

Principles for Responsible Management Education (PRME)  
Sharing Information on Progress Report 2015-2017

WESTMINSTER  
BUSINESS  
SCHOOL  
UNIVERSITY OF  
WESTMINSTER

**PRME**

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





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## Renewal of Our Commitment to PRME

Westminster Business School is proud to be a signatory of the PRME Principles and a member of the international PRME community. The School is committed to ensuring that our students are fully prepared to meet the challenges and opportunities that will confront them in their professional lives and be able to develop successful careers. To achieve this, we recognise that our students need to acquire not only business knowledge but also the values and attributes required to inspire others and transform futures – their own, their organisations and wider society. Therefore, we have identified PRME and the UN Sustainable Development Goals as important components of our Education for Sustainable Development (ESD) strategy.

On behalf of Westminster Business School I am pleased to reconfirm our commitment to upholding the UN backed Global Compact Principles of Responsible Management Education and our engagement in a continuous process of improvement in the application of the PRME Principles.

In this, our first SIP report, we are happy to share our experiences and outcomes as we have worked hard to integrate the Principles into all areas of the School's activities. Overall we have made significant progress especially in the areas of: curriculum, culture and the School's operational practice.

However, there is still further work to do. We have identified ambitious objectives for the next reporting period as we continue embedding PRME Principles into all our activities. We look forward to sharing our successes and experiences with fellow PRME signatories in 2019.



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## Westminster Business School

Westminster Business School (WBS) is a diverse and dynamic international business school situated in the heart of London, England. With an international student community of nearly 5,400 students; with around 1,000 undergraduate and 600 postgraduate students enrolling each year; and an academic staff of nearly 200 full time and 50 visiting lecturers, WBS is one of the largest university business schools in the UK. Under the leadership of our Dean, Professor Malcolm Kirkup, the School's vision is to gain worldwide recognition as an internationally facing, professionally applied and research-engaged business school.

Responsible for the delivery of management and business education within the University of Westminster; a leading modern UK university; Westminster Business School offers an extensive portfolio of undergraduate, postgraduate, research and executive education programmes spanning all disciplines in business and management programmes. The School is committed to educating graduates for the needs of professional life and has established a reputation for its high quality of teaching and the relevance of its courses to the needs of contemporary business.

The School has been awarded accreditations from the following professional bodies: the Association of MBA's (AMBA), Association of Chartered Certified Accountants (ACCA), Chartered Institute of Personnel and Development (CIPD), Association for Project Management (APM), Chartered Institute of Procurement & Supply (CIPS), Chartered Institute of Marketing (CIM), Chartered Management Institute (CMI), Chartered Institute for Securities & Investment (CISI), Institute of Direct and Digital Marketing (IDM), Chartered Institute of Management Accountants (CIMA) and Digital Marketing Institute (DMI). These accreditations, together with the strength of its corporate connections, means that WBS is able to ensure a strong professional practice focus to support our undergraduate and postgraduate provision and build in work-related learning and assessment that builds intellectual capacity and critical thinking.

### Student Experience

The Business School is committed to continually enhancing the students' experience; our campus provides high specification teaching and social spaces for students including a state-of-the-art Financial Markets Suite which features Bloomberg terminals and software. We are currently constructing a unique Board Room Lab to provide a facility to develop student's communication skills to enhance their impact in business meetings. This facility will launch in September 2017. It also provides an extensive range of extra-curricular activities including guest speakers, workshops, professional placements, internships, voluntary work, as well as European and international mobility.

### Research

The Business School hosts three Research Centres that have portfolios of research recognised to be internationally world leading and excellent. These are the Centre for Employment Research, the Centre for Research in Finance and Financial Services and the Centre for the Study of the Production of the Built Environment. These Centres attract funding from leading grant awarding bodies such as ESRC, the Leverhulme Trust and the Nuffield Foundation. We are investing considerably in our research activities, and this includes the appointment of five new Professorial faculty in 2016/17 and the establishment of a new Centre for Entrepreneurship.

