



Strategy & CSR



EXTENDING FUTURE MANAGERS' MINDSETS IN DISRUPTIVE MOMENTS

**A CHALLENGE FOR AN INTER-DISCIPLINARY CURRICULUM IN A BUSINESS SCHOOL -
HEC-ULG "STRATEGY AND CSR SEMINAR "**

Content

- ✓ What context ?
- ✓ How to integrate CSR in the curriculum ?
- ✓ What objectives and competences ?
- ✓ What team ?
- ✓ What methodology?
- ✓ What lessons?





What context ...

Business schools are facing:

- ✓ Criticisms
 - Useful skills, preparing leaders, ethical behavior?
 - Scientific research model
- ✓ Turbulent moments (economic, socio-political & governance crisis)
 - Proponents advance CSR agendas
 - Opponents question effectiveness and reliability of CSR
- ✓ Multiple ways to integrate CSR in academic institutions
 - Minimization of ecological impact
 - Focus on courses in curriculum

Multiple responsibilities to an interconnected network of global and local stakeholders

How do business schools create the right CSR attitude?

How to integrate CSR in curriculum ?

In a cross-functional and holistic way

- integrating CSR, Strategy and the four management disciplines



In order to...

- not a matter of changing the basic knowledge
- changing attitudes and commitment in a complex system of diverging interests

What objectives and competences ?

3 basic choices

- engage with the outside world
- focus on “crosspollination”
- involve multifaceted strategic questions

Objectives ...

- recapture the sense of **challenge**
- instill the desire for **innovation**
- **stimulate** this “Y” generation



What objectives and competences ?

- Get the ability to factor into strategic-decision broad considerations of social and environmental challenges
- Get “a complexities connectedness”
- Develop creativity in supporting sustainable development
- Give a deeper sense to career



fact-based
way of
thinking



Intellectual
curiosity



Diversity
of
thoughts

What team?

broad range of HEC stakeholders

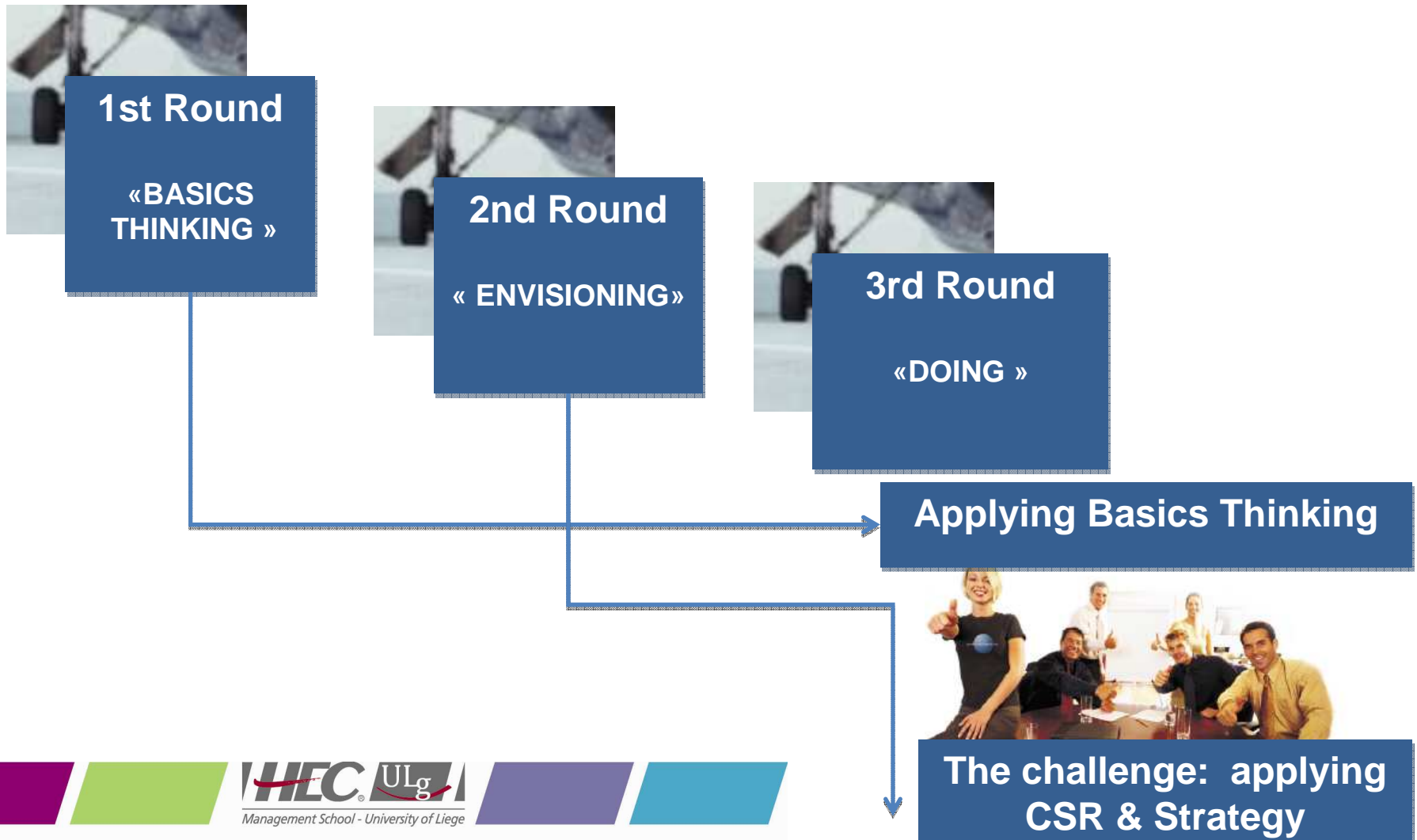
- students, professors, dean, community organizations, companies, recruiters, media, ...

