



UN PRME SIX Principles Report 2015-2017

**Faculty of Management
University of Warsaw**

Warsaw, February 2018

PRME

This is our **Sharing Information on Progress (SIP)**
Report on the Implementation of the **Principles for
Responsible Management Education**



Dean's Letter



Dear PRME Directorate and members of PRME Secretariat,

With this report the Faculty of Management, University of Warsaw restates its pledge to the Principles for Responsible Management Education and presents evidence of its commitment to the PRME principles and values.

As FoM is aspiring to provide education to enhance awareness and commitment to Social Responsibility, we are proud to be a PRME signatory, follow the path of continuous improvement leading to excellence in responsible management education and promote PRME impact among our stakeholders.

This report offers examples of the FoM UW initiatives in support of the socially responsible agenda, summarizes our progress and demonstrates the evidence of incorporating responsible management education into our strategy.

D Z I E K A M

Prof. dr hab. Alojzy Z. Nowak

Professor Alojzy Z. Nowak Ph. D.

Dean, Faculty of Management, University of Warsaw



SD Coordinator's Letter

I am happy to present the Faculty of Management, University of Warsaw report on progress toward implementing PRME values and principles.

We consider The Principles for Responsible Management Education (PRME) initiative as an excellent ally, great support and benchmark for the Faculty of Management UW in terms of implementing sustainability, responsibility and ethical solutions to the increasing societal demands for responsible management education and business.

We believe that responsible management education is the key to impact not only future leaders but also all of our stakeholders including the corporate world. Engagement in PRME enhances our efforts to integrate sustainability into our activities, especially teaching and research.

We would like to share our progress towards the realization of PRME values and principles in that report.



Mariola Zalewska Ph. D.



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**Faculty of Management
University of Warsaw**

About the Faculty of Management

The Faculty of Management, University of Warsaw (FoM, FoM UW) is one of three leading business schools in Poland and one of a few in Central and Eastern Europe. It is the oldest university, market-oriented school of business in the Eastern Bloc. It was founded in 1972, when Poland was a member of Warsaw Pact, dependent on the Soviet Union, and functioned as a centrally-planned economy. From the very beginning, its goal was to educate higher management of Polish enterprises according to the market model which dominated in the USA and Western Europe. The school managed to employ the best Polish specialists who graduated Western universities, like Andrzej K. Kozminski (the Dean of the FoM in the 1980's, then founder and president of Kozminski University) or Roman Glowacki.

Since 1977 the FoM UW is a self-governed, independent part of the University of Warsaw, with a significant level of autonomy. The autonomy of the FoM is strategic, organizational as well as financial in nature. The FoM has its own budget, allowing its authorities to make

The Mission of the FoM UW



The **Mission** of the Faculty of Management is:

- Development of managers, leaders and entrepreneurs for international as well as Polish organizations. The mission includes development of individuals at undergraduate, graduate, postgraduate and executive levels, both in full-time and part-time programs. All activities are focused on business, health care and public sector.
- Development of research insight relevant to advances in both practice and theory for academic and practitioner audiences, communicated via publications, presentations and in the classroom.
- To be a forum for meeting of management, academia and government, from both the East and the West.

Vision of the Faculty of Management



The Faculty of Management seeks:

- To sustain the School's leading position in Poland at undergraduate, graduate and postgraduate levels and to consolidate its position in existing international markets.
- To extend these activities to selected new international markets, to executive education for both individuals and companies, and to research with a predominately practice orientation – all in a manner consistent with the heritage of the institution, while at the same time meeting the emerging needs of the market.
- To become a "thought (intellectual) leader" in those fields where it chooses to specialize (for example: entrepreneurship, East/West business, fields that stem from joint research with other units of the University).



Values of the Faculty of Management



Faculty of Management staff, students and faculty work together in a learning and entrepreneur community characterized by openness, civility, mutual respect, lack of bias, honest communication and compliance with intellectual property law.

The distinctiveness of our community is exemplified by values that we consider most important. These are:

- faculty – student interaction of the highest quality,
- adopting as newest as possible perspective, including global and sustainable, as essential aspect of business education,
- support for active members of the community of the Faculty of Management,
- promoting the creation and dissemination of new knowledge while maintaining respect for intellectual property,
- taking efforts to support all initiatives for continuous learning.

financial decisions within the financial resources it has.