### Academic Enterprise

The School has a thriving portfolio of executive education programmes and also undertakes consultancy for a wide range of businesses and public sector organisations. Particularly successful short courses include training and development for leadership in healthcare, the Professional Diploma in Digital Marketing, open courses including Women for the Board and a series of APMG-accredited Project Management programmes. The School also undertakes contract work for organisations such as The Royal Society, the Department for Business Innovation and Skills and the Government Equalities Office. The School is involved in a number of Knowledge Transfer Partnerships (KTPs) as well as research and development projects for business organisations.

## PRME Objectives 2015 - 2017

Following our decision to become a PRME signatory in 2015, we decided to set our initial PRME objectives to help us focus our activities. The following objectives were set:

### *Principle 1: Purpose*

- Increase awareness of PRME within the WBS faculty
- Ensure that PRME principles are reflected in our Graduate Attributes

### *Principle 2: Values*

- Ensure that PRME principles are reflected in WBS “Values”
- Review curricula to ensure that sustainability and social responsibility are included

### *Principle 3: Method*

- Review our operational processes to promote behaviours which reflect PRME principles

### *Principle 4: Research*

- Incorporate awareness of PRME principles into the current WBS research agenda

### *Principle 5: Partnership*

- Develop relationships with our partners and students that re-inforce our support of PRME principles

### *Principle 6: Dialogue*

- Identify ways to promote and build awareness of PRME within the various constituents on our local community

The next sections of this report provides an update on our progress in achieving these objectives.



## Principles 1: Purpose

*We will develop the capabilities of students to be the future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy*

### Strategic Focus

Westminster Business School is committed to providing our students with a learning experience providing academic excellence, cultural engagement and personal enrichment to prepare them to pursue successful careers in business and management. This commitment provides the ethos for the school and underpins its mission and values:

### Mission

To facilitate the development of the business and management careers of our students in a complex and uncertain professional world.

We do this by drawing on our applied research, practitioner expertise and management development experience to offer a wide range of business and management programmes.

Designed for the global marketplace and based in central London, our courses enable a diverse community of student, staff and other stakeholders to engage with academic, professional and research communities

### Values

Our values are:

- **Courageous:** We know that without risk there's no innovation. We're bold enough to question ideas, provoke new ways of thinking, strip away the superfluous and focus on those things at which we can excel
- **Connected:** We are an integrated team. We are about trust, collaboration and connectivity across our different disciplines and throughout the world
- **Generous:** We respect and celebrate diversity. With a generosity of spirit, we value emotional intelligence as well as knowledge, empowering each other and enabling our students to realise their full potential
- **Excellent:** We demand excellence. We understand the importance of critical thinking, discipline and responsibility, and we expect the very highest standards of ourselves and of our students
- **Sustainable:** Green-thinking is at the heart of all we do. Our common goal is to respect the planet and we are committed to sustainable practices, both on the global stage and in our own working environment

A focus on ethical behaviour, sustainability and engagement is central to all our activities.

## Principles 1: Purpose

*We will develop the capabilities of students to be the future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy*

### Strategic Priorities

The School has ambitious expectations for both our students and ourselves. Our portfolio of programmes covers a wide range of disciplines; each providing our students with an intellectually stimulating and distinctive education which prepares them for professional management and business careers.

The School's strategic priorities can be summarised as:

- Demonstrating excellence in all our activities (teaching, research, partnerships and operations)
- Gaining recognition as a business school of choice for aspiring business students by ensuring that our graduates are confident, independent, highly employable and free thinking; furnished with the technical and analytical skills to understand and resolve the constantly evolving intellectual, professional and business challenges that they will face during their careers

Therefore we view our continued association with PRME and the implementation of the PRME principles as key elements in our ability to achieve these strategic priorities.

### Achievements

In the last two years we have worked on:

- Conducting a strategic review of our portfolio of taught courses to ensure that the curricula contains leading edge thinking related to PRME principles and QAA's Education for Sustainable Development initiatives. This has resulted in development of innovative modules to engage students with the material. Examples of these are described in the Values section of this report
- Revising our operational practices to embed sustainability and demonstrate to our students the values and attributes that we encourage them to adopt. Working in partnership with the University's Sustainability Team, extensive modifications to our operational practices have been achieved. Details of specific enhancements are described in the Methods section of this report

### Recognition of Achievements

#### *People and Planet Award – 50 place ranking improvement*

Our continued efforts to improve our environmental and ethical performance were formally acknowledged by our ranking of 49 in the People and Planet league table of 150 universities. We jumped 50 places from our 2015 position and were awarded a 2:1 classification. This places us in the top 7 London based universities.

