



MONASH BUSINESS SCHOOL

# Principles for Responsible Management Education

## *Sharing Information on Progress Report*

September 2014

[www.monash.edu/business-economics](http://www.monash.edu/business-economics)



**PRME**

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



## Message from Professor Colm Kearney

**Dean, Faculty of Business and Economics and  
Head of Monash Business School**



Monash Business School's desire to make a difference informs everything we do. Our parent entity, Monash University, is named after Sir John Monash, a venerated Australian whose contributions to the nation spanned the professions of engineering and law, the military, business, community organisations and educational leadership. He embodied the quest for life-long learning and was a champion for the transformative benefits of higher education. His philosophy was simple: *equip yourself for life, not merely for your own*

*benefit, but the benefit of the whole community.* It is this philosophy that has informed the Monash Business School's mission – to engage in the highest quality research and education to have a positive impact on a changing world.

The Monash Business School has been a signatory to PRME since 2009. PRME implementation was initially focused in the School's Department of Management. The Sharing Information on Progress (SIP) report submitted in 2011 highlighted the Department of Management's initiatives in implementing PRME. These included commencement of a progressive curriculum review of postgraduate compulsory courses, delivery of seminars to provide understanding, dialogue and encourage partnerships, development of a website dedicated to PRME, networking and training with PRME Secretariat and other universities and businesses, and appointment of a part-time PRME Adviser.

The implementation of PRME principles has cascaded beyond the Department of Management into other organisational units of the Monash Business School. A commitment to PRME is a central tenet of the strategy supporting our mission. This commitment is most profoundly demonstrated by PRME's explicit recognition in the Monash Business School's value statement and the position descriptions for all the School's executives incorporating the requirement to uphold PRME principles. Actions and initiatives that have ensued in aspiring to each of the principles are highlighted in this SIP report.

The Monash Business School is proud to be a member of the PRME alliance and appreciates the opportunity to share the way we are addressing global challenges in business and society and positively influencing the global landscape. We will be uncompromising and unwavering in our continued efforts to further embed the PRME principles throughout our governance, our curriculum, and all our activities.



Professor Colm Kearney

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## Principle 1: PURPOSE

*We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.*

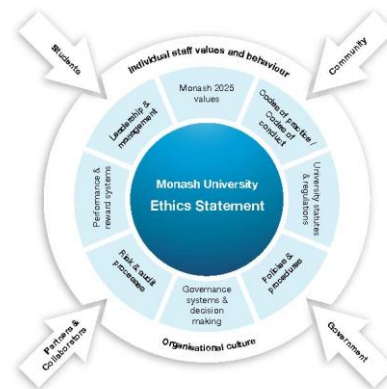
The Principles for Responsible Management Education (PRME) initiative is inspired by the 10 universally accepted United Nations Global Compact principles in the areas of human rights, labour, environment and development, and anti-corruption. Monash University has been a signatory since 2003 to the United Nations Global Compact (UNGC) and is committed to aligning its operations and strategies with the principles. Further, Monash was appointed in 2013 by the United Nations Sustainable Development Solutions Network (UN SDSN) to be the Australia Pacific Regional Centre and to spearhead sustainable development solutions in the region.

The University's research, education, community engagement and built environment reflect Monash University's commitment. The Monash Business School connects and engages with the University's initiatives and programs aligned with UNGC principles seeking to develop a new generation of business leaders capable of managing the complex challenges faced by business and society in the 21st century. Under Principle 1, the University's strategies and operations aligning with the PRME principles are discussed with reference to the School's specific contributions where appropriate. Sustainability and responsible management in our education activities, curricula and extra-curricular activities are described under Principles 2 and 3. The importance of sustainability and development in the Monash Business School's research activities is presented under Principle 4. Our partnerships and

the dialogue we engage in to address social responsibility and sustainability are introduced under Principles 5 and 6 respectively.

### Ethics statement

Monash's *Ethics Statement* prioritises the values of honesty, transparency, respect, integrity, justice and professionalism in all the work of Monash and its staff, students and associates. The *Statement* consists of general principles designed to guide individuals in their decision making. It discusses ethical behaviour in relation to Monash: as a place for people to work and study; as a learning, teaching and research institution; and in society. By way of example, Monash has enduring partnerships with Oxfam Australia and World Vision to contribute toward humanitarian and advocacy work, sustainable development and human rights and social justice. The *Ethics Statement* underpins Monash's policies, codes and procedures, setting out specific rules and standards of conduct expected from staff and students.



### Built environment

Building development at Monash is underpinned by sustainable development. Our campuses pursue sustainability in the built environment. Green Star As-built is the mechanism that drives the delivery of sustainable new buildings, with the aspiration that new buildings be independently assessed and certified as minimum of 5-star under the Green Star



rating. The recently completed Briggs and Jackomos Halls of Residence at Clayton campus is rated 5-star As-built with features such as grey water treatment facility, the largest residential solar installation in Australia and productive garden beds and orchards for students to grow their own food. Similarly, a new Activity and Recreation Centre at Peninsula campus is a 5-star As-built with sustainable features including stormwater harvesting and reuse, facades designed to minimise solar heat gain and glare and mixed mode ventilation.



### Sustainable practices

Monash University models the PRME principles at its campuses by supporting a comprehensive operational sustainability program (greening the campus) under the auspices of Environmental Sustainability (ES). Environmental issues are addressed through initiatives such as Food at Monash, Green Purchasing, Recycling and Waste, Sustainable Transport, Water and Energy. The implementation of the Environment Sustainability Program is done with the assistance of green representatives and environmental officers, the Monash Sustainability Institute (MSI) and the Monash Student Association.

Sustainability is embedded in campus operations. The Green Program involves approximately 300 green representatives and environmental officers across all campuses, including representatives in the School, who assist to drive the University towards a more sustainable future by being local champions in their work areas. The University has also produced a video identifying five actions that students can undertake to make a difference.

Examples of initiatives and practices include:

- A commitment to reducing the carbon footprint at Monash and regularly reporting on our total emissions
- Green purchasing with activities such as a reuse program for furniture and equipment and a list of recommended 'green items' including recycled paper, green toner cartridges and fair trade coffee
- Strategies to reduce energy consumption through initiatives such as the 'switch off' program
- A sustainable campus walking tour map of 3.8 kilometres that highlights more than 20 sustainability initiatives across campus
- Sustainable transport options such as carpooling, shuttle buses between campuses and a Race for Sustainability event to showcase sustainable transport options



- Sustainable food initiatives such as a plastic bag free campus and 'say no to bottled water' campaign
- University's participation in Earth Hour



- Annual 'Ride 2 Uni' day
- A guide for running sustainable events
- Introduction of a University Environmental Pledge to take simple actions to help reduce the use of energy and water. More than 6,000 students and staff members have committed to reducing their impact, with Monash allocating \$5 per pledge to renewable energy projects each year.

