

2024 Sharing Information on Progress **(SIP) Report**

Louvain School of Management

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About the Principles for Responsible Management Education (PRME)

The Principles for Responsible Management Education (PRME) is a United Nations-supported initiative founded in 2007 that aims to raise the profile of sustainability in their classrooms through Seven Principles focused on serving society and safeguarding our planet.

PRME engages business and management schools to ensure they provide future leaders with the skills needed to balance economic and sustainability goals, while drawing attention to the Sustainable Development Goals (SDGs) and aligning academic institutions with the work of the UN Global Compact. Driven by its mission to transform management education, PRME equips today's business students with the understanding and ability to deliver change tomorrow. As a voluntary initiative with over 800 signatories worldwide, PRME has become the largest organized relationship between the United Nations and management-related higher education institutions.



“*The PRME initiative was launched to nurture responsible leaders of the future. Never has this task been more important. Bold leadership and innovative thinking are needed to achieve the Sustainable Development Goals (SDGs).*

Antonio Guterres

Secretary-General (2017 - Present)

United Nations

”

Principles of PRME



Purpose

We advance responsible management education to foster inclusive prosperity in a world of thriving ecosystems.



Values

We place organizational responsibility and accountability to society and the planet at the core of what we do.



Teach

We transform our learning environments by integrating responsible management concepts and practices into our curriculum and pedagogy.



Research

We study people, organizations, institutions, and the state of the world to inspire responsible management and education practice.



Partner

We engage people from business, government, civil society, and academia to advance responsible and accountable management education and practice.



Practice

We adopt responsible and accountable management principles in our own governance and operations.



Share

We share our successes and failures with each other to enable our collective learning and best live our common values and purpose.

The Sustainable Development Goals (SDGs)

In September 2015, all 193 Member States of the United Nations adopted a plan for achieving a better future for all – laying out a path over the next 15 years to end extreme poverty, fight inequality and injustice, and protect our planet. At the heart of Agenda 2030 are 17 Sustainable Development Goals (SDGs) and 169 related targets that address the most important economic, social, environmental and governance challenges of our time. The SDGs clearly define the world we want – applying to all nations and leaving no one behind. Successful implementation of the SDGs will require all players to champion this agenda; the role of higher education is critical to this.





Purpose

We advance responsible management education to foster inclusive prosperity in a world of thriving ecosystems.

Letter of Commitment

Louvain School of Management demonstrates its commitment to PRME's Principles through the following letter from senior leadership.



Louvain School of Management (LSM)

The Dean



LLN, August 20, 2024

To Whom it May Concern

Ladies and Gentlemen

Dear Colleagues,

For the Louvain School of Management, commitment to the Principles for Responsible Management (PRME) is not a matter of choice, but a matter of identity. Committed to PRME since 2014, we have never ceased to amplify our action on a variety of issues such as Corporate Social Responsibility, Finance and Transition, Environmental Aspects in Supply Chain, Societal Issues in Marketing, Innovative Humane Management, etc.

In 2024, we deepened our Strategic Roadmap by making the Ethics-Responsibility-Sustainability triptych one of the three pillars of our strategic development, along with Passion for Teaching and Openness to the World. As this report shows, our actions in this area have increased considerably, by developing our core business and aiming for a strategy of impact within a coherent framework.

This strategy is itself at the service of a mission, a vision and values inherited from a long tradition. Our mission? To shape people who, rather than imposing a vision, will create the conditions for shared purpose and long-term action – tomorrow's enlightened and enlightening leaders. A vision? To be a world leader in responsible management education. Values? Excellence and Ethics in Management, within a humanist University that will be celebrating its 600th anniversary next year.



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This is how we see our action in the service of responsible management: by transforming the academic world so that it can, with us and beyond us, take concrete action in favour of a more just and more sustainable world. In the face of geopolitical instability, environmental degradation and the social divisions we are experiencing, this direction is more urgent than ever. This is why, once again but with the same determination, we reiterate our wish to act in accordance with the precepts of PRME.

Yours sincerely,



Prof. Matthieu de Nanteuil
Dean of the Faculty



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Institutional Mission, Vision, and Strategy

The following outlines Louvain School of Management's institutional mission, vision, and strategic approach to responsible management education.

THE LOUVAIN SCHOOL OF MANAGEMENT MISSION, VISION AND VALUES

Relevant Stakeholders

All stakeholders of the university UCLouvain

Purpose

Brief presentation of UCLouvain and overview of the vision, mission and core traits of the Louvain School of Management

Purpose

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UCLouvain 's report - Plan Transition (PDF)

Relevant Stakeholders

All stakeholders

Purpose

The Sustainability Transition Plan addresses three areas: education, research, and sustainable campuses. The last area is divided into specific themes: energy, mobility, consumption, investments, food, biodiversity, territorial development, and culture. Each area has its own objectives calling for concrete actions and a variety of goals to be achieved in only five years. All of these actions are based on research and analysis carried out by students and members of the academic, scientific, and administrative staff.

[Supporting Links](#)

Plan transition UCLouvain 2021 - 2026

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Values

We place organizational responsibility and accountability to society and the planet at the core of what we do.

RME Leadership Accountability

At Louvain School of Management, accountability for responsible management education is structured as follows:

Formalized Senior Leadership Role

RME and the senior leadership team

Essential for the person in charge for RME to be part of the senior leadership team

The management of LSM is led by the Dean and Management Team, in consultation with teaching faculty, researchers, students, and staff through various mechanisms. The Dean oversees the overall strategy, including the integration of Ethics, Responsibility, and Sustainability (ERS) in teaching, research, external relations, and operations, in collaboration with Professor Valérie Swaen, who specializes in sustainability in business and corporate social responsibility.

Organizational Structure for RME

The following organizational entities at Louvain School of Management are responsible for RME:

- ❖ No Entity Yet



Teach

We transform our learning environments by integrating responsible management concepts and practices into our curriculum and pedagogy.

RME Elements in Degree Programs

Louvain School of Management integrates responsible management education into its degree programs through 4 different approaches:

Guest Speakers and Showcase Events

Conférence: "Transition écologique: l'opportunité économique du siècle?"

Date

March, 2022 - March, 2022

Location

UCLouvain, Louvain-la-Neuve (Belgium)

Speakers

Bertrand Piccard (Solar Impulse Foundation) et Ilham Kadri (Solvay)

[Supporting Links](#)

Ilham Kadri, President and CEO of the Belgian chemical group Solvay, delivered an inspiring speech to young students on the themes of ecological transition and economic growth, emphasizing a hopeful and proactive approach to these critical issues. Bertrand Piccard, founder of Solar Impulse, presented an uplifting talk about thinking outside the box and working to shift paradigms towards a more qualitative, efficient, and circular economy. His message encouraged innovation and a forward-thinking approach to addressing global challenges.

Examples of guest speakers for academic year 2023-2024

Date

May, 2021 - August, 2024

Location

UCLouvain, Louvain-la-Neuve (Belgium)

Speakers

See list below

List of the guest speakers/conferences within LSM CSR related courses for the academic year 2023-2024

Conferences_guest speakers_2023_2024

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RME is in the signatory's educational vision, so that it drives the signatory's business model and all educational efforts, courses, programs, degrees, and non-degrees

ETHICS, RESPONSIBILITY AND SUSTAINABILITY RELATED TEACHING AT THE LOUVAIN SCHOOL OF MANAGEMENT

Relevant Stakeholders

All stakeholders of the university UCLouvain

Purpose

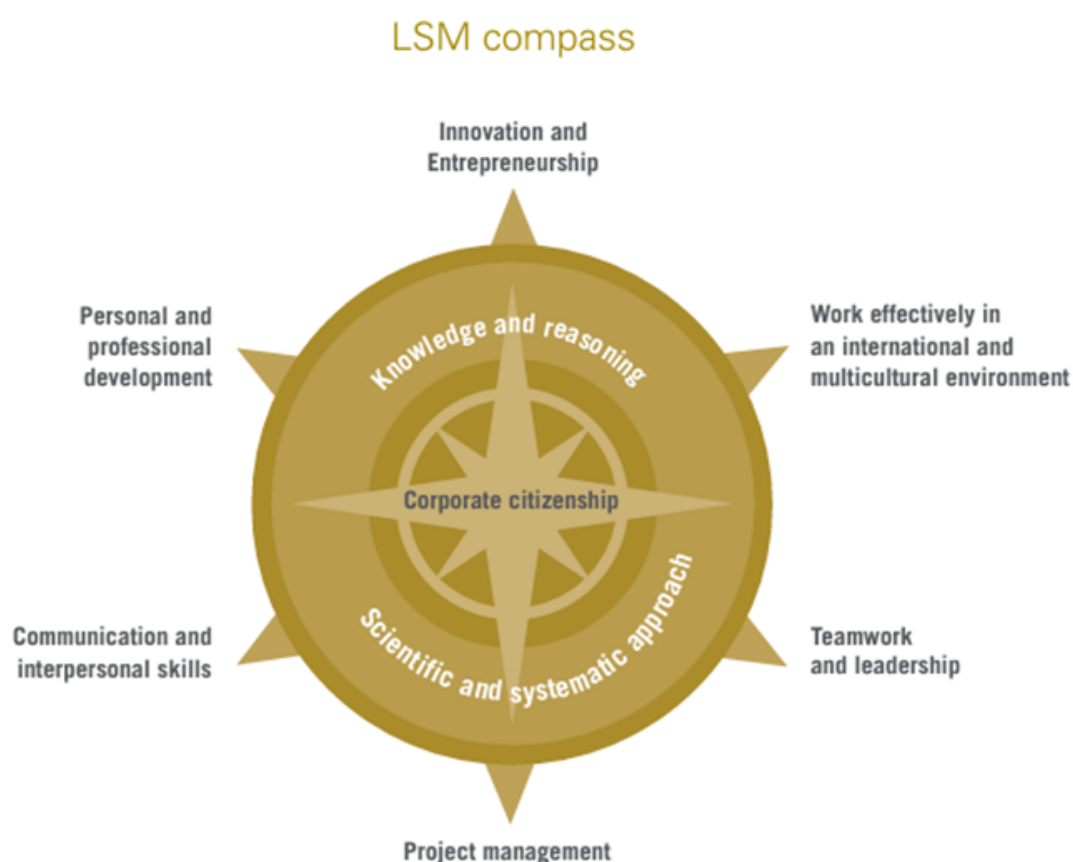
Overview of the ERS in the teaching at the Louvain School of Management

Teaching

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The Louvain School of Management's competency framework

The [LSM compass](#) is used to define the intended learning outcomes of the School's programs and courses, to orient stakeholders regarding our common identity, objectives and attitudes, and as a guide for the overall strategic direction of the School.



