



University of Stellenbosch Business School

Sharing Information on Progress - 2012

UN Principles for Responsible Management
Education

10/16/2012

PRME

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

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Renewed Commitment

As an institution of higher education dedicated to the development of responsible, competent and ethically responsible managers, the University of Stellenbosch Business School (USB) is committed to the ongoing implementation of the Principles for Responsible Management Education.

Since joining the initiative in 2008, we have focused on those principles that speak most clearly to our capacities and mission.

We understand that our own organizational practices should serve as example of the values and attitudes we convey to our students, and have therefore embarked on a comprehensive Social Engagement Thrust initiative, underwritten by our University's emancipatory initiative known as Project Hope.

The purpose of this document is to share information on selected activities that support the Principles directly. As part of our work in progress, we envisage more comprehensive and structured reporting in future.

John Powell

Director: USB

Background

The University of Stellenbosch Business School (USB) is a leading provider of internationally accredited postgraduate management degrees and executive education in South Africa.

Stellenbosch University, according to its Rector and Vice-Chancellor, believes the University should be a centre of hope for Africa. The USB is building its academic framework on this Pedagogy of Hope.

Currently, the USB has two international accreditations (EQUIS and AMBA) and has applied for AACSB accreditation. The USB has been rated in the A category for business schools with major international influence by Eduniversal – a Paris-based ratings organisation. The USB also achieved a 65th place (the highest in Africa) in the Aspen Institute's 2010 – 2011 Beyond Grey Pinstripes survey.

The USB places emphasis on leadership development, which forms a core theme in all its academic programmes. In essence, the USB's leadership-focused MBA is about criticality and an astute understanding of how to manage a business responsibly in an African and global, multicultural environment.

The mission of the USB is to create, disseminate and apply business knowledge through the provision of relevant, emancipatory, well-founded and responsibly-delivered business education and research deliverables of a high internationally-judged standard to a wide spread of current and future leaders world-wide, but with a particular emphasis on sub-Saharan Africa.

The School delivers on this mission by:

- Delivering top-quality postgraduate education to individuals and organizations, particularly programmes which emphasise leadership and personal development;
- Producing research output and interventions which are internationally respected and which have practical and policy impact;
- Engaging positively and imaginatively with the agenda of social engagement both in South Africa and elsewhere, encouraging our students and staff to mobilize their knowledge and experience in an emancipatory fashion;
- Promoting an environment of authentic, critical academic engagement regardless of the provenance of the participants, embracing diversity and transformation; and
- Engaging with the interests of stakeholders, specifically, organizations, students, alumni, international partners and society.

The USB offers seven academic programmes at postgraduate level, which are as follows:

- Master of Business Administration (MBA)
- Master of Philosophy in Development Finance
- PhD in Business Management
- Postgraduate Diploma in Leadership
- Master of Philosophy in Management Coaching
- Master of Philosophy in Futures Studies
- Postgraduate Diploma in Dispute Settlement

In addition, the USB's executive education division, USB Executive Development (Pty) Ltd, offers a wide range of open enrolment and customised programmes.

Overview of principles

The USB became a signatory to the UN Principles for Responsible Management Education in April 2008. The table below summarises the USB's alignment to the 6 PRME principles. It is important to note that USB responses were not developed with specific reference to the principles, but should be seen as part of an underlying commitment that is fully aligned with all the principles.

PRME Principles	USB Responses
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.	Responsible business education is built into the mission statement of the USB.
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.	The USB has embarked on a comprehensive Social Engagement Thrust (SET). Through the university-wide HOPE Project, the University supports the international development agenda by focusing some of its key academic and research programmes on: <ul style="list-style-type: none"> • Eradicating poverty and related condition • Promoting human dignity and health • Promoting democracy and human rights • Promoting peace and security • Promoting a sustainable environment and a competitive industry
Method We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.	The Academic Planning Committee of the USB has a standing committee on Environmental, Social and Governance issues.
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.	There are various relevant research centres at the USB: <ul style="list-style-type: none"> • Africa Centre for Dispute Resolution • Base of the Pyramid Learning Lab • Centre for Applied Entrepreneurship • Centre for Business in Society • Centre for Corporate Governance in Africa • Centre for Leadership Studies • Centre for Social Engagement (planned)
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 USB has strong links with business corporations through its programmes, alumni structures and research centres.

PRME Principles	USB Responses
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.	The USB has an extensive network of events and publications to encourage debate and discussion about critical issues.

Table 1: Principles and main responses

Achievements

In this report we report briefly on selected recent achievements in terms of the principles of method, research, partnership and dialogue. Most of our initiatives are cross-cutting and cover more than one of the principles, but the achievements can be broadly categorised as follows:

Principle	Achievements
Method	<ul style="list-style-type: none"> • The Environmental, Social and Governance standing committee of the USB's academic planning committee monitors content on all academic programmes • A standalone course on Business in Society was introduced on the MBA programme in 2012 – the course focuses on the following topics: <ul style="list-style-type: none"> ○ The business and society relationship ○ Corporate social responsibility ○ Stakeholder engagement ○ Leadership, decision-making and social responsibility ○ Corporate social responsibility strategies ○ Environmental Sustainability, Society and the Economy ○ The environmental political landscape ○ Business and environmental risk ○ Corporate environmental strategy ○ Ethics Management ○ Introduction to Corporate Governance ○ The Business Case for Corporate Governance ○ Board role, directors' duties and responsibilities ○ The Effective Board: composition and structure • The USB participated in the UN PRME's Anti-Corruption Working Group which developed a pilot anti –corruption curriculum toolkit for MBA students
Research	<ul style="list-style-type: none"> • A full list of research output is available at http://www.usb.ac.za/Research/AcademicResearch.aspx: this includes <ul style="list-style-type: none"> ○ Dissertation research by PhD and Masters students; and ○ Output by faculty in the form of articles, books and book chapters • Participation in the <i>Inspirational Guide for the Implementation of PRME: Placing sustainability at the heart of management education</i> – the USB contributed a piece called "Relevant rigour: sustainability research in an African context" • The production of case studies of corporate engagement at the Base of the Pyramid (BoP), supplementing work done by Reciprocity as partner

Principle	Achievements
	<ul style="list-style-type: none"> with the USB Case-study preparation of the local (economic) development dynamics of small(er) towns, rural areas and city suburbs/townships (e.g. Khayelitsha)
Partnership	<ul style="list-style-type: none"> The Non-Profit Organisation (NPO) Management Development Programme supervised by USB alumni (and to be expanded) The NPO Leadership and Strategy Programme offered by the Centre for Business in Society The Gap-Year Training Programme offered by the Centre for Applied Entrepreneurship Township small-business engagement by USB students, alumni and staff (linked to the evolving Small-Business Academy) Centre for Business in Society to co-host “Africa Leads”, a collaborative learning and research event to take place in November 2012 Assessment of the ESG performance of the top 100 listed companies in South Africa (partnership between Centre for Corporate Governance in Africa and the Public Investment Corporation) The African Centre for Dispute Resolution cooperates with the Trade Law Centre for Southern Africa to build trade dispute settlement capacity in the Southern African Development Community Participation in the 3rd PRME Global Forum, 2012
Dialogue	<ul style="list-style-type: none"> Social Engagement Thrust launched by the USB in 2012, with the envisaged creation of a Centre for Social Engagement Various on-campus discussions under the banner of the USB’s “Leader’s Angle” events Various articles published online or in USB publications such as Agenda, Leaders’ Lab

Table 2: Selected principles and main achievements

More information on these initiatives can be found online – please see the list of web sites in the appendix.

Future objectives

In terms of the future, the USB’s responsible management education activities are likely to be managed under the umbrella term of social engagement. As we grapple with this concept we will look at the ways in which such engagement interacts with conventional business-school activities, and in this regard we have identified three dimensions.

- The *teaching* level, i.e. how social development challenges are handled in our courses, essay topics, class discussions, seminars and reading assignments as well as student internships.
- The *research* level, i.e. how topical issues and underlying processes are covered in student and staff research as well as in research partnerships with other institutions.
- The direct *project* level, i.e. how the school’s staff and/or students may get involved in specific projects (alone or in partnership with other bodies) tackling social-engagement challenges.

Activities envisaged over the short term are summarised below. USB students, staff, alumni and other partners (including potential donors) will be invited to get involved in activities.

- Profile in greater detail existing social engagement activities through a gradually expanding series of *Fact Sheets*. These will highlight existing and planned projects;
- Establish a *Social-Engagement Forum* to steer and critically discuss our existing and envisaged activities. The forum will fit into USB's existing institutional structure. Such a forum should consider the need for and merits of a *Centre for Social Engagement* at the USB (i.a. as a tool to facilitate project-focused fund-raising and to help focus social engagement activities);
- Formally launch the *Student Social Engagement Programme* through a two-year volunteer phase starting in 2013;
- Plan and implement the mentorship programme for Khayelitsha (through the *Small-Business Academy*) and explore additional programmes for the academy;
- Plan and implement the transition of the Base of the Pyramid (BoP) Learning Lab (which was Kellogg-funded) to a USB-based project on "Monitoring corporate engagement at the BoP", with the possible partnership of the USB-Ed *Centre for Business in Society*;
- Assemble a USB team to prepare an *Annual Social Engagement Review* by the end of 2012, linked to a first *Social Engagement Conference* at the USB (possibly in partnership with some of the other centres); and
- Expand international contacts in order to gradually widen our (full-time) Ph.D. programme linked to relevant research themes.

Conclusion

The USB remains a committed member of the UN Principles for Responsible Management Education. We believe that the global challenges we are facing at the moment have underlined the importance of responsible leadership, and we understand the critical role that management education has to fulfil in this respect. We look forward to continue on this journey, to learn from other schools in the PRME community, and to make our own small contribution to create an inclusive and sustainable global economy.

Appendix: Where to find more information

- USB: www.usb.ac.za
- USB Executive Development (Pty) Ltd: www.usb-ed.com
- Africa Centre for Dispute Resolution: www.usb.ac.za/disputesettlement/
- Base of the Pyramid Learning Lab: www.bop.org.za/BOP/Home.html
- Centre for Business in Society: www.usb-ed.com/business-in-society/Home
- Centre for Corporate Governance in Africa: www.governance.usb.ac.za
- Stellenbosch University: www.sun.ac.za
- The Hope Project: <http://thehopeproject.co.za/hope/Pages/default.aspx>