlery made of recycled materials.

Also worth mentioning is the LUISS Green Mobility project, a mobility service for LUISS students, faculty and staff. The service enables users to move among the different campuses using sharable electric cars and bikes. LUISS Green Mobility combines sustainability with ICTs, and it is a means to transform the movement of students and staff around the city. In general, students and staff are encouraged to adopt more sustainable methods of transport.

ERS outreach aims at building a strong network of likeminded individuals and organizations that can share best practices and experiences, build synergies, and promote ERShub's philosophy in society through policies, managerial practices and a shared worldview. ERS-outreach will enlarge its set of activities to include conferences for scholars and practitioners; presentations of research findings to the academic community, managers and policy makers; and consultancy services for non-governmental organisations (NGOs), social entrepreneurs and large corporations. The goal is to speak with a clear voice and to take on an important role in the debate on ERS and its application to business.

With this objective in mind, the TeachERS project was introduced in 2018. Through this project, some of the university's scholars held lectures for volunteers of the NGO Komen Italy. The aim of ERShub is to further widen the scope of the TeachERS programme by involving more faculty members and a variety of NGOs.

Furthermore, as a result of the activities undertaken by the Facilitation Team, ERShub has been asked by different NGOs and associations to hold ERS-related laboratories, lectures and seminars for their employees and volunteers. The plan is to broaden these outreach activities by developing training for firms, corporations, NGOs and non-profit organizations that will provide them with ERShub's expertise.

ERS teaching activities are directed at post-graduate, MBA and executive students at the LUISS Business School as well as bachelor's and master's students at the Department of Business and Management. At the centre of ERShub's teaching is a focus on the social and environmental impacts of business, and the need to develop a business mindset that reconciles economic performance with the creation of positive social and environmental impacts. ERShub's approach is to educate managers and entrepreneurs using a hybrid model that involves a wide range of diverse teaching methodologies ranging from action learning and field work to problem-based teaching. More specifically, ERShub is working on customizing the various curricula and ensuring that the labs are as relevant as possible for the field of study.

A longer-term aim of ERShub is to widen the scope of the Master's in International Cooperation, which is now in its first year.

VALUES

Overview of practical actions

The university follows a *Code of Conduct* grounded on the principles of legality, integrity, transparency, professionalism, equality, non-discrimination, confidentiality, a respect for human resources and merit. These principles are viewed as drivers of real action by all components of the university. Therefore, the Code explicitly defines a set of rules designed to protect human dignity and safety, property, privacy, and the environment. Moreover, it specifies the kinds of behaviours to be adopted by stakeholders, whether they are students and their associates, faculty members, employees, business customers, candidates or alumni.

The behaviours highlighted in the Code include:

- Actors must use the school's resources responsibly with respect to the environment and the rights of future generations.
- Actors are forbidden from engaging in any conduct (even if done in the interests or for the benefit of the school) and/or any event that pollutes the air, soil, subsoil, surface water or groundwater, or that harms protected flora and fauna, other than as permitted.
- All transactions must be correctly recorded and authorised, and be verifiable, lawful, coherent and appropriate.
- Any employee who believes they may have a conflict of interest with the interests of the school must declare it before the conflict in question arises in order to allow the school to determine appropriate actions.
- Employees must recognise that environmental protection is a primary value. Employees must adhere to management's instructions for reducing environmental impact.

The mission is to pursue a relevant position in determining how societies grow beyond the economic sphere that also looks at dimensions of social and personal development. Key focal areas include encouraging an entrepreneurial mindset, diversity and intellectual freedom. More specifically, ERShub is envisioned as the operative lever that serves as an instrument of societal change. It is also expected to support business and societal growth by developing talents that can solve ERS-related challenges through strategic and analytical thinking.

ERShub is committed to pursuing ERS by engaging all stakeholders in its efforts to lead the transformation of the business world into a world in which ERS considerations are key driving forces. Integrity, merit and personal competencies are prerequisites for the school's educational models, selection processes and intellectual freedom. Diversity in terms of gender, cultures, traditions and beliefs as well as independent thinking are prerequisites for a productive, critical debate that can lead to professional and personal development.

Progress Assessment

ERShub implements its actions by respecting a series of fundamental and essential values:

1. Every PERSON has the same dignity, without distinction. Every person has his or her own immeasurable and inestimable value, which arises from his or her unique and definite nature.
2. Equal dignity means solidarity, a bond that characterizes the whole human community
3. Equal dignity does not imply equality in roles but in value. Roles that imply high responsibility and impact must act on basis of the SUBSIDIARITY principle. In particular, they must foster, rather than hinder, ongoing exchanges from local to global – the SELF-ORGANIZATION logic.

Hence, every person, social group, organization, and public or private entity may act freely. However, they must always following a logic of RESPONSIBILITY toward and solidarity with the human community.

The whole university is engaged in a transformational process centred around the construction of a community that shares the same ERS-driven values and principles.

To derive a clearer picture of the culture of this community, ERShub carried out an internal survey involving all scholars in the Department of Business and Management in May 2019. The aim was to identify key sustainable goals and to analyse how to contribute to their achievement. For this purpose, a semi-structured questionnaire was constructed in order to identify:

- The department's commitment to environmental, social and ethical aspects in terms of research, teaching and impact on society. For each of the three pillars, participants were asked to provide several practical examples.
- Respondents' personal perceptions of seven sustainable topics uncovered in a literature review. These topics were: climate change; gender equality; migration; poverty; food and nutrition; occupation and investments; and the digital revolution.

The questionnaire contained 10 multiple-choice questions and 5 open-answer questions. The results will be published on the ERShub website.

Future Objectives

When ERShub was founded, many different bottom-up activities were independently handled by faculty or staff members. The envisioned strategy was based on the idea of encouraging the flourishing of these interests and ideas in the field of ERS, not on restricting them through a rigid governance structure. The aim in this regard was to link them through a flexible horizontal network structure.

ERShub is not governed hierarchically. Instead, it functions as a network mobilized by a group of dedicated people who generate the conditions for the horizontal exchange and sharing of ideas and projects. ERShub plans to strengthen activities aimed at supporting these connections and knowledge-exchange moments and preserving the diversity from which these initiatives emerge.

The facilitation team will also develop virtual spaces, such as a dedicated website, in order to make the hub's ERS activities visible. This should allow to produce additional opportunities for connections both within and outside the hub.

In addition to the development of the network, the ERShub team will also continue to expand specific ERS-centred activities, such as courses, research programmes, and contacts with firms and managers.

All these activities are meant to promote ERS internally and externally, and to expand employees' awareness of ERS discussions and actions as well as the legitimacy of those discussions and actions. The aim is to create a tight internal community in which ideas can be exchanged internally and externally in order to develop ERS-related values in a bottom-up fashion.

METHOD

Overview of practical actions

All economic actors must act upon a wide range of heterogeneous dimensions, face diverse stakeholders and be judged according to an array of different performance indexes. The ability to manage this complexity and navigate the web of interests that links different parties is thus becoming a key skill for any manager or entrepreneur. Therefore, educational programmes for managers and entrepreneurs must convey these skills as a central part of their training.

As these skills are experiential in nature, the best way to learn them is by engaging in immersive situations. ERSHub designed ERSlabs to deploy a series of diversified learning activities that engage bachelor's and master's students in the Department of Business and Management (4 ECTS) as well as students taking part in LUISS Business School's post-lauream courses in problem-based experiences that help them conceive of business as a tool for creating economic, social and environmental value. Through ERSlabs, students are able to learn about increasingly relevant ERS themes, and acquire a sense of awareness, solidarity and social responsibility. Participants also develop other important skills, such as leadership, teamwork, communication and negotiation skills.

For the ERSlabs, ERSHub partners with non-profit organizations, companies and institutions to develop real challenges for students. These challenges deal with the socio-environmental causes and consequences of business actions, and they allow students to experience the typical trade-offs among the economic outcomes, social impacts, environmental footprints and ethical consequences of their choices. ERSlabs encourage students to develop innovative practices to overcome these trade-offs and to cross-fertilize the economic, social and environmental spheres in a move towards hybridization. In each ERSlab, students are guided by specific tools and models based on brainstorming, simulation, creativity stimulation and "lateral thinking".

Experimentation is the essential characteristic of ERSHub's teaching methodology, as it represents the best way for students to learn about the consequences of their actions, to widen their perspectives social and environmental dimensions, and to understand the true length of the reach of their agency. ERSlabs are designed to enable students to dive into immersive and real contexts and, thereby, generate engaging learning processes. For example, the ERSlab "MBA Social Impact" is an educational path integrated into the business school's MBA programmes that includes a course on business ethics as well as two two-day workshops with NGOs and social entrepreneurs focused on supporting these actors in their economic and social activities.

Progress assessment

Since the beginning, the aim of ERSHub has been to extend ERSlabs to all master's degree programmes in the Department of Business and Management and to all programmes in the business school. To do so, ERSHub enlarged the teaching proposal, and created new partnerships and experiences for students.