This framework provides the direction to follow; a point of reference for each professor in the design of their courses and a guide for each student to develop, build and identify their own learning priorities.

The compass defines the exit profile of our graduates, the **target to be reached by the end of their degree course followed at LSM**. Especially, LSM students in Master 120 in Business Engineering or in Management will have to develop the 9 skills of the compass.

1. **Acting as a socially responsible actor.** Act as a reflexive actor, aware of its responsibilities, with ethical and humanistic values at the centre of its perspectives.
2. **Mastering knowledge.** To acquire in an active and integrated way a body of multidisciplinary knowledge (knowledge, methods, models, conceptual frameworks) essential to act with expertise in the various fields of management.
3. **Apply a scientific approach.** Analyse and solve concrete and complex multidisciplinary management problems and situations according to a scientific and systemic approach.
4. **Innovate and entrepreneurship.** Innovate, entrepreneurship and lead change.
5. **Acting in an international and multicultural context.** Acting as an interface between stakeholders of different rationalities, action logics, training, nationalities, cultures, etc.
6. **Teamworking and leadership.** Integrate and collaborate within a team and exercise enlightened leadership in managing collaborators.
7. **Project management.** Define and manage a project to its completion, taking into account the objectives, resources and constraints of the project environment.
8. **Communicate.** Communicate, dialogue effectively and convince your interlocutors.
9. **Develop oneself.** To know oneself and be autonomous, to be able to adapt quickly to new contexts and to evolve positively in them.

Program-Level RME Integration

Professional certificate in CSR

UCLouvain launch on February 2022 the first edition of the professional certificate in the field of corporate responsibility build up on two UCLouvain existing MOOCs (Discovering Corporate Social Responsibility (CSR) and CSR Reporting and Communication).

This certificate was designed

- to equip participants with a constructive yet critical perspective on managerial practices related to societal issues
- to encourage them to stimulate and manage impactful changes in organizations, towards more responsible activities,

- to give them the tools to develop a persuasive CSR action and communication plan that avoids CSR-washing
- and, to teach them how to communicate in a way that reconciles multiple stakeholders' interests.

This certificate is available in French and in English. For more information on the French certificate click [here](#). For more information on the English certificate click [here](#).

Certificat d'université en Management Humain innovant

Department

Human Management

Learning Object Subject

Management Humain innovant

Educational Level

Executive education

Learning Outcome

L'objectif majeur de la formation est d'offrir les clés pour gérer les personnes dignement dans l'entreprise de demain. A l'issue de la formation, les participants seront capables de : (1) Construire une proposition de valeur en matière de Management Humain qui tienne compte des spécificités de l'organisation ; (2) Identifier les leviers de l'engagement sur lesquels les dispositifs de Management Humain agissent et être capables de comprendre les conditions de ces processus ; (3) Identifier les tendances et évolutions en matière de dialogue social et proposer des aménagements si nécessaire ; (4) Comprendre les enjeux associés à des modes d'organisation du travail collaboratif dans une culture digitale ; (5) Identifier les formes de leadership les plus adaptées à ce Management Humain et les enjeux de leur développement.

Interactivity Type

Enseignements théoriques, échanges de bonnes pratiques, mises en situation, débats avec des invités, analyses de cas pratiques, applications concrètes

Learning Object Description

Aucune organisation n'est immunisée face aux transformations du travail et de l'économie. Dans une société post-covid encore plus individualisée et digitalisée, où le travail et l'entreprise semblent moins porteurs de sens, les organisations se transforment mais les salariés et les managers peuvent sembler désengagés. Ils sont en attente d'un management soutenable, porteur de reconnaissance. Le certificat en Management Humain innovant proposé par l'UCLouvain a l'ambition de vous aider à mettre en oeuvre ce Management Humain.

[Supporting Links](#)

Brochure_ManagementHumain_A4_2023_2024 View document  Download document 

Majeure en Finance et Transition

Department

Management and Business Engineering

Learning Object Subject

Finance and Transition

Educational Level

Master

Learning Outcome

Offrir une solide formation en finance et préparer les étudiants aux transformations des approches conventionnelles nécessaires au développement durable de l'économie.

Interactivity Type

Plenary sessions, reverse classes, practical sessions, experimentations

Learning Object Description

Le contenu de la majeure s'articule autour des concepts de finance durable et de l'intégration de considérations ESG dans les décisions d'investissement.

Fiche Majeure - Transition & Finance

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Certificat d'université en gestion de l'innovation

Department

Executive education

Learning Object Subject

Gestion de l'innovation

Educational Level

Executive education

Learning Outcome

Le programme permet aux participants de : (1) Développer le potentiel d'innovation en ligne avec la stratégie d'une entreprise; (2) Mobiliser et sensibiliser aux défis de l'innovation, qui dépassent largement la génération d'idées (3) Améliorer la performance et le time-to-market des projets d'innovation

Interactivity Type

Etudes de cas, témoignages, business project

Learning Object Description

Ce qui distingue aujourd'hui les entreprises performantes, c'est leur capacité à continuellement détecter, évaluer et exploiter de nouvelles opportunités, et à faire de cette capacité un avantage concurrentiel durable. Dans ce contexte, former à la gestion de l'innovation c'est permettre aux cadres d'une entreprise d'acquérir les compétences-clés de l'innovation. Le programme est dès lors basé sur les compétences-clés de l'entreprise innovante.

Supporting Links

Brochure GI 2024 WEB_0

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Course-Level RME Learning Goals

Ethique et RSE (MSHUM1122)

Department

Ethique

Learning Object Subject

Ethique et RSE

Educational Level

Bachelor

Learning Outcome

Au terme de cet enseignement, l'étudiant sera capable :

- de prendre du recul par rapport aux modèles économiques « classiques » et d'exercer un regard critique sur l'activité d'une entreprise en la mettant en perspective par rapport à des critères de développement durable / soutenable (sociaux, économiques et environnementaux) et d'intégrité.
- d'identifier l'ensemble des parties prenantes d'une organisation
- d'évaluer les conséquences des décisions prises en entreprise en termes de responsabilité personnelle (éthique) et sociétale (impacts)
- de développer une pensée « systémique » en identifiant l'ensemble des interdépendances existant entre l'activité d'une entreprise et l'ensemble de la société et du "Vivant" en amont et en aval.
- D'agir « en âme et conscience » en tant qu'individu responsable au sein de l'entreprise, mesurant la portée de ses actes.

Interactivity Type

Débats, Témoignages, Cours inversé, Travaux de groupe, Animations en auditoire, Cours magistral, étude de cas, lectures, podcasts et vidéos

Learning Object Description

Les thématiques parcourues sont , en autres : • Responsabilité sociétale des entreprises : perspective historique, concepts théoriques, impacts et périmètre de responsabilité de l'entreprise, et de ses acteurs, cartographie des parties prenantes et analyse de matérialité, états des lieux et exemples des pratiques et outils principaux, cadre réglementaire, limites et perspectives, gouvernance d'entreprise, Objectifs de Développement Durable de l'ONU... • Eclairages et réflexions autour de l' "anthropocène", des limites planétaires (changement climatique, biodiversité, eau, sols, "décarbonation", énergie etc), de la justice sociale, ... • Ethique: approche théorique, principes de responsabilités individuelles et collectives, valeurs (axiologie), raison d'être de l'entreprise et des individus, spiritualité et sens (au travail), principes de cohérence, esprit critique, dilemmes éthiques et points de tension, rapport de l'humain à la nature, ... • Réflexions autour du système économique : approche systémique, économie circulaire et régénérative, recul par rapport au modèle économique "croissantiste" et "extractiviste", finance à impact ... • Cas pratiques pour stimuler la prise de recul et l'intégration de la "double matérialité"

cours-2023-mshum1122

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Séminaire : Organisation et mutations sociales (MSHUM1303)

Department

Organizations & Society

Learning Object Subject

Séminaire : Organisation et mutations sociales

Educational Level

Bachelor

Learning Outcome

ce cours va inviter les étudiants à se questionner sur les défis de l'Anthropocène. Individuellement, puis en équipe, les étudiants seront amenés à co-crée une représentation systémique de leur compréhension du monde.

