



Durham
University
Business School

SHARING INFORMATION ON PROGRESS REPORT

PRME

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



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of MBAs



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INTRODUCTION



INTRODUCTION

Durham University Business School first joined PRME in May 2012. This is, therefore, our first SIP Report. During the course of 2013, and partly as a result of signing up to PRME, the School reviewed its Mission Statement. The full statement of our Vision, Mission, Aims and Values is included as Appendix 1. The School believes that its new Mission Statement is entirely consistent with the Principles for Responsible Management Education.

Having signed up to PRME, the School established a Steering Group, chaired by Geoff Moore, Professor of Business Ethics, and including student, faculty, staff and external members. The main areas of activity of the Steering Group have revolved around establishing a base line account of the School's education provision, research and engagement activities and greenhouse gas emissions. The School was also involved in the establishment of the UK and Ireland PRME Chapter of PRME and has become a member.

RENEWAL OF COMMITMENT TO PRME

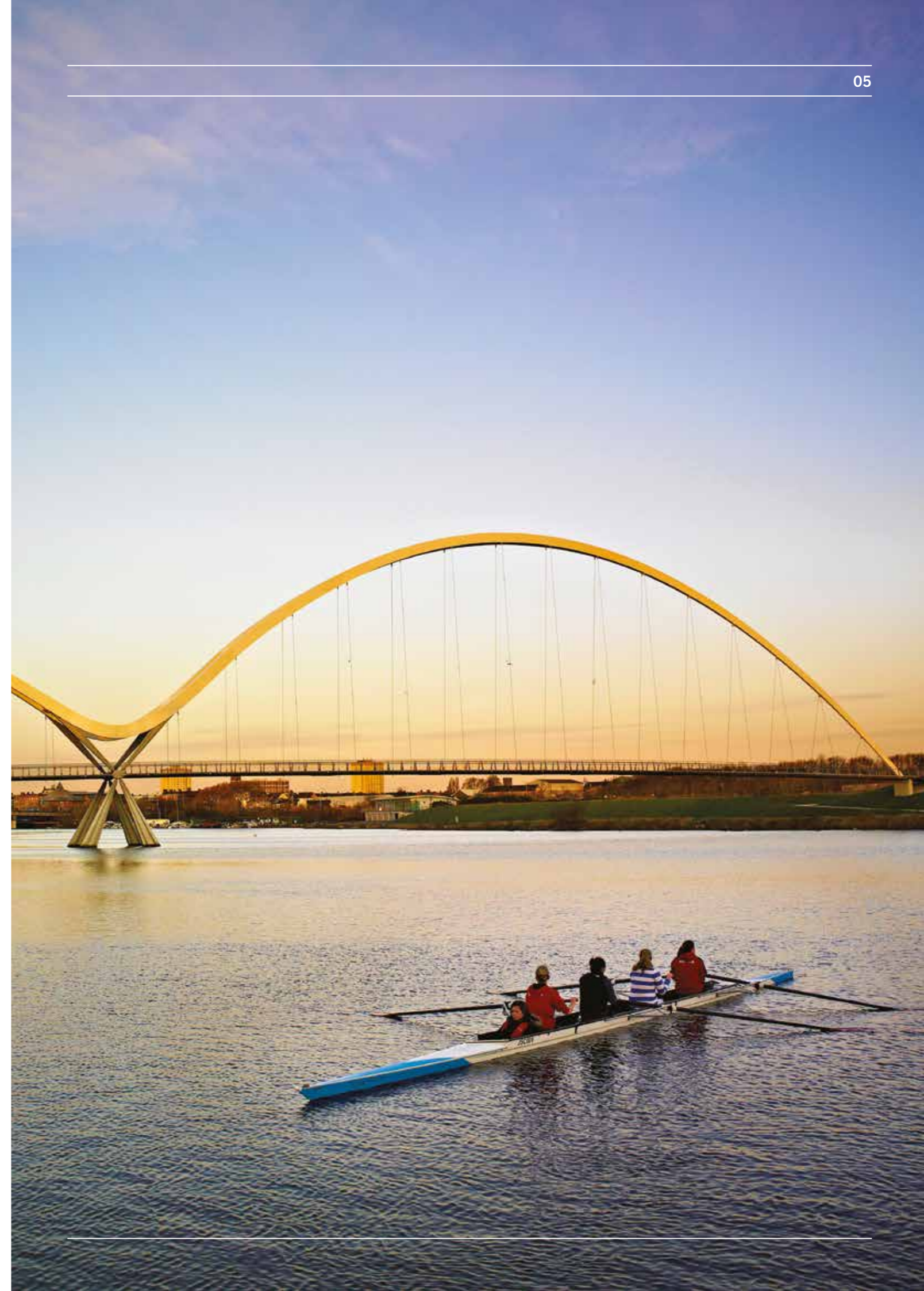
I am pleased to confirm that Durham University Business School continues to support the objectives of the UN Principles for Responsible Management Education.