ERSlab in the business school

The numbers of ERSlabs, students involved, and partners engaged have increased significantly over time. The following is a list of all ERSlabs undertaken or scheduled at the business school. The list includes dates, programmes and partners:

1. 25 November 2013 – full-time MBA 23° – Energia per i Diritti Umani
2. 8 November 2014 – MBA 1° – Energia per i Diritti Umani
3. 13 January 2015 – full-time MBA 24° – Energia per i Diritti Umani
4. 28 October 2015 – part-time MBA 2° – L'Altra Napoli
5. 11 January 2016 – full-time MBA 25° – Energia per i Diritti Umani
6. 2 May 2016 – specialized master's – Energia per i Diritti Umani
7. 18 May 2016 – full-time MBA 25° – Made in Carcere
8. 5 October 2016 – Master Creativi 1/2 – Energia per i Diritti Umani
9. 12 October 2016 – specialized master's – business ethics
10. 22 October 2016 – part-time MBA 2° e 3° – UNICEF, Kukua, SenseSchool
11. 26 October 2016 – Master Creativi 2/2 – Energia per i Diritti Umani
12. 17 November 2016 – full-time MBA 26° – Energia per i Diritti Umani
13. 25 November 2016 – executive master's EMPHA – business ethics
14. 3 February 2017 – specialized master's (IT) – business ethics
15. 3 February 2017 – specialized master's (ENG) – business ethics
16. 10 February 2017 – full-time MBA 26°, part-time MBA 2° e 3°, EMBA – Simona Scarpaleggia guest speaker (CEO of IKEA Switzerland and co-chair of the UN High Level Panel on Women's Economic Empowerment)
17. 17 February 2017 – specialized master's – UNICEF
18. 17 February 2017 – specialized master's – EcoRegio, Catalonia
19. 20 February 2017 – Master Creativi 1/2 – Energia per i Diritti Umani
20. 25 February 2017 – part-time MBA 3° – ImpactHub Stockholm & EcoRegio Catalonia
21. 1 March 2017 – Master Creativi 2/2 – Energia per i Diritti Umani
22. 16 May 2017 – full-time MBA 26° – Made in Carcere
23. 24 October 2017 – Master in Digital Export – UNICEF
24. 31 October 2017 – full-time MBA 27° – business ethics
25. 10 November 2017 – full-time MBA 27° pt. 1° – Energia per i Diritti Umani, SDGs
26. 11 November 2017 – Master in Management della Filiera della Salute – Business Ethics
27. 15 December 2017 – Master in Management della Filiera della Salute – Amref
28. 28 January 2018 – full-time MBA 27° PT- 2° – Made in Carcere
29. 9-17 January 2018 – specialized master's (ITA) – business ethics
30. 22-24 January 2018 – specialized master's (ENG) – business ethics

31. 23 January 2018 – Master Creativi – business ethics
32. 29 January 2018 – Master Creativi – ethical communications and social networks
33. 16 February 2018 – specialized master’s 1/2 – World Food Programme
34. 21 February 2018 – Master Creativi – ethical communications and social networks
35. 23 February 2018 – specialized master’s 2/2 – World Food Programme
36. 06 July 2018 – Master in Management della Filiera della Salute – Amref
37. 7 September 2018 – Master in Relazioni Istituzionali Lobby e Comunicazione d’Impresa Lobby – Comin and Partners
38. 12 September 2018 – specialized master’s – business ethics
39. 18-19 October 2018 – specialized master’s – Addio Pizzo
40. 22 October 2018 – full-time MBA 28° – business ethics
41. 26 October 2018 – full-time MBA 28°, pt. 1° – Made in Carcere
42. 16-29 November 2018 – specialized master’s – business ethics
43. 15 December 2018 – part-time MBA 4° - Made in Carcere
44. 18-19 December 2018 – specialized master’s – ActionAid
45. 10-11 January 2019 – full-time MBA 28°, pt. 2 – RiDaje, Comunità di Sant’Egidio
46. 17-24 January 2019 – Master in Fashion & Luxury – sustainable luxury brands, SDGs
47. 13 March 2019 – Master in Food & Wine – business ethics
48. 14 March 2019 – Master Creativi – business ethics
49. 18 March 2019 – Master in Food & Wine – HummusTown
50. 19 March 2019 – Master Creativi – ethical communications and social networks
51. 1 April 2019 – Master in Energy Industry – corporate family responsibility
52. 24 May. 2019 – Master in Management della Filiera della Salute – Bimbi&co.
53. 5 June 2019 – Master of Arts – business ethics
54. 12 June 2019 – Master of Arts – sustainability, SDGs

In summary, we have the following picture of the ERSlabs held at the business school:

- 2013: 30 students, 1 ERSlab, 1 partnership
- 2014: 30 students, 1 ERSlab, 1 partnership
- 2015: 60 students, 2 ERSlabs, 2 partnerships
- 2016: 240 students, 9 ERSlabs, 4 partnerships
- 2017: 440 students, 9 ERSlabs, 8 business-ethics lectures, 6 partnerships
- 2018: 540 students, 12 ERSlabs, 8 business-ethics lectures, 7 partnerships
- 2019: 7 ERSlabs, 3 business-ethics lectures, 3 partnerships (up to June 2019)

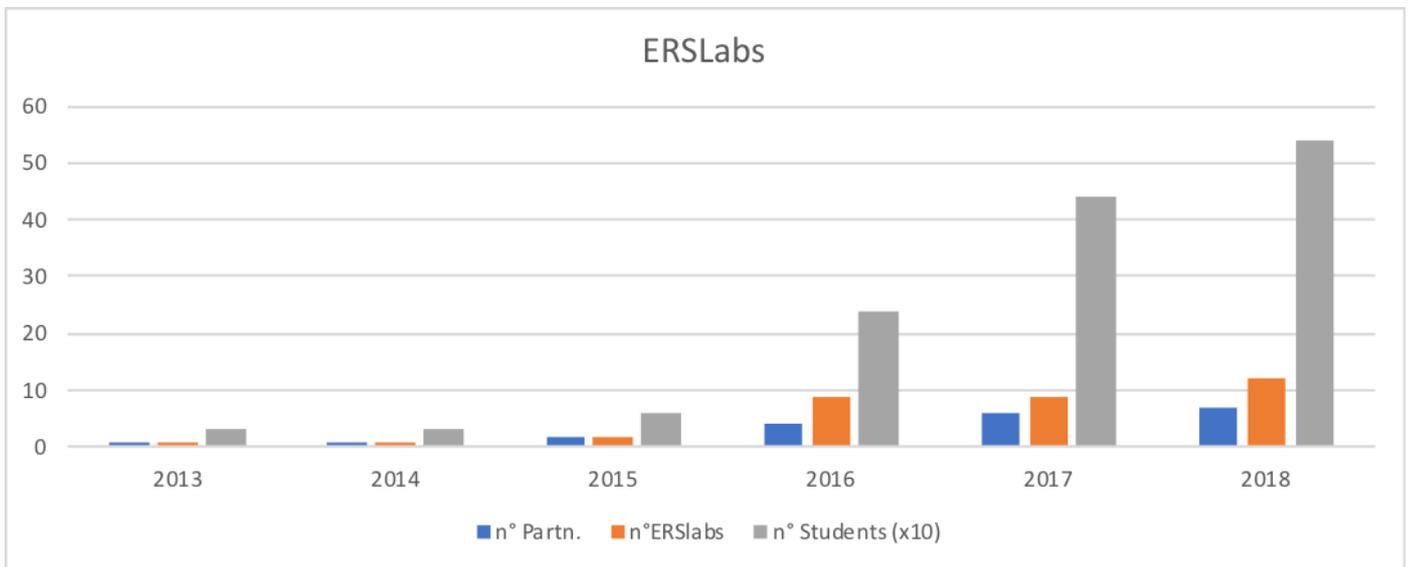


Fig. 1 ERSlabs and Partnerships

As shown in Figure 1, the number of laboratories and partnerships has increased. This was made possible by the efforts of the Facilitation Team, which introduced customized labs. Indeed, in order to ensure the effectiveness and coherence of the curricula offered for each class, diverse partners have been involved in the design and delivery of the laboratories.

In the business school, the main experience was developed in the MBA programme. Initially, it was only available to full-time students, but it was quickly replicated for the part-time MBA programme. The core of the path designed for the MBA programmes consists of two ERSlabs lasting two days during which students are exposed to situations in which business melds with social and environmental issues. Students work in different teams that compete against each other to produce ideas for helping the involved partners grow in all dimensions: economic, social and environmental.

The first of these two ERSlabs aims at increasing students' awareness of ERS issues and helping them understand that ERS is not foreign to their lives or jobs. Students are asked to design a game for two to three year-old children enrolled in a school financed and run by an NGO in Senegal. The game should be designed to teach children the value of collaboration. It can be based on a toy but, for replication purposes, the toy must be built using only a given set of materials that can easily be found in Senegal. The materials are provided to the students.

The second ERSlab exposes students to Made in Carcere, a social enterprise that empowers convicted women and produces fashion items from recycled materials. Students engage in a business simulation that helps them develop ideas for helping the social enterprise grow economically and have a greater impact. They then present their ideas to the entrepreneur, who evaluates them and provides the students with feedback.