Interactivity Type

Cours magistral, Pédagogies actives, Etudes de cas et lectures, Témoignages, Travaux individuels et en groupe

Learning Object Description

Le séminaire permet aux étudiants de s'interroger sur les questions sociales en lien avec les objectifs de développement durable des Nations Unies et d'une économie au service des personnes (objectif de l'EU). Les objectifs de développement durable créent des changements dans la hiérarchie sociale, les comportements, les modèles d'organisation et entraînent un remodelage du contexte social. Le séminaire offre un cadre de réflexion participative autour de thématiques diverses : augmentation des inégalités, pauvreté, exclusions, ... et propose de réfléchir à des solutions novatrices pour plus d'inclusion. Le lien entre pilier environnemental et pilier social du développement durable est aussi abordé (dimensions sociales du changement climatique : épuisement des ressources naturelles, alimentation, eau, perte de biodiversité, urbanisation, croissance démographique)

cours-2023-mshum1303

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Management humain (LLSMG2054)

Department

Human Management

Learning Object Subject

Management humain

Educational Level

Master

Learning Outcome

A l'issue du cours, les étudiants seront capables de : • maîtriser les différents modèles d'analyse de l'organisation et de la gestion des ressources humaines ; • exploiter ces modèles pour les appliquer • analyser une organisation concrète (un cas, une situation d'entreprise) ; • finalement, cerner les forces et faiblesses et proposer des améliorations, en tant que (futur) cadre.

Interactivity Type

Plenary sessions, reverse classes and guest speakers

Learning Object Description

Les séances de cours visent à introduire le domaine du Management Humain, d'une approche macro centrée sur le contexte à une perspective micro centrée sur les individus et les groupes, en passant par une perspective méso centrée sur l'entreprise (privée, publique, marchande et non-marchande).

[Supporting Links](#)

cours-2024-lismg2054

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IngénieuxSud (LSST1001)

Department

/

Learning Object Subject

IngénieuxSud

Educational Level

All

Learning Outcome

After the training the student will be able for instance to develop proposals, in the form of projects, appropriated to a development issue which falls under the identification and / or the design of a technical device, economic, socio-cultural.

Interactivity Type

(1) Course: multidisciplinary, multi-actors, multi-cultural; (2) Active learning in group; (3) Learning by the project and (4) Coaching by scientific and academic bodies, field professionals (North and South)

Learning Object Description

ngénieuxSud is a one-year project course that enables students from the science and technology sector to face concrete technical challenges from communities, local associations, companies and NGOs all over the world.

en-cours-2023-lsst1001

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Energy Markets and Demand (LLSMS2052)

Department

LSM

Learning Object Subject

Energy Markets and Demand

Educational Level

Master

Learning Outcome

After the course, the students should be able : to understand the market structure and functioning in energy markets, both deregulated and regulated In terms of methodology, the students should be able : to perform economic analyses and to interpret data, models and methods used in energy market analyses in the sector. The student should also be sensitive to the consumption and user perspectives in energy markets, including the energy poverty and energy access dimensions and how they are addressed in regulation. The course provides the basis for management of energy markets, such as in trading and retail, and local energy regulation, such as load control.

Interactivity Type

Ex-cathedra lectures, lectures with active student participation (such as group work, computer simulations, and student presentations), and guest lectures if possible.

Learning Object Description

The course is devoted to the energy markets, wholesale and retail in electricity and gas, at an international and European level. The analysis links to earlier courses to analyze the specifics of energy commodity markets, real-time, day-ahead and futures. The course also includes an introduction to the economics of energy network regulation, the instruments used and their interpretation in the two markets.

[Supporting Links](#)

en-cours-2024-llsms2052

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Supply Chain Management (LLSMS2030)

Department

LSM

Learning Object Subject

Supply Chain Managemen

Educational Level

Master

Learning Outcome

At the end of this learning unit, the students will be able to : • Decide and act responsibly, while taking into account the social, economic and environmental sometimes antinomic, outcomes in the short, medium and long term, for the various stakeholders. • Articulate the acquired knowledge from different areas of management. • Activate and apply the acquired knowledge accordingly to solve a problem. • Work in a team :Join in and collaborate with team members. Be open and take into consideration the different points of view and ways of thinking, manage differences and conflicts constructively, accept diversity.

Interactivity Type

This course relies on online material on edX, several company visits, business cases and lectures and guest speakers

Learning Object Description

This introductory course provides a strategic, industrial organisational and decision making framework for the major in supply chain management. By using in-depth knowledge from the fields of operations management, operations research and economics, valuable insight can be given for complex, integrated real-life problems.

[Supporting Links](#)

en-cours-2024-llsms2030

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Tools for Supply Chain Management Decisions (LLSMS2031)

Department

LSM

Learning Object Subject

Supply Chain Management

Educational Level

Master

Learning Outcome

At the end of the course students will: (1) be familiar with the classical problems: knapsack problem, assignment problem, travelling salesman problem, facility location problem, lot-sizing problem, spanning tree problem etc..., (2) be able to distinguish between easy and hard problems (complexity theory), (3) have an in-depth understanding on the functioning of modern MIP solvers and the branch-and-cut algorithms., (4) understand the difference between weak and strong formulations; (5) understand the main ideas of the advanced algorithms: lagrangean relaxation, cutting planes, extended formulations, column generation, decomposition. And (5) understand the concepts of heuristics, approximations algorithms and meta-heuristics.

Interactivity Type

NA

Learning Object Description

This course is aimed at providing an understanding of the structures behind supply chain optimization problems as well as an understanding of the methodological aspects of the corresponding solution techniques.

[Supporting Links](#)

en-cours-2024-llsms2031

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Energy System Analys (LLSMS2051)

Department

LSM

Learning Object Subject

Energy System

Educational Level

Master

Learning Outcome

After the course, the students should be able to understand in the techno-economic interactions of various actors and processes in the energy system. In terms of methodology, the students should be able to perform managerial energy economic analyses using tools and approaches that are applied in the sector.

Interactivity Type

Ex-cathedra lectures, lectures with active student participation (such as group work, computer simulations, and student presentations), and guest lectures if possible.

Learning Object Description

The course provides a techno-economic basis for students to understand the energy generation, storage, transmission, distribution and consumption from a system-economic perspective. The scope includes gas and electrical systems and their specificities.

[Supporting Links](#)

en-cours-2024-llsms2051

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Energy and Transition Perspectives (LLSMS2053)

Department

LSM

Learning Object Subject

Energy and transition

Educational Level

Master

Learning Outcome

After the course, the students will be familiar with and able to : (1) to run and interpret energy sector models for forecasting in terms of economic, social and environmental KPIs; (2) to understand the interplay of geopolitics, market development and energy system development in Europe and internationally and (3) to model energy system impacts of existing and new technological innovations in consumption, storage and mobility.

Interactivity Type

Ex-cathedra lectures, lectures with active student participation (such as group work, computer simulations, and student presentations), and guest lectures if possible.

Learning Object Description

The course takes a wholistic perspective on the energy in the society, economically, socially and environmentally. Looking at the energy policy objectives in terms of security of supply, environmental sustainability and economic affordability, the course critically examines the historic and current energy value chain. The course includes two additional perspectives: a geopolitical analysis of energy sources and technologies, and a supply chain perspective on industrial structure and locational development.

Supporting Links

en-cours-2024-llsms2053

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Corporate Social Responsibility (LLSMS2905)

Examples of course syllabi with course-level RME learning goals

Department

Louvain School of Management

Learning Object Subject

Cours on Corporate Social Responsibility

Educational Level

Master

Learning Outcome

Understand the background of CSR and the local, European and global contexts in which CSR is currently developing. Elicit critical thinking on ethical, social and environmental issues raised by contemporary organizations. Apply CSR theories and frameworks to analyse organizational challenges to evaluate different scenarios in practice, with a view to propose recommendations for the organization. Co-create your CSR/sustainability projects and get a feel for complex

stakeholder dialogue in developing responsible and sustainable solutions. Know your personal ethical values which can help you in the future to make better choices and give meaning to your private and professional life

Interactivity Type

Plenary session, guest speakers and at least one activity related to sustainability (i.e. company visit, deep time walk, workshops, Fresques du climat...)

Learning Object Description

Within their studies, all master students at the LSM (Louvain-la-Neuve and Mons campuses) must complete a course on the relevant principles and practices of Corporate Social Responsibility. This course is offered in English, French, and Dutch.

[Supporting Links](#)

Responsabilité sociétale des entreprises (LLSM2097)

Department

Corporate Social Responsibility and business strategy

Learning Object Subject

Corporate Social Responsibility

Educational Level

Master

Learning Outcome

1. D'adopter un point de vue critique sur les questions éthiques, sociales et environnementales que pose le fonctionnement des organisations contemporaines; 2. De comprendre la nature de la RSE, des concepts théoriques et des cadres conceptuels utilisés en adoptant un point de vue critique sur la littérature, d'une part, et sur les décisions managériales, de l'autre ; 3. D'appliquer ces cadres théoriques pour analyser des défis organisationnels que les entreprises rencontrent dans la pratique, pour diagnostiquer les situations critiques et évaluer différents scénarios possibles pour l'entreprise/organisation, en vue de proposer des recommandations de décisions stratégiques et opérationnelles ; 4. De comprendre que les entreprises et organisations - quelles qu'elles soient - font face à des tensions et des dilemmes qui doivent être résolus de manière proactive ; 5. De mieux connaître leurs valeurs personnelles pour être capables de faire de meilleurs choix et de donner du sens à leur vie professionnelle et à leur vie privée.

