

UNIVERSITY *of* WISCONSIN
LA CROSSE

Department of Management



Principles for Responsible Management Education

Sharing Information on Progress (SIP) Report
December 2012

Table of Contents

1. Letter of Renewed Commitment	3
2. Department of Management	4
3. Principles in Action	6
4. Future Objectives / Key Perspectives	8

1. Letter of Renewed Commitment

On behalf of the Department of Management, College of Business Administration, University of Wisconsin-La Crosse, I am immensely pleased to renew our department's ongoing commitment to the United Nation's Principles of Responsible of Management Education (PRME). Indeed, in the early stages of the 21st century, it is impossible to imagine any department of management, or business higher education program for that matter, that would not wish to do so.

By embracing the principles of PRME, we commit to not only engage our students and to infuse our curriculum with these principles but also to continue to model the kind of responsible leadership in an increasingly global and diverse business environment inherent in those principles.

Again, in the full spirit of this commitment, and with the complete support of the Department of Management in the College of Business Administration at the University of Wisconsin-La Crosse, I am proud to renew our department's commitment to PRME. Also, please find enclosed our report outlining the progress we have made since first pledging our support for PRME in 2008.

A handwritten signature in black ink, appearing to read 'T. Hench', with a long horizontal flourish extending to the right.

Thomas J. Hench, Ph.D., Chair
Department of Management

2. Department of Management

The following report is about the Department of Management, College of Business Administration, University of Wisconsin – La Crosse.

The University of Wisconsin-La Crosse was founded in 1909 as the La Crosse Normal School. Today, it is one of the 13 four-year campuses in the University of Wisconsin System. Originally known for its nationally recognized physical education program, UW-La Crosse now offers 85 undergraduate programs in 30 disciplines, and 21 graduate programs and emphases in eight disciplines.

The compact 119-acre campus located in a residential section of La Crosse provides a vibrant place to live and learn. Enrollment has grown from 176 when the doors opened to almost 10,000. Statewide, freshman credentials are second only to UW-Madison, and showed the most improvement in ACT scores and class rank during the past decade. The campus embraces diversity, a commitment that has increased minority and international students, faculty and staff. Students take part in an array of organizations and community service. Intercollegiate teams compete in 19 sports and have produced 21 national championships since 1990.

The university offers much to the region - cultural events, regional and national conferences, prominent speakers, applied research, professionals with varying expertise, a large workforce, and numerous faculty, staff and student community volunteers. UW-La Crosse works cooperatively with the city's other higher education institutions and area elementary and secondary schools. Also, the university led development of a consortium among the city's higher education institutions and major health care organizations to bring cutting-edge health care to the region, along with a state-of-the-art health research and education facility.

The College of Business Administration (CBA) is one of three colleges at the University of Wisconsin-La Crosse. The CBA consists of six academic departments and one non-academic department, which is the Small Business Development Center. The college has seven academic programs including an International Business major. All programs are housed in an academic department except for the International Business program, which is managed by the CBA International Business Advisory Committee. In the spring of 1982 the College's undergraduate program earned its initial accreditation from AACSB International. In 1987, both the graduate and undergraduate programs became fully accredited by AACSB International. As of 2011, the college has approximately 1600 undergraduate students and approximately 60 graduate students. It has a highly qualified instructional staff of 55. The college maintains active collaborations within the region and community and with numerous educational institutions in Europe, Asia, and elsewhere.

The Department of Management is one of six majors in the College of Business Administration and serves approximately 300 students within the major. The department also provides core program courses at both the undergraduate and graduate levels. Composed of 10 tenured or tenure track Faculty and 3 Adjunct Faculty, the management department delivers roughly 70 classes and connects with every student within the College of Business Administration. Since its inception to PRIME in 2008, the Department has undergone some considerable changes. Currently 70% of the Faculty are new with an influx of diversity, thought, and research. In both social responsibility and sustainability, the Faculty of the Department of Management are engaged in cutting edge research and this has a direct influence on the curriculum that is being delivered.

The Department of Management is committed to the College of Business Administration's mission and vision which is:

Mission

"To provide students an exceptional business education that empowers them to serve organizations and communities as socially responsible citizens in a global environment."

Vision

"To be recognized for quality as the leading business school among regional and state comprehensive universities."

Values

- Teaching: highly effective and innovative teaching employing relevant curriculum.
- Scholarship: scholarship that advances discipline-based knowledge, best practices, and teaching pedagogy, each equally enriching student learning.
- Faculty: quality faculty who are accessible, responsive, and dedicated to student learning.
- Students: quality students who are actively engaged in their professional and personal development.
- Learning: a highly interactive learning environment that fosters strong relationships and student success.
- Global Engagement: global engagement and collaboration to increase international awareness and opportunities.
- High Standards: high standards that reflect best practices and ethical behavior, stimulate intellectual growth, and promote continuous improvement.
- Diversity: acceptance and respect for human and ideological differences.
- Sustainability: promotion of sustainable practices in the use of economic, ecological, and social resources.
- Service: service to the university, discipline, and community that promotes strong partnerships and advances professional and economic development.