### Monash Sustainability Institute

The MSI is a powerful platform for creating an awareness of, and addressing, sustainability issues through research, curriculum and campus operations. Its activities contribute to Monash's recognition as a 'green' university. MSI harnesses the expertise of discipline specialists, including the School's economists and econometricians, and partners with leading academic, philanthropic, government and industry organisations to engage in cross-disciplinary work to tackle some of the world's most intransigent sustainability challenges. MSI is leading the University's

response to the work of the UN SDSN agenda. Its programs and initiatives include:

#### BehaviourWorks Australia



*At the forefront of behaviour change research*

#### ClimateWorks Australia



*Catalysing emissions reduction across Australia's economy*

#### Climate Scientists Australia



*Advancing the use of climate science in decision making*

#### Climate Biodiversity and Health





*Advancing the use of climate science in decision making*

### **Economics for Sustainability**



*Researching the economics of the environment, natural resources and sustainability*

### **Education for Sustainability**



*Embedding sustainability training in Monash University degrees*

### **Green Steps**



*Enabling people within every organisation to drive change*

### **Indigenous Communities and Climate Change**



*Empowering Indigenous communities to adapt to climate change*

### **Monash Water for Liveability**



*Transforming cities to live in harmony with natural water environments*

### **Natural Resource Management in Asia in Response to Climate Change**



*Linking climate change research with policy in South Asia and Southeast Asia*

### **Postgraduate Program**



*Postgraduate research on the environment, sustainability, and climate change*

### **Sustainable Development**



*Advancing sustainable development goals and solutions in the Asia-Pacific region*

### **Social and Environmental Sustainability**



*Examining the relationship between social and environmental sustainability*

### **Sustainable Campus Group**



*Monitoring sustainability performance in the tertiary sector*

### **Sustainable Places**



*Studying the sustainability challenges facing cities and urban centres*



## Principle 2: VALUES

*We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the UNGC.*

### Strategic initiatives

Upon signing to PRME in 2010, the Department of Management established a working group (PRME@DoM) to assist faculty with implementing PRME principles in the curriculum of the Master of Business Administration and other Department of Management masters programs. The 2011 PRME report focuses on the initiatives in the Department of Management as the PRME first mover in the School.

Subsequently, in 2013 a School-wide PRME working group reviewed and shared the curriculum of all bachelor and masters programs to audit topics of ethics and sustainability in its courses. The working group membership includes course and program directors from each of the School's seven departments.

Additional work contributing to a strong presence of the values of global social responsibility in the curricula includes the Assurance of Learning process, external program reviews, course reviews and accreditation driven curricula reviews. The visibility and extent of PRME in our curriculum has increased with the ambit to do so the responsibility of the leadership team, including Heads of Departments.

The Monash Business School is in the process of restructuring its bachelor programs and delivering a generational change in the portfolio. Availing of this opportunity, the strategic plan requires bachelor programs to include capstone courses with content addressing PRME and Globally Responsible Leadership Initiative (GRLI) principles and values.

### PRME in the curricula

The School's programs typically have four learning goals. These goals include general knowledge and skills acquisition learning goals, and discipline-specific learning goals.

The two general knowledge and skills acquisition learning goals are the Monash graduate attributes: the programs aim to graduate *critical and creative scholars* and *effective and responsible global citizens*.

The former relates to producing innovative solutions to problems, applying research skills to a range of challenges, and communicating perceptively and effectively. The latter means engaging in an internationalised world, exhibiting cross-cultural competence, and demonstrating ethical values. Sustainability major exists in the Bachelor of Commerce and courses with a focus on principles for responsible management exist at both the bachelor and masters levels. Further, aspects of responsible management are also embedded as a topic(s) within many other courses. Many of our bachelor students are pursuing double degrees (e.g. with Arts, Engineering, Science, Law) so can undertake courses relevant to PRME offered by these faculties.

#### Bachelor programs

The bachelor courses specifically addressing values of global social responsibility as portrayed in international initiatives such as the UNGC include the following. These courses can be taken as stand-alone courses or completed as part of the Sustainability major in the Bachelor of Commerce program.

**Accounting for sustainability** (a new offering in 2016)

#### Issues in global business

Students examine a broad range of social, cultural, legal and political issues that can impact on the strategy and operations of businesses operating in a global business

environment. Through the use of readings, case studies, and an analysis of current events students are confronted with some specific challenges of doing business in a global context. These may include but are not limited to: corruption; crime; terrorism; environmental concerns; codes of conduct; sustainability; appropriate development, stakeholder relationships; cultural relativism, globalisation; and nationalism; patriotism; and corporate citizenship. Rather than prescribing "how" these issues should to be managed, the course encourages an awareness and appreciation of the arguments surrounding these issues.

#### **Environmental law for business**

Students are introduced to environmental law in Australia with special emphasis on its application to business and development projects. The three main themes covered include: sources of environmental law including property rights, common law liability, government responsibilities, international obligations; specific regulatory schemes for management of land, water, air pollution, industrial waste, product standards and taxation concessions; and non-coercive strategies and other recent developments, green taxes, emission trading and voluntary agreements.

#### **Sustainability and the law**

This course examines the evolution of regulatory strategies for environmental protection in response to systemic crises such as climate change and natural resource depletion, from traditional 'command and control' approaches to more recent behavioural and market based strategies, with particular focus upon the increasing recognition of the principles of ecologically sustainable development by courts and legislators.

#### **Environmental economics**

Students examine the application of microeconomic theory to environmental

problems; the relationship between the economy and the environment; markets and governments as alternative signalling and incentive mechanisms; limitations of market and government coordination of natural resource use.

#### **Prosperity, poverty and sustainability in a globalised world**

Students examine the process of economic development and its effects on prosperity, poverty and sustainability. The course begins by studying the sources of prosperity via economic growth in the modern era, with particular reference to the Great Divergence in incomes that started during the 1800s. Second, the course asks why some economic systems have prospered, while others have declined by turning its attention to disparate experiences of worldwide economic growth such as poverty and starvation. Finally students study the effects and prospects for future economic development in the context of environmental sustainability and climate change.

#### **Economics of climate change**

Students explore the economic dimensions of climate change by examining how climate change directly will impact on economies, and by examining how climate change mitigation policies, such as emissions trading schemes will impact on economies. It discusses and evaluates Australia's approaches to climate change mitigation. Finally, the subject explores the problems in securing international agreement for action to address climate change.