Interactivity Type

Participation to an online course (MOOC) "Découvrir la responsabilité sociétale des entreprises"; Preparation for and active participation in class sessions and conferences, ; group work.

Learning Object Description

Ebranlées par les crises financières et économiques mondiales, de plus en plus d'entreprises consacrent des ressources importantes à leurs politiques de responsabilité sociétale. Mais qu'est-ce que la responsabilité sociétale d'une entreprise (RSE) ? Les parties prenantes aux activités de l'entreprise sont-elles réellement intéressées par la RSE ? Si oui, comment les entreprises devraient-elles communiquer avec ces parties prenantes ? Dans le climat actuel d'incertitude, la RSE est un facteur critique d'évolution voire de révolution du monde des affaires. Ce cours aborde la RSE de deux manières: • Comme une invitation à la réflexion sur les pratiques des entreprises. • Comme une source d'innovation et un moyen de gérer à la fois une compétition intense, des demandes pour un développement plus durable et un changement de paradigme au niveau de la gouvernance internationale. Ce cours vous invite à acquérir une compréhension approfondie et un esprit critique face aux activités de RSE et leurs communications. Les participants seront confrontés à différents cas d'entreprises, cas qui leur permettront de comprendre les défis auxquels font face les managers qui cherchent à développer et à communiquer sur leurs initiatives de RSE.

cours-2023-llsmg2097

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Maatschappelijke verantwoordelijkheid van bedrijven (LLSMS2397)

Department

Corporate Social Responsibility and business strategy

Learning Object Subject

Corporate Social Responsibility

Educational Level

Master

Learning Outcome

Wat het kader van de AA-leerresultaten van het programma betreft, draagt deze activiteit bij tot de ontwikkeling en verwerving van de volgende AA's OP TE TREDEN ALS EEN MAATSCHAPPELIJK VERANTWOORDELIJKE ACTOR • Blijk geven van intellectuele onafhankelijkheid in het redeneren, een kritische en reflectieve blik werpen op kennis (academisch en gezond verstand) en managementpraktijken, rekening houdend met hun ontstaanscontext en hun doelstellingen. • Beslissen en handelen met inachtneming van ethische en humanistische waarden, integriteit, eerbiediging van wetten en verdragen, solidariteit van de burgers en duurzame ontwikkeling. • Verantwoordelijk beslissen en handelen door rekening te houden met de - soms tegenstrijdige - economische, sociale en milieugevolgen op korte, middellange en lange termijn van haar besluiten en acties voor de verschillende belanghebbenden. INNOVEREN EN ONDERNEMEN • Reflecteren over en

ontwikkelen van de inhoud, processen en doelstellingen van de beroepspraktijk. WERKEN IN EEN TEAM EN LEIDING GEVEN • Werken in teamverband: integreren en kunnen samenwerken in een team, openstaan voor en rekening houden met verschillende standpunten en denkwijzen, constructief omgaan met meningsverschillen en conflicten, uitgaan van diversiteit

Interactivity Type

-General lessons and guest speakers who come to explain practice - Practical exercises during class and in preparation for class - Interactive discussions and presentations - Group

Learning Object Description

De rol van bedrijven in de samenleving wordt besproken aan de hand van de principes en praktijken van Maatschappelijk Verantwoord Ondernemen (MVO). Er wordt met een kritische blik gekeken naar de maatschappelijke rol en verantwoordelijkheid die bedrijven opnemen. Er wordt ook gekeken naar nieuwe business modellen, nieuwe praktijken en innovaties die een positieve bijdrage leveren voor mens en milieu en een duurzame ontwikkeling. Deze cursus steunt op de overtuiging dat alle managers binnen een bedrijf, welke ook zijn of haar rol, kunnen bijdragen tot de maatschappelijk verantwoorde en regeneratieve activiteiten van dat bedrijf. De lessen worden in het Nederlands gegeven. De studenten moeten voldoende Nederlands kunnen lezen en schrijven om de les te kunnen volgen en ook praktische oefeningen in het Nederlands maken.

cours-2023-llsms2397

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Corporate Social Responsibility (LLSMF2905)

Department

Corporate Social Responsibility and business strategy

Learning Object Subject

Corporate Social Responsibility

Educational Level

Master

Learning Outcome

- Understand the background of CSR and the local, European and global contexts in which CSR is currently developing.
- Elicit critical thinking on ethical, social and environmental issues raised by contemporary organizations.
- Apply CSR theories and frameworks to analyse organizational challenges to evaluate different scenarios in practice, with a view to propose recommendations for the organization.
- Co-create your CSR/sustainability projects and get a

feel for complex stakeholder dialogue in developing responsible and sustainable solutions. • Know your personal ethical values which can help you in the future to make better choices and give meaning to your private and professional life.

Interactivity Type

• Practical sessions for the group case study and 1 non mandatory coaching session • Direct contacts with practitioners sharing their experiences • Case study analysis per group of students

Learning Object Description

The course aims at providing tools enabling the students to elicit critical thinking on ethical, social and environmental issues raised by contemporary organizations. The specificity of the firms' impact on economic life will be addressed by analyzing the principles and practices covered by the field of Corporate Social Responsibility (CSR). CSR will be studied as a reflector of the modern firms' self-awareness process in terms of social responsibility and as a source of innovation in the face of today's challenges of competitiveness, sustainable development and transparent corporate governance. The theoretical references will moreover give way to more personal questioning periods developed by the students in terms of their own aspirations, perceptions and observations as citizens. All these elements foster personal change that in its turn conveys transformations within the chosen organizations.

en-cours-2023-llsmf2905

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MOOC Discovering Corporate Social Responsibility

Department

Corporate Social Responsibility and business strategy

Learning Object Subject

Corporate Social Responsibility

Educational Level

All

Learning Outcome

Understand the multidimensional nature and content of corporate social responsibility. Adopt a critical perspective on managerial practices related to societal issues. Stimulate and manage impactful changes in organizations, toward more responsible postures. Reconcile multiple stakeholders' interests (and understand the importance of doing so), into a clear, persuasive, smart action plan.

Interactivity Type

Discussion forums

Learning Object Description

This MOOC therefore addresses CSR in two ways: As a reflection of corporate self-awareness; As a source of innovation and a means to deal with heightened competitiveness, demands for sustainable development, and shifts in international governance. By presenting insights from CSR experts from both academia and practice, this MOOC provides a way for managers, consumers, and citizens to acquire in-depth insights and critical perspectives on companies' CSR activities. The multi-industry case study structure of this MOOC enables participants to confront the challenges facing today's managers as they seek to develop their CSR strategy. Dedicated discussion forums are available for participants to interact together. To help participants manage CSR with various internal and external stakeholders, this MOOC seeks to support current and future business leaders in their efforts to make responsible leadership, sustainable production, and consumption central to their corporate vision.

[Supporting Links](#)

MOOC Découvrir la responsabilité sociétale des entreprises

Department

Corporate Social Responsibility and business strategy

Learning Object Subject

Corporate Social Responsibility

Educational Level

All

Learning Outcome

Discuter la nature multidimensionnelle du concept de la RSE Adopter un point de vue critique sur les questions éthiques, sociales et environnementales que pose le fonctionnement des organisations contemporaines Stimuler et gérer des changements effectifs dans les organisations, vers des postures plus responsables Concilier les intérêts des multiples parties prenantes dans un plan d'actions clair et judicieux

Interactivity Type

Forums de discussions

Learning Object Description

Ce cours aborde la RSE de deux manières : Comme une invitation à la réflexion sur les pratiques des entreprises, Comme une source d'innovation et un moyen de gérer à la fois une compétition intense, des demandes pour un développement plus durable et un changement de paradigme au niveau de la gouvernance internationale. En présentant les analyses et

expériences d'expert.es en RSE issues tant du monde académique que de la sphère professionnelle, ce cours invite les managers, les consommateurs et consommatrices et les citoyen.nes à acquérir une compréhension approfondie et un esprit critique face aux activités de RSE. Vous serez confrontés à différents cas d'entreprises, qui vous permettront de comprendre les défis auxquels font face les managers qui cherchent à développer une stratégie responsable. Vous serez également amenés à interagir entre vous sur les forums de discussion. Ce cours vise à vous aider à gérer la RSE avec différentes parties prenantes internes et externes. Il vise en particulier à soutenir les managers actuel.les et futur.es dans leurs efforts pour positionner un leadership responsable, une production et une consommation durable au centre de leur vision stratégique.

[Supporting Links](#)

MOOC Reporting et communication de la RSE

Department

Corporate Social Responsibility and business strategy

Learning Object Subject

Corporate Social Responsibility, communication and reporting

Educational Level

All

Learning Outcome

Adopter un point de vue critique sur le reporting et les communications sur la RSE ; élaborer un plan de communication clair et judicieux qui concilie les intérêts des multiples parties prenantes ; reconnaître le risque de « CSR washing » tout autant que les opportunités liées à une solide stratégie de communication sur la RSE.

Interactivity Type

Forums de discussions

Learning Object Description

Apprenez à rapporter et à communiquer de manière crédible sur les actions de responsabilité sociétale de votre entreprise (RSE). Décodez les publicités, labels et certifications « responsables » des produits qui vous entourent.

[Supporting Links](#)

MOOC CSR Reporting and Communication

Department

Corporate Social Responsibility and business strategy

Learning Object Subject

Corporate Social Responsibility, communication and reporting

Educational Level

All

Learning Outcome

Adopt a critical view on CSR reporting and communications; develop a clear and sound communications plan that balances the interests of multiple stakeholders; recognize the risk of CSR washing as well as the opportunities associated with a solid CSR communications strategy.

