



HEC Strategy and Operating Plan (SOP)

March 2011

HEC
GENÈVE



**UNIVERSITÉ
DE GENÈVE**

**FACULTÉ DES SCIENCES
ÉCONOMIQUES ET SOCIALES**



Raison d'être

**We inspire leaders of today and tomorrow
to manage responsibly**

**HEC Geneva provides education to develop students into
responsible international leaders for the future business and
social worlds.**

**To do so, we publish business research valuable to a global
audience of students, researchers, companies, and
international organizations.**

**In research and education, we aim at being an inspiring source
for those who want to make a difference.**



Raison d'être

We strive for excellence in research,
education, practice, and societal impact

Valuable **Research**
on Responsible
Management

Higher **Education**
for the Leaders
of Tomorrow

Inspiring **Practice**
to Make a
Difference

Societal Beacon
to Support Decision Makers
Business-Societal-Public Designers-Innovators



Research

Valuable Research on Responsible Management

The Challenge of Sustainable Development with Information Services

The Challenge of Sustainable Growth

The Challenge of Responsible Customer Management

The Challenge of Responsible Finance

The Challenge of Responsible Leadership

The Challenge of responsible use of Statistics and Operations Research

The Challenge of Law in Responsible Management

Research

The Challenge of Sustainable Development with Information Services

Research on Responsible Management

We conduct research on services models, services innovation, large-scale and adaptive services, services for seniors and mobile users.

Trans-disciplinary

Services Science is a trans-disciplinary approach to the systematic innovation in service systems, integrating management, social, legal and engineering aspects

Research Infrastructure

- ✧ Institute of Services Science established in 2011, 13 Research Projects (Swiss/COST/EU funding)
- ✧ Partners: academic institutions, public administrations, creativity and innovation consultants, think tanks and services providers in Europe, Asia, North America
- ✧ Annual Conference on Services Science

Selected Publications

- ✧ IEEE Transactions on Systems, Man and Cybernetics (2.34 / 2010)
- ✧ ACM Transactions on Autonomous and Adaptive Systems (2.7 / 2011)
- ✧ IEEE Journal of Selected Areas in Communications (4.6 / 2009)
- ✧ IEEE Multimedia (2.02 / 2011)

Distinctions

- ✧ IBM Prize
- ✧ Editorial Responsibilities in international journals
- ✧ Managerial responsibilities in international conferences
- ✧ IEEE Task Forces

The Challenge of Sustainable Growth

Research on Responsible Management

We conduct research on the strategic and organizational challenges related to sustainable corporate growth.

We currently pursue research projects on balanced leadership, corporate crises, responsible change management, and sustainable firm growth.

Research Infrastructure

- ✧ Established CORE research center in collaboration with HSG since 2004
- ✧ Ten sponsoring partner companies including BMW, Deutsche Bank, Nestlé, Siemens, and Volkswagen
- ✧ Three professors, one post-doc, and seven PhDs in Geneva and St. Gallen

Selected Publications

- ✧ Organization (A / 2010)
- ✧ Organization Science (A+ / 2009)
- ✧ Journal of Management (A / 2008)
- ✧ Harvard Business Review (A / 2008)
- ✧ Journal of MIS (A / 2008)
- ✧ Long Range Planning (B / 2007)
- ✧ Sloan Management Review (B / 2007)

Distinctions

- ✧ Best Conference Paper Prize for Practical Implications by the Strategic Management Society 2010
- ✧ Academy of Management Best Paper Proceedings 2008, 2009, and 2010
- ✧ European Case Award 2006
- ✧ Academy of Management Executive Best Paper Award 2005

Research

The Challenge of Responsible Customer Management

Research on Responsible Management

We conduct research on responsible management of customer relationships and on responsible consumer behavior.

We currently pursue research projects on conflicts in the vendor-client relationship, ethics in marketing, and the consequences of different customer management styles for company performance.

Research Infrastructure

- ✧ Established OVSM research center since 1999
- ✧ Thirteen partner companies including Caterpillar, Firmenich, HP, MIGROS, Richemont, and Sanofi-Aventis
- ✧ Annual conferences, case competitions, and seminars

Selected Publications

- ✧ Psychology and Marketing (B / 2009 and 2005)
- ✧ Die Betriebswirtschaft (B / 2009)
- ✧ Business Research (B / 2008)
- ✧ Industrial Marketing Management (A / 2007)
- ✧ Revue Française de Gestion (B / 2006)

Distinctions

- ✧ Best Paper Award at the IMP Group Conference 2007
- ✧ Recognition of publication as Top 10 download by SSRN

The Challenge of Responsible Finance

Research on Responsible Management

We conduct research on the challenge of responsible finance and accounting for corporations and institutions.

We currently pursue research projects on the financial crisis and its consequences, the role of managerial compensation, and the importance of managerial honesty.

Research Infrastructure

- ✧ Geneva Finance Research Institute (GFRI)
- ✧ Cross-disciplinary team with six finance professors and five affiliated professors
- ✧ Collaboration with Swiss Finance Institute for PhD education
- ✧ Annual conferences on key topics

Selected Publications

- ✧ Journal of Finance (A+ / 2010)
- ✧ Journal of Financial Economics (A+ / 2007 and 2010)
- ✧ Journal of Int. Money & Fin. (A / 2008)
- ✧ Intern. Journal of Accounting (A / 2007)
- ✧ Journal of Financial and Quantitative Analysis (A+ / 2006)

Distinctions

- ✧ Best PhD paper award at the United Nations Principles of Responsible Investment Conference 2010
- ✧ Banque Privée Espirito Santo Best Paper Award 2008

The Challenge of Responsible Leadership

Research on Responsible Management

We conduct research on a responsible leadership and HR practices across cultural contexts.

