



BUSINESS AS
AN AGENT OF
WORLD BENEFIT

MANAGEMENT KNOWLEDGE
LEADING POSITIVE CHANGE

BUSINESS AS AN AGENT
OF WORLD BENEFIT
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Business as an Agent of World Benefit: Management Knowledge Leading Positive Change

**A Global Forum
Called by
The Academy of Management
Case Weatherhead School of Management
The United Nations Global Compact**

October 23rd-25th 2006



CALL FOR PAPERS

SEE PAGES 11 and 12

**CORPORATIONS TO SHARE INNOVATIONS:
CALL FOR STORIES**

SEE PAGES 13 and 14



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OVERVIEW

The relationship between business and society—including business’s search for mutually beneficial advances that address the world’s most pressing global needs—has become one of the defining issues of the 21st century. Throughout the world, immense entrepreneurial energy is finding expression, energy whose converging force is in direct proportion to the turbulence, crises, and the call of our times.

Factories and buildings are being designed in ways that, surprisingly, *give back* more clean energy to the world than they use. Bottom-of-the-pyramid strategies and micro-enterprise models are demonstrating how business can eradicate poverty through sustainable profitability. Companies are designing products that leave behind no waste—only “food” that becomes input into other biological and technological cycles.

The power of these emerging innovations defies simple categorization into such familiar domains as: business ethics, philanthropy, or any non-strategic corporate social responsibility initiative. One-by-one positive interruptions are erasing the false dichotomy embedded in “the great trade-off illusion”—the belief that firms must sacrifice outstanding financial performance if they choose to strategically address societal challenges. ¹ Could it be—with the right mix of innovation and entrepreneurship—that the creation of sustainable value could become *the* business opportunity of the 21st century? Are we actually beginning to recognize the next phase of responsible business and global corporate citizenship—and beyond? Can we anticipate a tipping point in business practice, as well as in management education and research that will redefine the very nature of business’s approach to earning profits and to positively influencing society?

Books such as *The End of Poverty: Economic Possibilities for Our Times*, *Capitalism at the Crossroads*, *Positive Organizational Scholarship*, *Character Strengths and Virtues*, *The Fortune at the Bottom of the Pyramid*, *The Organizational Dimensions of Global Change*, and *The Sustainable Company*, as well as recent UN and World Economic Forum reports on *The Role of Public-Private Partnerships in Mobilizing Resources for Development* and *Business UNusual* are sounding the call for new knowledge. ²

Shortly before his recent passing, the eminent thought-leader Peter Drucker addressed such complex questions. He spoke passionately about the distressed state of the world, including expressing his views on corporate meltdowns, such as those at Enron, Andersen, and WorldCom, and the equally alarming erosion of any feeling of community in a world where billions are condemned to lives of grinding poverty, ravaged by disease and bereft of hope. Then, with his hallmark prescient insight, Drucker made us all aware of that which was already obvious to him, but remained invisible to most others: “Every single pressing social and global issue of our time is a

business opportunity.” On this point, as on others, Drucker was unequivocal: “Management *is* a matter of world affairs.” It is time, he advised, for all of us to aim higher.

AN INVITATION TO JOIN IN A TASK OF HISTORIC SIGNIFICANCE

On behalf of the Academy of Management, Case Weatherhead School of Management and the United Nations Global Compact, we are pleased to invite you to join in a landmark Forum to be hosted at Case Weatherhead in October 2006. This forward-looking Forum is an unprecedented opportunity to bring together leading business executives, management scholars, civil society leaders, government policy makers, and top students from around the world to identify and to leverage new solutions that have the potential to change the nature of 21st-century society. The format, like the content, will encircle the globe, with delegates coming from around the world to attend the Conference in person and an additional 3,000 delegates expected to participate virtually.

The Forum theme, “Business as an Agent of World Benefit: Management Knowledge Leading Positive Change,” includes a threefold call:

- (1) to unite the strengths of business with the universally recognized values of the UN Global Compact and the world’s *Millennium Development Goals*, which includes the eradication of extreme poverty, restoring the environment, and building partnerships for peace and development;
- (2) to directly challenge “the great tradeoff illusion” and to explore fresh research on the business case for sustainable development as essential to contemporary corporate strategy and societal well-being; and
- (3) to re-envision management education, not as on the sidelines, but as a major world player in *transformational learning*—to envision management education extending its immense influence to advance global corporate citizenship by transforming the intellectual frameworks and attitudes, and thus the contributions, of millions of future leaders.