The Faculty of Management University of Warsaw is a party to 121 international agreements, and may profit from over 400 agreements to which the University of Warsaw is a party.

The Faculty of Management is subdivided into 14 units reflects main disciplines related to management, which use the traditional names 'chair' and 'department'. In addition at the FoM UW existing 4 interdisciplinary research centers, centre for executive education, and centre for business projects and advisory. The FoM has own computer centre, archive and library.

The FoM UW currently employs 166 lecturers and researches on permanent contracts. Among these 154 are core faculty (i.e. 126 full-time employees). In addition, the FoM UW employs four visiting foreign professors on 2-year contracts, as well as up to 46 foreign lecturers a year on short-term contracts. At present 94% of the Faculty's academic Staff has a doctoral degree. Up to 40% of the teaching staff are women. Over 70% of FoM lecturers have international experience and about 45% have business experience.

At present, the FoM has the total of 6,228 students (2017). Among the students of the FoM UW 68% are women and this figure has remained quite stable for many years. The level of internationalization of the student body is low. Currently the number of foreign students barely exceeded 4.7% of the total (c.a. 300 students - 2017), but it still constitutes a 125% increase over the last six years. The number of foreign students who study at the FoM under various exchange programs has also risen, reaching 380 - 410 students in the last academic years. At the same time 190 -210 students have gone to study abroad in the frame of exchange programs.



The Faculty of Management University of Warsaw offers the full range of degree programs that are available in Poland, including undergraduate (B.A.) programs, graduate (M.A.) programs, and postgraduate (M.B.A. and Ph.D.) programs. Its offer is supplemented by certified postgraduate programs (CPP) and other postgraduate programs of the Advanced Management Program/Advanced Leadership Program (AMP/ALP) type. Both the CPP, AMP/ALP programs maybe open or customized (tailored). The FoM UW runs studies in two majors defined in the Law on Higher Education: Management and Finance and Accounting (named Accounting, Finance and Insurance at the FoM). Within the Management major the FoM offers an additional major in International Management, taught within its International Business Program. **The FoM UW in cooperation with two other Faculties of the University of Warsaw offers M.A. in Environmental Management.** The FoM offers full-time studies as well as part-time studies, in both evening and weekend modes. Most study programs are taught in Polish and only five in English, including Executive M.B.A., International M.B.A, Global M.B.A. and International Business Program. Three of these programs are offered in cooperation with foreign and domestic partners. The FoM is party to three double-diploma agreements. Since the beginning the FoM has offered study programs that can be included in executive education, namely certified postgraduate programs (CPPs). In 1991 it pioneered the introduction of M.B.A. programs in the Polish market, and recently also the aforementioned AMPs/ALPs.

The FoM UW has modern infrastructure consisting of a modern campus made up of three buildings, built in the years 2001-2007 with the help of the government and its agencies, as well as funds from the European Commission. The campus is supplemented by a separate part of a building, located downtown and belongs to the University, where top executive programs are conducted. On its campus the FoM has 44 classrooms including 4 auditoriums, 4 computer laboratories and an extra student computer room, and sport and social facilities (cafeterias). The FoM has its own library with an extensive collection of professional books and access to the databases of the University of Warsaw Library, which is one of three biggest libraries in Poland. The FoM UW provides many IT services to its students and employees, including personal email accounts, an electronic student-service system, and access to the Internet.

Faculty of Management in numbers



Year of establishing	- 1972
No. of students	- 6,228
No. of foreign students	- 284
No. of exchange students	- 396
Student nationalities	- 26
No. of teaching staff (TS)	- 232
No. of permanent TS	- 166
No of TS nationalities	- 11
No. of academic units	- 14
No. of research centers	- 4
No. of other centers	- 2
No. of majors	- 4
No. of minors	- 14
No of MBAs	- 3



The Faculty of Management, University of Warsaw is EQUIS and AMBA accredited.