ERSlabs at the Department of Business and Management

The ERSlabs described above are held in the business school. ERShub is also active in the Bachelor and Master of Science programmes in the Department of Business and Management through the ERS and Student Development office. The office organizes compulsory ERSlabs (4 ECTS). Students are able to choose from among a rich offering of ERS-based experiences designed to reinforce their awareness of ERS issues and to ensure that they experience teamwork, solidarity, responsibility and caring for others.

Thanks to this complex, multifaceted offering, the ERS and Student Development office received two important awards in recent years, one from Wharton in 2016 and one from AIF in 2017 (see Chapter 7). The most important activity of this kind is the VolontariaMENTE project (see Chapter 5). In the following, we present several examples of labs included in the offering.

GeekCafè

The aim of this lab is to provide professional tools and methodologies for structured planning and the promotion of innovative start-ups with social objectives. The course also aims to build students' autonomy with regard to operational processes, problem solving and teamwork.

Social Impact Program

This lab exposes students to an entrepreneurial experience, and provides them with tools they need to understand social issues and create socially-impactful business models. Following a series of seminars with social entrepreneurs and experts in the field (e.g., Ashoka, ItaliaCamp, TheHub, OnlyTheBrave, TideFoundation), students enter a mentorship program, after which they participate in a social business idea contest.

Green Consumption Lab

This lab focuses on the theme of green consumption and approaches the issue from practical and theoretical points of view. Students work on case studies of green marketing, follow lectures, work in groups and analyse data with the aim of developing green-oriented strategies.

LabGov: Laboratory for the Governance of Common Areas in the City of Rome

This lab explores principles, techniques, instruments and practices for managing common areas with the City of Rome as the main area of intervention. The focus is primarily on the city's peripheries. The ultimate goals of the course are to work with the local community to launch or follow civic regeneration projects on urban common goods, build community-run businesses and cooperatives, introduce collaborative public policies to create new jobs and new forms of social cohesion, and develop new laws.

LUISS Community Garden

Some labs revolve around the LUISS Community Garden, a training centre for collaboration, cooperation and self-organization organised around a vegetable garden growing within the walls of the university. The garden is cared for by students, faculty and staff. It has quickly become a space for broader social interaction. Several impactful projects and collaborations have been developed since the creation of the garden. These activities are all based on the principles of social innovation, practicality, commitment, openness toward the community, contagion, common goods, sustainability and well-being.

The following statistics cover the people involved in the various activities held at the garden to date:

- Approximately 20 LUISS student volunteers
- 10 elderly residents of the neighbourhood
- 150 children from the nearby schools
- 10 employees
- 30 LabGovers – students enrolled in different LUISS departments participating in the Laboratory for the Governance of Common Goods and
- 20 children with Autism together with 8 LUISS students taking part in a project entitled “Autism & Horticulture”.

Future objectives

Despite the increase in the number of ERS labs and students reached in recent years, ERShub has several objectives for the next few years. For example, one project under development is a two-week field experience in South Africa for a selected group of students from the specialized master’s and MBA programmes. These students will be exposed to social and environmental projects, and they will develop their own project work in partnership with a local business school.

Although ERShub has already developed an impactful set of experiences in the classroom, the spreading of ERS content horizontally across all courses remains crucial. To foster this movement, ERShub developed an ERStoolbox – a dataset spanning a variety of teaching material from entire courses with syllabi and suggested teachers to one-hour lectures by guests to cases on ERS themes. The material is available for all educational levels. The ERStoolbox is continuously updated. For instance, it highlighted 19 possible teachers in 2017, while it comprised 28 scholars and practitioners with different backgrounds and teaching specialties as of June 2019.

The toolbox serves as a database for the ERSchallenge project. In fact, ERSchallenge plans to add a module on ESR to the curriculum of each course in the Department of Economics and Management. More specifically, the objective is to ensure that each class will cover these topics in some way, ranging from a minimum of a single module within a lecture to a maximum of an entire course syllabus arranged around the themes of ERS. The teaching materials, scholars and practitioners available in the toolbox will be employed to develop these modules and courses, thereby ensuring variety in terms of areas covered and the backgrounds of guest speakers and lecturers.

RESEARCH

ERS has become an increasingly relevant theme for the Department of Business and Management faculty. Awareness has increased, while the activities developed by ERShub to connect researchers interested in ERS topics allowed for the construction of an interdisciplinary research community with a multifaceted approach. The four main research areas developed within the department discussed in the following.

Organization and Strategy

The faculty members involved in the ERShub Facilitation Team develop research on organizations that tries to merge the economic dimension with concerns and actions related to social impacts and environmental footprints by applying an organizational and strategic angle. Hybrid organizations are the main unit of analysis and social enterprises are the main context for empirical investigations. The levels of analysis include individuals involved in empowering projects that offer them a second chance to be integrated into society, organizations in need of strategies that allow for economic growth while preserving and expanding their social impact or their environmental sustainability, networks of different kinds of partners (focusing on the interfaces between for-profit and non-profit organizations), and economies and societies in which hybrid organizations appear to be emerging as new actors tackling wider social and environmental problems that have not been solved by other mechanisms.

Beyond these core focal areas, additional research aims to capture other strategic and organizational aspects of ERS, such as business modelling and governance structures for hybrid organizations, firms' misconduct (especially in relation to intellectual property rights), groups of consumers, and pragmatic ethical reasoning (a managerial approach that focuses on the mechanisms through which organizations adapt their standards and codes of conduct to their context, e.g., in information security). The latter effort is framed within the wider scope of the Centre on Information Systems (CeRSI).

Accounting

The Governance and Sustainability Research Centre is an inter-university organisation established between LUISS Guido Carli University and the University of Siena. The centre's main purpose is to study issues related to corporate governance, corporate social responsibility and corporate reporting. With respect to these themes, the Centre's goals are to:

- Collect, organize, analyse and process data, information and material
- Promote, support and co-ordinate studies, research, teaching and training
- Organize and promote seminars, meetings and other types of initiatives
- Disseminate information and research through publications, IT sites and other methods, also in collaboration with other public or private institutions

- Promote cooperation with other universities, institutions, and public and private bodies (both national and foreign) in order to jointly carry out projects, research seminars and training activities
- Provide documentation and consulting services to institutions, and public or private entities (national or local, Italian or foreign)
- Grant scholarships to Italian and foreign scholars working on topics of interest to the centre and
- Assign or contribute to the allocation of financial support to young scholars in relation to research projects in the areas of corporate governance, corporate social responsibility and corporate reporting.

Marketing

The Marketing Group investigates how consumers approach companies' initiatives in the realm of CSR and sustainability. It has conducted several projects resulting in books, book chapters, scholarly papers and conference proceedings. Two issues are at the core of this group's focus. One is communication on sustainability-related initiatives. In this respect, the group has studied whether highlighting the positive benefits of buying environmentally sustainable products produces better effects than highlighting the negative benefits of buying environmentally unsustainable products. The other is how sustainability is perceived in the context of luxury goods. The initial idea is to test whether the general view that luxury and sustainability are very different, often conflicting, concepts is actually true. In fact, luxury goods have some features (e.g., durability, limited production quantities, preservation of artisanal skills) that make them more sustainable than many might think.

Special attention has been paid to corporate social *irresponsibility* and its social, ethical and environmental effects on consumers' responses to companies involved in wrongdoings. Finally, recent research focuses on food waste in the domestic context and in association with product imperfections. In this case, the focus is on consumers' perceptions, attitudes, intentions and practices.

Social innovation

Research on social innovation is centred around CeRIIS – the International Centre for Research on Social Innovation. The centre was founded by LUISS and ItaliaCamp in 2013. Its mission is to study social innovation, develop conceptual models useful for its effective implementation, promote experimentation and foster collaboration among all stakeholders involved in social-innovation processes. CeRIIS also undertakes projects on social innovation and sustainable development on behalf of institutions, firms and non-profit organizations; and supports institutions, firms and non-profit organizations in their attempts to engage in activities appropriate for pursuing sustainability.

The consulting activities are mainly focused on:

- Innovative business models for companies that want to meet social needs;
- Development of professional skills in the management of social innovation;

- New marketing models that satisfy social demands;
- Support for different organizations at the national and local levels as they formulate policies and operational programmes related to social innovation and sustainable development;
- Support in the start-up phase for incubators/accelerators of social enterprises;
- Support for medium and large Italian companies as they formulate sustainability strategies during their internationalization process; and
- Support for family foundations in the development of corporate philanthropy initiatives.

Migrant Entrepreneurship

This group is mainly focused on the characteristics and dynamics of migrant entrepreneurship. The global migration of workers is an extremely relevant topic with deep political implications. Two themes, both related to Italy, are currently in focus.

First, the group aims to provide precise descriptive evidence of foreign entrepreneurial activity in Italy and then examine persistence in certain sectors of activity among immigrant entrepreneurs. The second theme is the contribution of migrant entrepreneurs to the absorption of the financial shocks across Italian regions after the 2008 financial crisis. The notion of resilience, a concept that has long been used in ecology and psychology, is rapidly becoming part of the conceptual and analytical lexicon of regional and local economic studies.