Professor Christopher Higgins
Vice-Chancellor of Durham University



'Activity has revolved around establishing a base line account of the School's education provision, research and engagement activities, and greenhouse gas emissions.'

Professor Geoff Moore
Deputy Dean (Learning and Teaching)
Durham University Business School



PRINCIPLES

MAJOR ACHIEVEMENTS IN RELATION TO THE IMPLEMENTATION OF ONE OR MORE PRINCIPLES DURING THE LAST 24 MONTHS

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.

PRINCIPLE 2. VALUES

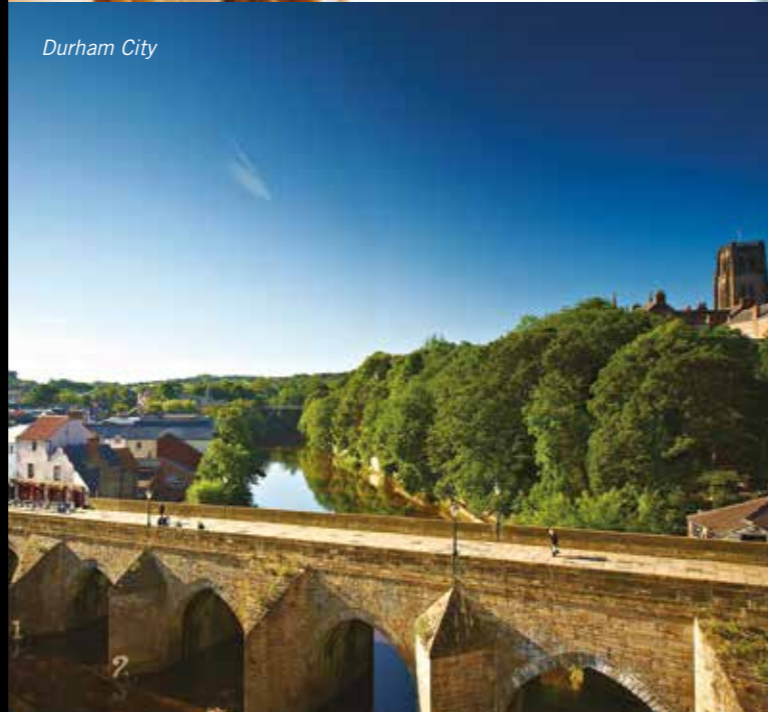
We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

PRINCIPLE 3. METHOD

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



Durham City



In relation to the three Principles concerning educational provision, the PRME Steering Committee undertook an audit of the integration of these Principles within the School's education offerings in 2012. The conclusion from this audit was that many programmes already offered some consideration of these areas within core or elective modules or through extra-curricular activities. For example, the core module 'Managing in the Global Environment' on the Full-time and Executive MBA includes discussion of corporate governance issues and Corporate Social Responsibility, while the International Enterprise Project elective module offers students the opportunity to contribute to sustainable development through projects undertaken in Sri Lanka, and the 'Managing Social Marketing Campaigns' elective includes work on a charity project. In addition, for the last two years, Full-time MBA students have raised money to part-sponsor another student for the following year. From 2013/14 a new core module 'Sustainability, Ethics and Change' is being delivered on these programmes.

