

Principles of Responsible Management Education

Sharing Information on Progress Report – 2014

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Introduction

Executive Dean's Commitment to the Principles of Responsible Management Education

I am very pleased to renew the Federation University Business School's commitment to the UN Principles for Responsible Management Education (UN-PRME) initiative. It is a core principle of the faculty as articulated in our Mission and Vision statement *"We are committed to embedding the principles of ethical practice, sustainability and social responsibility in our curricula, research, processes and practices"*.

Our aim is to produce graduates who will be tomorrow's leaders who will make a difference to society. We do this through our education programs, the impact of our research and through meaningful engagement with business, government and the community.

We also aim to *'practise what we preach'* through our own personal and corporate behaviour such that The Federation Business School is seen as a role model for the principles of responsible management.



Associate Professor Bob O'Shea
Executive Dean
Federation Business School
Federation University Australia



Federation Business School Executive Dean, Associate Professor Bob O'Shea, with Thankyou Water co-founders Daniel Flynn and Justine Flynn.

Principles

Federation Business School (FBS) at Federation University Australia has been a signatory to the United Nations Global Compact and Principles of Responsible Management Education since January 2012.

We renew our enthusiastic commitment to these principles and describe below the ways in which we acted upon them in 2014.

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.

FBS has continued to embed the principles of sustainability, values and ethics and corporate social responsibility into the university experience of all students undertaking FBS programs. This has included the expansion of the delivery of dedicated PRME courses and efforts to further embed PRME-related activities and assessment tasks into existing FBS courses.

FBS has also encouraged student engagement in university activities aligned with the PRME, with FBS students represented on the Federation University Sustainability Committee, the Federation University Student Senate, and the Federation University Student Sustainability Society.

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.

FBS has continued to embed the Principles of Responsible Management Education and the United Nations Global Compact into all School activities. This has been supported by School staff and their enthusiasm for the School to 'practice what we preach'. These activities have included:

- i. An update of FBS PRME activities was provided to all Faculty staff (70+ participants) at the FBS Planning Day in November 2014. This included three separate sessions dedicated to the implementation of the PRME and opportunities for staff to have input into the school's PRME priority actions for 2015.
- ii. A presentation outlining the FBS commitment to the PRME was also made to the Administration Team during 2014, which included discussion on the opportunities to embed sustainability principles into various School administrative activities.
- iii. In response to MBA student concerns (BUGEN 5930 – Business, Society & the Planet) about the environmental impact of the take away coffee cups used by students when attending workshops, the FBS has provided MBA students with reusable 'Keep Cups' and assisted with the introduction of recycling bins in the workshop venue (Caro Convention Centre) to reduce this footprint.

Principle 3 | Method:

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

FBS has consolidated the delivery of (relatively) new courses with a focus on PRME themes and designed student tasks relating to PRME themes in existing courses. These activities have included:

- i. The dedicated PRME core courses for both graduates (**BUGEN 5930 – Business, Society and the Planet**) and undergraduates (**BUGEN 1530 – Principles of Responsible Business**) were extended to our Partner network (11 Partners comprising 1063 students) for delivery in 2014. This is an increase on 123 students in 2013.
- ii. **BSMAN3009 Accounting for Managers** now incorporates aspects of Business sustainability, ethics and governance in Topic 2, and Assessment 1 asks students to consider how society's expectations of business' social responsibility has changed over the past 40 years.
- iii. **BSMAN3003 Strategic Human Resource Management** includes a case study of US company Netflix in which students are required to reflect on the company's strategy.
- iv. The Bachelor of Applied Management program also now includes a dedicated PRME course as part of the third year. **BUGEN 3711 Applied Principles of Responsible Business** was developed and approved in 2014 for delivery in 2015.
- v. FBS continues to collaborate with the Faculty of Science & Technology and the Faculty of Education & the Arts to deliver the business component of **SCS1000 – Sustainable Practice**, and contribute to the development of a proposed Bachelor of Sustainability program.
- vi. FBS continues to collaborate with Federation College and the Federation Industry Skills Centre to support the development of sustainability skills and knowledge in the Vocational Education and Training sector, through supporting the development of sustainability-related teaching materials and resources.

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.

FBS has several researchers with a strong background in researching PRME-related themes. Some of the PRME-related research activities from 2014 include:

- i. Moyeen, A. and West, B., 2014, "Promoting CSR to Foster Sustainable Development Attitudes and Perceptions of Managers in a Developing country". Asia-Pacific Journal of Business Administration. Vol.6, No. 2. pp 97-115.
- ii. Dr Julie Rayner and Dr Damian Morgan have conducted research into Green Human Resource Management (GHRM) and Environmental Management (EM) to gain knowledge of employee environmental values and behaviours. Drawing on HRM theory and specifically, the Ability-Motivation-Opportunity (AMO) framework they developed an instrument that has been customised and administered to establish benchmark measurement for industries with disparate carbon footprints in Victoria (e.g., the power generating sector, tertiary education sector).

Employees from both sectors indicated strong green values through environmental knowledge, perceptions about the importance of protecting the environment and performing environmentally sustainable behaviours. Research reports were produced for each organisation and recommendations/action plans provided. Research is currently taking place within a third industrial sector.

- iii. As part of his Doctor of Business Administration degree, Mr. Tebiowei Thomas is currently researching the recycling of household waste on campus, in his project titled: Using the theory of planned behaviour to explore student's household waste recycling behaviour.

iv. **Organizational Ethics**

Professor Alan Lawton has a long-standing interest in organizational ethics and was, in a previous role at University of Teesside UK, Professor of Organizational Ethics. He has published widely in the field and his latest co-edited, book entitled *Ethics in Public Policy and Management: A Global Research Companion* will be published by Routledge in 2015. His current research interests include ethical leadership and he has a recent article on developing a framework for ethical leadership, published in *Journal of Business Ethics*, available online in 2014. He is leading on a research project on ethical leadership in collaboration with researchers at Monash University and in China. Professor Lawton incorporates his research into his teaching and is course leader for Masters level courses on leadership and on strategic management.