#### **Economics of developing countries**

Using an analytical framework for studying economic problems of developing countries, students examine how standard economic theories apply in the presence of market failures and weak formal institutions that characterise developing countries. The key focus is on general problems facing developing

countries rather than any specific country or region. It examines specific issues and policy problems that are currently faced by developing nations, including issues such as inequality, poverty, population growth, rural-urban migration, human capital accumulation, gender bias, markets in developing countries, credit constraints and risk and insurance.

### **Managing for sustainability**

This course integrates 'systems thinking' with policy analysis to help students and managers understand and deal with policy design within complex systems such as modern organisations or the global climate system. Operating as an experiential learning environment, students will engage in policy modelling and analysis of the sustainability impacts of policy directions.

A variety of public policy issues including issues and problems at a global level including climate and population challenges, urban dynamics involved in sustainable cities, dynamics of the health system as a wellness system, including medical workforce dynamics and patient care, and environmental dynamics surrounding issues such as water management and species maintenance such as fish-stocks and regulatory dynamics. Embracing contemporary systems mapping, modelling, simulation and analysis techniques, students will be able to conduct their own policy formulation and evaluation experiments to anticipate their viability and sustainability outcomes in complex dynamic systems, identify leverage points for improving policy outcomes.

### **Management ethics and corporate governance**

Do corporations have any responsibilities beyond profit maximisation? To what extent should business activities be left to the operation of the free market and to what extent should they be regulated through internal and external

mechanisms? This course examines the theoretical foundations of the different answers that have been given to these two fundamental questions. More specifically it examines the topics of ethical issues in marketing and advertising, climate change and environmental protection regulation and corporate governance, human resource management and social accounting.

### **Social marketing**

Social marketing draws upon concepts and tools that have traditionally been used for commercial purposes in order to bring about beneficial behaviour change in a range of health, environmental, and community engagement contexts.

Students will explore contemporary theoretical constructs used in social marketing and develop skills in applying procedural frameworks to formulate, manage, and evaluate social marketing campaigns. Emphasis will be given to understanding the importance of appropriately leveraging the marketing mix variables to bring about sustained behaviour change in both developed and developing world contexts. This course will draw upon both quantitative and qualitative research methods.

### **Masters programs**

The following masters courses examine global social responsibility as portrayed in international initiatives such as the UNGC.

### **Business ethics in a global environment**

This course is designed to develop students' moral reasoning about the conduct of business in the global context. They will achieve this by exploring theories of ethics and justice in business and in its relationships with society, across different cultural and religious traditions; and reflecting on their own moral development through analysis of ethical and unethical behaviours in business.



## Managing diversity and inclusion

Examining the social, economic and legal dimensions of diversity and inclusion, students are provided with both theoretical and practical application of contemporary ideas to promote workplace diversity and inclusion. Topics include theoretical perspectives on diversity and inclusion, forms of diversity and inclusion, the legal dimensions of discrimination, the legal framework regulating diversity, inclusion, discrimination and EEO, the strategic business, HRM and employment relations issues associated with promoting diversity and inclusion, the state of workplace diversity in the Australian context, contemporary public policy issues and diversity and inclusion in a comparative context.

## Climate change and emissions trading

This course provides an introduction to the business, regulatory and economic perspectives of climate change mitigation. It investigates how market and regulatory initiatives to mitigate greenhouse gas (GHG) emissions by carbon pricing mechanisms can be managed by liable businesses and other stakeholders, by examining:

- climate change science
- economic impacts of climate change
- international initiatives to mitigate GHG emissions
- investment in low-emissions technologies
- carbon pricing regulatory regimes and market trading mechanisms
- measurement of business carbon footprint
- industry sector interactions with carbon markets and regulatory regimes
- accounting issues arising from pricing GHG emissions.

## MBA/EMBA

PRME related content, both syllabi and assessment, is incorporated into the MBA/EMBA programs' curricula. This is addressed via being integrated within courses as well as via stand-alone courses. In terms of the former, *The strategic environment of business* covers topics such as issues resulting in ethical dilemmas for managers, factors affecting business ethics and ethical framework for decision making. Examples of stand-alone course include:

### Corporate sustainability

Environmental, social and ethical issues are increasingly influencing business decisions. The ability to create value from, and mitigate risks associated with, environmental, social and ethical issues increasingly impacts markets, access to capital, company reputation and shareholder value. Through the use of case studies, lectures and guest speakers, this course will critically examine corporate sustainability across a range of industry settings.

### Experiential learning projects

The mandatory Community Corporate Project is an 'in-company' project undertaken in syndicates in community and not-for-profit organisations to solve a challenge confronting the organisation. The projects are closely aligned to the PRME themes and include:

*Host organisation: Foodbank*

*Project goal: Unlocking Foodbank's distribution constraints*



Foodbank Victoria is an independent not-for-profit organisation that provides food relief to individuals and families experiencing hardship. With more than

80 years' experience, we are the state's oldest and largest food relief organisation.

*Host organisation: Grit Media*

*Project goal: Develop a short-term strategic plan*



Grit Media uses media to promote the rights and aspirations of people with disabilities by giving them opportunities to

be seen and heard in a range of media productions.

*Host organisation: MSI*

*Project goal: Develop a sustainable business model*



MSI delivers solutions to key climate change and sustainability challenges through research, education and action.

*Host organisation: UnitingCare ReGen*

*Project goal: To deliver an actionable three year route map for the new business venture - Catalyst*



UnitingCare ReGen is the leading alcohol and other drug (AOD) treatment and education agency of UnitingCare Victoria

and Tasmania. ReGen is a not-for-profit agency, which has over 40 years experience delivering a comprehensive range of AOD services to the community.

*Host organisation: World Vision Australia*

*Project goal: Develop an approach for gathering, storing and analysing the needs of donors and communities*



World Vision is a Christian relief, development and advocacy organisation dedicated to working with children, families and communities to overcome poverty and injustice.

*Host organisation: National Disability Services, Victoria*

*Project goal: Disability Services ICT system requirements to support client-directed approaches to service delivery*



NDS is the national industry association for disability services, representing 750 non-government organisations.

*Host organisation: Royal District Nursing Services (RDNS)*

*Project goal: Review of RDNS' GP service offering*



RDNS is the largest and oldest provider of home nursing and healthcare services in Australia.

*Host organisation: SIDS and Kids*

*Project goal: To improve the operational and financial position of the charity's online store*



SIDS and Kids Australia is a high profile and well respected national not-for-profit

organisation with a highly successful history in health promotion, bereavement support, advocacy and research.