People and Planet is the U.K.'s only comprehensive and independent ranking of universities by ethical and environmental criteria published by The Guardian.

#### *EcoCampus – Gold Award*

After a comprehensive audit, we gained an EcoCampus Gold Award. EcoCampus is the leading Environmental Management System and Award Scheme for the Further and higher Education Sectors in the UK. This is a major step to achieve our ambition to become ISO 14001 accredited.

The EcoCampus scheme offers a flexible approach to gaining standard ISO 14001. In addition to providing tools and guidance, it also offers recognition of progress through awards at each phase.

## 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*

### Teaching at WBS

Ethical behaviour, sustainability and engagement are the principles underpinning our teaching activities. We adopt a holistic approach to teaching which incorporates a focus on the social, ethical and environmental dimensions of business strategies and operational practices. We believe strongly that the most effective learning occurs when students are engaged, active learners and this is reflected in our “learning through doing” and “practice based” teaching approaches.

In the past two years we have undertaken a major review of our curricula to ensure that our students receive effective learning experiences to promote responsible leadership. In this reporting period, we have:

- revised our Graduate Attributes to ensure that they encompass our values and reflect our commitment to driving forward our social responsibility and sustainable development agendas. The Graduate Attributes express the attitudes and capabilities that our students will demonstrate when they graduate. These are the ability to be:
  - ◇ Critical and creative thinkers,
  - ◇ Literate and effective communicators,
  - ◇ Entrepreneurial
  - ◇ Global in outlook and engaged in communities, and
  - ◇ Social, ethically and environmentally aware
- worked hard to embed sustainability and social responsibility within every undergraduate and postgraduate taught programme. We are confident that our enhanced programmes provide a distinctive learning experience and significant opportunities for our students to our gain a thorough understanding of the way in which organisations can respond positively to some of the world’s most pressing issues.





## 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*

### Examples of modules that focus on ethics and sustainability

#### *Social Entrepreneurship Module*

This module allows students to confront directly some of the most pressing challenges facing rural communities in Uganda; namely sustainable access to safe water, improved sanitation and comprehensive hygiene and health education.

Working with the Busogo Trust, a leading Ugandan water and sanitation charity, students have developed a business model to turn waste into a profitable source of income which can be used to cover the costs needed to enhance and maintain water and sanitation systems. Students have also piloted education programmes around sanitation and hygiene with school children. The success of the business model and the knowledge that the children have shared with their families are bringing long-term benefits to the rural communities.

#### *Sustainable Supply and Procurement*

This module focuses on green logistics and its impact on procurement and supply chain management. During this module students are required to actively engage with the challenge of creating a company specific green logistic system which requires them to address a range of sustainability issues that occur in urban areas including: transportation and congestion, clean energy challenges, an ageing population, terrorism and the formulation and delivery of adequate and green Infrastructure able to meet future demands. Students present their solutions to a panel of company representatives.

#### *Consultancy Skills*

In this module business students act as a team of consultants and undertake a consultancy project for a client organisation. Client organisations include SMEs, multi-national companies and not for profit organisations. Following an initial session where the brief is clarified, students visit the organisation, conduct primary or secondary research on behalf of the client and finally make recommendations in a project report and presentation. Throughout the project the students update the client on progress. An academic mentor supports students throughout the project.

## Principle 3: Method

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

### Extra Curricula Practice Based Opportunities for Students

As explained in the previous section, we are committed to providing a deep and meaningful coverage of responsible leadership issues within our programmes. However we realise the importance of providing extra curricula activities. Therefore, we encourage our students to engage strongly with a range of extra curricula opportunities designed to increase their practical understanding of CSR and sustainability issues, increase their confidence and enhance their skills development.