Given the nature of our times, the potential of this Forum is enormous. We are, as Nelson Mandela asserted, “the first generation that can eradicate poverty” and we cannot refuse the opportunity. The implications for business of eradicating poverty, enhancing the environment, and establishing peace while prospering financially, have scarcely been explored.

The Forum’s promise is heightened by the remarkable cross-sectoral collaborations that are being born:

- The **Academy of Management** is a leading professional association for scholars dedicated to creating and disseminating knowledge about management and organizations. Members are scholars at colleges, universities, and research institutions, as well as practitioners with scholarly interests from business, government, and non-governmental organizations (NGOs). Founded in 1936, the Academy of Management is the oldest and largest scholarly management association in the world. Today, the Academy is the professional home of more than 16,000 members from 91 countries. It is committed to advancing the field of management and giving visibility to scholarly research conducted in the service of the public good and the world's common future. Partnering with the UN Global Compact presents a tremendous opportunity to bridge management scholarship and education with practice in support of the UN Global Compact and the Millennium Development Goals.
- **Case Weatherhead School** has received international acclaim for developing bold ideas that redefine the way management education is taught. This spirit of innovation has elevated its management programs to global prominence, earning it a reputation as one of the most innovative business schools in the world. Within the Weatherhead School is the Center for Business as an Agent of World Benefit founded by Professor David Cooperrider. Its purpose is to advance extraordinary business and society innovation, helping to revolutionize the way the world eradicates poverty, restores the biosphere, and creates international understanding and peace. Case Weatherhead brings its strengths in designing global summits, conferences, and multi-stakeholder forums using the Appreciative Inquiry methodology developed at Case Western Reserve University.
- The **United Nations Global Compact** is the world's largest corporate global citizenship network with 2,400 businesses, NGOs, universities, and governmental organizations as members, as well as 43 local Networks in 87 countries around the world. Founded in the year 2000, the UN Global Compact is a voluntary initiative with two objectives: (1) mainstreaming principles for global citizenship into the activities of businesses around the world, and (2) acting as a catalyst for business actions in support of the UN Millennium Development Goals. At the Global Compact's Leaders Summit held at the United Nations in 2004—with the participation of CEOs and leaders from almost 400 companies, including Alcan, BP, Daimler Chrysler, Escom SA, Green Mountain Coffee Roasters, Novartis, Pfizer, Punjab National Bank, and Telecom Italia—one overarching theme emerged from almost every recommendation. It was a call for more and better knowledge, learning, and management tools for advancing innovation at the intersection of business and society. Through recent UN publications such as *Raising the Bar: Creating*

Value with the Global Compact, The Business of Peace, Responsible Business Pays, and the financial industry's recent *Who Cares, Wins: Connecting Financial Markets to a Changing World*, the Global Compact is realizing its aims through leadership, dialogue, engagement, learning, outreach, and the creation of networks. ³ The Global Compact was inspired by UN Secretary General Kofi Annan when he met with business leaders in Davos at the World Economic Forum and called for a global compact: "Let us choose to unite the power of markets with the strength of universal ideals. Let us choose to reconcile the creative forces of private entrepreneurship with the needs of the disadvantaged and the requirements of future generations."

The Forum's theme—Business as an Agent of World Benefit: Management Knowledge Leading Positive Change—reflects the spirit of the Secretary General's words. It invites all of us to move beyond the "must do" vocabulary embedded in the literature on corporate compliance, to an exploration of the "can do" opportunities within the spheres of influence of every corporation and industry.

FORUM TRACKS AND THEMES

The aspirations for the Forum are not meager. Our hope is to connect insights gleaned from a range of exciting dialogues taking place across disciplines, sectors, cultures, and geographic regions. The Forum is designed to galvanize change. It is born of a conviction that the future of human society and the natural world is intimately linked to the future of the world economy, business enterprises, and management education. The Forum will offer unparalleled opportunities for new understandings and creative action. For some, the deliberations will probably be unsettling. Virtually everyone, however, agrees that the subject matter is momentous in its implications.