Common Goods

LabGov – the Laboratory for the Governance of the city as a common area – is an international network of theoretical, empirical and applied research platforms engaged in exploring and developing methods, policies and projects focused on the shared and collaborative management of urban spaces and resources.

Most of LabGov’s work is conducted at Georgetown and LUISS, two internationally renowned universities, but it also operates in partnership with other institutions from around the world. These partnerships and LabGov’s collaborative approach to learning contribute to LabGov’s mission of building a global community of co-cities focused on creating and implementing innovative urban projects designed to make cities more inclusive, sustainable, equitable and collaboratively governed.

Ethics and Technologies

Digital technologies play a transformative role in many industries by enabling new business models for businesses, citizens and public administrations. The research undertaken in this field by the Ethics and Technologies Group covers a wide range of topics in two areas:

- The opportunities offered by social media for fostering collective action for social support and crowdfunding, and
- The dark side of digital innovation and cyber risks in the connected society.

Furthermore, researchers have recently addressed the issues of elderly care assistance through social media, crowdfunding for school lunch programmes and the formation of new platforms for cybercrime.

Future objectives

ERShub aims to engage more scholars in research on responsibility, sustainability and ethics. In this regard, it is important to implement policies that ensure a continuous intake of PhD students working on ERS-related issues. Moreover, all faculty members must be provided with tools and incentives that facilitate and promote ERS-related research. Therefore, ERSHub has undertaken several initiatives:

- Identifying, supporting and advertising training activities in ERS-related areas among faculty members.
- Developing partnerships for joint EU research-project proposals.
- Fostering the establishment of research bonuses and, in particular, offering an extra bonus (+10%) for ERS-related publications in top journals.

Another crucial element for research is the international network of ERS scholars. Every year, ERSHub organizes seminars, conferences and workshops on ERS themes involving the most prominent scholars in the field. For example, in 2015, ERSHub organized the DRUID Conference on Relevance of Innovation. In 2016, the Accounting Group involved in the Governance and Sustainability Research Centre organized the Conference on Integrated Thinking & Reporting. In 2017, ERSHub partnered with IESE to organize the First IESE-LUISS Conference on Responsibility, Sustainability and Social Entrepreneurship. In 2018, the Accounting Group organized the second Conference on Integrated Thinking & Reporting.

Notably, the second Conference on Integrated Thinking & Reporting aimed at gathering scholars from different areas to discuss how hybrid organizations are addressing the challenge of merging two worlds, producing novel and sustainable solutions to ensure a positive and substantial social impact, and trying to ensure economic gains. Along the same lines, ERSHub has contacted the most important scholars in the field and organized a series of visitors to LUISS. In the coming year, ERSHub will host visiting professors from Kent Business School (UK), Católica-Lisbon (PT), ESSEC (FR) and HEC-Lausanne (SW).

LIST OF PUBLICATIONS

Organization and Strategy

- C. Kella, T. Rimac, F. Capo (2018) "When Hunter gets Hunted: Role of Resilience in Institutional Change" Best Student Paper Award SIM Division, Academy of Management, Chicago (IL).
- L. Mongelli & F. Rullani (2017) "Inequality and marginalization, business model and social innovation", *Industry & Innovation*, 24: 446-467
- L. Mongelli and F. Rullani (2017) "Creating Value in Nonprofit-Business Collaborations: New Thinking and Practice". Review for the book with the same title by James E. Austin & M. May Seitanidi (2014), San Francisco: John Wiley and Sons. *Business Ethics Quarterly*.
- L. Mongelli, F. Rullani, P. Versari (2017) "Hybridization of diverging institutional logics through common-note practices. An analogy with music and the case of social entrepreneurship", *Industry and Innovation*, 24: 492-514.
- L. Mongelli, P. Versari, L. Giustiniano, (2017): "The scalability of business model in a social enterprise" in P. Miesing, M. Aggestam (eds.), *Educating Social Entrepreneurs: A Workbook of Cases, Exercises, and Commentaries*, Business Expert Press (part of the United Nations PRME Book Collection).
- R. Maiolini, L. Mongelli, (2017) "I cluster dell'innovazione sociale" [Clusters in social innovation] in "Modelli ed esperienze di innovazione sociale in Italia. Terzo rapporto sull'innovazione sociale" [Models and experience of social innovation in Italy. The third social innovation report], Eds. Matteo G. Caroli, Franco Angeli.
- S. Tamburini, L. Mongelli, F. Rullani (2017) "Impact Investing: lezioni dalla Svezia", [Impact Investing: lessons from Switzerland], in Caroli M.G. (Ed.), "Terzo rapporto sull'innovazione sociale in Italia", [The third social innovation report], CERiS.
- K. Chintan, M. Riccardo, S. Ekta, G. Luca (2016). Side Dish of Volunteering: Cafeteria Approach to Implement CSR Strategy. In: Strategic Management Society – SMS Special conference, Strategic Management Society – SMS Special conference – Hing Kong, December 10-12, 2016, Month 1.
- L. Mongelli, P. Versari and F. Rullani, A. Vaccaro. (2016): "Social entrepreneurship and empowerment: Safe Space and Bridging in the case of Made in Carcere", presented at Academy of Management Annual Meeting, August 2016, Anaheim, CA (US).
- N. Foss, L. Frederiksen and F. Rullani (2016) "Problem-formulation and problem-solving in selforganized communities: how modes of communication shape project behaviors in the free open source software community". *Strategic Management Journal*, 37(13), 2589-2610.
- T. Rimac and L. Mongelli: (2016), "SEFORIS - Social Entrepreneurship as a Force for more Inclusive and Innovative Societies: the country report. A first analysis and profiling of social enterprises in Spain" LUISS University Press.

- Cappa, F., Del Sette, F., Hayes, D., & Rosso, F. (2016). How to Deliver Open Sustainable Innovation: An Integrated Approach for a Sustainable Marketable Product. *Sustainability*, 8(12), 1341.
- Cappa, F., Laut, J., Nov, O., Giustiniano, L., & Porfiri, M. (2016). Activating social strategies: Face-to-face interaction in technology-mediated citizen science. *Journal of environmental management*, 182, 374-384.
- Laut, J., Cappa, F., Nov, O., & Porfiri, M. (2015). Increasing patient engagement in rehabilitation exercises using computer-based citizen science. *PloS one*, 10(3), e0117013.
- Cappa, F., Facci, A. L., & Ubertini, S. (2015). Proton exchange membrane fuel cell for cooperating households: A convenient combined heat and power solution for residential applications. *Energy*, 90, 1229-1238.
- G. Nitulescu, and T. Rimac. (2015) "Understanding governance models and mechanisms of organizations working toward social change: A study of three Spanish social enterprises."
- R. Maiolini, L. Mongelli, F. Rullani, A. Valera (2015) "Da dove nasce l'innovazione sociale?", [Where does social innovation come from?] in Caroli M.G. (Ed.), "Secondo rapporto sull'innovazione sociale", [The second social innovation report], CERiS, Franco Angeli.
- K. Beukel, F. Rullani and M. De Angelis (2014) "Counterfeiting: Strategies to fighting back", presented at the 37th DRUID Celebration Conference, 16th-18th June 2014, Copenhagen, Denmark.
- R. Maiolini, F. Rullani, and P. Versari, (2014). "Mechanisms and boundaries of collective action in social entrepreneurship." *Academy of Management Proceedings*. Vol. 2014. No. 1. Academy of Management.
- R. Dandi. (2014) Capitale sociale, avidità sociale e social network analysis. [Social capital, social avidity and social network analysis]. In: *Città dei capi: open leadership: dal capitale umano al capitale sociale*, [Open Leadership: From Human Capital to Social Capital], Month 1, p. 71-83. Milanofiori-Assago (Mi): Wolters Kluwer.
- R. Maiolini, F. Rullani, P. Versari (2013), "Rendere sociali le imprese. Impatto sociale, confini dell'impresa e rete di stakeholder" [Make firms social: Social impact and boundaries of the firm and stakeholder network], *Impresa Sociale*, 0.
- T. Rimac, J. Mair, and J. Battilana. (2012) "Social entrepreneurs, socialization processes, and social change: the case of SEKEM." *Using a Positive Lens to Explore Social Change and Organizations*, Golden-Biddle K, Dutton JE (eds). Routledge: New York: 71-89.
- H. Gospel. (2011) "Employee representation and the Sustainable Company." *The Sustainable Company: a new approach to corporate governance* (ETUI, 2011): 59.
- G. Gabrielli. (2010) *People management: teorie e pratiche per una gestione sostenibile delle persone*. F. Angeli.

Social Innovation (CeRiS)

M. G. Caroli, (2017), in “Modelli ed esperienze di innovazione sociale in Italia. Terzo rapporto sull'innovazione sociale”, [Models and experience of social innovation in Italy. The third social innovation report], Eds. Franco Angeli.

Papa, R., Gargiulo, C., Russo, L. & Franco, S. (2017), On the Relationship Between The Promotion Of Environmental Sustainability And The Increase Of Territorial Competitiveness: The Italian Case, *International Journal of Sustainable Development and Planning*, Vol. 12, Num. 4, pp. 655-666.