Examples of opportunities include volunteering through Westminster Extra Initiatives, undertaking placements and internships, and working with Westminster NUS on Responsible Futures activities. All of these extra curricula opportunities align explicitly to the PRME principles.

#### *Westminster Extra Initiative*

Each year many of our students devote their time and enthusiasm to support charities and organisations working in the local community as well as overseas; they counsel, campaign, mentor and teach; they volunteer in schools, work with families and provide vital support to people in crisis.

#### *Placements and Internships*

The Business Experience Team (BET) is a team of professional staff dedicated to securing placement and internship positions for our students. Lasting from a minimum of four weeks to an entire academic year, there has been a significant increase in the number of placements requiring students to focus on sustainable development and CSR issues.

#### *NUS Responsible Futures*

We encourage students to become actively involved promoting the NUS Responsible Futures initiative and work with the Westminster Student Union and University staff to ensure that the Student Voice is heard and social responsibility and sustainability is embedded into all of the University's activities.



## Principle 3: Method

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

### Leading by example

We believe that it is important that the faculty demonstrate their commitment to the values underpinning our vision and mission. As part of the University's Environmental and Sustainability policy, we have implemented a number of initiatives that address the main components of the policy. These include:

- Promoting **energy efficiency** across the campus in a variety of ways. Energy consumption is continually assessed and evaluated by the Estates & Facilities Team through reporting mechanisms and campaigns. We are committed to reducing carbon emissions and have set the target to reduce our carbon footprint from buildings by 43% by 2020. We are achieving this through a variety of ways from designing more efficient buildings through BREEAM to engaging people on how best to use them through projects such as Switch Off
- Minimising **waste productions** far as practical by re-using or recycling waste and regulating the treatment and disposal of residual waste. Paper usage has decreased significantly following the adoption of electronic submission of course works and only providing course materials in electronic formats
- Promoting **"green travel"** to minimise the impact of transport on the environment by providing a "season ticket loan" scheme and a cycle scheme to facilitate the tax efficient purchase of a bike. Wherever possible all teaching only takes place on one campus to reduce inter-site travel by both staff and students
- Adoption of a **sustainable procurement** process that aims to promote environmentally responsible procurement of goods and services and ensure that we operate to the highest standards in terms of: health and safety, data protection, freedom of information, IT acceptable use and security, ethics, equality and diversity

## 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*

Recently, there has been an increase in the number of research activities undertaken which directly support the PRME agenda particularly in the areas of sustainable economic development; social mobility, inclusion, equality and diversity; employment; and labour relations.

The majority of our research is concentrated in three Research Centres:

- The Centre for Employment Research (CER)
- The Centre for Finance and Financial Services (CFFS)
- The Centre for the Production of the Built Environment (ProBE)

These centres have established reputations for excellent, internationally world-leading research that attracts funding from leading grant-awarding bodies such as [ESRC](#), the [Lever Hulme Trust](#), and the [Nuffield Foundation](#).

In addition to the research centres, there are also three active research group:

- IDEaS – Innovation, Design, Entrepreneurship and Strategy Research Group
- Equality, Diversity and Inclusion Group
- Entrepreneurship Special Interest Group

Titles of specific research projects are listed below:

- Further Education: Social Mobility, Skills and Second Chances
- Managing Conflict and Resolving Disputes
- Research into Society Diversity
- An impact analysis of training and skills for the unemployed
- Locating Poverty in Retirement amongst Women of the Asian Diaspora in Britain
- Women in the Construction Workforce
- Development of Equality Framework for Women in Construction Industry
- Diversity Works for London
- Influence On-line

## 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*

A distinguishing feature of Westminster Business School is our deep association with business corporations and professional bodies. We understand the importance of partnerships in enabling us to deliver our mission and strategic priorities. Strong partnerships enhance our students' learning experience, underpin our employability initiatives and enable us to deliver on our Education for Sustainable Development agenda.

We have regular contact with our partners and are committed to working with them in ways that are mutually beneficial and socially responsible. We are involved in a variety of knowledge transfer activities, ranging from corporate professional development through to support for SMEs in London to consultancy and thought leadership, especially in finding creative solutions to help businesses tackle sustainability and CSR issues.