The Forum presentations, panels, papers, dialogues, and debates are organized around three themes: (1) the state of the world and the economic possibilities of our time, (2) the business case for understanding business as an agent of world benefit—how business performance can profit from current and future advances in global corporate citizenship; and (3) management education as the leader in facilitating the transformational learning needed for 21st-century success—including opportunities that Canadian designer, Bruce Mau, recognizes as "massive change" and learnings that the Club of Rome labels as "anticipatory" and "transformational." Each theme is outlined below.

I. The State of the World and the Economic Possibilities of Our Time

Drawing on the best state-of-the-art academic research and the worldwide corporate community's most compelling questions, this first thematic direction:

- Explores business and societal implications of the complex interactions between environmental degradation, poverty, world health, rapidly growing human populations, and the international proliferation of deadly weapons.
- Traces the meaning and significance of the worldwide movement consisting of thousands of companies and networks taking a leadership role in advancing global corporate citizenship, as shown in the strong and growing commitment by many companies to the UN Global Compact and its goals.
- Links our generation's historic set of possibilities—as seen through the lens of business strengths, opportunities, aspirations, and results—with the highest aspirations of the world's Millennium Development Goals.
- Identifies and makes public the most exciting real business stories of significant innovation and impact, including those involving entrepreneurship to eradicate poverty, new designs to support sustainable enterprise and the use of clean energy, and business as a force and partner for peace.

II. The Business Case for Understanding Business as an Agent of World Benefit: Challenging “the Great Trade-off Illusion”

Drawing on the best state-of-the-art academic research and the worldwide corporate community's most compelling questions, this second thematic direction:

- Explores the data relating broad-based contemporary value shifts with the financial community's choice to incorporate models of sustainable value.
- Showcases research on the tangible and intangible benefits and risks of taking leadership in corporate citizenship—including assessing the sources of sustainable value and the ways in which a multi-stakeholder view of the firm can, in an integrated way, become a source of innovation, brand identity, trust, inspiration and human motivation, and competitive advantage.
- Assesses the potential competitive advantages for nations. What will happen—and has happened—to countries and economic regions that innovate and become recognized as leaders in corporate citizenship and the generation of sustainable value? What are the consequences for regions and countries that lag behind, or are viewed as indifferent?
- Challenges our theories of the firm and invites new conceptualizations and research about the relationship between corporate strategy, sustainable value, and the defining notions of competitive and cooperative advantage.

III. The Role of Management Education as the Crucial Factor in Transforming Learning for 21st-Century Success

Drawing on the best state-of-the-art academic research and the worldwide corporate community's most compelling questions, this third thematic direction:

- Envisions 21st-century management education as leading in the development of *transformational learning*. It envisions business schools as effectively extending their immense influence as agents of world benefit. What is the “societal footprint” today of management education? What could its positive footprint be if cutting-edge research in strategy, international relations, business ethics, finance, accounting, marketing, entrepreneurship, operational management, organizational behavior, human resources management, and environmental studies defined 21st-century curricula and corporate practice? If management education is a matter of world affairs, people will aspire to a career in the field precisely because it is seen as a noble profession.
- Makes new connections across scholarly domains. How could management education be enriched by fields such as *design* that place a premium on imagination and innovation, or international relations, ethics, ecological economics, the arts, and philosophy—fields that contain a breadth and depth of insight needed by management to educate leaders to effectively address the world's most significant challenges? ⁴
- Presents state-of-the-art research for transforming business school curricula, learning designs and approaches that align management education with the next stages of good corporate citizenship.

An Exciting & Powerful Learning Environment

“Connecting Management Scholarship and Education with the Highest Aspirations of Leading Corporations and the World's Millennium Development Goals”

We are honored to invite you to join us from Monday, October 23rd through Wednesday, October 25th 2006 to participate in this important Forum. The sessions will feature dynamic combinations of theory and practice in keynote presentations, panels, interactive sessions, and technology-mediated discussions. Each will be specifically designed to reunite pioneers and contemporary leaders in business, academia, and civil society and to facilitate their creation of new understandings and action. Imagine, for example, a plenary on business's successful efforts in eradicating poverty that would include renowned strategy scholar and consultant CK Prahalad, a CEO from a major global company, and a successful Bangladeshi entrepreneur who, through partnership networks, is lifting thousands out of poverty. Imagine commentary by a leading researcher at the Indian Institute of Management and a top management student from the London Business School. To wrap up the session,

imagine South Africa's Nelson Mandela giving his reflections via a live interactive satellite link.

