



**Peter Pruzan**, 70, Professor Emeritus at the Department of Management, Politics & Philosophy, Copenhagen Business School, is internationally known for his work on values-based leadership and corporate responsibility. He has degrees from Princeton (B.Sc.), Harvard (MBA), Case-Western Reserve (Ph.D.) and the University of Copenhagen (Dr. Polit.). He was the president of a successful, international business and has authored eleven books and over one hundred articles in international scientific journals. He has been an academic entrepreneur, initiating three national and two international institutes and associations focusing on corporate values and responsibility. His research goal is to integrate perspectives from management, philosophy, and spirituality to develop values-based approaches to leadership and ethics. Together with his wife Kirsten, he

lives in Denmark and spends several months each year in India, where he is a guest professor at leading Indian business schools.

**Kirsten Pruzan Mikkelsen**, 60, is a journalist and former newspaper editor. She has worked for the highly esteemed Berlingske Publishing House in Copenhagen, Denmark, for 27 years. After years at *Weekendavisen*, she was trained at Hearst Publications in New York to be editor-in-chief of a women's magazine to be published in three Scandinavian countries. For the main part of her career she was the editor of the op-ed page of the major daily newspaper *Berlingske Tidende*. As a journalist she has worked on assignments in more than 50 countries in five continents, reporting on the human aspects of development politics as well as interviewing politicians, presidents, kings, business executives, spiritual leaders, authors and many others.



## Kirsten Pruzan Mikkelsen

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### EXPERIENCE

- Since 2005 Living half of the year (winter) in India, half of the year in Denmark
- 2001 – Present Research Director for the Spiritual-Based Leadership Research Project under the Global Dharma Center
- 2001-1986 Editor and journalist at the daily, Berlingske Tidende, Denmark
- 1984-1986 Editor-in-chief, international woman's magazine, Gutenberghus Publishing House, Denmark
- 1972-1984 Journalist and sub-editor at the weekly, Weekendavisen. Journalist at the weekly S-BT, Denmark

### EDUCATION

- 1969 Graduating as a journalist (BA) from the Danish School of Journalism, Aarhus
- 1965-66 Studies in Switzerland and Belgium
- 1965 Graduating from Gymnasium (college) in Denmark
- 1963 Graduating from High School in California, USA

### PUBLICATIONS

- 2007 *Leading with Wisdom: Spiritual-Based Leaders in Business* (co-author Peter Pruzan), Sage Publications, New Delhi, forthcoming
- 2003 *Human Values at Work: Making Spirituality the Inner Context for your Work*; with Debra and William Miller and Peter Pruzan, Global Dharma Center
- 2002 *Veje til Sai Baba* (Book in Danish: "Paths to Sai Baba")
- 1972-2001 Hundreds of interviews and feature articles for publications within the Berlingske Publishing House, Copenhagen, Denmark (Berlingske Tidende, Weekendavisen and S-BT.)

## Peter Pruzan

E-mail: pruzan@cbs.dk

### EXPERIENCE

- 2003- Present      Professor emeritus, Copenhagen Business School, Denmark;
- 1985- 2003:        Professor of Systems Science: From 1985 - 1995 at Department of Computer and Systems Sciences, from 1995 at Department of Management, Politics and Philosophy, Copenhagen Business School.
- 1976-85:            Associate Professor of Economic Planning, Institute of Economics, University of Copenhagen.
- 1971-75:            Founder and Board Member, Sim-Corp., Simulation Planning Corporation A/S.
- 1967-76:            Founder and President, OAC, Operations Analysis Corporation A/S.
- 1963-67:            Associate Professor, Institute of Mathematical Statistics and Operations Research (IMSOR), Technical University of Denmark; part time 1967-76.
- 1963:                Special advisor for IBM Denmark regarding operations research
- 1960-61:            Consultant, H.B. Maynard & Company, Management Consultants, Gothenburg, Sweden.
- 1960:                Consultant, Parsons & Williams, Management Consultants, Copenhagen, Denmark.