5 RE – Strategy

In 2015, a new strategy was adopted, which would enable implementation of the mission and the vision of the Faculty of Management. The new strategy is known as the **5RE Strategy** and comprises the following:

- 1) some **REdefinition of program offerings**, customer groups to be targeted, and teaching methodologies used. Equally, and in concert, some **REdefinition of research** issue focus, audiences targeted with the School's research (executives as well as peer academics), and research methodologies employed.
- 2) some **REpositioning** to regain (where it has been slipping) the favorable quality/ price relationship
- 3) some **REsegmentation of key markets**
- 4) some **RE(new!) framing** of how the School intends to differentiate itself from competitors in an increasingly competitive market
- 5) some **REsetting of objectives**.

In the framework of this strategy, 12 strategic initiatives were defined, including:

- Strategic Initiative #1: Center for Entrepreneurship and Small Business,
- Strategic Initiative #2: Center for Regional, East and West Business,
- Strategic Initiative #3: New Programs, New Content and Possible Segmentation/Customization,
- Strategic Initiative #4: Extending and Upgrading Teaching Skills to Maintain Leadership,
- Strategic Initiative #5: Extending the Research Portfolio and Methodologies to Include more Practice-based Research and Publication,
- Strategic Initiative #6: Building Stronger Bridges to Business Community, and to FoM Alumni in Particular
- Strategic Initiative #7: Building Stronger Bridges to other Faculties in University of Warsaw
- Strategic Initiative #8: Reorientation of Faculty Assessment and Incentive Systems to Reflect New Strategic Priorities
- Strategic Initiative #9: Eventual Restructuring of Chairs and Departments to Reflect New Program and Research Responsibilities
- Strategic Initiative #10: Upgrading and Reorientation of Marketing and Promotion to Increase Reputation, Enrollments, Introduce New Programs, and Capture New Markets
- Strategic Initiative #11: Promoting Generational Change
- **Strategic Initiative #12: Ethics, Social Responsibility and Sustainability**



Strategic Initiative 12#: Ethics, Social Responsibility and Sustainability

Ethics and social responsibility, as well as sustainability issues, represent dominant new paradigm in management studies. Increasing business activities should reflect those issues. Because of this, those topics should be reflected in management education and parallel research.

Sustainable development (SD) is the dominant paradigm of development that responds to the increasing challenges of civilization: demographic problems, resource depletion, environmental degradation. The development and implementation of the concept by engaging researchers, governments, companies, NGOs is therefore needed. In Poland, there is an immediate need for a centre for research and training in the area of sustainable development (SD). When it comes to education, the concept „education for sustainable development “(ESD) has been presented for the first time at the Earth Summit in Rio de Janeiro in 1992 (in Chapter 36 of Agenda 21). Then, at the World Summit on Sustainable Development, it was decided to integrate ESD at all levels of education.

Integration of different perspectives and values on a short and long term will be supported by creation of two centers. One will be responsible for ethics, CSR and sustainability in microscale – Centre for Corporate Social Responsibility and Environmental Management (CCSREM - established) and second for studies on sustainability in macroscale - centre for research on sustainability - SDRC (Sustainable Development Research Center).

Objectives of the ERS activities:

- Creating the FoM ERS strategy
- Building of ethical environment of the FoM
- Building ethical behavior of the FoM alumni
- Building of social responsibility policy of the FoM
- Building general understanding on CSR issues,
- Building the FoM UW leading scientific expertise, teaching and training SD in the art;
- Gaining the scientific, educational and training among the centers involved in the SD;
- Strengthen internal and external collaboration for SD with other units of the UW and other universities;
- Development of cooperation with enterprises, local government units, NGOs.

Centre for Corporate Social Responsibility and Environmental Management (CCSREM)



Year of establishing - 2016

No of researchers - 15

No of original Units - 2

No of publications - 54

No of research projects – 9

No of advisory projects - 5

No of degree obtained - 3

Main projects:

"EIT Food: Trust Barometer" under "EU Horizon 2020" with KU Leuven, University of Reading, Aarhus University

"SUGA 2017: EIT Start-up Grant Agreement" under "EU Horizon 2020" with FundacionAzti, University of Warsaw, TU Munich, KU Leuven, EIT Food, PepsiCo, University of Reading, Siemens Givaudan, University of Hohenheim, ColruytNestlé, Technion Maspex, Döhler;

Director:

Prof. Marcin Żemigala, Ph.D.