Nelson Mandela recently reiterated not only the importance to the world of the Millennium Development Goals, but also his belief in society's ability to reach these seemingly unreachable goals:

"We won the struggle against slavery and then against apartheid, both of which seemed insurmountable at the time. The next big war is the one against poverty and we have to win this for the sake of humanity and our collective future."

Following each plenary panel, conferees will join small, diverse groups for deeper dialogue and exploration. Discussions will be sparked by a variety of questions: What insights and implications can we draw from the speakers' presentations for the future of management research, education, and practice? What is my relationship to this topic and task? What are the most interesting opportunities for business success in addressing this global challenge? How do we move the most promising innovations from small-impact local use to worldwide application? What learning, research, and international partnership opportunities currently exist within the Forum community for making advances in global corporate citizenship and in our understanding of business as an agent of world benefit?

Beyond the Forum itself, planned outcomes include a state-of-the-art book, journal articles, and support for networks of academics and corporate leaders furthering a new agenda for academic research, management-school curricula development, and corporate action. A first-ever constitutional session of the Global Compact's academic network is envisioned.

In sum, the Forum is designed to inspire conferees to push the boundaries of what is known. We ask all of you as leaders, scholars, and learners to accept Toynbee's famous challenge "to dare in scholarship." As business and society leaders, we ask you to showcase sustainable value creation as well as images of the future of global corporate citizenship. What, as Michael Lewis would label it, is the "new, new thing"—the anticipated best practices, questions, and challenges for the field, for the economy, and for the world? The Forum explicitly invites all participants to help envision the future of business and management education. It invites us to embrace designer Bruce Mau's challenge, "Now that we can do anything, what do we want to do?" If we allow ourselves to believe that anything imaginable is possible, how would we design management education to prepare millions of current and future leaders to view management as *a noble profession and matter of world affairs?*

The Forum will be hosted at Case Weatherhead School of Management October 23rd-25th 2006. Case is located in Cleveland, Ohio USA, surrounded by world renowned cultural institutions including the Cleveland orchestra and art museum. Housed in the Frank Gehry's revolutionary and exciting Peter B. Lewis Building, the Weatherhead School stands out as a symbol of the type of bold innovation needed for the twenty-first century. For more information on the Forum including partnership and co-sponsorship opportunities please see the forum website at www.bawbglobalforum.org, or email bawbforum2006@case.edu.

Forum Program Co-Chairs

- David Cooperrider, Case Western Reserve University
- Nancy J. Adler, Academy of Management (McGill University)
- Manuel Escudero, UN Global Compact

Call for Papers & Workshops (500 word abstracts due May 1st 2006)

The relationship between business and society—including business’s search for mutually beneficial advances that address the world’s most pressing global needs—has become one of the defining issues of the 21st century. It is a time, as Toynbee once challenged, “to dare in scholarship.” We are therefore pleased to invite you to submit “daring” state-of-the art paper, session, and workshop proposals for a landmark global Forum on “*Business as an Agent of World Benefit: Management Knowledge Leading Positive Change.*” The Forum includes a threefold call:

- (1) To unite the strengths of business with the universally recognized values of the UN Global Compact and the world’s *Millennium Development Goals*, which include the eradication of extreme poverty, restoring the environment, and building partnerships for peace and development;
- (2) To directly challenge “the great trade-off illusion” and to explore fresh research on the business case for sustainable development as essential to contemporary corporate strategy and societal well-being; and
- (3) To re-envision management education, not as on the sidelines, but as a major world player in *transformational learning*—to envision management education extending its immense influence to advance global corporate citizenship by transforming the intellectual frameworks and attitudes, and thus the contributions, of millions of future leaders.

The Forum overview, and the Forum website: www.bawbglobalforum.org, describe each of these three areas in greater depth.

We invite research papers, essays, integrative research reviews, conceptual frameworks, and defining case studies from all management disciplines; papers that are empirical, conceptual or narrative-based. We invite papers and proposals from professors, students, executives, managers and leaders in the field of practice. A peer-review process will select submissions for presentation at the Forum, with outstanding papers considered for a state-of-the-art book as well as for a special journal issue. Innovative, state-of-the-art workshops on the strategic aspects of sustainable value creation, including management methods for advancing business as an agent of world benefit, are also invited. Especially welcome are real-life profiles of CEOs, managers, companies, and public-private partnerships who have dared to view social and global challenges not as burdens but as business opportunities, new sources of innovation, and the basis for long-term fiscal success.