### OTHER PROFESSIONAL ACTIVITIES:

Author of eleven books and over 100 articles in international scientific journals on operations research, optimization, locational decisions, planning theory, multiple criteria decision making, ethical accounting, values-based leadership, business ethics and spiritual-based leadership.

Considerable international consulting experience in operations research, planning and values-based leadership.

Guest Professor, Sri Sathya Sai Institute of Higher Learning, India (2004-Present).

Honorary Fellow (2003-Present).

The Danish University Extension (Board Member representing Faculty of Social Sciences, University of Copenhagen 1976-81; Vice chairman 1979-85; representing Copenhagen Business School 1992-2003).

Co-founder, Center for Corporate Values and Responsibility, Copenhagen Business School (2002).

Co-designer of European Academy of Business in Society (2002).

Member Editorial Advisory Board, *Corporate Governance: International Journal of Business in Society* (2002-Present).

Member Supervisory Board *New Academy Review* (2000-Present).

Member Advisory Expert Committee on Consumer Research, Danish Ministry of Commerce (1999-2001).

Member Advisory Research Committee, Danish National Institute of Social Research (1999-2003), Member, Editorial Board *Journal of Human Values* (1999-Present).

Member International Advisory Forum, The Copenhagen Centre - New Partnerships for Social Responsibility, Danish Ministry of Social Affairs (1998-2002).

Founder and Member, Steering Committee, Institute of Social and Ethical Accountability (1996 -98), member of Council (1998-Present)

Member Advisory Board, *Journal of Human Values* (1997-Present).

Responsible for designing a new 5-year educational program in philosophy & economics for the Copenhagen Business School (1995-96).

Recipient of major grant from the Danish government to carry out research in organizational ethics (1993-97).

Head of department, Department of Computer and Systems Science, Copenhagen Business School (1992-5).

Board member International Systems Institute (1992-Present).

Member GAIA Trust Amba (1992-Present).

Consulting editor *Cybernetics & Human Knowing* (1992-2000).

Member Int'l advisory committee *Systems Practice* (1991-97).

Board Member International Society for Systems Science (1990-92).

The European Working Group on Systems Science (Chairman 1984-96). Board Member Danish Academy for Applied Philosophy (1988-91).

Member Inter-Nordic Satellite Consortium for Informatics, Systems Science and Telecommunications (1984-88).

*Economics of Planning* (National editor, 1979-92).

Founder and president of the first consulting firm in Northern Europe specializing in operations research (1967-76).

Danish Operational Research Society (President 1973-76, Secretary 1964-67).

The Institute of Management Science (European editor 1964-68).

## **EDUCATION/DEGREES**

Doctor politics (dr. polit.), University of Copenhagen (1982). Post-doctoral thesis: *Locational Decisions and Discrete Optimization*.

Ph.D., Case-Western Reserve University, Cleveland, Ohio, USA 1964). Doctoral thesis (1964): *An Application of Control Theory to National Economic Planning* (National Science Foundation award).

Fulbright Foundation Fellowship, Copenhagen School of Economics and Business Administration, Denmark (1959).

Master of Business Administration (with Distinction), Harvard University, Cambridge, Massachusetts, USA (1959).

B.Sc. (with Honors), Princeton University, Princeton, New Jersey, USA (1957).

## PUBLICATIONS<sup>1</sup>

*Leading with Wisdom: Spiritual-Based Leaders in Business* (co-author Kirsten Pruzan Mikkelsen), Sage, forthcoming 2007

“Spirituality as the Basis of Responsible Leaders and Companies” (co-author William Miller) in Maak, T. and N. Pless (eds.) *Responsible Leadership*, Routledge, 2006, 68-92.

*Bhagavad Gita: Herrens Sang*, a translation from English into Danish of the *Bhagavad Gita*, which was translated from Sanskrit into English in 1985 by Camille Svensson and appended comments to the individual verses by Sathya Sai Baba, Dansk Sathya Sai Baba Forlag, 2005.

“Spirituality as the Context for Leadership: Some Lessons from the “East”, in Zsolani, L. (ed.) *Spirituality, Ethics, and Management*, Kluwer Academic Publishers, 2004, 15-31.