Maiolini, R., Marra A. Baldassarri C. & Carlei V. (2016) Digital Technologies for Social Innovation: An Empirical Recognition on the New Enablers, *Journal of technology Management and Innovation*, 11(4), 22-28.

M. Pinelli, and R. Maiolini. (2016) “Strategies for Sustainable Development: Organizational Motivations, Stakeholders’ Expectations and Sustainability Agendas”, *Sustainable Development*.

Maiolini, R., Marra, A., & Luciani, M. (2015). Social Innovation: An Observational Study in High-Tech Industries. *L'industria*, 36(4), 535-552.

Caroli, M. (2015) (a cura di). *Studi ed Esperienze sull'innovazione Sociale*. [Studies and experiences on social innovation]. Milano: Franco Angeli.

Guida M. F., e Maiolini R., (2014) Il ruolo delle reti e delle relazioni nel futuro dello sviluppo economico-sociale, [The role of networks and relationships in the future of economic and social development], in *Competitività e processi collaborative - Reti e Filiera tra imprese: I vantaggi delle collaborazioni orizzontali e verticali* [Competitiveness and collaborative processes - Business networks and chains: The advantages of horizontal and vertical collaboration] - *Collana Imprese Responsabili - CSR Piemonte*.

Guida M. F., e Maiolini R., (2014) Social Innovation, Actors, Contexts and Trends. Opening the Black Box, in *Enabling social innovation ecosystems for community-led territorial development*, Quaderni della Fondazione Giacomo Brodolini, “Studi e ricerche” series, 49 pp 13-20. ISBN 978-88-95380-21-6

Papa, R., Gargiulo, C., Franco, S. & Russo, L. (2014), Urban Smartness Vs Urban Competitiveness: A Comparison of Italian Cities Rankings, *Tema. Journal of Land Use, Mobility and Environment*, Special Issue, pp. 771-782.

Guida M. F. e Maiolini R., (2013) *Il Fattore C per l'Innovazione Sociale* [C Factor for Social Innovation], Rubbettino, Soveria Mannelli (CZ).

Maiolini, R. Smargiassi I., Buttara F., (2013) *Promuovere l'innovazione sociale in Italia: ItaliaCamp e il*

concorso “La tua idea per il Paese” [Promoting Social Innovation in Italy: ItaliaCamp and the “Your Idea for the Country”], in Arvidsson A., Giordano Alex (2013) *Societing Reloaded, Pubblici Produttivi E Innovazione Sociale*, Egea.

C. Tantalò, M. G. Caroli, and Jeff Vanevenhoven. (2012) "Corporate social responsibility and SME's competitiveness." *International Journal of Technology Management* 58.1/2: 129-151.

M. G. Caroli (2012). Marketing for territorial competitiveness. In: *Handbook of green communication and marketing*, p. 18-30. Milano: Franco Angeli.

R. Maiolini. (2012) "How does the management of multiple stakeholders' interests influence decision-making processes? exploring the case of crowdsourced placemaking." *Information systems: crossroads for organization, management, accounting and engineering*. Physica-Verlag HD, 349-357.

Marketing

C. Amatulli, M. De Angelis, D. Korschun, S. Romani (2018) Consumers' perceptions of luxury brands' CSR initiatives: An investigation of the role of status and conspicuous consumption., *Journal of Cleaner Production* 194 (2018) 277 - 287

F. Adigüzel, M. De Angelis, C. Amatulli (2018) Design Similarity as a Tool for Sustainable New Luxury Product Adoption: The Role of Luxury Brand Knowledge and Product Ephemerality, *Sustainable Luxury, Entrepreneurship and Innovation*.

C. Amatulli, M. De Angeli, M.A. Peluso, I. Soscia, G. Guido (2017) The Effect of Negative Message Framing on Green Consumption: An Investigation of the Role of Shame, *Journal of Business Ethics*.

C. Amatulli, M. De Angelis (2017) *Luxury Marketing vendere il lusso nell'epoca della sostenibilità.*, Luiss University Press

M. De Angelis, M. D'Anolfo, C. Amatulli, and G. Pino (2017), "Luxury, Sustainability, and Corporate Social Responsibility: Insights from Fashion Luxury Case Studies and Consumers' Perceptions," in *Sustainable Management of Luxury* (editor: M.A. Gardetti), Springer Singapore, forthcoming.

M. De Angelis, Amatulli, C., Costabile, M, and Guido, G. (2017), *Sustainable Luxury Brands: Evidence from Research and Implications for Managers*, Palgrave Advances in Luxury Series, Palgrave Macmillan.

M. De Angelis, F. Adigüzel, and C. Amatulli. (2017) "The role of design similarity in consumers' evaluation of new green products: An investigation of luxury fashion brands." *Journal of Cleaner Production* 141: 1515-1527.

C. Amatulli, M. De Angelis, M.A. Peluso, I. Soscia, The Effect of Negative Message Framing on Green Consumption: An Investigation of the Role of Shame., *Journal of Business Ethics*

M. De Angelis, P. Giovanni, (2016) "The influence of corporate social responsibility on consumers' attitudes and intentions toward genetically modified foods: evidence from Italy." *Journal of Cleaner Production* 112: 2861-2869.

S. Romani, S. Grappi, and Richard P. Bagozzi. (2016) "Corporate Socially Responsible Initiatives and Their Effects on Consumption of Green Products." *Journal of Business Ethics* 135.2: 253-264.

S. Romani, S. Grappi, L. Zarantonello and R. P. Bagozzi. (2015) "The revenge of the consumer! How brand moral violations lead to consumer anti-brand activism" *Journal of Brand Management* 22.8: 658-672.

S. Romani, and S. Grappi. (2014) "How companies' good deeds encourage consumers to adopt pro-social behavior." *European Journal of Marketing* 48.5/6: 943-963.

S. Grappi, S. Romani, and R. P. Bagozzi. (2013) "Consumer response to corporate irresponsible behavior: Moral emotions and virtues." *Journal of business research* 66.10: 1814-1821.

S. Romani, S. Grappi, and R. P. Bagozzi. (2013) "Explaining consumer reactions to corporate social responsibility: The role of gratitude and altruistic values." *Journal of Business Ethics* 114.2: 193-206.

S. Romani, S. Grappi, and R. P. Bagozzi. (2013) "My anger is your gain, my contempt your loss: Explaining consumer responses to corporate wrongdoing." *Psychology & Marketing* 30.12: 1029-1042.

Accounting

C. Busco; Giovannoni, E. and A. Riccaboni (2017) "Sustaining multiple logics within hybrid organizations: Accounting, mediation and social innovation", *Accounting, Auditing and Accountability Journal*.

C. Busco; Quattrone, P. (2017) "In Search of the "Perfect One": "How accounting as a maieutic machine sustains inventions through generative 'in-tensions'" *Management Accounting Research*.

M. F. Izzo, Magnanelli, B.S., (2017), *Corporate Social Performance and Cost of Debt: the relationship*, *Social Responsibility Journal*, Vol 2.

C. Busco, M. L. Frigo, P. Quattrone, and A. Riccaboni, (2014) "Leading practices in integrated reporting: management accountants will guide their companies on the journey to value creation." *Strategic Finance* 96.3: 23-33.

C. Busco, M. L. Frigo, P. Quattrone and A. Riccaboni. (2013) "Redefining corporate accountability through integrated reporting: What happens when values and value creation meet?" *Strategic Finance* 95.2: 33-42.

M. F. Izzo, and B. S. Magnanelli. (2012) "Does it pay or does firm pay? The relation between CSR performance and the cost of debt." *The Relation between CSR Performance and the Cost of Debt* (January 16, 2012).

M. F. Izzo, and F. Di Donato. (2012) “The relation between Corporate Social Responsibility and stock prices: an analysis of the Italian listed companies.” Available at SSRN 1986324.

C. Busco, M. L. Frigo, E. Leone and A. Riccabon. (2010) “Cleaning up.” *Strategic Finance* 92.1: 29-38.

G. Fiori, F. Di Donato, and M. F. Izzo. (2007) “Corporate Social Responsibility and Firms Performance-An Analysis on Italian Listed Companies.” Available at SSRN 1032851.

C. Busco, A. Riccaboni, and R. W. Scapens. (2006) “Trust for accounting and accounting for trust.” *Management Accounting Research* 17.1: 11-41.

M. F. Izzo; Fiori, G. (2016), The Influence of Corporate Governance on the Adoption of The Integrated Report: A first Study on IIRC Pilot Programme. In: Chiara Mio. *Integrated Reporting: A New Accounting Disclosure*. p. 155-179, Palgrave.

M. F. Izzo; Santella, R. Il processo di revisione dei bilanci di sostenibilità. Un’analisi delle società quotate italiane, [The process of reviewing sustainability budgets. An analysis of Italian listed companies], forthcoming in *Rivista Italiana di Ragioneria e Economia Aziendale*

Ethics and Technologies

F. Di Pietro, P. Spagnoletti, & A. Prencipe (2019), Fundraising across digital divide: evidences from charity crowdfunding. In A. Lazazzara, R. C. D. Nacamulli, C. Rossignoli, & S. Za (Eds.), *Organizing in the digital economy. At the interface between social media, human behaviour and inclusion*, pp 111-124, LNISO, Vol. 27, Springer.