We currently pursue research projects on corporate social responsibility, the benefits and challenges of diversity, organizational identity, and ambidextrous organizations.

Research Infrastructure

- ✧ Established LLORG international research network since 2003
- ✧ Symposiums on organizational identity at EGOS, EURAM and the Academy of Management Annual Conference
- ✧ Annual conference on Business in Society

Selected Publications

- ✧ Entrepreneurship Theory & Practice (A+ / 2010)
- ✧ European Management Journal (B / 2010 et 2008)
- ✧ Journal of Business Ethics (B / 2009)
- ✧ Revue Française de Gestion (B / 2009, 2009, 2008 et 2006)
- ✧ Managerial & Dec. Econ. (B / 2006)

Distinctions

- ✧ Leading textbook on managing across cultures (translated in multiple languages)
- ✧ Academy of Management Best Paper Proceedings 2007

The Challenge of responsible use of Statistics and Operations Research

Research on Responsible Management

Expanding faithful knowledge through the use and implementation of robust Statistics methods in the enterprise.

Development of logistics in its various components, such as transportation, production and inventory management, by setting up of trustworthy mathematical models and responsible solution methods .

Selected Publications

- ✧ Journal of the American Statistical Association (A+ / 2011, 2010, and 2006)
- ✧ International Journal of Production Research (B / 2011)
- ✧ Computers & Operations Research (A / 2011 and 2008)
- ✧ Annals of Applied Statistics (A / 2010 and 2008)
- ✧ OR Spectrum (B / 2009)
- ✧ Journal of Scheduling (B / 2008)

Teaching

We strive to educate responsible leaders

Bachelors in Business Administration / in IS & Services Science

**MA International Trading, Comodity
Finance and Shipping**

18-months program
in English

**MSc Standardization, Social regulation
and Sustainable Development**

18-months program
in English

MSc Finance

two-year, inter-university
program in English / French

MSc Accounting

two-year, inter-university
program in French

**MSc Management
International Management**

two-year program
in English

**MSc Management
Marketing**

18-months program
in English

**MSc Management
Strategic Management**

two-year program
in English

**MSc Management
Information Systems & Services Science**

two-year program
in English

MSc Statistics

18-months program
in English

Executive Education

We are the leading center for executive training and exchange in the Romandy.

- ❖ With Revenues of CHF 7 million in 2010 HEC is the no.1 in executive teaching in the French-speaking part of Switzerland
- ❖ 700 participants enrolled in executive education programmes per year
- ❖ HEC has the largest EMBA program in Switzerland
- ❖ HEC offers the internationally renown IOMBA program
- ❖ HEC offers 3 executive bachelor / master, 21 diploma, and six certificate programs – including the highly successful Master of Advanced Studies in Human Resources & Career Management
- ❖ Responsible management is a key theme in all of our executive education programs



We strive to educate responsible leaders

- ❖ Two-year program with 180 high level participants
- ❖ Highly innovative Personal Development Program (PDP) that is unique in the Swiss market
- ❖ Close collaboration with company partners in the group-based MBA Project
- ❖ Highly selective admission process
- ❖ Re-accredited by the Association of MBAs in 2011

Responsible Management

- ◆ Core course on corporate social responsibility
- ◆ Second-year specialization on social responsibility
- ◆ Focus on responsible management in many core modules
- ◆ HEC Rencontre invites guest speakers on responsible management



We strive to educate responsible leaders

- ❖ Unique program for global managers working in international organizations
- ❖ Close collaboration with international organizations and partner universities
- ❖ Highly selective admission process
- ❖ Extensive career services
- ❖ Re-accredited by the Association of MBAs in 2011

Responsible Management

- ◆ Social issues are the essential theme of the IOMBA
- ◆ Core course on business engagement in society
- ◆ Core course on corporate social responsibility
- ◆ Partnering with Net Impact and PRME



Research

- ❖ Open-consolidate PhD program(s) (in collaboration with other international institutions)
- ❖ Strengthen trans-disciplinary research and partnership
- ❖ Create closer relationships with the enterprises at the level of strategic purposes
- ❖ Provide coaching services to UNIGE PhD students, for example in statistics

Development Plan (2011 – 2013)

Teaching

- ❖ Maintain the high-quality **MSc Management** and reinforce the selection of students (within the legal constraints)
- ❖ Introduce focus on **responsible management** (see box on the right)
- ❖ **Increase international mobility** by demanding internship or study semester abroad
- ❖ Consolidate **international network** of partner universities
- ❖ Tighten links to the corporate-enterprise world by introducing **guest lecture series**

Responsible Management

- ◆ Create one session dedicated to responsibility issues in key courses
- ◆ Organize workshop series with company speakers on responsible management
- ◆ Focus communication activities on our key topic

Development Plan (2011 – 2013)

HEC

- ❖ Intensify relations with the international organizations - companies based in Geneva
- ❖ Pursue and enhance our engagement to support civil society and decision makers at the regional and international level:
 - ❖ create **Forum for Responsible Leadership** to further strengthen the exchange with (and our visibility for) the business community in the framework of the IOMBA
- ❖ Create a **societal beacon**

Responsible Management

1. Think Services, a think tank hosting 3 interdisciplinary think groups in data protection, in design of public services and in business models
2. Regular creativity and hands-on experiments targeted at industry, public administration and political parties