



Principles for Responsible Management Education (PRME) Sharing Information on Progress Report from Maharishi University of Management

Prepared by Dr. Dennis Heaton, Professor of Management, PRME Contact
dheaton21@gmail.com, (641) 470-1399
December 8, 2016

PRME Principles for Responsible
Management Education

Maharishi University of Management (MUM) signed its commitment to the PRME principles on April 19, 2008 and has reconfirmed its commitment on October 1, 2009, March 1, 2011, October 27, 2014, and December 6, 2016. We are pleased to provide below our 2016 Sharing Information on Progress (SIP) Report to share with our stakeholders and with other institutions.

Our achievement since our October, 2014 report include:

- **Engagement with the PRME community**
- **Continued Sustainability Focus of our Ph.D. in Management Program**
- **Research and Publications about Responsible Management**
- **Panel Presentation on Climate Change**
- **Public Panel Discussion: The Future of Sustainable Energy**
- **2015 Symposium on Deep Green Sustainability**
- **Integrating Spirituality in Organizational Leadership Conference**
- **Capstone Projects for MBA in Sustainable Business**

Engagement with the PRME community

In October, 2014 we reported that one objective in the next 24-month period would be to expand our impact through research and publications about responsible management. Our accomplishments toward this objective have been:

Books: 2

Chapters in edited volumes: 5

Journal articles: 2

Conference presentations: 25

Dissertations: 2

Over this reporting period, Maharishi University of Management has gotten increasingly engaged with the PRME community. Professor Dennis Heaton responded to a call chapters for *Educating for responsible management: Putting theory into practice* (Greenleaf, 2016). He completed a chapter with Ph.D. student Emanuel Schachinger, addressing PRME Principle 1.

Dennis has actively participated in the PRME Working Group for Sustainability Mindset and has introduced other faculty and students to the Working Group and to AIM2Flourish. Dr. Anil Maheshwari gave a talk about transformational leadership to the Working Group for Sustainability Mindset. Anil has mentored a student group who completed a case study for AIM2Flourish [*There Is Something New Under the Sun*](#), which is now published on AIM2Flourish.com. This case is eligible for one of the 17 inaugural Flourish Prizes which will be awarded at this Global Forum.

Dennis Heaton presented in a Professional Development Workshop at the Academy of Management along with other members of the PRME Working Group for Sustainability Mindset. Recently, Dennis completed a chapter for the forthcoming volume *Developing Sustainability Mindset in Higher Education*.

Continued Sustainability Focus of our Ph.D. in Management Program

The PhD program at MUM is a community of inquiry for continued exploration of the relationship between transformation of consciousness and the embedding of sustainability in our institutions and society. Our investigations of sustainable management encompass three components:

- Developing holistic consciousness in the manager
- Managing the transformation of organizations toward sustainable practices
- The measurement and communication of sustainability outcomes.

The evolution of individual and collective consciousness cultivates the learning capabilities of systems thinking, collaborative relationships, and creative visioning to create sustainable value. This evolving consciousness expresses itself in new management practices and forms of organization that enable organizations to innovatively address social and environmental needs. Evolving consciousness also attends to and reports on a holistic range of performance outcomes, encompassing economic, social, and environmental results.

In the PhD program at Maharishi University of Management, sustainable management is studied in the light of the Science and Technology of Consciousness. This program in Consciousness-BasedSM Management for Sustainability provides understanding and experience about awakening in ourselves the intelligence of Nature, which automatically manages the infinitely complex and evolving universe without strain and without mistakes. Students in this program practice technologies for personal growth toward better health, clearer thinking, greater creativity, moral development, and wisdom.

MUM's teaches MBA and PhD curricula specializing in sustainable management implementing PRME Principle 2 and 3.