*Host organisation: Wyndham Community and Education Centre (WCEC)*

*Project goal: Assist in the development of a strategic marketing framework for WCEC services*



The WCEC has provided educational programs and community services to the local community since 1984.

*Host organisation: Yarraville Community Centre*

*Project goal: Building a workforce development plan*



Yarraville Community Centre is a vibrant community hub that provides education, training and support to more than 2000 people each week.

*Host organisation: Villa Maria*

*Project goal: Social return on investment*



Villa Maria is a not-for-profit, values-based organisation providing quality services and life enhancing opportunities for older people and children and adults with a disability, their families and carers.



## Principle 3: METHOD

*We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.*

### Strategic initiatives

Monash graduate attributes reflect the vision of Sir John Monash (1923) – individuals should develop themselves not only for their own benefit, but for the benefit of the community. It prepares its graduates to be responsible and effective global citizens who engage in an internationalised world, exhibit cross-cultural competence, and demonstrate ethical values.

The variety of co-curricula and extra-curricular activities available to students fosters such development. The Monash Passport is the umbrella scheme that captures student professional and personal development with a focus on PRME principles. Monash Passport identifies activities under the headings:



**Act** – activities that focus on brokering change via community engagement, IBL, and peer learning

**Enhance** – activities that focus on building capacity for leadership and problem solving

**Explore** – global awareness activities focused on exchange and collaboration and

**Investigate** – activities that reward students for developing their research skills through independent projects. Examples of passport activities that the Monash Business School engage in include: explicit student blog guidelines referring to responsible, ethical and lawful content; Peers, Ambassadors and Leaders (PAL) leaders' participation in national tree planting day; Accounting and Finance leaders' painting community child care centres; the postgraduate students'

initiative 'Books for Better Future' in partnership with the Nexus Foundation; collecting and donating any old or used university textbooks to Sri Lankan and Ugandan universities; student association initiatives such as 'Proud to Be International Student campaign'; mentors for Indigenous secondary students; and cultural awareness programs.

The Monash Business School has introduced a two-day Leadership Symposium in 2015 for bachelor students.

This two day Leadership Symposium will expose students to current themes and trends in leadership. The Symposium aims to explore participant awareness on matters pertaining to community challenges, at both a local and global level. In 2014, a new Dean's Student Award for Community Service will be awarded to the student who has consistently demonstrated outstanding voluntary community service and/or community leadership and the ability to inspire fellow students to reach their highest potential.

### Leadership and personal development programs

The School provides meaningful opportunities for students to develop personal and professional skills to better enable and empower them to make a positive difference in a changing world.

#### Ancora Imparo

The Ancora Imparo student leadership program is designed to help passionate and idealistic second-year students prepare for future leadership roles. The year-long program involves monthly seminars with inspiring speakers, discussion and debate with peers on ethical issues; and studying models of leadership.



### **MBA/EMBA**

The MBA Leadership and Personal Development Program is fully integrated with the MBA (see Principle 2). The program offers: career management advice from a leading consultancy, Directioneering; media training for students whose careers require them to be able to handle media interaction optimally; and several seminars and discussions series that focus on leadership skills development. These include:

- Career management
- People Leadership Connect Series to build networking skills and capacity
- Reflective Leadership Workshop Series to examine new perspectives on leadership and help participants to identify and develop their leadership style.

The EMBA Leadership and Personal Development Program develops individual leadership and personal capabilities. It is a compulsory component of the EMBA that complements academic studies. Elements include:

- Cranlana Colloquium
- Personal Leadership Style
- People Leadership Connect Series
- Career Management and Development
- Creating Your Personal Brand
- Mentoring Program
- Managing Your Message
- Mindfulness.

**Cranlana Colloquium** compels students to: reflect on the nature of leadership and the societal, organisational and personal values that determine action; strengthen participants' capacity to exercise informed, ethical and strategic judgement; develop knowledge about the private, government and community sectors and the tensions therein between liberty, equality, prosperity and a sustainable society; and strengthen capacity to manage positive change.

More than 350 FBE students have participated in this program over the past five years (with 50 being international students from countries including China, Hong Kong, India, Indonesia, Mauritius, Malaysia, Vietnam, and India) thereby enhancing their capacity to exercise informed, ethical and strategic judgement in decision making with a global mindset.

*"I really enjoyed the opportunity to challenge my own thought, values and beliefs by speaking with others."*

*"The Colloquium has led to me thinking a lot more consciously about the way I think."*

*"Encouraged me to think of those moral obligations which I taught were irrelevant for the first 22 years of my life."*

*"These are really important for future generations and to help create big thinkers in our society."*

### **Peers, Ambassadors and Leaders**

PAL is a three year, co-curricular sequence that fosters and develops leadership potential in students.

The **Peers** program (year one) involves training peer mentors to mentor first year students opting into the buddy system to assist with developing social networks.

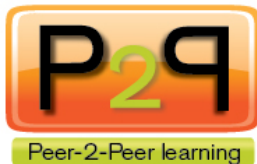
The **Ambassadors** program (year two) develops team and leadership skills, with

Ambassadors representing the School at public events such as Orientation, Open Day and school presentations.

The **Leaders** program (year three and postgraduate students), is designed to equip students with a deeper understanding of self and society. It includes seminars, skills workshops and volunteering activities, with students producing a portfolio on their student development activities.



**P2P leaders:** a student-led academic mentoring program operating in some undergraduate courses. Peer leaders are trained and must have been high achievers in course that are peer leading.



### Accounting and Finance Leadership Program

This program aims to develop future business leaders. Selected students, majoring in Accounting or Finance, are challenged and extended with a particular focus on developing their leadership and self-management skills. The program commences with a two-day residential program run by professional corporate trainers with a follow-up one-day workshop and various evening forums across the two years. Workshops are designed around: problem solving, self-management, leadership and communication skills, including 'active listening' and 'questioning', teamwork and negotiating, and health and wellbeing.

**Green Steps** is a student-led program originating at Monash in 2000 with a group of students wishing to engage business in sustainability. It has since grown and now operates in eight Australian universities, Monash Malaysia and in the UK at the University of Warwick and Exeter University. The Green Steps@Uni program translates sustainability into practice. Students complete 30 hours of training delivered by MSI, on-campus projects and an internship program.



The training component comprises: waste, water and energy auditing (carbon accounting); interviewing/conducting surveys; communicating data to promote change; organisational environmentalism; negotiation skills; problem mapping; and understanding behavioural change. Workshops are conducted by sustainability practitioners, further contributing to students' learning experience. Host organisations for internships are drawn from various sectors including private business, government, schools and not-for-profit organisations. Examples of assignments completed during internships include environmental assessments, establishing a 'Green Office Program', sustainability reporting and formulating 'green' policies.