In 2011/12 the MSc in Management programme introduced two modules taught by the Philosophy Department entitled 'Ethical Leadership' and 'Society and Sustainability'. The success of these modules both in terms of attracting students and in gaining high student feedback scores has led to the development of a new route – MSc Management (Business Ethics) – which will recruit for the first time in 2014/15. A further new route on this programme – MSc Management (Supply Chain Logistics) – will include a module on 'Green Supply Chain and Logistics Systems'.

At Undergraduate level, many programmes include some reference to the issues of sustainability and responsibility, and there is a specific final year module entitled 'Corporate Responsibility' which is offered as an elective on the BA Marketing, BSc Accounting, BA Business and Management, and BA Accounting and Finance degrees.

However, while there was evidence of a reasonable level of exposure to issues of sustainability and responsibility, the PRME Steering Group was not convinced that this was sufficient or would be readily recognised by students. Accordingly, it instituted a requirement that from 2013/14 each programme's induction should include a presentation on these issues, including a presentation on the University's Greenspace¹ activities together with information indicating where students could expect these issues to be covered in their programme. In addition, the PRME initiative has been placed as a standing item on Staff Student Consultative Committees and Programme Committees for 2013/14 as a means of raising awareness and receiving feedback on how well these issues are covered. The PRME Steering Group will be reviewing this feedback at the end of 2013/14.

The involvement of students in community outreach and public service is managed through the unique collegiate environment at Durham, Student Community Action, Team Durham and the award-winning DUCK initiative (Durham University Charity Committee) – see further information below. The School plays a supporting role to these activities by providing resources (for example meeting rooms, conference facilities and support for the facilitation of meetings) and ensuring where possible that students are encouraged and enabled to take part. Many School staff are also able to support students in extra-curricular activities through their roles as pastoral tutors in colleges.

DURHAM
STUDENTS'
UNION
Enabling Students



Student Community Action (SCA) is the home of student volunteering at Durham running over 40 different student-led projects. SCA provides training, police checks, equipment and reimburses travel expenses for all volunteers. Day to day administration of SCA is directed by three permanent members of staff. A student executive committee is elected annually, and is responsible for the development of SCA within the University. Student ambassadors are also recruited from each college to maintain links between collegiate communities and central SCA.

DUCK is the fundraising arm of Durham Students' Union. It is one of the largest charity fundraising groups within any UK university, and raises money for local, national and international charities (a total of over £400,000 in 2012/13) through a range of activities. In 2011/12 DUCK achieved the accolade of 'Best Fundraising Team' at the Institute of Fundraising's National Awards, and in 2013 won the award for 'Outreach' at the National RAG (student fundraising) Awards.



¹ Greenspace plans and implements all of the University's Environmental Plans, Policies and Procedures.

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.

In a similar manner to its audit of educational provision, the PRME Steering Committee also undertook an audit of research and development activities. For this purpose it adopted the period from 2008 (the beginning of the new Research Excellence Framework period in the UK) until the end of 2012. In that period it noted that there had been 48 journal articles, 8 books/book chapters and 5 other contributions which fell within the broad area of sustainability and responsibility. It was encouraging to note that contributions were made from across the School indicating that this activity is widely spread; in total 18 faculty have worked in this area. A sample of research papers is shown in Appendix 2.

There are also a number of PhD / DBA students researching in the area of sustainability and responsibility. Since January 2008 12 students have submitted theses in this area (10.7% of all submissions), and there are currently 28 (13.1%) students conducting research on topics which fall broadly within the sustainability and responsibility category.

In 2008, the School hosted the 7th International Conference on Corporate Social Responsibility, and provided the keynote speaker. This conference attracted over 50 academics from across the world. An allied activity is the School's involvement in the area of research known as critical management studies. In July 2013 the School obtained £1.3k from the UK's Higher Education Academy to bring together key authors in critical marketing studies to hold an expert panel on the shape and future direction of the domain. Similarly, in September

'A new Research Cluster will promote collaborative research across the School and University including research funding and research seminars.'