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

The themes of consciousness and social and environmental responsibility have emerged as a unifying focus for programmatic research in MUM's Ph.D. program. Examples of past dissertation research topics in this sustainability and consciousness focus include:

- CSR and Financial Performance in China
- The role of HRM in implementing sustainability
- Conceptions of sustainability in Cameroon
- Meditation and trust in supply chain relationships
- Consciousness and Success
- Brain integration and management integrity
- Consumers and non-genetically modified food
- Effects of green-certified building
- Moral development of CPA's
- ISO-14001 Environmental Management System and corporate financial performance
- Development economics based on natural law
- Self development and leadership behaviors
- The effects of the Transcendental Meditation on stress in managers

In 2016 the following dissertation was completed:

- The relationship between corporate social responsibility and financial performance: Evidence from China. By Ziyang Zhang, 2016.
- Perceptions and Practices of Sustainability in Two Cameroonian Companies. By Kum Solange Nwoah, 2014.

Current Ph.D. students who completed comprehensive exams are now planning new dissertations related to responsible management.

Scott Herriott, the dean of the MUM College of Business, has written [Metrics for Sustainable Business: Measures and Standards for the Assessment of Organizations](#), part of Routledge's series on Environment and Sustainability. Dr. Herriott teaches classes on measuring and reporting for sustainability as parts of the PhD and MBA programs at MUM.

MUM's PhD program conducts research inspired by Principle 4.

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.

Research and Publications about Responsible Management

Responsible Management has been the focus of much of the publication and conference activities of our College of Business.

Books:

- Textbook. Scott Herriott (2016) Metrics for Sustainable Business: Measures and Standards for the Assessment of Organizations. Routledge.
- Anil Maheshwari (2016). Transformative Leadership: Spirit in Action: Amazon Kindle.

Chapters in edited volumes:

- Heaton, D., Schachinger, E. & Laszlo, C. (2016). Consciousness-development for responsible management education. In R. Sunley, & J. Leigh (Eds), *Educating for responsible management: Putting theory into practice* (pp. 211-232). Sheffield, UK: Greenleaf.

In this book chapter, we addressed

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.

Abstract: The Principles of Responsible Management Education (PRME) call for universities to commit to the purpose of developing “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 thesis of this chapter is that such capabilities depend, at least in part, upon a dimension of psychological differences which researchers have called consciousness development. Therefore, the incorporation of practices which cultivate consciousness development may play a critical role in actualizing the purpose of PRME. We contend that at its root, Responsible Management stems from a shift to a deeper level of our humanity where we realize our connectedness to our highest selves, and through that, our connectedness to others and to nature. By systematically cultivating our consciousness of connectedness, we can accelerate the evolution of management education and societal practice toward the creation of a thriving society. The Consciousness-Based Education (CBE) approach proposes Transcendental Meditation (TM) as a means for direct experience of a consciousness of connectedness. Measurable increases in brain functioning have been found in practitioners of TM, together with subjective reports of expanded consciousness. CBE has also been found to lead to post-conventional levels of self or ego development, which in turn correlates with seeing the world in systems terms and with higher environmental leadership behaviors.

- Heaton, D. & Heaton, C. (2017). Consciousness-Based Education: Cultivating sustainable minds. In K. Kassel and I. Rimanoczy, (Eds.), *Developing Sustainability Mindset in Higher Education*.
- Heaton, D. (2016). Higher consciousness for sustainability-as-flourishing. In S. Dhiman & J. Margues (Eds.), *Spirituality and sustainability: New horizons and exemplary approaches* (pp. 121-137).

- Heaton, D. (2016). An innovative approach to cultivate responsible next generation leaders: Transcendental Meditation in management education. In S. Tiwari and L. Nafees (Eds.), *Innovative management education pedagogies for preparing next-generation leaders* (pp. 139-160). Hersey, PA: IGI Global.
- Wallace, P. G. & Heaton, D. (2015). A spiritual approach to economic development: From inner fullness to outer fullness. In S. Singh-Sengupta (Ed.) *Compendium on integrating spirituality and organizational leadership* (Vol. 7, Models of Economic Development: Rediscovering the Indigenous Knowledge). Delhi, India: ISOL Foundation.
- Maheshwari, A. (in preparation). Smart Cities for a Flourishing Life. In S. Dhiman & J. Margues (Eds.) *Handbook of Engaged Sustainability*. New York: Springer.
- Heaton, D. (in preparation). The sustainability summit: Using Appreciative Inquiry to engage the whole system. In S. Dhiman & J. Marques (Eds.), *Handbook of Engaged Sustainability*. New York: Springer.
- Heaton, D. (in preparation). Spirituality in Management Education for Corporate Social Performance. In A. Stachowicz-Stanusch & W. Amann, (Eds.), *Management Education for Corporate Social Performance*. Charlotte, NC: Information Age Publishers.