Within the faculty

- 21 collaborators from 6 disciplines
 - ✓ Finance, Human Resources, Marketing, Operations, Strategy and CSR



What methodology ?



“Thinking”

From students’
side:

Need to share a
clear view of the
fundamentals of
curriculum

From companies’
side:

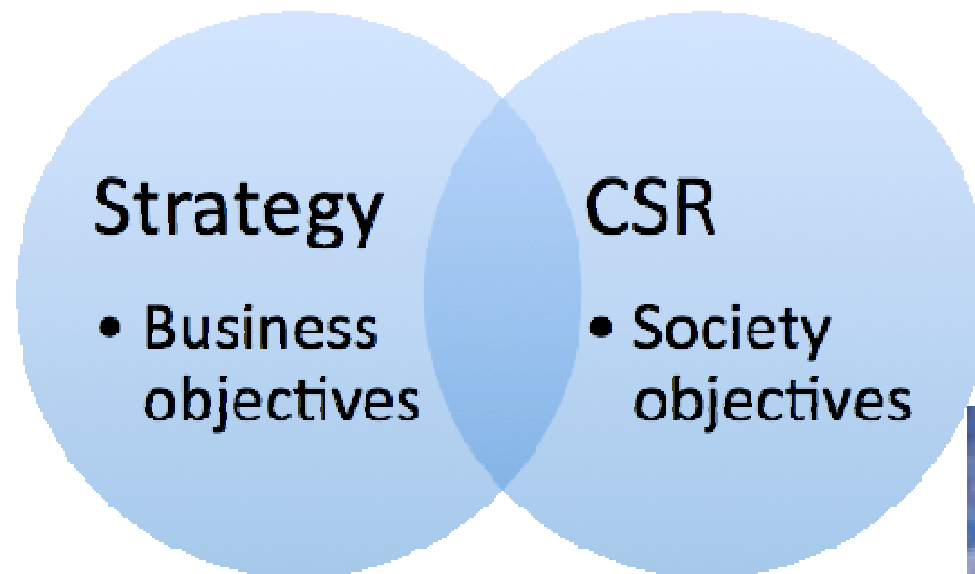
Need for
multidisciplinary
and directly
operational staff

- gather an accepted body of knowledge “the basics” in the four main management disciplines: Finance, Human Resources, Marketing and Operations.