2013 the School hosted a conference on 'Reclaiming Impact' supported by funding of £5k from the Society for the Advancement of Management Studies.

Given the number of faculty involved in research in the broad area of sustainability and responsibility, a meeting was convened in November 2013 to consider how this could be taken forward. There was strong support for formalising the group to include faculty not just from across the Business School but also from the Philosophy Department with whom the School already collaborates in educational provision (see page 7). The intention initially is to establish a Research Cluster formally from 2014/15, with the possibility that a Research Centre may eventually be formed. The Research Cluster will promote collaborative research across the School and University including seeking research funding, organise research seminars including extending invitations to leading academics from other institutions, and will look to host an international conference in due course.

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 School integrates sustainability and responsibility into its contributions to the business community and wider society through its regular activities including events for friends, alumni and corporates, student projects and non-accredited short courses.

For example the School's D8 series of international alumni-focused events offers continued professional development to its friends, partners and alumni worldwide. Recently Professor Geoff Moore led two D8s in India (Mumbai and Delhi) on 'Corporate Social Responsibility Matters' focusing particularly on the idea of strategic CSR and portfolios of CSR activities and giving participants frameworks for analysing their own organizations' current practices and deciding how they want to move these forward.

A number of years ago the University developed an innovative 'humanitarian model' for international development and aid activity in Sri Lanka. This gained recognition by the Higher Education Funding Council for England and the British Council as a 'flagship' approach which has transferable outcomes to other institutions and other countries. As a result of this the School has a number of developing relationships in Sri Lanka which have enabled MBA students to participate in a variety of projects and led to the development of the International Enterprise Project elective (see above). Over five years 50 students have taken part in projects in Sri Lanka ranging from cinnamon, fishing, eco-tourism and innovation in the garment industry. Companies that the School has worked with on these projects include, Brandix, MAS Holdings and Aitken Spence.

The School's Centre for Global Learning and Executive Education has recently delivered a leadership-development programme for Saudi women initiated by the British Council. The programme hopes to make a real difference to female managers in Saudi. The programme aims to build women's confidence in business situations and to help them form networks, so that they can exert more influence as a group. The skills they need are not straightforward. It is very rare for



a Saudi woman to be a man's boss, and women in leadership positions usually have a male sponsor. So women cannot make and implement decisions themselves, they must learn to influence men without seeming to direct them.



Meanwhile, Dr Riham Rizk was a speaker amongst a truly international group of contributors taking part in a conference titled 'Arab Countries after Recent Transformations: Social, Economic and Political Changes' which took place in Baku in November 2013. Dr Rizk spoke on the topic of 'Post-revolutionary Arab Economies: Opportunities and Challenges for Corporate Social Responsibility'.

At the local level, a recent regional initiative in the north east of England has seen the launch of a Northeast Institute for Business Ethics (NIBE). This organisation has links with the national Institute of Business Ethics (see page 10) although it operates independently. Professor Geoff Moore was the keynote speaker at the inaugural event in May 2013, and the School hosted and provided the speaker (Dr Graham Dietz, on Trust) for a subsequent event in October 2013.

IMAGES: (Top) International Enterprise Project, Sri Lanka, (Centre) Dr Riham Rizk, Senior Teaching Fellow in Accounting

PRINCIPLE 6. DIALOGUE

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

The School has a long-standing link with the Institute of Business Ethics (IBE), a national business-facing organisation based in London (www.ibe.org.uk). For example, in 2011, Dr Graham Dietz co-authored an IBE report on building and restoring organisational level trust (www.ibe.org.uk/userfiles/trust_execsumm.pdf), and more recently Professor Geoff Moore has become the Lead Academic for the IBE student essay competition in Business Ethics, to be launched in 2014. In addition, the School has, since 2005, been a member of the European Academy of Business in Society (EABIS), now ABIS, and has engaged with various activities/colloquia.

The School also hosts events with professional management and accounting bodies, for example a recent roundtable event held in collaboration with ACCA to discuss the future of environmental reporting and the role that the accounting profession should play in encouraging sustainability.