## 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*

### Responsible Management Seminar Series

The School runs regular seminar series on a range of topics associated with responsible management. The seminars provide a forum for dialogue between the business community and academics. They also stimulate ongoing discussions about the contemporary challenges and issues facing organisations and members of the wider society.

#### *The Pensions Investment Academy Seminar Series*

The Pensions Investment Academy, a joint venture between Specialist Pension Services Limited (SPS) and Westminster Business School (WBS). The purpose of the academy is to run seminars at the cutting edge of pension fund thought for pension scheme trustees and executives from leading UK and international companies. These seminars aim to provide an exciting link between theory and practice in the economy and financial markets. The promotion of free, monthly evening seminars is designed to help both pension fund trustees, executives, MBA, postgraduate finance and research students keep up to date in the fast moving world of pension fund investment. Recent speakers include: Professor Paul Sweeting, Managing Director at JP Morgan Asset Management and the University of Kent, Michael Dyer, Vice President, Morgan Stanley Investment, and Ian Chisholm, General Manager, Shell International Limited.

#### *BUIRA Seminar Series*

The Central London British Universities Industrial Relations Association (BUIRA) monthly seminar series is also organised and hosted by the faculty and led by Professor Linda Clarke. These attract a lively mix of people from a range of different disciplines and organisations, including from universities, trade unions and employer associations, with prominent international and national speakers. In addition, the faculty hosts the BUIRA IR History Study Group seminar series, held 3-4 times a year and co-organised by Professor Clarke, including currently seminars planned on particular historical aspects of the automobile industry and of public sector management.

#### *Tuesday Club Seminar Series*

This series of monthly seminars invites business leaders to share their views, experiences and insights into a current business issue. These sessions are organised and led by Dr Kellie Vincent and attended by faculty, students and alumni and provide a forum to inform teaching, research and enterprise development.

#### *WBS Research Seminar Series*

This seminar series provides a forum for the discussion and dissemination of research findings. The events are attended by academics and researchers from both Westminster Business School and other academic and research organisations. Post-graduate students are also encouraged to attend.



## PRME Objectives 2017 – 2019

Over the next 18-month period, we want to build on the progress made during current reporting period and achieve further integration of the PRME Principles into all areas of our activities. In particular we want to focus on the following objectives:

### *Principles 1: Purpose*

- Ensure that all of the School's strategic priorities reflect our commitment to PRME
- Continued strategic development of competences within the School to ensure that we can instil in our graduates the knowledge, skills and attributes required to be responsible professionals and develop success business and management careers
- Develop a clear strategy (including KPIs) for the further development of the PRME agenda within the School

### *Principle 2: Values*

- Ensure that the PRME agenda is regarded as a critical element of the programme validations / reviews and quality assurance processes
- Continue to review curricula to ensure that they cover all aspects of the PRME agenda
- Enhance our operational processes to promote further behaviours which reflect PRME principles

### *Principle 3: Method*

- Review our current teaching practice and share best practice related to the teaching of responsible management
- Encourage the adoption of innovative pedagogies designed to facilitate student engagement with responsible management activities

### *Principle 4: Research*

- Develop a cluster of research around the pedagogic approaches to responsible management education. This work will seek to identify and evaluate innovative ways of engaging students in responsible management activities
- Encourage all researchers to consider PRME implications and opportunities associated with their research findings
- Strengthen the mechanisms to ensure that leading edge research informs our teaching of PRME issues

### *Principle 5: Partnership*

- To engage in more collaboration and partnerships with other members PRME members. Examples of activities which we intend to undertake include:
  - ◊ Join UK and Ireland Chapter of PRME and participate in events
  - ◊ Develop Enactus project opportunities in the UK and overseas
- Develop relationships with socially and environmentally responsible organisations willing to support our initiatives to develop responsible graduates who will help to shape a better future for all

### *Principle 6: Dialogue*

- To engage further with members of our local community and the wider academic community to re-inforce adoption of PRME principles and act as a forum to share knowledge and best practice