Interactivity Type

Forums de discussions

Learning Object Description

Learn how to report and communicate credibly on your company CSR activities. Decode the “responsible” ads, labels and certifications of the products around you.

[Supporting Links](#)

MOOC Introduction aux enjeux du développement durable

Department

Sustainability & Society

Learning Object Subject

Sustainability

Educational Level

All

Learning Outcome

Maîtriser un corpus de savoirs pluridisciplinaires sur le développement durable et la transition ; Porter un regard critique sur les faits et les discours associés à ces concepts ; Identifier les enjeux, les interdépendances et les tensions associés à ces débats planétaires ; Expliquer de manière argumentée pourquoi le développement durable doit être abordé de manière systémique.

Interactivity Type

Discussion forums

Learning Object Description

Analysez les problématiques sociales et environnementales de notre société selon différents angles de vue et développez des connaissances scientifiques systémiques sur les enjeux planétaires du 21ème siècle.

[Supporting Links](#)

Sustainable Human Resource Management and Leadership (LLSMS2283)

Department

Sustainability & Human Ressource Management

Learning Object Subject

Sustainable Human Resource Management and Leadership

Educational Level

Master

Learning Outcome

The course is designed to develop competent and responsible practitioners. It provides students who do not necessarily intend to work in an HR function, with a deep understanding about the importance of people management as a task for all managers and about the complexity of sustainable people management and leadership. At the end of the course, students should be able to: 1. Understand sustainable and unsustainable HRM strategies and practices and their impacts and tensions on employees and other resource holders and stakeholders within a paradox framework. 2. Understand how Sustainable HRM adds value and extends strategic HRM and adopt a critical point of view on the literature, on the one hand, and on managerial decisions, on the other. 3. Gain a deep understanding of the nature of Sustainable HRM, the theoretical concepts and frameworks used and acquire the knowledge and skills to understand and implement Sustainable HRM strategies and practices. 4. Develop competence to measure, analyse and discuss how to increase the sustainable and decrease the unsustainable aspects of HRM practices and how to address potential tensions and paradoxes.

Interactivity Type

interactive discussions, video analysis, work in duos or small teams in the course, guest speakers and a group project

Learning Object Description

The course Sustainable HRM and Leadership focuses both on human resource functions in large companies in a globalized world from a sustainability perspective and on HR functions in SMEs. The approach focuses on two roles of Sustainable HRM. First, the role of HRM in making work systems sustainable with the objective on ensuring human sustainability at the workplace

and in global supply chains. Second, the role of HRM and leadership in contributing to corporate sustainability and to an overall societal sustainable development. A Sustainable HRM and leadership framework is proposed and HRM strategies and practices are discussed for the key areas of HRM. This course is based on research and insights from diverse fields, including Strategic HRM, Sustainable HRM, Green HRM, organization theory, organizational behavior, Corporate Sustainability, Corporate Social Responsibility, and Global Responsible Leadership.

en-cours-2023-llsms2283

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Social and Sustainable Entrepreneurship (LINE02005)

Department

Entrepreneurship

Learning Object Subject

Social and Sustainable Entrepreneurship

Educational Level

Master

Learning Outcome

developed the following capabilities : CORPORATE CITIZENSHIP • Decide and act by incorporating ethical and humanistic values, integrity, respect for the laws and conventions, solidarity and civic action, and sustainable development. • Decide and act responsibly, while taking into account the social, economic and environmental sometimes antinomic, outcomes in the short, medium and long term, for the various stakeholders. INNOVATION AND ENTREPRENEURSHIP • Identify new opportunities, propose creative and useful ideas; insituations that require new strategic approaches, break with existing models and paradigms, promote progress and change. WORK EFFECTIVELY IN AN INTERNATIONAL AND MULTICULTURAL ENVIRONMENT • Understand the innerworkings of an organization :developa global approach and integrate the internailogicused within the organization. PERSONAL AND PROFESSIONAL DEVELOPMENT • Self-motivation : be capable of creating a project in line with their own values and aspirations, confident and motivated in managing the implementation of the project, and persevere in difficult situations.

Interactivity Type

On-site lectures and testimonies • Group assignment, including fieldwork

Learning Object Description

This course uncovers the popular concepts of social and sustainable entrepreneurship. It applies entrepreneurial thinking to different business models as seen through a social, environmental and economic sustainability perspective. The course will explore the relationship

between business development and its social and environmental impacts. You will study ways in which social and sustainable entrepreneurship can significantly respond to social needs such as poverty alleviation and/or diminish dependency on fossil fuels and toxic substances. The course will challenge you to conceive a sustainable entrepreneurial business concept and thereby make you familiar with the issues facing social and sustainable entrepreneurship due to their hybrid nature.

en-cours-2023-lineo2005

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Corporate Sustainability Reporting and Marketing Strategy (LLSMS2284)

Department

Marketing and Business Strategy

Learning Object Subject

Corporate Sustainability Reporting and Marketing Strategy

Educational Level

Master

Learning Outcome

Understand the differences between a stand-alone report, a combined report and an integrated report, • Assess the quality of a stand-alone/combined/integrated report, • Reconcile multiple stakeholders' interests (and understand the importance of doing so), into a clear, persuasive, smart action and communication plan, • Recognize the risks associated to greenwashing, as well as the opportunities related to a strong communication strategy, • Adopt a critical perspective on managerial communication and reporting practices related to social issues.

Interactivity Type

Interactive class discussions of concepts and company cases; Conferences by practitioners; Teamwork.

Learning Object Description

This course provides an overview of trends and best practices in corporate communications relating to sustainability, with a particular focus on global sustainability reporting frameworks and responsible marketing communications. This implies understanding the marketplace, consumers, the nature of and purpose of products and services, as well as, reporting and communication strategies.

en-cours-2023-llsms2284

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Finance and Responsible Investment Practices (LLSMS2282)

Department

Finance

Learning Object Subject

Finance and Responsible Investment Practices

Educational Level

Master

Learning Outcome

- Master highly specific knowledge in one or two areas of management : advanced and current researchbased knowledge and methods. - Consider problems using a systemic and holistic approach : recognize the different aspects of the situation and their interactions in a dynamic process. - Position and understand the functioning of an organization, in its local and international socio-economic dimensions and identify the associated strategic issues and operational decisions. - Work in a team :Join in and collaborate with team members. Be open and take into consideration the different points of view and ways of thinking, manage differences and conflicts constructively, accept diversity.

Interactivity Type

In-class lectures. Online forums. Group work. Self-study at the Bloomberg terminals.

Learning Object Description

This course will cover basic finance concepts, with special emphasis on ethical their aspects of finance. Real case study analysis will be made on.

en-cours-2023-llsms2282

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Business Ethics and Compliance Management (LLSMS2280)

Department

Business Ethics & Strategy

Learning Object Subject

Business Ethics and Compliance Management

Educational Level

Master

Learning Outcome

Students should be able to: - Decide and act by incorporating ethical and humanistic values, integrity, respect for the laws and conventions, solidarity and civic action, and sustainable development. - Consider problems using a systemic and holistic approach : recognize the different aspects of the situation and their interactions in a dynamic process. - Position and understand the functioning of an organization, in its local and international socio-economic dimensions and identify the associated strategic issues and operational decisions. - Analyse a project within its environment and define the expected outcomes : identify what is at stake, the required outcomes and the environmental constraints; clearly define the project objectives and associate the performance indicators. - Make decisions and take responsibility for them in an uncertain world : take initiatives and act, anticipate and be proactive, show discernment and good judgment and be prepared to make quick decisions, taking into account multiple factors and uncertainties; accept the risks and consequences of decisions

Interactivity Type

- General and interactive courses combining theory and practical managerial experience; - Challenges on practical implementation with leading professionals in global organizations - A selection of case studies will be used to allow participants to think about complex business issues and decisions. - A team project is required consisting of a Third party ethical assessment

Learning Object Description

Business Ethics and Compliance management are key elements that define modern business competitiveness, and companies are actively seeking professionals and future business leaders to join their Ethics and Compliance functions. This course aims to provide future leaders and professionals with a solid understanding of the complex dilemmas and the managerial tools to allow them to operate and implement effective business ethics and compliance programs in their company or join a team in that fast growing segment of activities.

en-cours-2023-llsms2280

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Resource and Energy Management (LLSMF2902)

Department

Energy

Learning Object Subject

Resource and Energy Management

Educational Level

Master

Learning Outcome

/

Interactivity Type

class time is devoted to lecturing, discussion (heavy emphasis) , and invited talks

Learning Object Description

The climate emergency and the rapid exhaustion of non-renewable natural resources are making all economic activities increasingly reliant on the good management of natural resources. The long-term performance and durability of all organizations increasingly depend on sustainability strategies and business policies that explicitly consider the impact of their activities on the environment and, more globally, on society. Against this backdrop, this course focuses on understanding the business and policy logic for making the environment, sustainability, and natural resources core elements of the strategy and management of organizations. It studies the processes and tools that can be used to link environmental, sustainability, and natural resource concerns with strategies, development of products and services, and operations management. More specifically, the course provides guidance as to how and when environmental, energy, and natural resource management can be translated into business model innovations and the achievement of a circular and regenerative economy.

en-cours-2023-llsmf2902

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Green Transition Management (LLSMS2902)

Department

Energy

Learning Object Subject

Green Transition Management

Educational Level

Master

Learning Outcome

/

Interactivity Type

class time is devoted to lecturing, discussion (heavy emphasis) , and invited talks

Learning Object Description

The climate emergency and the rapid exhaustion of non-renewable natural resources are making all economic activities increasingly reliant on the good management of natural resources. The long-term performance and durability of all organizations increasingly depend on sustainability strategies and business policies that explicitly consider the impact of their

activities on the environment and, more globally, on society. Against this backdrop, this course focuses on understanding the business and policy logic for making the environment, sustainability, and natural resources core elements of the strategy and management of organizations. It studies the processes and tools that can be used to link environmental, sustainability, and natural resource concerns with strategies, development of products and services, and operations management. More specifically, the course provides guidance as to how and when environmental, energy, and natural resource management can be translated into business model innovations and the achievement of a circular and regenerative economy.