In terms of a wider audience, faculty regularly contribute in the media on issues relating to sustainability and responsibility. For example, Geoff Moore, Professor of Business Ethics, featured in 'The Bishop and the Bankers' – a three-part BBC Radio 4 series on ethics in the banking sector. The key question in the third programme in the series was whether capitalism could be reformed. While there was recognition that bottom-up movements such as credit unions might well have a role to play, there was also some acknowledgement that there are other forms of capitalism – the German model, for example – that might offer helpful pointers. But the driver has to be towards 'sustainable capitalism', which will make significant reductions in the demands it places on the ecological environment, while being socially sustainable (meeting genuine social needs) as well as financially sustainable. The challenge for organisations is to achieve that balance in the medium-long term, while remaining viable in the short term. All three shows are available at www.bbc.co.uk/programmes/b037kyw4/episodes/guide



Dr Graham Dietz

Meanwhile in July 2013 Professor Kevin O'Dowd provided expert comment on the Archbishop of Canterbury's intervention in the 'pay-day lenders' debate (shown within a regional TV news programme in July 2013).

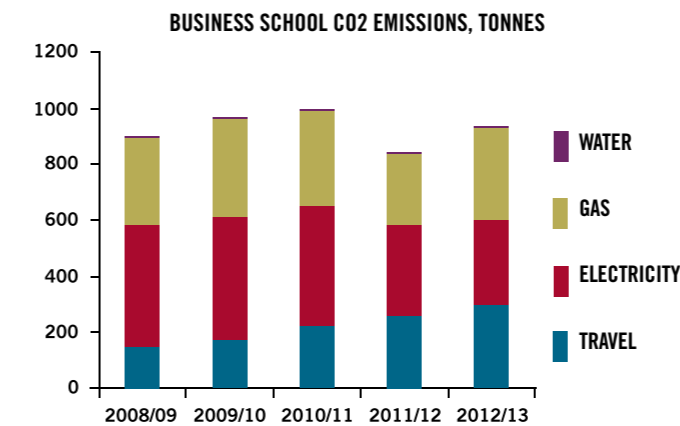


'Faculty regularly contribute to media issues on sustainability and responsibility.'

WE UNDERSTAND THAT OUR OWN ORGANIZATIONAL PRACTICES SHOULD SERVE AS AN EXAMPLE OF THE VALUES AND ATTITUDES WE CONVEY TO OUR STUDENTS.

Within its current operations, the main focus of the School recently has been on its estate. The School has its main facilities at Mill Hill Lane in Durham, but also has a small presence at a former Roman Catholic seminary (Ushaw College) on the outskirts of Durham, and a significant presence at the University's Queen's Campus in Stockton-on-Tees, 23 miles south east of Durham. During 2012/13 the Mill Hill Lane site was entirely refurbished and extended with environmental sustainability concerns as a key design parameter. The School re-occupied the building in August 2013. It is estimated that 14% of the building's energy consumption is via low and zero carbon technology including ground source heat pumps, solar thermal, reduced building fabric permeability, enhanced insulation to walls, LED lighting, water leak detection, and enhanced site ecology. The development of the site has also enabled faculty and staff from the former Economics Department's premises in the centre of Durham to be accommodated, and this has allowed the closure of a set of environmentally inefficient buildings.

As part of the PRME initiative, the School has also worked with the University's Estates and Buildings department to generate an initial analysis of its carbon emissions. These are shown graphically below.



These figures include all the locations which the School occupies or has occupied over the past five years (with estimated utility emissions where buildings are shared). Utility emissions are not directly within the control of the School – the University largely determines which utilities to use and whether to purchase renewable electricity, for example. In addition, the water, gas and electricity figures for 2011/12 and 2012/13 include the period when the Mill Hill Lane site was unoccupied by the School, and other premises including the energy inefficient Ushaw College were occupied instead.



Hence, it will be only from 2013/14 that there is a clear baseline from which to begin to manage emissions more proactively in association with the University.

The University also now has a pro-active recycling policy and again, now that the School is largely consolidated onto two sites, with a relatively small footprint at Ushaw College, it has been possible to begin to measure and manage the amounts of waste and recycling, facilitated by the provision of recycling bins at numerous locations.