“From optimization to transformation – my path to the wellspring of rationality, morality and spirituality”, *Faces of Business Ethics* (special issue of *Society and Economy*), Budapest University of Economic Science, 2003

“Spiritual-based Leadership: Initial Observations from a Research Programme” (co-author William Miller) in Rendtorff, J.D. (ed.) *Værdier, etik og ansvar i virksomheder – Brudflader og konvergens*, Center for Værdier i Virksomheder, Roskilde, Denmark, 2003, 21- 46.

“Blending the Best of the East and the West in Management Education - A View from Northern Europe” in Chowdhury, S. and S. Bhattacharjee (eds.), *Blending the Best of the East and the West in Management Education*, Excel Books, New Dehli, 2002, 58-86.

“Values-based Leadership” (co-author: M. Morsing), (L. Zsolnai, ed.) *Ethics in the Economy: Handbook of Business Ethics*, Peter Lang, 2002, 259-294.

“The Question of Organizational Consciousness: Can Organizations have Values, Virtues and Visions?”, *Journal of Business Ethics*, vol. 29, 2001, 271-284.

“Corporate Reputation: Image and Identity”, *Corporate Reputation Review*, vol. 4, 1, 2001, 47-60.

“The Trajectory of Power: From Control to Self-Control” in Chakraborty, S.K. and P. Bhattacharya (eds.), *Leadership and Power – Ethical Explorations*, Oxford University Press, Delhi, 2001, 166-181. Also available in modified form as “El Poder Como La Capacidad De Servir Más Que de Controlar” in Carné, D.M. (ed.), *Raíces Éticas Del Liderazgo*, Eunsa, Barcelona, 2000, 217-232.

*Ethical Accounting: History, Theory and Practice*, Civilekonomerna, Stockholm, 2000.

“From Control to Values-based Management and Accountability”, *Journal of Business Ethics*, vol. 17, 1379-1394, 1998. In modified form in Chakraborty, S.K. and S.R.Chaterjee (eds.), *Applied Ethics in Management*, Springer, Berlin, 1999, 254-279.

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<sup>1</sup> This bibliography is composed of books, articles in scientific and professional journals, etc. published since 1990 in English only.

"Theory and Practice of Business Ethics in Denmark" in (Zsolnai, L., ed.) *The European Difference: Business Ethics in the Community of European Management Schools*, Kluwer Academic Publishers, London, 1998, 1-15.

"Social and Ethical Accounting, Auditing and Reporting in Denmark: Verification, Legitimacy and Accountability", *AccountAbility Quarterly*, 1998, 5-6.

"A friend's view" in (M.Morsing and K.Eiberg eds.), *Managing the unmanageable for a decade*, Oticon, Hellerup, Denmark, 1998, 236-238.

"Business economics and philosophy: Considerations on disciplinary boundaries in a field where change and efficiency have dominated over reflection" (co-author Hans Siggaard Jensen) in (Dagnino G.B, P.D. Betta and P. Quattrone, eds.) *Le metodologie della ricerca nelle discipline economico-aziendali fra tradizione e nuove tendenze*, Edizioni Scientifiche Italiane, Rome, 1998, 59-74.

*Building Corporate AccountAbility: Emerging practices in social and ethical accounting and auditing*, (coeditor with S. Zadek and R. Evans), Earthscan, London, 1997.

"Ethical Accounting - An Historical Overview", forward to Loftsson, Gudmundur Luther, *Bætt vidskiptasidferdi: sidferdileg reikningsskil* (the first Icelandic book on ethical accounting), Framtidarsyn Ehf., 1997

"Ethical Dimensions of Banking," in (S. Zadek, P. Pruzan and R. Evans, eds.), *Building Corporate AccountAbility: Emerging practices in social and ethical accounting and auditing*, Earthscan, London, 1997, 63-83.

"Socially Responsible and Accountable Enterprise" (co-author: S. Zadek), *Journal of Human Values* 3, 1997, 59-79. Also available in modified form in *Conditions for Social Progress: A World Economy for All: 1996 Copenhagen Seminar for Social Progress*, Royal Danish Ministry of Foreign Affairs, 1997 179-198.