UN PRME Six Principles



Principle 1 | Purpose

The Ethics, Responsibility and Sustainability (ERS) exist in the Faculty of Management University of Warsaw life. In the last 15-years the FoM authorities have tried to incorporate unwritten elements of the ERS into its organizational culture, e.g.: responsibility for energy and water usage (e.g. all buildings located on the FoM campus are equipped with mechanical devices limiting water consumption), limiting paper usage with e-books and e-journals, promoting electronic presentation and submission of student projects and final papers, helping youths from orphanages become FoM students, passing older computer equipment to primary schools, **supporting any responsible community-oriented actions proposed by the students, building supportive environment for student organizations, especially student research groups**, offering young local artists a place for their first exhibitions (sculpture, painting or photo exhibitions). The FoM does not have its own Ethical Code as of now, but ethical standards are well provided for in the University rules and regulations. Students are faced with ethical issues from the beginning of their studies when they take the student oath, and then in their first courses which cover intellectual property protection issues. The Global MBA program has his own Code of Conduct, which may become a model for future faculty regulations.

The FoM UW is interested in **building responsible and ethical behavior of students and alumni**. For the past few years the FoM has actively engaged in the education of a new generation of managers and business people who are concerned with the natural environment and feel responsible for protecting it. **The FoM UW in cooperation with two other UW Faculties (Chemistry and Biology) offers a specialized M.A. program – M.A. in Environmental Management.**

The FoM's students and alumni should be responsible and ethical not only on the natural environment but on the societies they live and work. These abilities are created in the educational process through the implemented in many courses ethical, responsibility and sustainability topics, but in the FoM UW life.

The FoM UW **students have their own student elected authorities** – student government, which plays a key role in Faculty authorities – students' relations. **Students participating in any Faculty governing bodies like Faculty Council** (20% of votes), and Faculty Council's committees (10) including committee responsible on study curricula, assurance of learning, faculties assessment. **Additionally, student's electors vote for Dean and Vice Deans.** The students are also encouraged to participate in social, scientific and organizational activities. The Faculty has an active mentioned earlier **student government, as well as 9 scientific associations**. The oldest of these, Students Scientific Financial Association, was established in 1996. Other active associations include: Student Scientific Marketing Association Target, Student Scientific Sport Marketing Association Get Ready, Student Scientific Entrepreneurship Association (supporting activity of the Centre for Entrepreneurship). The activity level of the remaining scientific associations varies from year to year depending on their members. **The FoM UW authorities and student associations and government organize blood donation, bone marrow donations and various charity events, like Christmas gift for the poor.** The Faculty authorities not only provide a suitable place for such actions but also encourage students to protect the environment by conserving water and energy, and recycling.



Principle 2 | Values

The Faculty of Management University of Warsaw in general promotes the UN PRME as well as ERS values through educational process. For the past few years the FoM has actively engaged in the education of a new generation of managers and business persons who are concerned with the natural environment and feel responsible for protecting it. Moreover, the **concept of ERS is incorporated into all study programs offered at the Faculty. For instance, in each program offered by the FoM ERS related courses are mandatory.** Majority of them are on the M.A. level. We teach courses like:

- Corporate Social Responsibility (on M.A., M.B.A.),
- Sustainable Development in Regional Policy (executive programs),
- Business Ethics (M.A.).

The ERS topics are also included in:

- Organizational Behaviour (B.A.),
- Introduction to HRM (B.A.),
- Human Resources Management (M.A.)
- Leadership (M.B.A.)
- Business Law (B.A.,M.A.).

These topics are also included in increasing numbers of elective courses as well as B.A and M.A. seminars. **Moreover, every year there are 20-60 degree theses and final projects based on students own research which tackle ERS issues.**

Finally, in cooperation with the Faculties of Biology and Chemistry the Faculty now offers a new and innovative degree program on the Polish educational market - **M.A. in Environmental Management**. The curriculum of the study program includes e.g.:

- Ecological Aspects of Corporate Management,
- Corporate Social Responsibility in Local Environment,
- Sustainable Development in Regional Policy
- Financial Issues in Environmental Management,
- Legal Issues in Environmental Management,
- Economics of Natural Resources
- Managing the eco-development of organizations.