The program empowers students to be change agents by translating their environmentalism to effective action within organisations and inducting them



to a network of young sustainability practitioners.

*"Through Green Steps you are given the opportunity to make palpable changes in such institutions and create the foundation for environmental policies."*

*"One of the best aspects of the training was learning about how to get your message across to an organisation, or encouraging an organisation to change. This involved exploring behaviour change – how we can motivate people and organisations to actually make changes."*

**AIESEC Monash** has grown into a well-established and committed youth organisation, which offers life-changing exchange and leadership experiences to students from all faculties and disciplines of the University.



Students at the School of Business at Monash Malaysia are given the opportunity to engage with a host organisation outside Monash or to take part in a community based volunteering placement with not-for-profit organisations through the **Internship and Volunteerism Program**. Since its inception in 2009, the program has created more than 350 interns and volunteers. The organisations involved include: EY, KPMG, PwC, HSBC, Standard Chartered Bank, DHL Asia-Pacific,

Amnesty International, WWF and Malaysian Cancer Society.

### Student competitions and symposiums

**The Big Idea** is a national university competition requiring students to submit and present a 'Big Idea' social enterprise to a judging panel. The social enterprise must operate as a not-for-profit; deliver an activity or function that creates social outcomes; be economically sustainable in the marketplace; generate direct and meaningful work opportunities for homeless, marginalised or disadvantaged people within the enterprise; have the capacity to grow and be financially sustainable.

### Viewpoint



*Australia should stop all efforts to tackle climate change* was the topic of the annual Viewpoint Monash Economics debate in 2013. This is a state-wide debating contest, hosted by the Department of Economics within the Monash Business School. The event gives senior secondary school students an opportunity to develop public speaking skills and increase their understanding of economic issues.

**Student sponsorship** to the annual Universities Leadership Symposiums. These are held in countries such as Vietnam and Cambodia and focus directly on world poverty.

## Community engagement and volunteering

Engagement is multifaceted and spans teaching, learning, research, student experience and social inclusion and equity. It occurs through mediums such as volunteerism, internships, community outreach, integrated service learning and research innovation and knowledge exchange. Two exemplars worthy of mention are the Monash Oakleigh Legal Service and Outreach at Monash South Africa.

**Monash Oakleigh Legal Service (MOLS)** is a community legal centre auspiced by the University and incorporates a practicum for law students in its service delivery. Funded by Victoria Legal Aid and Monash University, it principally assists disadvantaged clients who are unable to fund legal advice or representation from private sources. The service is substantially run by students under the supervision of solicitors employed by Monash Law School and volunteers from the legal industry who also offer free legal advice.

MOLS has incorporated a Multidisciplinary Clinic (MDC) into its legal practice. The MDC combines bachelor students from law, business and commerce, and social work. Students work in a multidisciplinary team given that many clients who present at MOLS also experience financial and social problems that frequently contribute to the occurrence or complexity of their legal matters. Services offered to clients include: budgeting, financial literacy, credit and debt advice, financial dispute resolution, judgement debt negotiation and bankruptcy.

**Outreach at MSA** Business students studying at Monash South Africa (MSA) participate in a range of volunteering and community-building activities including teaching Saturday school for local children to individual tutoring and

renovating-a-crèche programs.

Embedding of local needs into students' experiences helps build awareness and understanding of ethics, responsibility and sustainability. The University also sponsors African Voice, a non-profit organisation that empowers African students through world-class debate training.



MONASH South Africa  
A campus of Monash University Australia

MSA has embarked on a book drive as a tribute to Nelson Mandela, with the aim of collecting thousands of books for the local communities. The **Mandela Month Book Drive** collected thousands of children's books, with the books delivered to Early Childhood Development centres in Zandspruit.

## Student social welfare clubs

Monash University is home to a variety of student clubs providing opportunities for students to observe, develop and practice responsible management.



**Monash Amnesty** As a branch of Amnesty International Australia, Monash Amnesty aligns itself with broader goals

of Amnesty International Australia and campaigns for key issues that Amnesty International identifies as urgent and to be of key importance through events through Monash Amnesty. Over 2012–2013, Monash Amnesty hosted a number of guest speaker events, on-campus campaigns, fundraisers, film screenings and opportunities for students to engage in key issues. Examples of campaigns include Aboriginal Homelands, Arms Trade Treaty, Refugee Rights, Women's Rights in Egypt and more.



**Embrace Education** is a student run, non-profit organisation committed to achieving educational equity. Its vision is for every person to have access to quality education regardless of background or circumstance. Its mission is to provide free tutoring and mentoring to disadvantaged high-school students across Melbourne, particularly to students of a migrant, refugee or low socio-economic background.



**Oxfam at Monash** is a Monash-specific conduit for the upstanding non-

governmental organisation that is Oxfam Australia. Oxfam Australia is an organisation that works to create a just world without poverty. It does this by providing people with the skills and resources they need to help them create their own solutions to poverty. Similarly, Oxfam at Monash is here to create an important point of contact between Oxfam Australia and the Monash University community. Along with other Oxfam university groups, Oxfam at Monash shares knowledge about poverty and what we as university students and academics can do to prevent and to reduce it.



**Socio-Economic Engagement and Development (SEED)** is a student initiative that focuses on the areas of social enterprise and microfinance. Essentially, it aims to equip students to use their skills in business and entrepreneurship to benefit people who need it most. It is a newly established club with short-term goals including recruiting a driven and socially minded membership base while providing opportunities to learn more through guest speakers, events and making hands on experiences accessible. SEED is developing a framework for a social business incubator and establishing partnerships with local not-for-profit organisations in developing

countries to mobilise students to gain real and practical experience in micro-finance.



**Students Teaching English To Our World (STEW)** envisions the empowering of refugees and migrant adults through education. It provides free one-on-one English tutoring right across Melbourne. STEW works in collaboration with Adult Multicultural Education Services (AMES) which trains the volunteers. Together with AMES and other community organisations, volunteers are matched with students from their local community. Students are encouraged to use their education to empower others, who we believe in turn will impact their community.



**Team Med** is a student run organisation that provides Monash University students with opportunities to experience and contribute to global health. It instils an enthusiasm and passion for healthcare in less developed communities by helping students get involved in both local and global practical initiatives.



**Vision Generation (VGen)** is the youth movement of World Vision Australia. VGen's goal is to inspire, educate and empower young people about worldwide issues of social injustice and poverty. It campaigns and raises awareness in partnership with World Vision Australia on issues such as the importance of sustainable living, commitment to the poor and the recognition of the inherent values of all people.