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Research

We study people, organizations, institutions, and the state of the world to inspire responsible management and education practice.

RME Elements in Research

Louvain School of Management incorporates responsible management education into its research endeavors through 4 different methods:

PhD-Level RME Courses

The Circle U "Sustainable Change Makers programme" 2023

Department

Sustainability & Society

Learning Object Subject

Sustainable Change-Makers Programme

Educational Level

PhD, master

Learning Outcome

Students have to develop at the end of the program a concrete micro-project linked to one/several Sustainable Development Goals and come up with innovation solutions applying competitive strategies and an entrepreneurial mindset

Interactivity Type

Use of critical thinking and flipped classroom method, use of a wide range of techniques, concepts and models to identify and critically evaluate sustainable innovation issues within various environments, presentation of the final project in the Mind & Market Conference

Learning Object Description

This course is for students who want to change the world through projects that meet the needs of today without compromising those of future generations. It is therefore a question of addressing the sustainability challenges through innovation processes.

[Supporting Links](#)

Presentation of the Change-makers
Programme_

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Research Conferences

Business and Society Research Seminar 2024

Date

June, 2024 - June, 2024

Location

IESEG School of Management - Lille (France)

Speakers

Accepted PhD students and emerging scholars

This event is designed for PhD students and emerging scholars in various research fields related to Business and Society. The specific theme of interest for 2024 is "Business, Peace and Sustainability: Navigating Systemic Challenges".

BSS_2024_Program_18_19_June

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Docteur honoris causa 2024

Date

April, 2024 - April, 2024

Location

UCLouvain Campus (Belgium)

Speakers

Jean-Paul Larçon, Julie Battilana

[Supporting Links](#)

To commemorate both the 35th anniversary of the CEMS Alliance and the integration of the Louvain School of Management into this prestigious Alliance, the Louvain School of Management, in collaboration with the Louvain Research Institute in Management and Organizations, is organizing a ceremony to bestow honorary doctorates. This event will revolve around the theme of "Impact" symbolizing the core essence of the ceremony.

Research Seminar by Prof Christian Defélix (Université Grenoble Alpes)

Date

February, 2023 - February, 2023

Location

UCLouvain, Louvain-la-Neuve (Belgium)

Speakers

Pr. Christian Defélix, Grenoble IAE-INP, Université Grenoble Alpes

[Supporting Links](#)

Présentation de son papier "Capital humain et innovation : les étranges leçons d'une PME qui gère les ressources humaines par les paradoxes" qui tente d'examiner comment les collaborateurs perçoivent la GRH paradoxale instaurée par la direction de cette PME atypique, en s'appuyant pour cela sur le cadre théorique de Smith et Lewis (2011).

Research seminar by Kenneth De Roeck (SKEMA Business School)

Date

April, 2023 - April, 2023

Location

UCLouvain, Louvain-la-Neuve (Belgium)

Speakers

Kenneth De Roeck (SKEMA Business School)

[Supporting Links](#)

Kenneth presented a research project "A micro-level investigation of the risk mitigation perspective of CSR" focused on investigating the value-protection properties of CSR and explain how the research team has intended to develop appropriate methodologies to overcome some of the challenges associated with the operationalization of this theoretical framework at the micro-level of analysis.

Research Seminar: what does it take to be a change maker? by Anne-Karen Huske

Date

May, 2023 - May, 2023

Location

UCLouvain, Louvain-la-Neuve (Belgium)

Speakers

Anne-Karen Hüske (Copenhagen Business School)

[Supporting Links](#)

Anne-Karen presented her research "What does it take to be a societal change maker: a comprehensive review of social entrepreneurship competencies".

Conférence sur le Dialogue social et la transition écologique

Date

November, 2023 - November, 2023

Location

UCLouvain, Louvain-la-Neuve (Belgium)

Speakers

Mathieu HOCQUELET et Frédéric SECHAUD (Céreq, Marseille)

[Supporting Links](#)

La transition écologique est devenue un enjeu majeur du XXI^e siècle pour la société mais également les organisations. Ces dernières sont soumises à des obligations, et sollicitées, à différents niveaux, afin de répondre à cet enjeu qu'est le climat. Les pouvoirs publics en appel à la responsabilité des entreprises pour renforcer dans le cadre de négociations et du dialogue social, des sujets articulés, tels que la formation, la mobilité etc., aux enjeux écologiques et environnementaux. (IRES, 2023). Face à ce long chemin vers la transition, que représentent les évolutions et innovations dans le dialogue social au sujet de la transition écologique ? quelle place tient une GRH dans ce processus ?

Research seminar: Organizadons-nous, s'organiser en commun sur la zad de Notre-Dame-des-Landes par Justine Loizeau bio

Date

January, 2024 - January, 2024

Location

UCLouvain, Louvain-la-Neuve (Belgium)

Speakers

Justine Loizeau bio (Université Paris Dauphine, France)

[Supporting Links](#)

Présentation des résultats de la thèse de Justine Loizeau bio qui investigate la manière dont les pratiques de commoning plus qu'humain se maintiennent dans la filière forêt-haies-bois. Les résultats mettent en lumière une tentative des humains, non pas de gérer la forêt et les haies, mais de s'organiser « avec » : il s'agit d'un processus permanent de « faire communauté plus qu'humaine » par l'élaboration d'une diversité de modes d'organizing alternatifs, conflictuels et interdépendants.

Research seminar by Prof. Julie Battilana – « Purpose and Power in Organizations: Learning from Alternative Forms of Organizing to Address Societal Grand Challenges »

Date

April, 2024 - April, 2024

Location

UCLouvain, Louvain-la-Neuve (Belgium)

Speakers

Prof. Julie Battilana (Harvard Business School, USA)

[Supporting Links](#)

The seminar was an opportunity for Prof. Julie Battilana to summarize her research about which forms of organizing may be best suited to enable them to pursue social and environmental purpose in addition to profit.

LFIN Seminar by Raffaella Calabrese on "Climate stress-testing for mortgage default probability"

Date

December, 2023 - December, 2023

Location

UCLouvain, Louvain-la-Neuve (Belgium)

Speakers

Raffaella Calabrese (Edinburgh Business School, Scotland)

[Supporting Links](#)

Raffaella Calabrese came to present her research about "Climate stress-testing for mortgage default probability" focusing on the mortgage portfolio in Louisiana (one of the most disaster-prone countries in the U.S.) and propose a framework to perform a climate stress testing exercise of the default probability.

LFIN Seminar by Sébastien Pouget on "Investor Valuation for Socially Responsible Assets: A Willingness to Pay Experiment"

Date

May, 2024 - May, 2024

Location

UCLouvain, Louvain-la-Neuve (Belgium)

Speakers

Sébastien Pouget (Toulouse University, France)

[Supporting Links](#)

Sébastien Pouget presented an experimental study of investors' willingness to pay for socially responsible assets.

Dedicated Research Funding

SUSHY - Towards sustainable hybrid work

The SUSHY - SUSTainable HYbrid work - research project aims to assess the combined effects of hybrid work on well-being, productivity and energy demands. This is on this fascinating subject that the multidisciplinary research consortium (sociology, management, engineering and information systems) will work from 2023 to 2027. This project is financed by Belspo.

The aim of the [SUSHY research project](#) is to identify the conditions under which hybrid work may be sustainable. SUSHY's general research question comes through three units of analysis, in a long-term perspective and draws on a precise and adaptive characterization of hybrid work. Three main sub-questions are: (a) What are the conditions under which hybrid work can have a positive impact on physical, physiological and mental well-being?, (b) What are the conditions under which hybrid work can have a positive impact on productivity?, (c) What are the conditions under which hybrid work can have a consistently positive effect on households and firms' energy demands in order to reduce carbon footprints?.

By studying the effects of hybrid work on well-being, productivity and energy demand in an interdisciplinary approach, SUSHY addresses the multi-factorial nature of hybrid work. It allows identifying the conditions under which a balance between these different factors and the variables behind can be reached—and make hybrid work productive in a manner that is sustainable for the people and the planet.

The perspective envisaged in this project not only covers economic but also social and environmental aspects. SUSHY adopts an interdisciplinary and integrated longitudinal mixed-method approach. The method is structured in three phases that complement and feed each other to deepen the understanding of hybrid work: (a) a large-scale employee survey, (b) case studies and (c) a panel followed-up by digital diaries.

MOOCresearch2.0

The MOOCresearch2.0 is a five-year Collective Research Initiative (ARC, 2019-2024) project addressing the challenges of fostering social interactions and socio-cognitive conflicts (i.e. differences in points of view that are socially experienced and cognitively resolved) to promote learning in an online learning platform.

With the help of various disciplinary methodological toolkits (content analysis, corpus linguistics, and social media analytics), the MOOCresearch2.0 ARC's team investigates the presence and unfolding of socio-cognitive conflicts in the forums of massive open online courses (MOOCs) developed by [LouvainX](#) on the edX platform.