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.

FBS has continued to support the development of sustainability in our regions through several partnership projects involving local government, community groups, business and industry. These projects have included:

i. **Glenelg SAVES (Glenelg Seniors Achieving Valuable Energy Savings)**

In partnership with the Western District Health Service and the Glenelg Shire Council, the FBS' Centre for Regional Innovation and Competitiveness (CRIC) has supported the delivery of a training and research program to assist Home and Community Care clients in the Glenelg Shire (South-West Victoria) to identify and implement opportunities to save energy in their homes. For more information, please visit: http://sggpcp.com/?page_id=386

ii. **Goulburn Broken Local Government Sustainability Training Program**

In partnership with the Goulburn Broken Greenhouse Alliance member councils (10 local government authorities in the Goulburn Broken region of North Central Victoria), the FBS' National Centre for Sustainability has delivered a three tiered training program to assist participating councils and their officers to embed sustainability practices into council activities. The training program included:

a) *Measuring and Managing Carbon in Local Government*

A hands-on workshop program for councils to identify measure and report on greenhouse emissions from council activities, and developing business cases for actions to reduce greenhouse emissions.

b) *Sustainability Leadership for the 21st Century*

An executive workshop for Councilors and Senior Managers to enable council leadership teams to provide effective leadership on sustainability-related issues in their organisations and communities.

c) *Sustainability, Council and You*

A generic workshop to introduce sustainability issues and council responses to council officers.

For more information on this project, please visit: <http://federation.edu.au/industry-and-community/partnerships/centres-and-groups/national-centre-for-sustainability/business,-industry-and-government/previous-projects/goulburn-broken-greenhouse-alliance-project-2012-2014>

iii. **Local Government Change Agents**

In partnership with four councils in regional Victoria (Horsham Rural City Council, City of Greater Bendigo, Southern Grampians Shire Council and Hepburn Shire Council), the FBS' National Centre for Sustainability has delivered a training, mentoring and research program to assist council officers develop, implement and review effective behaviour change programs to achieve council social, environmental and economic change objectives. For more information, please visit: <http://federation.edu.au/industry-and-community/partnerships/centres-and-groups/national-centre-for-sustainability/research-and-development/past-projects/lgca-project>

iv. **Sustainable Resources, Sustainable Agribusiness**

In partnership with the Central Highlands Agribusiness Forum, the FBS National Centre for Sustainability is currently developing and delivering a training and mentoring program to assist local agribusinesses from a range of industry sectors (including dairies, wineries, piggeries, nurseries, grazing and broad acre cropping farms) to identify the main areas of their energy and resource usage, and to develop opportunities to use the resources more efficiently. For more information, please visit: <http://www.cultivate.org.au/projects/efficienttag>

Principle 6 | Dialogue:

We will facilitate and support dialog 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.

In 2014, FBS has engaged with local, national and international stakeholders on a range of social responsibility and sustainability themes. These engagement activities have included:

- i. As the 2014 recipient of the Federation University Hendy Award, FBS Business Manager Helen Ryan visited Canada to attend the Canadian Association for University Business Officers (CAUBO) annual conference in Victoria and visit some Canadian universities. The purpose of these visits was to explore the approaches of these universities to:
 - Business program architecture;
 - Catering for the needs of geographically diverse campuses;
 - Administration structures;
 - PRME.

One of the universities visited, the University of Victoria, has also committed to the Principles of Responsible Management Education. University of Victoria is situated in the city of Victoria on Vancouver Island. Victoria is a regional city with a population of approximately 80,000 and the university offers Higher Education programs to approximately 20,000 students.



Helen met with Ms Kevan Gorham (Director – Administration & Finance, School of Business), Ms Rachel Goldsworthy (Coordinator – Centre for Social & Sustainable Innovation, School of Business) and Ms Sheryl Karras (BCom Director of Administration, School of Business) to discuss the UVic School of Business’s experiences in and approaches to the embedding of social responsibility and sustainability into their programs and school activities.

Helen identified that UVic and FedUni Business Schools shared many similarities in their delivery of education and research programs, and in their experiences in committing to the PRME. Helen highlighted the value of having a dedicated staff resource to coordinate school PRME activities, record and report on these activities and to drive the school’s strategy of continuous improvement in response to its PRME commitments.

- ii. The Federation Business School began its Networking Series in 2014, with the first guest speaker being a social entrepreneur, Mr. Daniel Flynn. Mr. Flynn addressed FBS staff and students and guests from the local business community on his journey in establishing Thankyou Water. This social enterprise initially sold bottled water to fund the delivery of water projects in developing countries, but has since grown to also include food and hygiene products and projects benefiting people in extreme poverty in Africa, India, Asia-Pacific, Central America and Australia. For more information, please visit: <https://thankyou.co/movement>



Mr. Daniel Flynn (co-founder and managing director, Thankyou Water) shares his insights on establishing Thankyou Water at the first event in the FBS Networking Series.

This was an inspiring evening, with the audience taken by Daniel's passion and enthusiasm for his work, as well as his compelling case for the role business can play in addressing social and environmental challenges.

- iii. FBS continues to support the development of social responsibility and sustainable business in regional Victoria through its membership of and contributions to:
- Commerce Ballarat – Business Excellence Awards
 - Committee for Ballarat – Sustainability Task Team
 - Regional Sustainability Alliance Ballarat (RSAB)
 - Australian Campuses Towards Sustainability (ACTS)
 - Federation University Sustainability Committee