Journal articles:

- Langwell, C. M. & Heaton, D. (2016). Using human resource activities to implement sustainability in SMEs. *Journal of Small Business and Enterprise Development*, 23(3), 1-21.
- Heaton, D., Malekghassemi, M., & Blecher, T. (2016). Invincible Outsourcing at Maharishi Institute: A learn and earn approach to employment development in South Africa. *Journal of Management for Global Sustainable Development*, 1.

Academy of Management

- Dhiman, S.K., Marques, J., Mitroff, I. & Heaton, D. (2016). Making sustainability meaningful: A holistic approach. Symposium Panel for Academy of Management Annual Meetings, Anaheim, CA.
- Rimanoczy, I., Heaton, D., North, J., LeClair, D., & Baskin, R. (2016). Purpose in action: Paradigm shift in management education for a better world. Symposium Panel for Academy of Management Annual Meetings, Anaheim, CA.
- Rimanoczy, I., Indrajaya, A.N., Kassel, K., Mitchell, S.F., Majidi, M., Onwuegbuzie, H.N., Chappell, S., Heaton, D., Areola, E.M., Pandey, A. (2016). What happens when you develop the sustainability mindset? Stories, tools, transformation. Professional Development Workshop, Academy of Management Annual Meetings, Anaheim, CA.
- Heaton, D. (2016) Business meeting of ONE division (Teaching team, Organizations and the Natural Environment)

Panel Presentation on Climate Change,

Fairfield, Iowa, Thursday, October 22, 2015

As part of UN Week activities for MUM and the Fairfield community, organized by Ph.D. student Morad Malekghassemi, a distinguished panel discussed the global and local

climate change agenda.

- Chris Watley, Executive Director of the United Nations Association, USA,
- Scott Herriott, Dean of MUM's College of Business Administration
- Ed Malloy, Mayor of Fairfield, Iowa
- Rob Stowe, Executive Director of Harvard's Environmental Economics Program, Miriam Kasha, environmental and Climate Change activist
- Morad Malekghassemi, MUM Student UN Club

Conferences organized for the public demonstrate our implementation of Principles 5 and 6.

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.

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.

Public Panel Discussion on The Future of Sustainable Energy:

Opportunities and Challenges for Local Communities

MUM Professor Dr. Ayako Huang, MUM was the organizer and moderator for this event, which was held November 20, 2016. The panelist were:

- Dr. G.P. Yeh. Fermi National Accelerator Laboratory
- Dr. Scott Herriott, Dean of MUM College of Business Administration
- Troy Van Beek. President of Ideal Energy
- Dr. Kent Boyum. Vice-Chair, Iowa Association of Energy Efficiency
- Alexandra Crow. LogisticsCoordinator at Green Iowa Americorps

MUM Conference on Deep Green Sustainability

2015 Conference Theme: Global Green Opportunities and Technologies.

For more information about the presentations, see [Dr. Anil Maheshwari's blog](#).