"Reflections on three themes: performance, ethics and accountability", *AccountAbility Quarterly*, 1997, 5, 11.

"International workshop on ethical accounting and value-based leadership", *AccountAbility Quarterly*, 1996/97 vol 1, nr. 2, 12.

*Planning with Multiple Criteria: Investigation, Communication, Choice* (co-author: P. Bogetoft), Elsevier/North-Holland, 1991. Second edition 1997, publisher Copenhagen Business School Press.

"Economy & Ecology - A Challenge to Ethics" in (K. Dirckinck-Holmfeld et.al. eds.) *Danish Ecological Building*, Arkitektens Forlag 1995, 108-118.

"The Ethical Accounting Statement" *World Business Academy Perspectives*, vol. 9 no. 2, 1995, 35-46.

"The Renaissance of Ethics and the Ethical Accounting Statement" (co-author: O. Thyssen), *educational technology* 1 1994, 23-29.

"Redesigning Educational Systems Through Value-Based Dialogue" (co-author: T. Meyer), in (Airaksien A. & W. Gasparski, eds.) *The International Annual of Practical Philosophy and Methodology*, vol 2, *Practical Philosophy and Action Theory*, Transaction Publishers 1993, 257-275.

"Designing value-based educational systems" (co-author: T. Meyer), in (Reigeluth, C.M., B.H. Banathy & J.R. Olson, eds.) *Comprehensive Systems Design: A New Educational Technology*, Springer-Verlag, NATO ASI Series F, vol. 95 1993, 191-205.

"The 1992 Asilomar Conversation: A Journey for Systems Travelers" (co-authors: B. Banathy et.al.), *Japanese Review of Administration and Informatics* 6 1993 39-56.

“Ingredients of Locational Analysis” (co-author: J. Krarup), Chapter 1 in (R.L. Francis & P. Mirchandani, eds.) *Discrete Location Theory*, Wiley Interscience, New York, 1991.

“Systems Science at the Copenhagen Business School: Reintroducing Complexity to Planning”, *International Journal of General Systems* 19 1991, 71-81.

“Conflict and Consensus: Ethics as a shared value horizon for strategic planning” (co-author: O. Thyssen), *Human Systems Management* 9 1990, 134-152.

“The Ethical Accounting Statement: Theory and Practice”, *Toward a just society for future generations 1990*, International Society for Systems Science, Portland Oregon, 984-991.

“The Ethical Process and the Ethical Accounting Statement” (co-authors: F. Hansen & T. Meyer), *New ways in marketing and marketing research*, ESOMAR 1990, 217-234.

## Kirsten Pruzan Mikkelsen

### *The Heart Open to the World*

As a Danish journalist and former newspaper editor, I have had many wonderful opportunities for personal growth, working for different publications at the highly esteemed Berlingske Publishing House in Copenhagen, Denmark, for 27 years.

After years of being a reporter and associate editor at *Weekendavisen* (corresponding to *Time Magazine* or *Newsweek*), I was trained at Hearst Publications in New York to be editor-in-chief of a women's magazine to be published in three Scandinavian countries. Eventually the project was given up for economic reasons. Following this, I became the editor of the op-ed page of *Berlingske Tidende*, (the Danish equivalent to *The New York Times*), inspiring nationally and internationally renowned people to write for the newspaper and editing their essays. At this time, for ten years I was part of the group of editors who at daily meetings planned tomorrow's newspaper.

At the same time as being a wife and a mother, over the years I worked as a journalist on assignments in more than 50 countries in five continents. I have been reporting on the human aspects of development politics as well as interviewing politicians, presidents, kings, business executives and other well-known as well as un-known personalities. I particularly enjoyed interviewing spiritual leaders like Mother Teresa and The Dalai Lama.

For seven years before leaving the newspaper in 2001, I worked for the cultural section of the paper, mostly dealing with literature, interviewing Danish and international authors and reviewing hundreds of books. During this period, when *Berlingske Tidende* for a couple of years had a weekly special section called "Existens", (Existence), I was delighted to be writing feature stories and interviewing outstanding people about life's existential questions. This marvellous and inspiring period ended suddenly, when a new editor-in-chief closed this spiritual section on the spot, and I returned to the cultural section.