“Envisioning”

broadens the reflection on the business environment by introducing and interlinking the strategic and CSR vision using a multi-stakeholder approach: finding the synergies



“Doing”

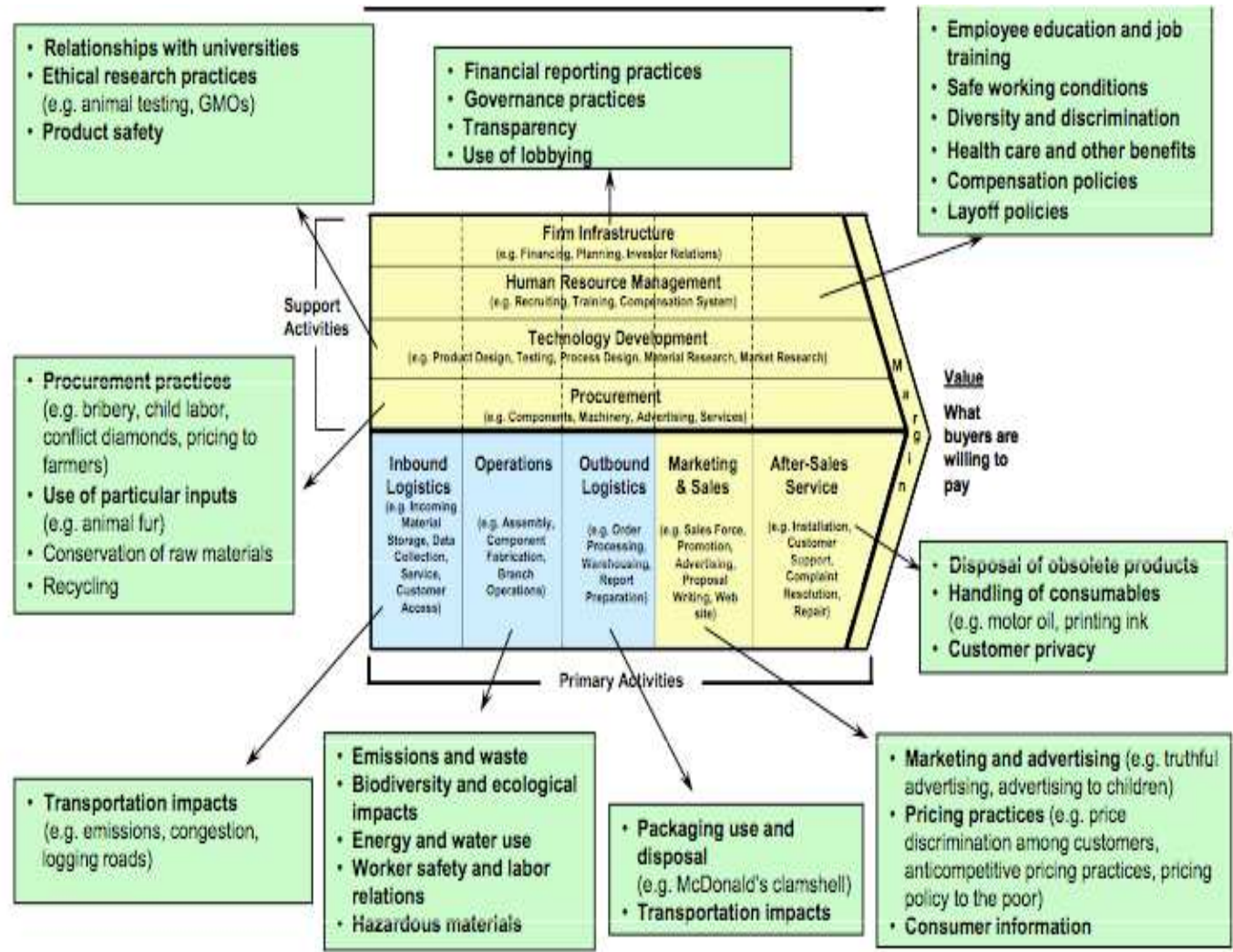
How can a real business use this integration of strategy and CSR as a potent source of innovation and competitive advantage ?

- Real-world management consulting experience in teams
- Analysis of a company (case study)
- Judgments with messy, incomplete, and changing data in order to solve a broad, multifaceted question
- Shift from a fragmented to an integrated approach
- Engage operating management in identifying value chain impacts and social dimensions of the competitive context