P. Spagnoletti, G. Me, F. Ceci, & A. Prencipe (2018). Securing national e-ID infrastructures: Tor networks as a source of threats. In F. Cabitza, C. Batini, & M. Magni (Eds.), *Organizing for the Digital World. IT for individuals, communities and societies*, pp 105-119, LNISO, Vol. 28, Springer.

Ø Sæbø, A. Resca, P. Spagnoletti (2015), Reframing healthcare through social media, *Journal of Information Technology Teaching Case*.

P. Spagnoletti, A. Resca & Ø Sæbø (2015). Design for social media engagement: Insights from elderly care assistance. *Journal of Strategic Information Systems*, 24(2), 128– 145.

PARTNERSHIPS

Overview of Practical Actions

In developing the ERS-related activities of the business school and the department, ERShub involves a number of external actors, including firms, social enterprises, institutions and NGOs. These partnerships add value to the school's research and teaching activities. They also act as fundamental gatekeepers through which knowledge about ERShub's values and work can extend beyond the university's walls and be spread to the wider society through conferences or workshops, student involvement in field work, and financial support for partners' activities. For example, the *Salone della CSR* ("The CSR Fair"), one of the most important Italian conferences focused on CSR, has been hosted by the school due to a collaboration with *NExT*, an association of researchers and professionals interested in fostering CSR and ERS-based approaches in the economic world.

ERSlabs are based on a series of partnerships aimed at developing a diversified set of learning activities. For example, ERShub has partnered with *Made in Carcere*, a social enterprise that brings recycled material from the fashion industry to a jail in Lecce (Italy), where a cooperative of convicted women produces bags, scarves and other marketable products. In the related ERSlab, students are asked to engage with the case and the founding entrepreneur to suggest ideas for further developing the business, and enhancing its social and environmental impact.

The following is a list of partners engaged by ERShub to participate in the ERSlabs (see Chapter 3) and, more broadly, in ERShub projects:

- **AMREF**, one of the largest healthcare NGOs active in Africa. It is committed to the improvement of health and health care.
- **ELIS**, a non-profit educational organization focused on personal development and job enhancement. It addresses young people, professionals and businesses in an effort to respond to the school-work gap, youth unemployment and the sustainable development of organizations.
- **COMMUNITY OF SANTEGIDIO**, a worldwide movement of lay people based on solidarity and a dialogue focused on maintaining peace and fighting poverty.
- **ASHOKA**, a global organization that identifies and invests in leading social entrepreneurs and individuals with innovative and practical ideas for solving social problems.
- **ENERGIA PER I DIRITTI UMANI**, an organisation dealing with international cooperation and development, education, and social awareness in Senegal, Gambia and India.
- **KUKUA**, a start-up company that leverages new media and technology to empower children to learn through engaging experiences.
- **MADE IN CARCERE**, a social enterprise that produces fashion objects in jails from recycled materials.

- **UNICEF**, a United Nations programme that provides humanitarian and developmental assistance to children and mothers worldwide.
- **ECONOMIA CARCERARIA** connects social enterprises that operate in jails, which are believed to reduce relapses and associated social costs, and help restore dignity to the inmates.
- **BIMBI&CO.** is an NGO that operates in the field of developmental disorders and learning disabilities. It provides psychological, medical and training support to children affected by these disabilities and their families.
- **SAVE THE CHILDREN** is one of the world's largest NGOs. It operates in 125 countries with a network of 28 national organizations. The NGO is active in the field of children's human rights with a focus on education, health, emergencies and food security.
- **ACTIONAID** operates in the field of human rights. It develops long-term programmes aimed at fighting poverty.
- **HUMMUS TOWN** is an initiative born in Rome to introduce Syrian food and culture to the wider world. It supports Syrian refugees as they integrate with their host communities, and provides jobs, skills and training to those whose lives have been disrupted.

In general, behind every partnership lies the fundamental view that today's students must become leaders for a better world. Therefore, ERSHub's training programmes are developed along the lines set by the international community of business schools and educators that share this view.

The business school and the department also participate in several other networks in the sustainability field. The business school is member of the Globally Responsible Leadership Initiative (GRLI), the Association of Business in Society (ABS) and the business school accreditation organizations EFMD and AACSB. All these organisations offer excellent arenas for discussions on best practices as well as for learning and sharing. Both faculty and professional staff members participate in various initiatives undertaken by these organizations.

One of the most important initiatives that the business school participated in was the Innovation Cohort, which was promoted by GRLI – a global peer-based laboratory consisting of approximately 20 business-school representatives. In this action-oriented initiative, the school's participants primarily focused on a project aimed at advancing the understanding of the EQUIS ERS standards by providing business schools and peer reviewers with guidelines and examples for peer-based collaborative processes and by activating accreditation agencies in order to assure relevance and quality. Within the Innovation Cohort, all participants had several opportunities to present their developments in ethics, responsibility and sustainability. The cohort also offered possibilities for benchmarking against and gaining inspiration from peers.

Progress assessment

ERSlabs have been developed over time. Their procedures and processes have been sharpened, while their methods and the types of partners reached have been constantly subjected to innovation. Each ERSlab is designed to develop students' resilience, teamwork skills and ability to create innovative solutions to the real problems that NGOs, institutions and social enterprises face when attempting to balance their social and environmental impacts with business sustainability.

Beyond the ERSlabs offered by the business school, ERShub has developed a structured programme of ERSlabs for the master's degrees offered by the department that draws on a range of partnerships. The activities offered to students are extensive and they constitute part of the curriculum (some of them carry 4 ECTS). For example, the Case Analysis and Business Game course is based on partnerships with different firms. It revolves around in-depth analyses of ERS-related strategies and focuses on further developing tools to move beyond profitability and positively affect society.

Another example, which is possibly the most relevant in terms of partnerships, is the VolontariaMENTE project. Through VolontariaMENTE, ERShub provides students with a variety of volunteer opportunities that enable them to take part in practical activities with high social and ethical value. These activities are characterised by social engagement, practical work, personal development, involvement in borderline realities and contamination.

The project started in 2014, after which it was further developed and widened. In 2014, VolontariaMENTE involved 4 partners and had 100 slots available. By 2018, these numbers had increased to 31 and 250, respectively.

The volunteer activities last approximately three weeks during the summer holidays. The practical work in the field is combined with theoretical training in order to enrich the students' experience. These activities have been developed with partners in different contexts. The following list introduces several present and past partners (divided by area of intervention):

- Protection of human rights (Amnesty International, Croce Rossa Italiana);
- Education and support for children and youth (Save the Children, ELIS, ANFFAS, Casa della mamma, Fondazione Protettorato di San Giuseppe, Telefono Azzurro, UNICEF, Peter Pan);
- Social enterprises working with convicts (Made in Carcere, Semi di libertà);
- Support for migrants (AiBi – Sinderesi);
- Environmental protection (Legambiente);
- Fighting the Mafia (Libera Terra); and
- Fighting poverty (Comunità di Sant'Egidio, Binario 95).

These partnerships have developed over time:

- 2014: 4 partners, 100 students involved
- 2015: 9 partners, 150 students involved
- 2016: 15 partners, 190 students involved
- 2017: 16 partners, more than 200 students involved
- 2018: 25 partners, around 230 students involved in volunteer activities during the summer (in Italy and abroad) and throughout the academic year

- 2019: 31 partners, around 250 students involved in volunteer activities during the summer (in Italy and abroad) and throughout the academic year