Before being educated as a journalist in Denmark, in order to broaden my perspective on the world and improve my knowledge of English, German and French, I spent two years in the USA, Switzerland and Belgium. I was brought up a Lutheran Christian, but without my ever being religious, I have always been spiritually and cross-culturally inclined. At the age of 16, as an exchange student I spent a year in California. Later, I especially enjoyed my time at the University of Peace in Belgium, founded and run by the now late Dominican monk, Father Pire, winner of the Nobel Prize for Peace. He became not only a great inspiration, but also a dear friend, and we kept a profound, inspiring correspondence for several years.

In 2003 I published a book in Danish, *Veje til Sai Baba*, (Paths to Sai Baba), containing interviews with 21 Danes, telling about their experiences and personal transformation after meeting India's holy man, Sathya Sai Baba. I have contributed to my husband, Professor Peter Pruzan's translation from English into Danish of an annotated version of *The Bhagavad Gita*. Together with my husband, I have co-authored *Leading with Wisdom. Spiritual-Based Leaders in Business*, based upon the research project *Spiritual Based Leadership*, which we work on with Debra and William Miller. The four of us have also created *Human Values at Work*.



## Professor Emeritus Peter Pruzan

### *From rationality to morality to spirituality*

I am surprised as I observe myself following a path that I could not have imagined earlier. Yet this path is clearly mine; never has my sense of identity and purpose been so strong.

My upbringing in the USA was characterised by an absence of trust and a very strong work ethic. The emphasis was on coping, not on fulfilment. I became an excellent student and this enabled me to study at three of America's most prestigious universities (Princeton, Harvard and Case-Western Reserve). Underway, I visited Denmark as a visiting scholar in 1959, a country I fell in love with and returned to in 1963 after completing my PhD (a Danish advanced doctoral degree followed in 1982). Denmark became my home. My expertise in applying mathematical optimization techniques to complex decision problems in business was in great demand. I worked for IBM and the Technical University of Denmark before starting a highly successful international consulting firm that worked at the leading edge of theory and application.

When I turned 40 in 1976, I sold my business and returned to academia, first to the University of Copenhagen and then in 1985 to the Copenhagen Business School, from which I retired in 2003. It was in connection with my renewed academic work that I slowly moved from my "rationality phase" to my "morality phase". Personal experience and intellectual reflection had led me to challenge my previous world-views and to evolve a concept of ethics that was a natural expansion of my work with economic rationality. Since the mid-1980s I worked at the forefront of emerging fields such as business ethics, social and ethical accounting, values-based leadership and corporate social responsibility.

Throughout my career, I achieved international recognition in both of these phases of my career path. I authored ten books and over 100 articles in international journals, led a successful company, started two new university departments, and co-founded three international research and professional organisations.<sup>2</sup> But underway, there was also suffering in my personal life that no amount of success could compensate for. Perhaps the pain I experienced led to a softening of my heart, so that I was able to open myself to my spiritual teacher, Sathya Sai Baba, whom I met in India in 1989.

Just as my trip to Denmark 40 years earlier, this trip to India was a turning point in my life. I was already well underway in my "morality phase", but this now received a completely unexpected input. All my work as an economist and a business leader focused on the world around me. Almost overnight, this focus was supplemented by a powerful urge to know myself, the world within me, so to speak, and to live in accord with my truth. This "spirituality phase" has led to my lecturing internationally on spirituality and business, and to my meeting and marrying my soul-mate, Kirsten. We work together on all our spiritual-based projects.

This study of consciousness has not meant a denial of my previous perspectives, but has led to my finding a deeper meaning in my activity – accompanied by peace and joy and an awareness of the interconnectedness of all of creation.

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<sup>2</sup> Institute of Social and Ethical AccountAbility (London), European Academy of Business in Society (Brussels) and Centre for Corporate Values and Responsibility (Copenhagen).