The program was ranked nr 47 by BestMasters.com within programs offering sustainable development and environmental management teaching.

The FoM UW is working on program changes and within them the ERS issues will be included in the next courses.

Objective for the period ahead:

- Implementing the ERS related topics in biggest number of offered courses on the B.A. level



Principle 3 | Method

The FoM actively develops ways to make it easier for students to become acquainted with the ERS issues. Thanks to the **M.A. in Environmental Management** program, laboratory classes which are strongly oriented towards the student's participation have been introduced. As part of this program, but also others, methods such as case study, field studies, etc. are strongly implemented. The M.A. in Environmental Management program, as well as other ERS-related courses offer a wide range of latest scientific knowledge related to urban and industrial sustainability with corporate responsibility. They educate and boost critical and self-made re-thinking in process design and architecture, business management and industrial processes.

As it was mentioned earlier (in Principle 2), students prepare and defend their thesis and final projects on the subject of the ERS. These projects are oriented towards critical and responsive thinking about processes and phenomena occurring in the business and non-profit organization environment. These include, for example, CSR, sustainability in industry, alternative energy, energy saving, e-mobility, and waste management. The best example is the final work written in international groups by students of the GlobalMBA program. Thanks to this, students not only get to know ERS problems practically, but also get to know modern research methods.

Additionally the FoM promotes student's activity in research projects provided by the faculty members. Extending that form of building ERS capabilities is one of the strategic aim of the Faculty of Management.

Objective for the period ahead:

- Promoting the ERS topics for the final projects and diploma thesis
- Promoting student participation in research and business advisory projects

GlobalMBA



The full-time MBA program is offered by the consortium of the THU Koln (Germany), UNF (USA), DUFE (China) and FoM UW (Poland) with double degree (European M.A. and US M.B.A.). It is a global program with special attention on intercultural communication. Students spend 4 trimesters, each in one of the partner country, where receive knowledge on culture and specific business environment. Finally they prepare final thesis in international teams. Majority of the topics are: sustainability in industries (meat, clothes, food processing, automotive, energy), e-mobility, corporate responsibility.

Year of establishing - 1996

Polish Co-director:



Principle 4 | Research

The faculty members of the FoM are very active in the area of research, which is dominated by academic studies. The employees of the FoM have published 2,427 publications in the last five years, including 91 co-authored with foreign partners (3,75%) and about 20% in foreign languages. In the same period the staff of the FoM have won 13 external grants (including an international one under EU Framework VII and 4 corporate ones), and organized 53 conferences including 21 international ones. The FoM publishes 7 scientific journals, of which 4 are in English, as well as working papers.

The number of publications coming from the ERS related areas is increasing. In the last five years it was 127 publications. Majority of them was published internationally. The FoM UW publishing results of the ERS related research in cooperation with other Faculties of the University of Warsaw, as well as other universities. The good example is book **“Brazil-Poland. Focus on Environment”** (2017) published with the UW- Centre for Latin American Studies and Brazilian Universidade do Estado do Rio de Janeiro.

The FoM UW faculties provide research on the ERS. Every year its 3-7 small internal research projects such as *Corporate Social Responsibility, Agenda 2030 and its implementation in Mazovian Voivodship local authorities, Business Ethics in Family Businesses, Sustainable Finance Sector in Poland, System of the SD indicators in the EU*, etc.

Additionally faculty members of the FoM receive external grants such as state (NRC) - ETIUDA2 - *„Sources and mechanisms of innovation arising in environmental technologies suppliers”* and international EU Horizon 2020 projects - *“EIT Food: Trust Barometer”, “RIS Climate Adaptation Innovation Roadmap”* and *“SUGA 2017: EIT Start-up Grant Agreement”*.

The FoM carries research into these problems both independently (mentioned above) and jointly with external academia (above) and business partners. For instance, in 2013, a team of FoM researchers completed a joint research project carried out together with the Trade Unions Forum (Polish: Forum Związków Zawodowych or FZZ): *Corporate Social Responsibility – the employee perspective*.