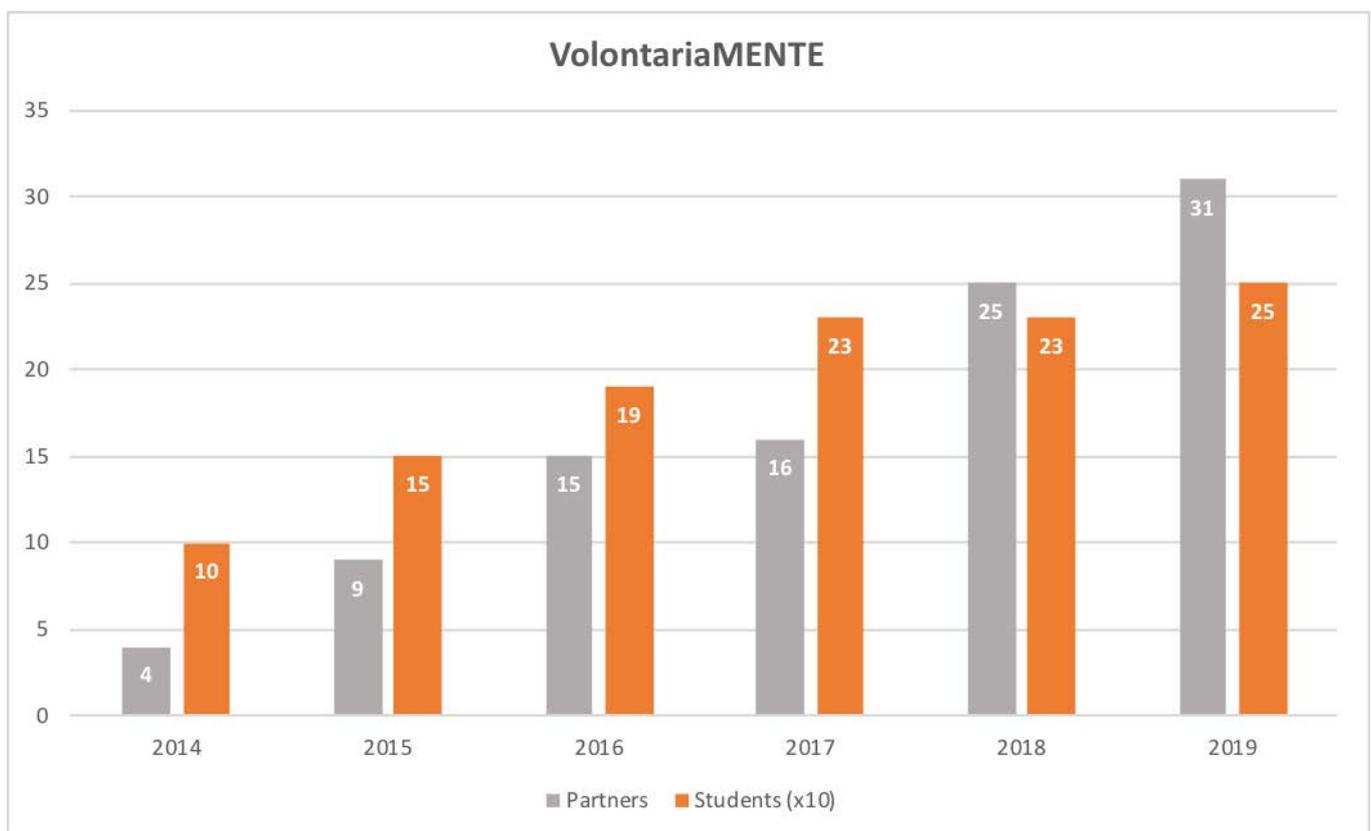
Beyond teaching, partnerships have also helped ERShub access and carefully study organizations and phenomena at the crossroads among businesses, social impacts and environmental footprints. They have created room for the dissemination of research through case studies, papers, international and national publications, academic conferences, and continuous exchanges with international and national scholars in the ERS field.

This extended cooperation with partners has also contributed to the university’s outreach, increased its connection to society, and enhanced the debate on ERS and business.

Future Objectives

The main goal is to increase the number and types of partnerships and agreements. The aims are to foster activities, such as ERSlabs, internships, double-degree programmes, mobility programmes and research opportunities, and to develop a widely shared vision on business and impact.

The following figure reports the number of partners and students involved in VolontariaMENTE project.



ERShub’s approach to teaching is based on the idea of “diffusion”. All students are now exposed to at least one ERSlab. The next step is to create master’s programmes in the business school with a specific focus on ERS in order to train students to tackle some of the most engaging social challenges of our time. Our partners (e.g., social

entrepreneurs, NGOs, institutions) are crucial for developing programmes that are appealing in the market, providing learning opportunities in the field, and ensuring a high level of student employability.

ERShub is currently developing an initiative with an NGO focused on the provision of the most important methodological and operational tools needed to plan, monitor and control a humanitarian project in a developing country. The project will provide training and information regarding international and humanitarian cooperation; details on methods, approaches and best practices for project management; and full-immersion opportunities in developing countries or at the headquarters of institutions and organizations working in the field.

DIALOGUE

Overview of Practical Actions

The mission of the business school and the department clearly embraces ERS values. Ethical behaviour is required from and fostered among students, faculty and academic staff. Integrity; merit; diversity in gender, culture, traditions and beliefs; and independent thinking are considered prerequisites for a productive critical debate that can lead to professional and personal development.

Fostering this dialogue and creating a community that spans all of the components of the business school and the department is the *raison d'être* of ERShub. The institutional culture that ERShub fosters among students, faculty, administrative staff and professionals promotes their interconnections as well as organized but horizontal networking and directs actions towards more responsible business practices. The ERShub's strategy revolves around the idea that there should be no hierarchy in ERS activities within the school. Both faculty and administrative staff members independently undertake many different activities – ERShub encourages this flourishing of ideas and facilitates connections and knowledge exchange. In so doing, it preserves the diversity from which these initiatives spring.

In addition, several activities at the university level support the dialogue about ERS. For example, the policy on scholarships demonstrates that attention is paid to student participation regardless of income. The Soft Skills Path stimulates the development of interpersonal, critical and creative skills that help students face different situations, acquire or improve their sensitivity and purpose, and become active and conscious citizens.

Within the university, ERShub facilitates the dialogue among scholars, administrative staff, students and teachers. The university has also forged strong relationships with a wide range of external partners. As such, it can involve different actors in the construction of a shared vision that promotes the deployment of social responsibility and sustainability at the local and global levels.

For instance, the business school has an International Advisory Board (IAB) – an external body that reflects on the school's strategic development. The board consists of top-level corporate executives and business-school leaders who advise LUISS Business School's management on the strategic steps involved in internationalization, strategic development and quality management. The advisory board assesses and advises on all strategic developments of LUISS Business School with a focus on the following areas:

- The school's governance,
- The five-year strategic plan,
- The school's mission, vision and values,
- International cooperation with academic and corporate partners,
- All international developments (academic and professional),
- The development of applied research in cooperation with companies,
- The development of national and international executive education programmes,

- The review and development (e.g., internationalization) of the programme portfolio, curricula, faculty and students, and
- Strategic issues in preparation for EQUIS accreditation.

The International Advisory Board is composed of:

- Dag Morten Dalen – Professor, Provost and Senior Vice President, BI Norwegian Business School,
- Thomas Dyllick – University Delegate for Responsibility and Sustainability, Director of the Institute for Economy and the Environment, University of St. Gallen,
- Mathias Falkenstein – IAB Chair, Managing Director, Center for Higher Education, CHE Consultant,
- Alice Guilhon – Dean of SKEMA Business School,
- Dennis Hanno – President of Wheaton College,
- Santiago Iniguez – President of IE University,
- Barbara Sporn – Professor of Higher Education Management and Head of the Institute of Higher Education Management, WU Vienna University of Economics and Business,
- Rebecca Taylor – Pro Vice- Chancellor (ASEAN) and CEO (Malaysia), University of Southampton Malaysia, and
- Steven Dekrey – Associate Dean, HKUST Business School Chairman, International Academic Council, Moscow School of Management Skolkovo.

Progress Assessment

ERShub focuses on developing connections with large firms, social entrepreneurs and NGOs that promote these values. Social entrepreneurs, in particular, are fundamental for ERShub's strategy. They are change-makers who couple business activities with ERS and seek to involve others in order to generate new links and networks, exchange knowledge, promote change and realize new solutions. They promote the bottom-up approach that ERShub embraces. In this vein, ERShub has engaged in a direct dialogue with social enterprises (e.g., Made in Carcere), and developed networks and incubators to support them (e.g., Ashoka and ImpactHub).

In general, the university is integrating PRME-related topics as key dimensions of growth developed around the following four pillars. This creates a unique position that differentiates it from other institutions:

- **Connect:** Create links and networks with external players that can affect business strategy and operations.
- **Entrepreneurship:** Transform ideas and insights into business ideas and plans supported by faculty members and key market players.
- **Change making:** Use unconventional skills and competencies to remodel and reshape businesses, drive organisational transformations, and empower people at all organisational levels. Leverage skills and competencies taught in courses on cultural diversity, teambuilding and problem solving in order to educate and prepare future management graduates.

- Social impact: Empower students to embed a social perspective in business practices and leverage their “can-do” attitude and willingness to make things happen while taking ethics into account.

Given its aim of maintaining a constant dialogue with external partners, ERShub has been invited by different NGOs and organizations to hold training labs and seminars at several conferences and events. These occasions are used to nurture and enrich relations with external stakeholders as well as to spread ERS values in different fields outside the university.

Furthermore, in 2018, LUISS supported the NGO Finca de La Esperanza, a Honduran non-profit organization developed to support young people and children through education and housing. More specifically, the university helped the organisation develop a business plan with the objective of obtaining financing for a cocoa plantation. The goals were to start a production chain that could offer job and training opportunities to the local community and to stem social vulnerability in a particularly depressed area. As a result of the collaboration, the NGO obtained financing from the United Nations.

Also notable is the collaboration between ERShub and San Patrignano, an NGO committed to empowering those suffering from drug addiction and marginalization by offering them access to a free rehabilitation programme under the guidance of the community and volunteers. In 2018, LUISS ERShub and San Patrignano presented the results of an impact report on these rehabilitation programmes. The report was developed using the SROI (social return on investment) methodology and the aim was to measure the social impact created of the NGO in 2017.

In 2018, ERShub also hosted a workshop for scholars and social entrepreneurs focused on innovative business models that favoured the empowerment of marginalized subjects. On this occasion, the social enterprise RiDaje, a start-up that blends the empowerment of the homeless with a commitment to creating sustainable cities and communities, was launched.