### Diversity and inclusion activities

The Monash Business School promotes activities and events that foster and encourage an appreciation of diversity and inclusion for responsible leadership for both staff and students. Some highlighted examples are:



### Indigenous community

Support for the Indigenous community and students include:

- Offering annual Indigenous scholarships and Indigenous support bursaries
- Partnering with Australian Indigenous Mentoring Experience



provides an opportunity for Monash students to mentor local Indigenous secondary school students

- Participating in the Indigenous Student Experience day where secondary school students come to Monash and experience what university has to offer
- An Indigenous Tutorial Assistance Scheme is available to Indigenous students.

### **Ally network**

The Monash Business School ran the pilot program for the University's Ally network in 2013. The network promotes Monash as a safe space for individuals who may be lesbian, gay, bisexual, trans, intersex or queer (LGBTIQ) and to talk openly about sexuality and gender identity without the threat of judgement, discrimination or prejudice.

### **Campaigns**

Monash supports the Australian Human Rights Commission's 'Racism. It Stops with Me' campaign. The University has pledged to undertake awareness-raising activities over the next three years in support of the campaign including facilitating Courageous Conversations about Race workshops for students and staff.



Conduct and Compliance. Procedures supporting the policies include topics such as conflict of interest, privacy, the resolution of unacceptable workplace behaviour, bullying, discrimination, and whistleblowers protection.

### **Professional development for staff**

Faculty and professional staff are required to complete mandatory modules on Ethical and Professional Conduct, Privacy, Occupational Health and Safety and Equal Opportunity. Policies governing workplace practices include: Staff Development, Staff Wellbeing, and

## Principle 4: RESEARCH

*We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.*

### Strategic initiatives

The Monash Business School's research strategy explicitly acknowledges and encourages conceptual and empirical research that enhances knowledge and understanding of the impact of corporations in the creation of sustainable social, environmental and economic value. While the School's research activities span many areas, three priority research themes have been identified: Health and wellbeing, Sustainability and development, and Global business.

During 2014–2016, the focus on responsible management research will be in the areas of leveraging the strength of the Centre for Development Economics and Sustainability (CDES) and Centre for Health Economics (CHE), incorporating these principles into the objectives of a new centre – Centre for Global Business – and fostering interdisciplinary research in sustainability and development through avenues such as the Monash Business and Sustainability Network and MSI.

The Monash Business School's Interdisciplinary Research Grant Scheme was offered for the first time in 2014. The successful projects, involving research collaborators from disciplines other than business, are investigating topics such as:

- Addressing preventable maternal mortality and morbidity in Solomon Islands: understanding the multifactorial determinants, impacts and costs of unsafe abortion
- The interactive effect of private Chinese commercial businesses and local business, community

development and urban regeneration in South Africa

- Social determinants of wellbeing for ethnic women: Improving support services for recent immigrants.

An international symposium *Building a Sustainable Future in Sub-Saharan Africa: Water Security, Food Security, Business and Policy* was co-hosted by the School and the Monash Africa Centre at MSA in 2013. The symposium attracted around 100 participants from academic institutions and public and private institutions. Countries represented included Australia, South Africa, Malaysia, Puerto Rico, Norway, Scotland and Spain. A cross-continent research network has emerged from this – Monash Business and Sustainability Network (MBSN). The MBSN and the Social and Economic Transformation in Asia are hosting an international conference during September 2014 at Monash Malaysia – *Sustainable Development: What have we learnt after 30 years?* The conference is aimed at providing a forum for academics, researchers and practitioners to come together to contribute to an in-depth analysis of sustainable development in the Asian region in the areas of food and health security.

The School has also made joint professorial appointments with MSI in the disciplines of economics and accounting to better engage with, and utilise, the MSI as a platform to approach PRME related matters from a multidisciplinary perspective. MSI initiatives (see Principle 1) and projects include:

- The Sustainable Campus Group (SCG) founded in 2005 and now national with nine institutional members, requests members to provide sustainability information on their performance in the areas of energy use, institutional commitment and practice,

greenhouse gas emissions, education for sustainability performance, procurement, IT, water use, and waste and recycling figures. An annual Sector Sustainability Report is produced with the aim of promoting environmental initiatives with the aim of improving environmental performance and reputation

- The MSI's Sustainability Economics Program, launched in 2012, is conducting high-impact research and engagement on economics of the environment, natural resources and sustainability in partnership with the Department of Economics.

### Research portfolio

Our research is conducted by academics in all of our disciplines with an extensive portfolio of research projects, peer reviewed publications and research consultancies addressing responsible management and global issues such as water, health and food, often in collaboration with business, government and corporate.

### Research centres

The CHE and CDES play a particularly prominent role in researching the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value. A montage of their various projects is provided below.

### CHE

CHE is world renowned with contributions to research consistent with Principle 4 including:

- pioneering work on the measurement of social values including the construction the Assessment of Quality of Life instrument



- the development and application of research methods for priority setting in health care



- significant contributions to public policy in the areas of hospital funding, health insurance and health technology assessment



- a major role in the development of policy and practice of economic evaluation of health services through work with the Pharmaceutical Benefits and Medical Services Advisory Committees



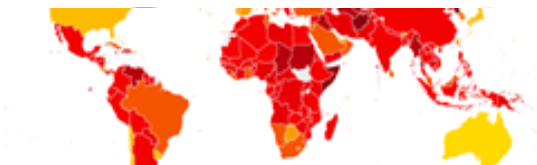
- efficiency and performance measurement in health care organisations.

### CDES)

CDES produces high quality research on economic and social problems in the developing world, and environment and sustainability more generally. Its research focuses on poverty, inequality, nutrition and food security and environmental and natural resources. Projects include: Religion, Minority Status and Trust: Evidence from a Field Experiment



Anti-Corruption Reforms: The Role of Harassment and Tax Evasion



Is emigration of Nepalese workers contributing to better schooling outcomes for children in Nepal?



Capturing the Potential for Greenhouse Gas Offsets in Indian Agriculture



The Measurement of Multi-Dimensional Deprivation: Methodological Advances with Applications to Australia, China, India and Vietnam



Agent Intermediated Loans: A New Approach to Microfinance



Living Standards, HIV/AIDS and its Impact on Next Generation



Risk-Taking Behaviour in the Wake of Natural Disasters



Empowering Neighbours versus Imposing Regulations: An Experimental Analysis of Pollution Reduction Schemes





### Research projects

Further examples of research projects that reinforce the attention on responsible management in our research activities are:

- Australian Research Council Discovery and Linkage Grants in the past three years on the topics of Carbon offsets: regulation for success, and Carbon pricing and its impacts on the productivity growth of Australian industries; and Serving the greater good: using 'Servant Leadership' to build ethical and engaging work practices
- Department-led activities, such as the Governance, Leadership and Organisations (GLO) discipline group within the Department of Management, conduct teaching and research related to the objectives, contexts, structures and processes of public, private and not-for-profit organisations. More specifically, the work of the GLO is directed towards promoting a greater understanding of how environment, internal structures, accountabilities and leadership affect organisational life and outcomes. GLO members hold particular interests in ethical and responsible management, organisational change, innovation and sustainability
- The CSIRO-Monash Superannuation Research Cluster investigates economic, social and cultural factors of retirement systems, to inform pension funds and policymakers around the globe.