The Faculty of Management organizes international and local conferences and seminars on the ERS such as:

- The CSR – employee perspective (2013),
- International Scientific Conference on Economic and Social Development "Managerial Issues in Modern Business" (2015,2017)

Objective for the period ahead:

- Improvement of the research oriented relations with business companies



Principle 5 | Partnership

The essence of the FoM UW due to mission and 5RE strategy is in its deep association with industry, the public and NGOs sector, managerial practice and professional bodies as a driver to underpin our employability agenda. The new policies propose to change the relations with corporations, by redefining the role of the Business Advisory Council, increasing activity in relations with alumni, building standardized partnership packages with a range of offers for FoM business partners and building groups of FoM UW strategic partners. Relations with corporations are being built mainly around the FoM UW resource which is its alumni, held in very high esteem on the Polish market.

The FoM encourages corporation to present a single lecture during courses offered at FoM UW and to take part in specialist workshops, the enrollment process with or without FoM's Career Office and to offer student and graduate internships. The Faculty still implements new form of cooperation. In the last two years, e.g. Citigroup has organized special banking custody courses specifically for students of the FoM UW.

Student's Research Associations as well as alumni clubs organize lectures provide by business entrepreneurs and CEOs of the Polish and transnational companies as well. The special place took monthly entrepreneurs network breakfasts organize by the Centre for Entrepreneurship.

Increasing number of companies appear with lectures and stands offering job or internships for the FoM UW students as well as exclusive possibilities to take part in the student competitions organizing by e.g. L'Oreal or EDPR (renewable energy).

The number of companies being FoM partner in terms of FoM's research and educational activities is increasing. Some of them are coming for conferences and seminars – like mentioned in Principle 6 – Polish SD Roadshow or monthly business network breakfasts.

Objectives for the period ahead:

- Improving relations with the alumni of the FoM, which are the top managers now,
- Building possibilities for the "top alumni" to share their experience with the students and young alumni
- Actively participation in the PRME activities



Principle 6 | Dialogue

The Faculty of Management University of Warsaw extends his connection with business organizations in Poland by implementing the 5RE strategy. One of the initiatives is annual roundtable organized by the Faculty staff in the frame of the EU European Sustainable Development Week. The roundtable named “Polish SD Roadshow” (it can be mentioned that Polish logo of the ESDW arose at the FoM UW) is a one day conference for state and municipal governments, government agencies, environmentally oriented NGO’s, business and academia (both researcher and students). The previous *SD Polish Roadshow* cycle conferences:

- 1) *What happened in SD in Poland and Europe (2015)*
- 2) *Waste Management (2016)*
- 3) *SD Goals (2017).*

In conferences that took place participated representatives of e.g. Polish Ministry of Environmental Protection, Ministry of Development, Mazovian Voivodship, Mazovian Development Agency, Mazovian Energy Agency, Warsaw Municipal Administration, Bank of Environmental Protection Foundation, big Polish Companies – PKN Orlen (from Fortune Global 500 list), Jeronimo Martins, TNC’s, Polish SMEs, NGO’s, researchers from Polish universities and from other Faculties of the University of Warsaw.

The FoM UW promotes ideas of the SD in many ways including a webpage and special Twitter channel: @SD_WZ_UW.

The FoM staff take part in various activities of the PRME – annual meetings in New York City as well as local initiatives (conferences in Riga and Prague). FoM UW staff take part in the workings of other organizations and forums which are focused on ERS issues, for

Polish SD Roadshow



A series of conferences regarding the problems of implementation of the sustainable development policy in Poland. The conference is a roundtable for key players in the implementation process. Each year is dedicated to other issues. It is organized as part of the European Sustainable Development Week.

Year of beginning - 2015

Responsible:
Mariola Zalewska, Ph.D.



instance OECD. Because of this FoM UW was one of the creators of “The Paris Summary Statement on Learning for an Inclusive Green Economy” (Paris, Dec. 2015). The FoM UW, as part of UW has the certificate for HR Excellence in Research.

Objectives for the period ahead:

- Building a new roundtables for e-mobility and energy markets
- Building a new ways of the PRME principles promotion



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