The School encourages faculty and staff involvement in sustainability and responsibility via a number of mechanisms, including a well-established volunteering scheme. Working together with the Staff Volunteering and Outreach Programme three charities are selected across the region and in total six half day staff volunteering events take place. Similar schemes are now being rolled out to other parts of the University using the Business School's model as an exemplar. Staff may also contribute in other ways – for example Dr Laura Marsiliani was awarded the 'Corporate Citizenship Award for Contribution to Staff Training and Development' in the 2013 annual awards made by the Faculty of Social Sciences and Health.



'The School encourages staff involvement in sustainability and responsibility via mechanisms including a well-established volunteering scheme.'

KEY OBJECTIVES FOR THE NEXT 24-MONTH PERIOD WITH REGARD TO THE IMPLEMENTATION OF THE PRINCIPLES

The key objectives for the next 24 month period are:

1. To review and continue to develop our educational provision, drawing on student feedback, to further embed sustainability and responsibility in the curriculum and other extra-curricular activities.
2. To review and continue to develop our research, potentially establishing a Research Cluster / Centre, and encouraging doctoral level study in the areas of sustainability and responsibility broadly defined.
3. To continue to interact with managers of business corporations and other organisations on sustainability and responsibility issues.
4. To continue to facilitate and support dialogue and debate among key stakeholder groups on sustainability and responsibility issues.
5. To continue to develop our understanding of our direct environmental impact and reduce carbon emissions and waste towards sustainable levels, and to encourage volunteering and other means by which staff can engage in activities related to sustainability and responsibility.

DESIRED SUPPORT (MEETINGS, TOOLS, BEST EXAMPLES, IMPLEMENTATION GUIDELINES...) FROM THE PRME COMMUNITY WHICH COULD HELP MOST IN ACHIEVING YOUR KEY OBJECTIVES FOR THE NEXT 24 MONTHS.

With the range of support already directly available from PRME, and having joined the UK and Ireland PRME Chapter and engaging in its first conference in April 2014, the School believes it has sufficient support to help achieve its key objectives for the next 24 months.

FOR FURTHER INFORMATION

Professor Geoff Moore,
Deputy Dean (Learning and Teaching),
Durham University Business School

See back cover for details.



APPENDIX 1

Durham University Business School

VISION

Our vision is of a more equitable and sustainable world in which businesses and other organisations contribute to the flourishing of individuals and communities.

MISSION

Our mission is to:

- conduct internationally excellent research with positive impact on individuals, organisations and policy
- deliver rigorous and relevant education which inspires our students and alumni to become architects of an equitable and sustainable world
- partner with businesses and other organisations to create knowledge both parties can employ to become successful and sustainable.

AIMS

In pursuit of its mission the School has the following aims:

- To conduct and disseminate research of international repute and relevance, engaging with international partners where appropriate
- To recruit a diverse range of high quality students, to deliver excellent research-led programmes in an international learning environment recognising diverse contributions, and to encourage an entrepreneurial mindset in our students and alumni
- To partner with businesses and other organisations at regional, national and international levels to create sustainable value
- To recruit and nurture high quality staff who are committed to our vision, to realising our mission and to upholding our values
- To build on the heritage and calibre of the University, embracing interdisciplinarity.

VALUES

In fulfilling its aims, the School holds the following values:

Human scale and global reach

- We are a supportive community of faculty, staff and students, and through our collective efforts we seek to make a positive difference to people world-wide.

Freedom of thought and debate

- We cherish new ideas and push the frontiers of knowledge in an exciting intellectual environment.

Tradition and modernity

- We catalyse historic resources of learning and scholarship, and our creativity and transformative research seeks to shape current and future international agendas.

Collegiality and diversity

- We collaborate to achieve our vision, respecting each other and celebrating the diversity individuals bring.

Ethics and responsibility

- We promote the highest standards of individual behaviour and personal accountability, and value social responsibility as a Business School and in our external partnerships.