This is the first time in history that the Academy of Management has partnered with the United Nations Global Compact. The Forum is therefore an unprecedented

opportunity to bring together leading business executives, management scholars, civil society leaders, government policy makers, and top students from around the world to identify and to leverage new solutions that have the potential to change the nature of 21st-century society. Like the content, the format of the Forum will encircle the globe, with delegates coming from around the world to attend the Forum in person, and an additional 3,000 delegates expected to participate virtually. Speakers at the Forum will include such leaders as the author of *The Fortune at the Bottom of the Pyramid: Eradicating Poverty Through Profits*, CK Prahalad, Harvard's Jane Nelson who is conducting groundbreaking work on business initiatives for peace, and the Academy of Management's President, Tom Cummings, whose foresight allowed the Forum to become a reality. UN Secretary General Kofi Annan has been invited as Honorary Chair along with honorary Co-chairs Lord Browne, CEO of BP, Mary Robinson, former President of Ireland and Executive Director of Global Ethics Initiative, and CK Prahalad, McCracken Distinguished University Professor of Corporate Strategy, University of Michigan. Professors David Cooperrider of Case and Nancy J. Adler of McGill University, along with Dr. Manuel Escudero of the UN Global Compact are serving as the Forum's Program Chairs.

Please submit a 500-word (maximum 1-page) abstract of your proposed paper or workshop session to bawbforum2006@case.edu by May 1st 2006—or sooner if possible. Your abstract must clearly identify your topic area, conceptual frame, question(s) and methodology. In addition to the abstract, please include:

1. Your contact information: name, title, organization, address, phone, and e-mail address.
2. Your response to the following question: Assume that anything imaginable is possible. If the deliberations at this conference could really make a difference in the world, which four people would you most like to see at the conference? Consider people from anywhere in the world, from any profession or discipline. Consider people from both theory and practice, and especially those who *bridge* theory and practice? List the names of up to four people and include a sentence on why you think each would greatly add to the discussion along with as complete contact information as you can provide.

You will be notified by **June 15th 2006** as to whether your proposed paper, session, or workshop has been selected for inclusion at the Forum. Authors of successful proposals will be invited to submit a paper or workshop materials and join in the deliberations and dialogue. The Forum will be held October 23rd-25th 2006 at Case Western Reserve University, in Cleveland Ohio, USA. For more information on this exciting opportunity as well as university and company partnership or **co-sponsorship opportunities**, visit www.bawbglobalforum.org.

Share Your Corporation's Innovations Through Call for Stories (Simple one-page overviews by March 30th 2006)

We are pleased to invite the submission of stories and workshops of corporate innovation to be showcased at a landmark Forum on “*Business as an Agent of World Benefit: Management Knowledge Leading Positive Change*.” Please see *Forum Description* for a full elaboration of the conference themes, or go to www.bawbglobalforum.org.

Shortly before his recent passing, the eminent thought-leader Peter Drucker spoke passionately about the distressed state of the world: energy and global climate change, billions in grinding poverty, questions of peace and security, and growing signs of cynicism and mistrust in business and society. However he also observed the new breed of companies which are prospering by uniting the strengths of business with sound management and social vision. “Every single pressing social and global issue of our time is a business opportunity.” On this point, as on others, Drucker was unequivocal: “Management is a matter of world affairs.” It is time, he advised, for all of us to aim higher. *Could it be—with the right mix of innovation and entrepreneurship—that the creation of sustainable value could become the business opportunity of the 21st century?*

We invite you to scan your company's past, present or future strategic initiatives in the areas of sustainable development, social responsibility, and corporate citizenship and submit one or more stories highlighting impressive innovation and impact. As a first step, we ask you to **simply take about ten minutes to provide a brief response to the question on the following page and send it to us by March 30th, 2006—or earlier if possible.** We will, later, make available a team to work with the selected submissions to develop in-depth descriptions of the leading stories. In addition, we will invite a select group of companies to work with us to produce several 6-7 minute professional “mini-documentaries” highlighting the most important strategic initiatives. The filming would take place on the condition of mutual consent and at times and locations most convenient for the selected companies. Leading stories will be selected based on their impact on the world, their business benefit, and the opportunity they present for showcase learning—valuable lessons for the next stages of global corporate citizenship.