- Vicki Alexander Herriott. Natural Law and Deep Sustainability
- Scott Herriott. Philosophies of Sustainability
- David Goodman. Resilience and Sustainability
- Gary Guller. Achieving Big Goals
- Dennis Heaton and Viola Witt. Identifying business opportunities through product life cycle assessment.
- Anil Maheshwari. Smart City and Big Data.
- Anna Bruen. Community Collaborations For Energy Efficiency
- Ayako Huang. Sustainable Community Development
- Ved Nanda. International law and sustainability
- Ram Ramanan. Ethics: the 4th Bottom-line of Sustainability
- Lonnie Gamble. Critical analysis of technology and sustainability revolution

- Jim Schaefer. Sustainable Consciousness based project in Africa
- Rob Stowe. Global climate management
- Shanmugamurthy Lakshmanan. Ayurveda for a Self- Sustainable World
- Sunita Singh Sengupta. Ecological Sustainability: Insights from Ancient Scriptures
- Stuart Valentine. Communion, Communication and Community

Youtube videos:

<https://www.youtube.com/playlist?list=PLs4GvULvBU47vRZUFPW3IHcQYesErtVJ1>

- Videos of the MUM Conference on Deep Green Sustainability. 2015 Conference Theme: Global Green Opportunities and Technologies:



Photo: Symposium on Deep Green Sustainability June 26 and 27, 2015

Integrating Spirituality in Organizational Leadership Conference, Chicago, IL, Sept 11-13, 2015.

- Jeffrey Abramson. Vedic Architecture - Where Buildings Inspire and Enrich Lives of Occupants.
- Morad Malekghassemi. Inspirational Motivational Aspect of Transformational Leadership Style and Ramayana
- Anil Maheshwari. Leadership, Technology and Veda: Celebrating Human Ingenuity
- Dennis Heaton. Higher Consciousness for Global Sustainability.
- Yole Raam and Liya -Lei Nga- Wan Metamorphosis of Global Economic Development.

Capstone Projects for MBA in Sustainable Business

MBA Capstone Projects requires students to think critically and creatively about a sustainable issue within an organization or in the community, and then students to apply the knowledge and skills they have learned from the MBA program to complete a well-

written report and a short oral presentation with recommendations grounded in convincing data and analysis.

In 2015-2016, MBA students completed two projects for community development: one focused on a new economic development plan that attracts more tourists, and the other proposing a new sidewalk system in the city of Fairfield. Two sustainable business projects were done for local businesses: one studied the financial plan of a new local foreign startup company on Eco-Village project and one investigated the decision to implement the lean approach at a local bank.

Table 1 Capstone Projects in Year 2015-2016

Project Objective	Sustainable Community Development	Sustainable Business
1) An implementation plan for improving an organization's process performance.	Fairfield Iowa Sidewalk Project Comprehensive Guideline	Applying Lean Management at Service Industries: The Value of Lean in Iowa State Bank
2) Measurement of the sustainability of a product, process or organization.	Fairfield Economic Development Project	A Chinese Startup Project in Iowa: The Features of Financial Structure for Establishing Eastern EcoVillage

Objectives for the 24-month period 2016-2018

We aim to progress on the following objectives in the next two years.

- Continued publishing and presenting and participating in conferences regarding responsible management. We will complete 5 book chapters, 2 journal articles, 3 dissertations.
- More coordination across courses in the Sustainable Business MBA and more integration of community-based capstone projects with upstream curriculum. We will involve community stakeholders in assessing capstone projects.
- Continued outreach to extend our impact for organizations in the community. We will participate in community development efforts with local organizations.

The faculty desire support to continue to attend meetings and conferences which expand or capacity and impact as teachers of responsible management.



MAHARISHI UNIVERSITY OF MANAGEMENT

Fairfield, Iowa, USA 52557 Tel: +1 641-472-7000 Fax: +1 641-472-1191 Web: www.mum.edu

December 6, 2016

Jonas Haertle, Head
PRME Secretariat at United Nations Global Compact Office
DC2-612
2 United Nations Plaza
New York, NY 10017, USA

Dear Mr. Haertle:

Renewal of Commitment to the Principles for Responsible Management Education

Maharishi University of Management is pleased to renew our commitment to the Principles for Responsible Management Education. Our initial letter of commitment was signed on April 19, 2008, and we reconfirmed our commitment on October 1, 2009, March 1, 2011, and October 27, 2014

We encourage other academic institutions, and associations to adopt and support these Principles.

Sincerely,

Dr. Craig Pearson
Executive Vice President