Finally, the activities developed by the VolunteERS, a group of LUISS Business School students, are worth mentioning. These students voluntarily work on projects related to ERS themes. More specifically, in 2018 and 2019, the volunteers organized the “Ri-scatto sociale” exhibition, an exposition of products produced by different Italian social enterprises that operate in the jails and empower convicts by giving them a chance for redemption through work. The expositions, which are open to the university community and external visitors, have offered additional moments for reflection and dialogue regarding some of the Sustainable Development Goals and the role that social enterprises play in achieving them. The exhibitions are organized as part the Sustainable Development Festival, which is promoted by ASvIS (*Alleanza Italiana per lo Sviluppo Sostenibile* – Italian Alliance for Sustainable Development).

The university acknowledges that leadership entails an ability to be followed and that becoming an example is instrumental for achieving leadership. This behaviour, in turn, propagates ethical principles in the organization, thereby increasing interactions, trust, cohesion and, hence, organizational performance. Similarly, when stakeholder management is at stake, one must talk about responsibility – otherwise accountability becomes impossible. Learning what responsibility is means learning how to build long-lasting partnerships, trust and collaboration. With trust, it is easier to create networks and projects that transcend the boundaries of the individual company, thereby generating greater returns.

The same long-term perspective is needed to improve operations by wisely managing the resources that need to be reproduced in order to ensure the firm's survival. Therefore, an understanding of how to act in a sustainable way within one's communities and society at large is instrumental for creating solid growth that can withstand a sudden crisis. All of the ERS terms are clearly related to dialogue within the organization, among organizations, and in the larger context of communities and society. ERShub's dialogue with key actors in the field applies this perspective and is realised thanks to partnerships with NGOs, institutions and social enterprises (see Chapter 5).

Future Objectives

The ERShub network will continue to engage in strong dialogue with NGOs, institutions and social enterprises. These institutions play a key role as partners in terms of providing data and interesting research settings. They also serve as subjects for teaching cases and help enrich field experiences for students.

However, corporate connections are fully embedded in the university's strategic plan, which has as its overarching objectives the education of students in line with relevant business needs and the facilitation of their access to national and international job markets. Thus, collaboration with the corporate world will be increasingly critical to achieving ERShub's strategic objectives.

Moreover, ERShub wants to become a centre able to produce a constant stream of revenue. Therefore, a new path focused on fundraising is needed – a path that must inevitably emerge from dialogues with firms and foundations.

Finally, the dialogue that ERShub promotes is not only based on networking and face-to-face contacts. Information on activities related to ERS is also expected to be collected and disseminated on the ERShub website, including work done by the faculty. The website will thus act as a window to all ERS-related activities at the business school and in the Department of Business and Management.

ORGANISATIONAL PRACTICES

Overview of Practical Actions

Beyond the practices shaped and led by ERSHub that are discussed in previous chapters and evident in the school's teaching, research, internal cohesion, knowledge exchange, and external presence, other practices have been implemented by students through student associations. The university fosters students' autonomous organizations and welcomes their projects and their suggestions for improving internal practices and the university's culture. In the following, we offer brief descriptions of several student-led associations and projects in ERS-related areas.

Sustainability

#Green Cha{lle}nge

This association proposes and realizes projects in waste management, paper consumption, mobility (e.g., bike sharing) and other sustainability-related areas. It also aims to improve students' sensitivity to environmental problems and actions. A recent successful project was "Challenge water", which challenged students to increase their consumption of tap water while reducing their use of plastic bottles. The university supported the project by installing fountains on different campuses, and by helping to design and distribute a branded, reusable water bottle.

Culture, civic engagement and entrepreneurship

Culturit

Culturit is a network of non-profit university associations that offer consulting services to protect and develop Italy's cultural heritage. The organisation provides students with opportunities to apply their knowledge in the field of culture in the job market. The LUISS branch of Culturit was established to bring students together who want to launch dynamic university careers by participating in research projects in collaboration with public and private entities, foundations, museums and cultural associations. The aim is to generate more interest in the field of culture while offering students practical experience.

Welfare

Comunità di Sant'Egidio at LUISS

This association is the LUISS-based branch of Comunità di Sant'Egidio. It is composed of and led by LUISS students. The group prepares and distributes meals to homeless people. Special events are organized for fundraising, exhibitions and meetings.

Community building by students

BEYOU – Gruppo Volontariato LUISS

BeYou is the first association of LUISS student volunteers to focus on creating robust bridges between LUISS and the world of volunteering. BeYou volunteers gather food and clothes for those in need, perform plays with people with disabilities, and run game-based projects with children and their teen mothers from Protettorato di San Giuseppe. BeYou collaborates with different organisations, including Casa della Mamma and Save the Children.

ESN

ESN embodies the idea that "students should help students". The association aims to help international students arriving at LUISS get the best out of their study abroad experience, and assists them in integrating into the university and the city of Rome. It also helps students seeking international experiences.

Civil rights and international cooperation

LUISS Arcobaleno

This association promotes respect for individuals' personal choices, fights against homophobia and sexual discrimination, and promotes integration and mutual understanding for its associates and all those who may experience discrimination.

Rotaract Club

Rotaract builds relations among students and participants, fosters respect of others' rights, gives dignity to individuals as people and as professionals, provides service to different communities, and recognizes the value of any job to serve one's own community and society.

Papango

This association was born from an experience of its founders in Tanzania. It pursues solidarity, charity and international cooperation, and pays attention to children living in the developing world. It realizes projects aimed at improving the living standards of poor and rural communities in need, realizing and supporting schools and health care for those communities, and recognizing the value of their identity and cultural heritage.

O.L.T.R.E – Organizzazione LIBERA Testimonianze, Racconti ed Esperienze

O.L.T.R.E. is a volunteer association inspired by the founding values of Libera. The association aims to spread the values of anti-mafia, legality and justice within the university world. The association organizes cultural events, debates and conferences, and involves those who have dedicated their lives to the fight against organized crime.

Amnesty International – Gruppo Giovani Roma Nord

Amnesty International Gruppo Giovani Roma Nord is a group of LUISS students that volunteer with Amnesty International, one of the world's most important non-profit organizations in the field of human rights. The group concentrates on awareness campaigns and interactive cultural events. The association also looks for concrete ways to improve legislation in countries with systematic human rights violations.

In 2018, ERSHub launched the ERSforum. It comprises the university's student associations that have committed to working together on the development of activities, projects and events related to ERS themes. In 2019, the forum launched the "30secondsHero" project, which aims to bring university associations and high-school students together as advocates for sustainability who can raise a clear and cohesive voice for change inside their schools and the university.

Progress assessment

Together with the students' own initiatives that are supported and promoted by the university, a crucial development in the university's practices was aimed at increasing compliance with high standards for environmental management.

An intelligent light-efficiency system has been installed to regulate light usage depending on the presence of people in the room. High-efficiency aerators help ensure significant water and energy saving, while new policies have reduced water consumption. Recycling has become a normal practice at the university due, in part, to specific "islands" for waste collection. The "Zero Impact" initiative run by the cafeterias and canteens allows for waste reduction and recycling during meal preparation and consumption. Bike and car sharing ease transportation between campuses, and attention to green procurement is part of negotiations for all cleaning services. A "paperless policy" for administrative processes, the construction of a dedicated IT platform and the introduction of staff training have significantly reduced the use of paper and printing.

All of this is captured by the LEED certification for the main campus (Viale Romania). LEED is an international rating system developed by the US Green Building Council dedicated to certifying the sustainability of buildings and property maintenance. It covers energy efficiency, emission reductions, shrinkage of the environmental footprint and improvements in comfort conditions in offices and classrooms. As such, it encourages overall productivity and welfare. The aim is to achieve Silver certification in the next 12-16 months.

Students' initiatives and the environmental practices implemented by the university are paired with the successes of ERSlabs organised by the ERS and Student Development Office through ERSHub. In 2016, the office won the Bronze Award in Ethical Leadership and was shortlisted in the Nurturing Employability category during the Reimagine Education Conference sponsored by the Wharton School of the University of Pennsylvania. In March 2016, the same office was ranked first in the University and Schools category, and it won the Premio Adriano Olivetti for excellence in the Ethics and Social Responsibility in the Educational section of the Ethics and Social Responsibility category. Established by AIF (Associazione Italiana Formatori), the award recognizes educational programmes that reach academic goals while underlining the importance of human capital. The jury motivated the prize with the following statement: "a focus on acquiring transversal skills necessary to hold high the value of a person while also taking into consideration their future entrance into the workforce by combining soft skills, ethics, social responsibility and sustainability".

Future Objectives

The university and ERShub want to increase the support of the construction and diffusion of best practices for fostering students' participation in university life, and to adopt standards for reducing employees' and stakeholders' environmental footprints and improving their welfare and health. The increasingly heterogenous faculty and student body will provide multiple opportunities to engage with differing views and experiences, thereby broadening the culture and improving the university's practices. The department and the business school will continue to design curricula in a way that develops students' cognitive and soft skills as well as their abilities to manage diversity, relate to other individuals, learn from experience and understand their own roles as citizens. ERShub will promote even more innovative actions among students and faculty that capture the key issues of ethics, sustainability and responsibility in order to develop a community spanning all components in the university able to foster research, teaching, internal exchange, and wider promotion of ERS values and principles.