APPENDIX 2

Sample of Research Outputs: 2012 and 2013

Durham faculty are shown in bold.

Adegbite, E., Amaeshi, K. & Nakajima, C. (2013). Multiple Influences on Corporate Governance Practice in Nigeria: Agents, Strategies and Implications. *International Business Review* 22(3): 524-538.

Adegbite, E. (2012). Corporate Governance in the Nigerian Banking Industry: Towards a Strategic Governmental Engagement. *International Journal of Business Governance and Ethics* 7(3): 209-231.

Adegbite, E. (2012). Corporate Governance Regulation in Nigeria. *Corporate Governance* 12(2): 257-276.

Adegbite, E. & Nakajima, C. (2012). Institutions and Institutional Maintenance: Implications for Understanding and Theorizing Corporate Governance in Developing Economies. *International Studies of Management and Organization* 42(3): 69-88.

Okike, E.N.M. & **Adegbite, E.** (2012). The Code of Corporate Governance in Nigeria: Efficiency Gains or Social Legitimation. *Corporate Ownership and Control* 9(3): 262-275.

Adegbite, E., Amaeshi, K. & Amao, O. (2012). The Politics of Shareholder Activism in Nigeria. *Journal of Business Ethics* 105(3): 389-402.

Asutay, M. (2012). Conceptualising and Locating the Social Failure of Islamic Finance: Aspirations of Islamic Moral Economy vs the Realities of Islamic Finance. *Asian and African Area Studies* 11(2): 93-113.

Hurley, R.F., Gillespie, N., Ferrin, D.F. & **Dietz, G.** (2013). Designing Trustworthy Organizations. *Sloan Management Review* 54(4): 75-82.

Knoll, M. & Van Dick, R. (2013). Authenticity, Employee Silence, Prohibitive Voice, and the Moderating Effect of Organisational Identification. *Journal of Positive Psychology* 8(4): 346-360.

Knoll, M. & van Dick, R. (2013). Do I Hear the Whistle...? A First Attempt to Measure Four Forms of Employee Silence and Their Correlates. *Journal of Business Ethics* 113(4): 349-362.

Larsen, G. & Lawson, R. (2013). Consumer Rights: A Co-optation of the Contemporary Consumer Movement. *Journal of Historical Research in Marketing* 5(1): 97-114.

Larsen, G. & Lawson, R. (2013). Consumer Rights: An Assessment of Justice. *Journal of Business Ethics* 112(3): 515-528.

Bevan, V. & **Learmonth, M.** (2013). I Wouldn't Say It's Sexism, Except That It's All These Little Subtle Things: Healthcare Scientists' Accounts of Gender in Healthcare Science Laboratories. *Social Studies of Science* 43(1): 136-158.

Moore, G. (2012). Virtue in Business: Alliance Boots and an Empirical Exploration of MacIntyre's Conceptual Framework. *Organization Studies* 33(3): 363-387.

Moore, G. (2012). The Virtue of Governance: the Governance of Virtue. *Business Ethics Quarterly* 22(2): 293-318.

Linsley, P.M. & **Slack, R.E.** (2012). Crisis Management and an Ethic of Care: The Case of Northern Rock Bank. *Journal of Business Ethics* 113(2): 285-295.

Strätling, R. (2012). How to Overcome Shareholder Apathy in Corporate Governance – The Role of Investor Associations in Germany. *Annals of Public and Cooperative Economics* 83(2): 143-157.

Strätling, R., Wijbenga, F.H. & **Dietz, G.** (2012). The Impact of Contracts on Trust in Entrepreneur–Venture Capitalist Relationships. *International Small Business Journal* 30(8): 811-831.

Wells, V.K., Greenwell, F., Covey, J., Rosenthal, H. E. S., Adcock, M. & Gregory-Smith, D. (2013). An Exploratory Investigation of Barriers and Enablers Affecting Investment in Renewable Companies and Technologies in the UK. *Interface Focus* 3(1): 20120039.

Wells, V.K. (2012). Foraging: an Ecology Model of Consumer Behaviour? *Marketing Theory* 12(2): 21-40.



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