### Research publications

A selective sample of the most recent publications in FT45 journals that advance theory and practice and influence policy around societal issues include:

- Ralston, D. et al 2011, A twenty-first century assessment of values across the global workforce, *Journal of Business Ethics* [P], vol 104, issue 1, Springer, Dordrecht Netherlands, pp. 1-31
- Simpson, D., Lefroy, K., Tsarenko, Y., 2011, Together and apart: Exploring structure of the corporate-NPO relationship, *Journal of Business Ethics* [P], vol 101, issue 2, Springer, Dordrecht Netherlands, pp. 297-311
- Jack, G., Greenwood, M.R., Schapper, J.M., 2012, Frontiers, intersections and engagements of ethics and HRM, *Journal of Business Ethics* [P], vol 111, issue 1, Springer Netherlands, Dordrecht Netherlands, pp. 1-12
- Prior Jonson, E.W., Lindorff, M., McGuire, L.M., 2012, Paternalism and the pokies: Unjustified state interference or justifiable intervention?, *Journal of Business Ethics* [P], vol 110, issue 3, Springer Netherlands, Dordrecht Netherlands, pp. 259-268
- Rayner, J., Lawton, A., Williams, H., 2012, Organisational citizenship behaviour and the public service ethos: whither the organisation?, *Journal of Business Ethics* [P], vol 106, issue 2, Springer Netherlands, Netherlands, pp. 117-130
- Erkal, N., Gangadharan, L., Nikiforakis, N., 2011, Relative earnings and giving in a real-effort experiment, *American Economic Review* [P], vol 101, issue 7, American Economic Association, Nashville USA, pp. 3330-3348
- Abbink, K., Brandts, J., Herrmann, B., Orzen, H., 2010, Intergroup conflict and intra-group punishment in an experimental contest game, *American Economic Review* [P], vol 100, issue 1, American Economic Association, Nashville TN USA, pp. 420-447

- Holland, P., Pyman, A., Cooper, B., Teicher, J., 2011, Employee voice and job satisfaction in Australia: The centrality of direct voice, *Human Resource Management* [P], vol 50, issue 1, John Wiley & Sons Inc, Hoboken USA, pp. 95-111
- Cameron, L.A., Erkal, N., Gangadharan, L., Meng, X., 2013, Little emperors: Behavioural impacts of China's one-child policy, *Science*, Published online 22 February 2013.

### PhD topics

With research strengths in addressing global challenges, a number of doctoral students are pursuing research to advance knowledge in these critical areas. A selection of doctoral students' topics contributing to ethics, responsibility and sustainability theory, practice and policy are:

- Optimising the balance between alternative forms of governmental tax policy, regulations and decentralised decision making, for sustainable water management
- International fair trial standards and their application in Australia
- The role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value
- Corporate Social Responsibility (CSR) communication strategy
- Disability in the workplace and CSR
- Ecological intelligence and sustainable consumption
- Individuals' expectations of CSR: a phenomenological study of the boycott behaviour of Malaysian consumers
- Practising CSR: The strategic intent, planning process and outcomes.

### Other research related activities

Further selected examples of research related activities consistent with Principle 4 are:

- Professor Carol Adams, joint School/MSI appointment, is editor of *Sustainability Accounting, Management and Policy Journal* and author of texts such as *Understanding Integrated Reporting: the concise guide to integrated thinking and the future of corporate reporting and Accountability, Social Responsibility and Sustainability*
- The *Sustainability Accounting, Management and Policy Journal* is in its 5th volume - it was listed by Scopus in its third volume – and a paper from this journal won the social impact award last year beating papers nominated by 42 Emerald journals
- The University is trialling the Sustainable Organisation Library with access to material drawn from practice and research
- PhD students selected as Greenleaf Scholars by the Greenleaf Centre for Servant Leadership with one of the students receiving the 2012 Emerald/EFMD Outstanding Doctoral Research Award in the Leadership and Organisational Development category.

## Principle 5: PARTNERSHIP

*We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.*

The Monash Business School interacts and engages with corporations, business and government on the challenges in meeting social and environmental responsibilities through channels such as research partnerships, student learning and development, and training. To ensure that the School's education, research and engagement activities have real-world application and are contemporary, advisory bodies exist for the School, departments and centres.

The University and School is focused on enhancing networking and exchange to better equip our students for their career aspirations and their contribution to society. The collaborations, networks and exchanges with business corporations are extensive across all of the Monash Business School's departments and centres. While a comprehensive listing is not feasible, the following showcases some of these collaborations, networks and exchanges that are aligned with PRME.

### Research and thought leadership partnerships

- CHE contributes to the ongoing debate on the public funding of pharmaceuticals. It has had a continuous series of contracts with the Commonwealth Government to prepare commentaries on submissions to the Pharmaceutical Benefits Advisory Committee for reimbursement on the Pharmaceutical Benefits Scheme
- The Monash Business Policy Forum (MBPF) has a work program

including contemporary business issues such as: a detailed review of National Competition Policy and the competition provisions of the Competition and Consumer Act; competition in financial markets and the role of government regulation on the efficient operation of financial markets; and the role of government in facilitating infrastructure investment in Australia. The MBPF's papers have resulted in dialogue and presentations to Commonwealth Government representatives and industry bodies.

- The CSIRO-Monash Superannuation Research Cluster investigates economic, social and cultural factors of retirement systems, to inform pension funds and policymakers around the globe
- Water economics is a vital area for Australia's medium and long term future and is identified by the Commonwealth Government as a high priority. Faculty are involved in the Cooperative Research Centre (CRC) for Water Sensitive Cities, a new national water research centre receiving significant start-up funding from the government and headquartered at Monash, and contributing to improving the liveability, productivity and sustainability of cities. Faculty from the Department of Accounting were also funded by the National Water Commission to draft an accounting concept framework to underpin the development of Water Accounting Standards
- The Australian Colloquium Retail Studies (ACRS) distributes ACRS Retail Insights (monthly), ACRS Marketing Insights (quarterly), ACRS Category Insights (quarterly), ACRS Retail Therapy (quarterly) and

ACRS Retail Trends (monthly) to partners including include Myer, Toyota, ICDPA, Kmart, and Google.