3. Principles in Action

Since its inception into PRIME, the Department of Management has embarked upon a number of initiatives and this is reflected in the following.

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.

- Shortly after the Department's commitment to the PRIME principles in 2008, members of the management department have been involved in College and University wide committees for the development of both responsible and sustainable practices. One immediate outcome of this activity was the formation of a Joint University Committee on Sustainability. In turn, one of this committee's primary objectives was to create ways of infusing issues of sustainability across the whole university curriculum.
- Another outcome of this effort is a proposed minor in Business Sustainability, scheduled to formally begin in Fall 2013. The initial course in this minor has been offered as a free standing elective within the College of Business Administration for the past three semesters. It has been warmly and enthusiastically received.
- This involvement also soon led to the development of the management class, the Global Responsibility of Business (MGT 408). This is a required course for all management students and embraces the first three PRME principles covering ethics, social responsibility, sustainability, and more. The course description is provided below:

This course considers the turbulent environment in which organizations function and examines specific dimensions of this environment including the evolution of a framework of global human rights, the impacts of economic and social globalization, the convergence of global approaches to sustainability and the changing ideological and political frameworks affecting business. It will also examine matters of global corporate social responsibility and social entrepreneurship.

- Behavior and Theory in Organizations (MGT 308) and Global Perspectives in Business (MGT 360) have incorporated sustainability principles in the curriculum, the triple bottom line, and social responsibility as they pertain to behavior and organizational effectiveness and the “base of the pyramid.” Global gender issues are now covered in the lecture Male/Female Relationships in the Business Environment (MGT 487).
- For the lecture Emergent Leadership and Team Development (MGT412) the curriculum includes ethical leadership from a global standpoint and how leaders can responsibly and ethically lead across cultural and national groups as well as the more sustainable leadership practices found in servant leadership, authentic leadership, and shared/participative leadership
- Production and Operations Management (MGT393) includes a heavy emphasis on sustainability strategies for supply chain managers and currently a special course on Green Operations is being offered which focuses on the role of sustainable operations practices in global business. (MGT 400).
- In Principles of Labor Management Relations (MGT 303), the curriculum includes ILO's "four fundamental rights at work" which is a significant component of the U.N.'s Social Compact. This is discussed within the context of the challenges that multi-national corporations pose for workers, both here and in less-developed countries. For the lecture Human Resources: Current Issues and Policies (MGT 486) students now present on two environmental-related topics:
 - ---the use of "Second Life" for training and other management purposes. For example, if training is done 'virtually,' this can result in reduced travel expenses (with reduced impact on the environment).
 - ---finding links between Human Resource management and sustainability / environmental responsibility.
- In Principles of Management Thought (MGT 328), the curriculum covers the challenges, dilemmas and paradoxes faced by managers in contemporary organizations with multiple stakeholders. They are taught how to think critically about the role of management in organizations and society and appraise the role of management and leaders in developing and sustaining ethical organizations.
- For the lecture Ethics and Values at Work (MGT 400 – 01) participants analyze the schemas of workplace and family gender roles, how financial markets and Wall Street ideologies are constructed, and how bureaucracies shape moral consciousness.
- In Policy Administration and Determination (Strategy, MGT 449), corporate social responsibility and sustainability strategies are explored as they pertain to organizational performance, innovation, business development and business decision-making.
- In the Fall of 2013, the management department will begin offering a sustainability minor. This development was the culmination of years of effort by members of the College of Business Administration to further the development of our students to not only be socially responsible but also environmentally savvy.

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.

All members of the department are research active and for many of them their research touches upon ethical, responsible and competence issues reflected in sustainable management. Although engaging in such research is important, collaborative initiatives and the sharing of knowledge and practice are also important. Hence, in the Fall of 2012 the Department initiated a monthly colloquium to encourage the sharing of research, ideas, and best practices.

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.

Since the summer of 2011, the Department has been organizing the Global Consulting Program, a short-term study abroad program in which students work to solve problems for businesses in Slovakia. An additional experimental course involving collaboration with local businesses in La Crosse is planned for Fall 2013.

As a principle the Management Faculty engage with practitioners on an on going basis. As professionals within their respective fields, interactions with business and business practitioners are a common occurrence.

Principle 6 - Dialogue: We will facilitate and support dialog and debate among educators, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

In the Fall of 2012 the Department of Management started a research/development colloquium for the sharing and dissemination of information. The forum provides a venue for Faculty to share research, ideas, best practices or host discussions on relevant topics.

4. Future Objectives / Key Perspectives

Looking forward, the Department of Management will expect to offer a Sustainability Minor in the College of Business in 2013 and seek to advance Entrepreneurship in Environmental Management. The Department will also participate in the development of a Health Care Management program to better serve the surrounding community.