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society leaders, government policy makers, and top students from around the world to identify and to leverage new solutions that have the potential to change the nature of 21st-century society. Like the content, the format of the Forum will encircle the globe, with delegates coming from around the world to attend the Forum in person and an additional 3,000 delegates expected to participate virtually.

Speakers at the Forum will include such leaders as the author of *The Fortune at the Bottom of the Pyramid: Eradicating Poverty Through Profits*, University of Michigan's CK Prahalad, Harvard's Jane Nelson who is conducting groundbreaking work on business initiatives for peace, and the Academy of Management's President, Tom Cummings, whose foresight allowed the Forum to become a reality. UN Secretary General Kofi Annan has been invited as Honorary Chair along with honorary Co-chairs Lord Browne, CEO of BP, Mary Robinson, former President of Ireland and Executive Director of Global Ethics Initiative, and CK Prahalad, McCracken Distinguished University Professor of Corporate Strategy. Other invited speakers include Warren Bennis, author of *Leaders*, Jeffery Immelt CEO of GE, and Ray Anderson, CEO of award-winning Interface, Inc. Professors David Cooperrider of Case Western Reserve University and Nancy J. Adler of McGill University, along with Dr. Manuel Escudero of the UN Global Compact are serving as the Forum's Program Chairs.

Please submit a brief (1-page) overview of your company's story of innovation (or a proposal for a "how to" workshop session) to bawbforum2006@case.edu by March 30th, 2006—or sooner if possible. In addition please consider the following question:

Assume that anything imaginable is possible. If the deliberations at this conference could really make a difference in the world, which four people would you most like to see at the conference? Consider people from anywhere in the world, from any profession or discipline. And consider people from both theory and practice, and especially those who *bridge* theory and practice? List the names of up to four people and include a sentence on why you think they would greatly add to the discussion; also please send us as complete contact information as you can provide.

The Forum will be held October 23rd-25th 2006 at Case Western Reserve University, in Cleveland, Ohio, USA. For more on this exciting opportunity as well as company partnership or co-sponsorship opportunities, visit www.bawbglobalforum.org.

Endnotes

¹ For more on the “great trade-off illusion,” see Stuart Hart (2005), *Capitalism at the Crossroads*, New Jersey: Wharton School Publishing, as well as Chris Lazslo (2003), *The Sustainable Company*, Washington DC: Island Press.

² Jeffrey Sachs (2005), *The End of Poverty: Economic Possibilities for Our Times*, New York: The Penguin Press.

C.K. Prahalad (2005), *The Fortune at the Bottom of the Pyramid: Eradicating Poverty Through Profits*, New Jersey: Wharton School Publishing.

Kim Cameron, Jane Dutton and Robert Quinn (2003), *Positive Organizational Scholarship*, San Francisco: Berrett-Koehler.

Chris Peterson and Martin Seligman (2004), *Character Strengths and Virtues*, Oxford: Oxford University Press.

David Cooperrider and Jane Dutton (1999), *The Organizational Dimensions of Global Change*, London: Sage Publications.

The United Nations (2005), *The Role of Public-Private Partnerships in Mobilizing Resources for Development and Business Unusual*, New York: UN Global Compact.

J. Witte, and W. Reinicke (2005), *Business Unusual*, New York: United Nations Publishing.

³Global Compact (2004), *Raising the Bar: Creating Value with the Global Compact*, New York: United Nations Publications.

Global Compact (2004), *Who Cares, Wins: Connecting Financial Markets to a Changing World*, New York: United Nations Publications.

Jane Nelson (2000), *The Business of Peace: The Private Sector as a Partner in Conflict Prevention and Resolution*. London: Prince of Wales Leadership Forum.

⁴ There is much discussion today on the future of management schools and leadership education. There is so much opportunity. However, there are challenges. See, for example, Henry Mintzberg’s (2004) *Managers Not MBAs*, San Francisco: Berrett-Koehler. Also see, Warren Bennis and James O’Toole’s (2005), “How Management Schools Lost Their Way” *Harvard Business Review*, 83 (5), pp. 96-104. Also see, Judith Samuleson and Mary Gentile (2003), “The State of Affairs for Management Education and Social Responsibility,” a Keynote Speech at the AACSB International Deans’ Conference, Aspen Institute Reports www.caseplace.org. And for more on how rapidly this is evolving, see European Foundation for Management Development and Global Compact (2006) *Globally Responsible Leadership: A Call for Engagement*. EFMD, www.efmd.org.