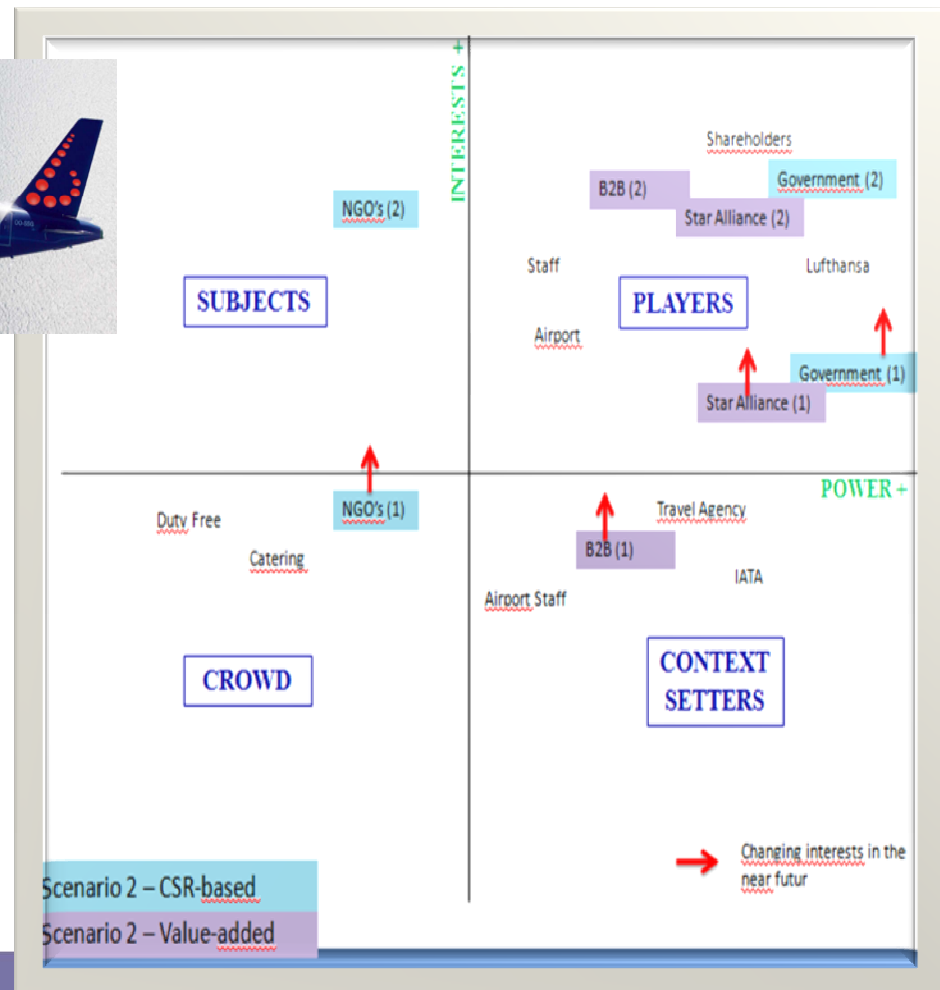
Using M. Porter's model ...

Transform the value chain activities to benefit society while reinforcing the company's long term competitiveness by creating a social dimension of the value proposition

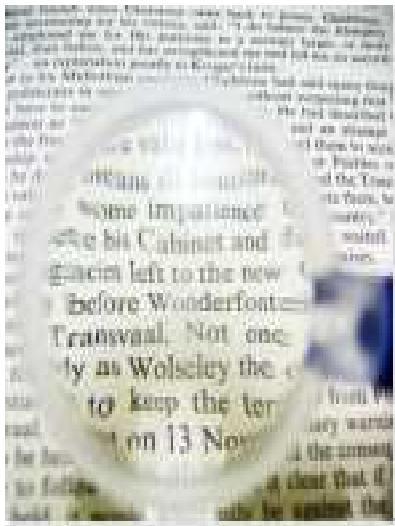


Using the CSR power/interest matrix

Creating value for the company and for society through active engagement with stakeholders



What lessons?



- ✓ CSR attitude is not taught early enough
- ✓ Students express a difficulty to
 - identify and analyze the new risks and opportunities linked to CSR
 - incorporate them into functional areas while maintaining a strategic view
- ✓ Y generation shows paradoxal attitude towards CSR
- ✓ Academics vary in their views on how a company can gain competitive advantage through CSR
 - various inputs and passions that enrich students experience.
- ✓ key success factors
 - a coordinator and pool of both academics and practitioners
 - real case-study
- ✓ de-fragmented and transversal approach is both a source of tensions (among the various disciplines) and of drive (get the holistic view)



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Still a REAL CHALLENGE ...Thank you for your attention ;))