MOOC forums are a unique environment where learners with different professional experience and cultural backgrounds are invited to discuss disciplinary concepts and/or society issues that can potentially induce socio-cognitive conflicts and/or controversies. We adopt a mixed-method approach and examine the forum discussions from a multidisciplinary perspective that builds on theories from several disciplines from the humanities and social sciences (linguistics, natural language processing, communication sciences, education, and management studies). The sub-projects involved in the MOOCresearch2.0 include a project specifically dedicated to learning Corporate Social Responsibility (Supervisors: [Prof. Valérie Swaen](#) and [Prof. Mariane Frenay](#); PhD candidate: [Pauline de Montpellier d'Annevoie](#)).

More information on our ERS-related research activities.

ERS research activities at the Louvain School of Management

Key takeaways of ERS research activities at the Louvain School of Management.

Key takeaways to keep in mind regarding Louvain School of Management's ERS research activities:

- LSM leverages UCLouvain's resources, values, and passion for creating knowledge. Within the university's multidisciplinary ecosystem, we engage in both fundamental and applied research.
- From 2019-2023, LSM core faculty produced 1,084 research outputs, averaging 3.8 per contributor per year, with a continued increase in higher-quality output.
- LSM prioritizes faculty wellbeing and a culture of reflection, emphasizing a balanced teaching load, research freedom, funding assistance, regular sabbaticals, and quality doctoral students.
- This supportive environment helps attract faculty with strong international profiles.
- Recent hires specialize in sustainability management/CSR, HR management, sustainable finance, and energy management, reflecting the School's research focus for the coming years.

- Ethics, sustainability and CSR are central to much of the faculty's R&D work and many PhD theses. A notable project is "Analysing and Identifying the Circular Economy's Contribution to a Just Transition" (AICE-T), financed through the Action de Recherche Concertée (ARC) at UCLouvain.
- Ethics, sustainability and CSR also underpin honorary doctorates that LSM and its research institutes awarded in 2019 and 2024. LSM faculty members regularly speak on these matters at events and forums and contribute to juries and panels. They also comment to the media on current events.
- LSM has striven to increase communication about our top researchers and their work in order (1) to support international recruitment by highlighting people and projects that other strong academics would want to work with, (2) to increase the diffusion and impact of their research, and (3) to raise the visibility of the School and its areas of expertise.
- Chairs and corporate partnerships continue to inspire and finance research and teaching innovations.

For more information about our ERS research activities at the Louvain School of Management, see object **"ETHICS, RESPONSIBILITY AND SUSTAINABILITY RELATED RESEARCH AT THE LOUVAIN SCHOOL OF MANAGEMENT"**

ETHICS, RESPONSIBILITY AND SUSTAINABILITY RELATED RESEARCH AT THE LOUVAIN SCHOOL OF MANAGEMENT

Relevant Stakeholders

All stakeholders of the university UCLouvain

Purpose

Overview of ERS research activities at the Louvain School of Management.

ERS Research

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Partner

We engage people from business, government, civil society, and academia to advance responsible and accountable management education and practice.

Partnership Approaches for RME

Louvain School of Management partners with external stakeholders to advance responsible management education through 3 different approaches:

External Community Dialogue

LSM partnering activities with different stakeholders

LSM engages practitioners through various means, including governance and research involvement, corporate chairs, joint projects, courses, master theses, internships, career events, and networking. Faculty management policies promote connections to practice, with several core professors recruited through corporate chairs. Many professors have management or consulting experience and remain active in the field. Faculty members dedicate 20% of their time to external activities, such as executive education and supervising master's theses linked to internships.

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This approach results in an extensive portfolio of national and international connections, with a clear focus on strengthening and diversifying links with the corporate world. LSM's commitment to openness ensures ongoing interaction with relevant stakeholders, both international and local/regional.

Key Impact Groups

- **Larger corporations:** LSM collaborates with major corporations, including CEMS Alliance partners, multinational companies like BASF and P&G, and strong Belgian companies with international reach.
- **Entrepreneurs and SMEs:** LSM works extensively with entrepreneurs and SMEs to address regional needs and leverage the School's expertise. The Interdisciplinary Program in Entrepreneurship (INEO) is ranked #2 in the world by Eduniversal.
- **NGOs and Social Economy Actors:** LSM increasingly partners with NGOs and social economy actors focused on ERS, including organizations like The Shift, Amnesty International, and UNICEF.
- **Public Institutions and Policy Bodies:** LSM maintains important links with public institutions and policy influencers, including Belgium's central bank, local agencies on SME issues, and EU institutions.

- **Alumni:** With about 25,000 alumni, 500 of whom are active members of the Alumni LSM association, alumni contribute to governance, sponsorships, teaching, career preparation, and job placementent, Belgium)

CEMS alliance

This alliance of leading business schools, multinational companies, and NGOs offers the CEMS Master in International Management. CEMS promotes global citizenship, ethical conduct, cultural diversity, respect, and empathy in all its activities

The School seeks to build partnerships, networks and communities of CSR-committed people and institutions, and to help leaders and staff gradually evolve their values, strategy and behaviors in thisfield by sharing best practices and creating synergies. In particular, LSM is workingin partnership with the CEMS Alliance and is actually the only Belgian partnerof CEMS. CEMS is a strategic alliance of leading business schools and multinational companies, in which 34 schools, on five continents, collaborate together with over 60 corporate partners (multinational companies) and eight social partners (NGOs) to offer international postgraduate students a unique blend of high- qualityeducation and professional experience. Designed by academics and business leaders, the CEMS Master's in International Management (MIM) program bridges university education and business expertise, offering keen insights into management best practices. In all its activities, CEMS aims topromote global citizenship, ethical conduct, culturaldiversity, respect and empathy.

The MIM program is a truly international joint degree ofthe CEMS schools,taught simultaneously at each memberschool.

Globally Responsible Leadership Initiative (GRLI)

GRLI is an incubator for innovation and new practices in business schools. It focuses on ethics, responsibility, and sustainability in business.

The GRLI is a unique global community of action and learning, consisting of companies, business schools and universities that work individually, in pairs, in clusters and collectively. The GRLI's mission is to promote support and execute the development of a next generation of globally responsible leaders. The GRLI developed the concept of global responsibility as a new and evolving subject which goes well beyond traditional notions of corporate citizenship. A unique characteristic of the GRLI is that it seeks to maintain a balance between businesses and business schools/learning institutions, usually ensuring that each business school that joins does so with a business partner. In 2006 and 2007, the Louvain School of Management was associated to GSK Biologicals in order to unfold a strategic CSR agenda in this pharmaceutical company based on a complete auditing of GSK's CSR practices.

Within GRLI, LSM has advanced major research projects on The Corporation of the 21st Century and The Business School of the 21st Century a few years ago.

Collaboration with Mind & Market

A collaboration between Université catholique de Louvain (UCLouvain) and the local business association Alliance Centre BW, [Mind & Market](#) supports innovative projects from both academic and business sectors.

Since 2009, it has facilitated innovation across various fields, including health, ICT, engineering, chemicals, food, marketing, management, and sustainable development.

2030 CEO Alliance for sustainability

A collective of Belgian CEOs and directors formed at the end of 2020 to address the urgent need for societal transformation and the reinvention of companies.

Prof. Philippe Chevalier (LSM) is also the CEO of [N'Side](#) that is part of this community of practice.

Sabrina Courtois is a LSM PhD student who is analyzing this community of practice in her PhD.

The shift

The Shift is a Belgian platform for sustainability, bringing together around 560 organizations from 25 different sectors to foster partnerships and co-create sustainable solutions.

UCLouvain is a member of The Shift since 2018. Through its annual membership fee, UCLouvain offers its entire community - i.e. its academic and administrative members, as well as its students - the opportunity to take part in activities organized by The Shift.

Corporate HR Hackathon

Date

December, 2022 - December, 2022

Location

Louvain-la-Neuve (Belgium)

Speakers

Laurent Taskin (UCLouvain, Belgium), Valérie Swaen (UCLouvain, Belgium), chercheur·euses, responsables des ressources humaines et étudiant·es de la Louvain School of management.

[Supporting Links](#)

Un marathon de débats et de réflexion durant lequel étudiant·es et professionnel·les se sont rencontré·es pour imaginer ensemble un management soutenable et des modèles d'entreprise plus durables.

Collaborative Change Action

International Cooperation

UCLouvain has a rich tradition of international cooperation, particularly through initiatives focused on sharing and solidarity with developing countries.

Through the UCLouvain Commission for Development, LSM professors actively participate in projects across Latin America, as part of our international strategy, and also in Africa, Asia, and the Middle East. For instance, in October 2022, LSM faculty members played pivotal roles in the inaugural African Research Initiative Conference (AfRIC). This event, organized by UCLouvain and the LouRIM research institute's Sustainable Innovative Entrepreneurship Worldwide / Africa Initiative (SIEWA: A Real-World Laboratory to Accelerate the Transition with Africa), was held in collaboration with the International Entrepreneurship Forum (IEF), the International Network for SMEs (INSME), and the Société Africaine de Management (SAM).