*"Over the last three years ICDPA has worked with ACRS to understand the trends in sustainability and the green movement in relation to retailing."*  
*Graeme Addison, Managing Director, International Car Distribution Program Australia*

### Leadership training

Faculty, in collaboration with the Sri Lanka Institute of Development Administration, assist senior public servants from Sri Lanka and Bangladesh to develop a new management culture to carry out development activities as these governments work towards greater economic and political stability.



A training program for British MPs has been developed and delivered by School faculty to enhance the MPs effectiveness in representing voters. By looking at the development of particular types of key skills and capabilities such as understanding budget documents, using information technology, and identifying and handling of ethical issues and processes, the program assists MPs develop knowledge and skills for Parliament.

### Student learning and development

Exposing students to business, government and industry to develop their technical and professional skills is important. The University and Monash Business School have a portfolio of

corporate learning opportunities available including internships, career fairs, corporate projects, international study tours, case studies and guest lectures with an emphasis on developing responsible managers. For example, IBM has funded scholarships for Monash students in the IBM Future Leaders program, the Big 4 accounting firms provide scholarships and internships for students, and MOLS places business students to provide financial counselling as part of a multidisciplinary team including Law and Arts students.

Many corporations seek to recruit Monash graduates, recognising that they have experienced an education that has developed their professional and personal skills and positions them well for future leadership positions.



## Principle 6: DIALOGUE

*We will facilitate and support dialogue and debate among educators, students, business, government, consumers, media, civil society organisations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.*

The Monash Business School uses various platforms to foster, facilitate and support dialogue and debate on global social responsibility and sustainability with multiple stakeholders.

### Guest speakers and master classes

Many and varied opportunities exist for interactions in the formal learning sphere to enhance students' understanding of the business world and the pressing challenges facing society. Giselle Weybrecht has made multiple visits to the School and presented workshops such as *Thinking to Sustain* and *Managers Guide to Green Business*.

The MBA incorporates 'Meet the CEO' sessions, industry presented case studies in the curriculum and a Speaker series. By way of example, the MBA speaker series has included presentations by senior executives and government officials on topics such as:

- Integrated reporting: the new form of corporate reporting set to change how businesses create value (Professor Carol Adams)
- Women in Leadership - Informing the 21st Century leader: being an engine for positive (Holly Ransom, Janet Menzies and Megan Dalla Camina)
- The challenges and opportunities of the Asian Century (The Hon Bill Shorten MP).

The Department of Management hosted a seminar on *Ethical Business Practices, CSR and Dilmah Tea: Brewing tea with honesty*

in 2013 by the founder and Chairman of Dilmah Tea, Merrill J. Fernando, and Dilhan Fernando, Director of Dilmah Tea.

### Symposiums, forums and workshops

Symposiums and forums are held regularly on topics pertinent to global challenges and responsible management. Two notable forums are the Business Ethics Education Forum (see below) and the MBPF (see Principle 5). Many activities are undertaken, often at an international level, to bring academics and industry together to initiate and promote industry informed research and disseminated academic research to industry on these relevant matters.

Examples of symposiums include:

- Ethics and Human Resource Management colloquium co-hosted with the Academy in Business in Society in London
- Economic and Social Research Council seminar and International Research Workshop on the regulation of work, employment, human resources, labour relations, labour markets and workplace conflict
- International Conference on Information Systems Development on Sustainable Knowledge Development
- Annual International Research Conference on Quality, Innovation and Knowledge Management with themes such as Aligning Innovation in Developed and Emerging Economies
- The Joe Isaacs Industrial Relations Symposium for practitioners, scholars, students and others interested in industrial relations and human resource management
- National forum on healthcare improvement, workforce engagement and patient outcomes

- Industry summit on Infrastructure, Development and Sustainability: Challenges and Opportunities (with United Arab Emirates Ministry of Public Work)
- Future Directions in Assisted Living and Healthcare' workshop
- Global Procurement: Challenges, Issues And Solutions For Today's Supply Chains.

The Monash Business School also hosts student symposiums designed to engage our students with PRME. For example, a CSR student conference to celebrate students' CSR research and learning was held with a keynote address by Dr Eva Tsahuridu, CPA Australia's Policy Adviser on Professional Standards and Governance. Gender equality issues are promoted through student focused events such as *Different Genders, Different Lives?* whereby students listen to the insights, experiences and observations of industry leaders and have the opportunity to dialogue with the presenters.

### Business Ethics Education Forum (BEEF)

The Business Ethics Education Forum is hosted by the Department of Management and the Australasian Business Ethics Network. Addresses by international speakers include: *Teaching Business Ethics in a Global Environment: Challenges of Engagement and Integration, Three Ethical Roots of the Economic Crisis* and *Ethics and International Business: Outsourcing Responsibility*.

### Leadership events and communications

The Monash Business School disseminates and promotes discussion on important global and local issues through various mediums including business breakfasts, leadership events, stories on its website, the Monash Memo and the MSI newsletter.

The John Bertrand Leadership series saw interviews with noted leaders such as the CEOs of Royal Children's Hospital and Qantas Airways, a former Australian Prime Minister and former Deputy Chief of Army and head of Australian Military Forces in the Middle East.

Representatives from advisory boards, student leaders and alumni were invited to each of the leadership interviews and the opportunity to speak with the leaders.

### Public events

Monash University and the Monash Business School regularly hold events for the benefit of our stakeholders, including alumni and the community. While too numerous to list, the following are most notable.



- Professor Jeffrey Sachs delivered a public lecture in Melbourne on *Australia in the Age of Sustainable Development* in 2014, hosted by the MSI. Professor Sachs is the Director of the Earth Institute and Special Adviser to the UN Secretary General on the Millennium Development Goals;



- Nobel Peace Prize Laureate Aung San Suu Kyi, delivered a public lecture – *Reconciliation and the Rule of Law* in 2013;
- Renowned economist and climate change expert Professor Mohan Hunasinghe delivered the keynote

address at the 2012 Sustainability Symposium at the School of Business in Monash Malaysia. Professor Munasinghe shared the 2007 Nobel Peace Prize with former US Vice-President Al Gore for their work on climate change; and

- Professor Muhammad Yunus, a Nobel Peace Laureate and founder of the Grameen Bank, is delivering a public lecture in October 2014 on *Social Business for Tackling Society's Most Pressing Problems*.
- MSI Professor Carol Adams is delivering a public lecture to the Royal Philosophical Society of Glasgow in October 2014 on *Responsibility in Business*.

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