Female Entrepreneurship Workshop

Date

September, 2022 - September, 2022

Location

Oslo (Norway)

Speakers

Gry Agnete Alsos (Nord University Business School; Sweden) ; and Miruna Radu-Lefebvre (Audencia Business School, France)

On September 26th and 27th, 2022, Prof. Amélie Jacquemin, Academic Chair at UCLouvain-Circle U. (European University Alliance), co-organized a workshop on female entrepreneurship in Oslo, Norway, in collaboration with Prof. Taran Thune from Oslo University. The workshop focused on the question: "How can we support female entrepreneurship in and around universities?" To enrich the discussion, two keynote speakers were invited. Gry Agnete Alsos from Nord University Business School, Sweden, presented on "Entrepreneurship: A Women's Job?" and Miruna Radu-Lefebvre from Audencia Business School, France, spoke on the "Social-Constructivist Approach to Gender in Entrepreneurship." The workshop brought together 20 participants, including professors, researchers, female students, and heads of incubators. From the discussions, two key initiatives emerged: (1) the launch of an international Circle U research project focused on female entrepreneurship and (2) the creation of videos or capsules featuring inspiring female role models in entrepreneurship from various countries.

Advisory Council

A 32-person **Advisory Council** integrates the voice of practitioners into LSM's strategic management. The Council includes executives from international corporations, entrepreneurs, trade and policy managers, and alumni. The Advisory Council has strengthened its role over the years, with two working sessions annually to review achievements and projects. Members also participate in program committee meetings and contribute to learning activities as adjunct professors, guest speakers, assessors, project sponsors, and site-visit hosts.

The **Advisory Council** comprises executives from companies and non-profit organizations, including some alumni, who are external to the School. Its main function is to integrate practical insights into LSM's strategic management, inspiring the School's strategy, challenging its future development, and enhancing its corporate world awareness. The Advisory Council interacts with the School's top management, faculty, and students, particularly during its two annual meetings. Since 2022, LSM has diversified its engagement beyond large companies and executives to include SMEs, NGOs, social economy actors, and public sector bodies, connecting with both senior and junior representatives to incorporate the perspectives of the younger generation.

Advisory Council meetings serve as forums for critical discussion and collective development, and also help determine the annual theme set by the management team for the upcoming academic year.

B Corp Live Experience

Since 2019, CSR students assist companies in completing the B Impact Assessment (BIA) to improve their social and environmental performance.

Since 2019, LSM's first-year master's students learn about B Corp certification during the CSR course. Students work on the B Impact Assessment (BIA) for different start-ups, SMEs or multinationals from diverse industries, identify areas for improvement, develop concrete and practical recommendations and critically analyze the BIA and B Corp certification. Through this exercise, students develop knowledge not only about B Corp but also about project management, interpersonal skills and systemic thinking through an approach that is both scientific and practical. This "real-life" experience enable them to better understand the challenges and impacts companies are facing in terms of sustainable development and CSR.

Conférence: "Transition écologique: l'opportunité économique du siècle?"

Date

March, 2022 - March, 2022

Location

UCLouvain, Louvain-la-Neuve (Belgium)

Speakers

Bertrand Piccard (Solar Impulse Foundation) et Ilham Kadri (Solvay)

[Supporting Links](#)

Ilham Kadri, President and CEO of the Belgian chemical group Solvay, delivered an inspiring speech to young students on the themes of ecological transition and economic growth, emphasizing a hopeful and proactive approach to these critical issues. Bertrand Piccard, founder of Solar Impulse, presented an uplifting talk about thinking outside the box and working to shift paradigms towards a more qualitative, efficient, and circular economy. His message encouraged innovation and a forward-thinking approach to addressing global challenges.

Philippe de Woot Award 2022

Date

February, 2022 - February, 2022

Location

UNamur (Belgium)

Speakers

In addition of the 3 nominees -Ines Maria GARCIA (UCLouvain, Belgium), Alena KONONENKO (St Petersburg State University, Russia) and Rahel REINHARD (University of St. Gallen, Switzerland)-; François Marty (Chênelet), Piet Colruyt (Impact) and Clotilde de Montpellier (Farm for Good and UNamur) shared with enthusiasm their views on social and impact entrepreneurship and investing.

[Supporting Links](#)

The Philippe de Woot inter-university award is intended to foster sustainability and Corporate Social Responsibility (CSR). The award is given bi-annually to the candidate with the best Master's thesis on sustainability and Corporate Social Responsibility (CSR). The award prize is €3,000, half of which will be given to the winner and the other half to an environmental or social project designated by the winner.

Philippe de Woot Award 2024

Date

March, 2024 - March, 2024

Location

University of Antwerp (Belgium)

Speakers

In addition of the 3 nominees -Mels Arnoldy (Rotterdam School of Management, Erasmus University, the Netherlands) , Elisa Fernandes da Silva (ESADE – Spain & Fundação Getúlio Vargas, Brazil), and Guillaume Thys (Solvay Business School of Economics and Management, Belgium)-; Eric Archambeau also shared his experiences on « Impact Investing: a CSR accelerator”.

[Supporting Links](#)

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SDG Barometer 2024

With the support of the Federal Institute of Sustainable Development, The Shift, and CIFAL Flanders, LSM, the University of Antwerp and Antwerp Management School conduct the SDG Barometer for Belgium, a nationwide survey to map the implementation of the Sustainable Development Goals at companies and organisations. Conducted every 2 years since 2018, the survey is a basis for analysis leading to dialogue and recommendations for private and public actors.

The 5th edition of the barometer, with recommendations for business and policymakers, will be presented in fall 2024.

The different editions of the SDG barometer can be found [here](#).

Meeting with the Queen – SDGs Ambassador

On October 11, 2021, Her Majesty Queen Mathilde, in her role as Ambassador for the United Nations Sustainable Development Goals (SDGs), met with management students from the five Walloon universities and colleges (UCLouvain, ULiège, UMONS, UNamur, and EPHEC) to discuss "Challenging the Business World in Light of the Sustainable Development Goals."

During [this event](#), the students had the opportunity to present their research, reflections, and projects related to the SDGs. They also engaged with key figures in the field, including Minister Céline Tellier, Walloon Minister of the Environment; Pierre Mottet, President of the Walloon Union of Enterprises; and Prof. Marthe Nyssens, Prorector for Transition and Society at UCLouvain.

Her Majesty Queen Mathilde emphasized the need for greater action: “While it is true that a growing segment of the population is now aware of these United Nations goals, and innovative projects, changes in daily behavior, and new production techniques reflect a concern for sustainability, these efforts are still insufficient. In the face of urgent climate change, resource depletion, and deepening social inequalities, we cannot be content with these incremental advances. They are too slow, too modest, and too fragmented,” she asserted.



Practice

We adopt responsible and accountable management principles in our own governance and operations.

RME Policy Implementation

Louvain School of Management has implemented 6 policies to support its commitment to responsible management education:

Greenhouse gas emissions

Plan Transition UCLouvain 2021-2026

The Sustainability Transition Plan addresses three areas: education, research, and sustainable campuses. The last area is divided into specific themes: energy, mobility, consumption, investments, food, biodiversity, territorial development, and culture. Each area has its own objectives calling for concrete actions and a variety of goals to be achieved in only five years. All of these actions are based on research and analysis carried out by students and members of the academic, scientific, and administrative staff.

Scope

All material sustainability issues

Enforcement Date

September, 2021

Revision Date

September, 2026

Number Of Pages

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Scope

All material sustainability issues

Enforcement Date

August, 2024

Revision Date

August, 2024

Number Of Pages

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Buildings/real estate

Plan Transition UCLouvain 2021-2026

The Sustainability Transition Plan addresses three areas: education, research, and sustainable campuses. The last area is divided into specific themes: energy, mobility, consumption, investments, food, biodiversity, territorial development, and culture. Each area has its own objectives calling for concrete actions and a variety of goals to be achieved in only five years. All of these actions are based on research and analysis carried out by students and members of the academic, scientific, and administrative staff.

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Local staff/student/faculty transportation

Plan stratégique de mobilité de l'UCLouvain

Scope

The whole University UCLouvain

Enforcement Date

January, 2020

Number Of Pages

58

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UCLouvain

Media

Rapport en PDF

[Supporting Links](#)

[Supporting Links](#)

Travel

Charte Mobilité Internationale

Scope

The whole University UCLouvain

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January, 2021

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Charte

Charte Mobilité Internationale Juin2021

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Arbre décisionnel - Charte Mobilité - UCLouvain

Scope

The whole University UCLouvain

Enforcement Date

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Employee equity, diversity, inclusion

États Généraux pour une politique Équité, Diversité et Inclusion | UCLouvain

Date

October, 2023 - October, 2023

Location

UCLouvain, Louvain-la-Neuve (Belgium)

Speakers

UCLouvain members & UCLouvain stakeholders

[Supporting Links](#)

Des étudiantes et étudiants, collectifs de terrain et membres des personnels UCLouvain ont été consultés durant un an et ont pu faire remonter leurs expériences, leurs demandes et leurs propositions. L'objectif de ces cinq jours d'ateliers et de tables rondes est de continuer cette discussion pour aboutir à un plan d'action collectif et concret pour notre université.

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Institutional Aspiration Targets

Louvain School of Management has set aspiration targets in 4 different areas:

- ❖ GHG Emission Targets
- ❖ Building and Real Estate Targets
- ❖ Internal Transportation Targets
- ❖ Travel Reduction Targets



Share

We share our successes and failures with each other to enable our collective learning and best live our common values and purpose.



Performance Disclosure and Transparency

Regarding transparency in RME performance disclosure, Louvain School of Management operates with the following approach:

No Performance Disclosure

SIGNATORY

Louvain School of Management



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Belgium



Website

<https://uclouvain.be/en/faculties/lsm>