

Faculty of Business and Law
Business School



Manchester
Metropolitan
University

Principles for Responsible Management Education

www.unprme.org

Sharing Information on
Progress Report

November 2012

A low-angle photograph of a modern, multi-story glass building. The building's facade is composed of numerous vertical glass panels that reflect the sky. On the right side of the building, the words "MANCHESTER METROPOLITAN UNIVERSITY" are written vertically in a bold, sans-serif font. Above the text, there is a small version of the university's logo. The sky is a clear, bright blue with a few wispy clouds and a single contrail from an aircraft.

MANCHESTER METROPOLITAN UNIVERSITY

PRME

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

1.0 Dean's Welcome



I am thrilled to be celebrating the launch of our new Faculty of Business and Law at Manchester Metropolitan University in its new £75 million building, which we occupied in May 2012.

When the plans were first drawn up, we wanted to create a world-class building that would be one of the finest and most environmentally sustainable academic buildings in the UK today – mirroring our commitment to *Responsible Management Education* and the six PRME principles.

I think we have achieved this and I am very proud to be Pro Vice Chancellor and Dean of the Faculty of Business and Law at these exciting times.

Our move marks a new chapter in the history of the Business School and our determination to develop responsible managers for tomorrow. Our new home provides a wealth of opportunities for us to connect with employers, business and our alumni.

This report provides an overview of the Faculty's progress on further development of the six principles over the past two years, and illustrates our passion, work and plans for the next reporting period. Indeed, we have redeveloped our mission and our vision to reflect those objectives.

1.1 Vision

To be recognised as a leading professional Business School as a result of our commitment to develop within our students the qualities of excellent academic scholarship, an entrepreneurial vision, a set of professional skills and the high standards of social responsibility that will positively impact organisations, communities, and the environment.

1.2 Mission

To prepare graduates for successful careers by offering an approach to education that recognises creative inquiry, the capacity for independent thought and the responsible practices that society expects from leaders and managers of business, government and the professions.

To undertake research that is rigorous and relevant, that informs our programmes, that is recognised by international scholarly communities, that is effective and appropriate, that serves society and adds value beyond academic circles.

To provide a broad range of innovative programmes that enable students to learn at Undergraduate, Master's and PhD level and to serve an ethnically diverse student population whilst widening access and improving successful participation from students with the ability to benefit.

To capitalise on the advantages of having a strong regional presence, a relatively large and ethnically diverse student population, and a state of the art learning space, a combination that should enable people to realise their potential.



2.0 Achievements Since Joining PRME

2.1 A Sustainable Campus - A Showcase for Environmental Technology

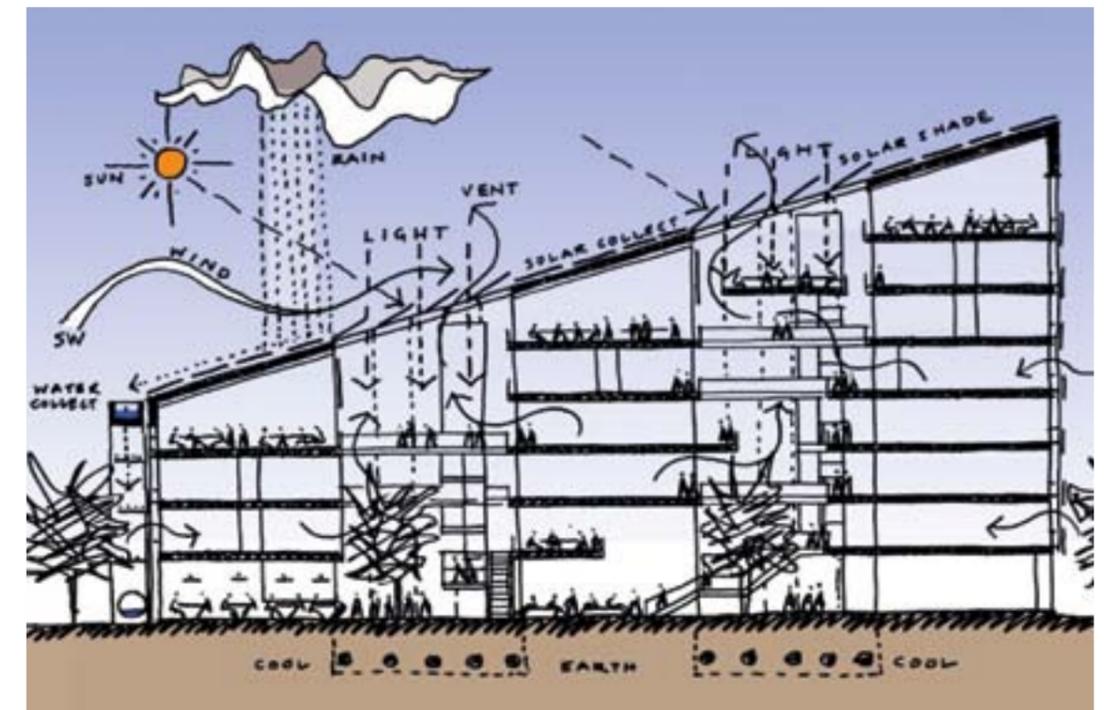
Earlier this year the Business School moved into its new £75 million teaching and research headquarters. The building has been designed to utilise the environmental resources available on site and uses a range of active and passive environmentally sustainable features, which include:

- A green roof comprising of 650m² of biodiverse sedum blanket which provides a habitat for birds and bees, absorbs rain water and pollution and provides a green space in the city.
- The cool slab concrete system uses ground water to heat and cool the building
- The building uses a lot of natural light and energy efficient lighting. Lights are motion-activated and switch off automatically.
- Solar panels are installed on the roof and generate electricity for the building.
- Rainwater harvesting reduces demand on the mains supply.

Inside, staff and students are actively encouraged to adopt sustainable behaviours such as recycling their rubbish, using insulated mugs rather than paper cups, and using the stairs rather than the lifts. Environmental information is broadcast through the digital screen on the ground floor so that staff, students and visitors remain aware of the impact of their green approach.

The building has exceeded the 'Excellent' rating of the BREEAM environmental assessment and has been nominated for a number of awards including Manchester Chamber of Commerce Building of the Year, 'Building' Magazine Project of the Year and has won the North West LABC Building Excellence Awards.

This move has allowed us to concentrate the staff and student's personal approach to recycling and sustainability in the new building. This has been featured in the HEFCE Report on Case Studies 2012 www.hefce.ac.uk/pubs/rereports/year/2012/learningteachingcapital/



2.2 Top 10 'Green' University

In 2006, Manchester Metropolitan University was ranked a lowly 91st in the People and Planet Green League, the only comprehensive and independent league table of UK universities ranked by environmental and ethical performance. Since this time, our campus wide commitments and passionate staff and students have seen us shoot up the rankings to become one of the top 10 greenest universities in the UK!

To date, the University has reduced carbon emissions by 18.5% (4,576 tonnes annually), been awarded the Carbon Trust Standard and offset rising energy prices. Crucially, almost 94% of students now regard MMU as an 'eco-friendly university', it is lauded across the city and beyond as a leader on sustainability and its approach to change has been embraced across the entire staff and student population.

Collaborative approaches and inter-faculty linkages are seen as essential in order that sustainable practices are embedded throughout our institution. We engage our staff, students and wider communities through a number of projects and initiatives.

Green Impact, a fun, simple and innovative programme that inspires staff and students to collectively green Manchester Metropolitan University's working practices has been run at MMU over the last 4 years. The project has continued to gain momentum and increasingly engaged more staff, more students and most importantly created connections and interactions between many groups of key stakeholders, meaning we're able to take more holistic approaches to embedding sustainability at the University.

As part of Green Impact 2012, project briefs were given to three groups of third year Business Studies students to investigate the feasibility of keeping bees and selling honey; using MMU's abundant supply of apples to create cider; and the potential for running sustainable transport competitions. Each group identified a positive result for their prospective business venture.

In addition, the Business School won recognition in the Green Impact Awards for its recycling achievements, www.mmu.ac.uk/environment/eventsandcampaigns/joinin/green.php

The University has been a pilot organisation for the highly innovative Carbon Literacy Project in Manchester, which is designed to underpin the knowledge required to create a vital shift in how we live, work and study. The project builds on the principle that when people are carbon literate, an instinctive understanding of the carbon impacts of our activities is created, enabling us to make informed choices about the lowest carbon options available to us. 90 students were the first officially carbon literate university students in Manchester, and the University continues to create frameworks in which to deliver such training opportunities to our communities over the coming years.

In November 2012, Manchester Metropolitan University won two Green Gown 2012 Awards (UK and International) in the 'Continuous Improvement: Institutional Change' category. These awards, administered by the Environmental Association for Universities and Colleges (EAUC) and governed by a cross agency steering group, recognise exceptional sustainability initiatives being undertaken by the tertiary education sector across the UK.

We're committed to ensure that sustainability remains firmly on our agenda and is always an integral part of our core business operations to help create a sustainable future.

3.0

Our Commitment to Principles 1 and 2: Purpose and Values

In 2010/11 The Faculty of Business and Law undertook a review of its curriculum at undergraduate level. All programmes across the Business School have now embedded responsible management within the first year (level 4) as dedicated units and this is embedded in the consequential units at levels 5 and 6. The following examples illustrate the types of units which we now have launched in the programmes.

3.1 The Responsible Marketer Unit (Level 4)



The Responsible Marketer (TRM) was the only all-new unit for marketing students introduced this year as part of the EQAL initiative. This 30-credit unit makes up 25% of level 4 study and was delivered to 290 first year undergraduate students on our marketing, advertising and public relations courses.

Very few of the students had ever studied ethics before, and most ethics textbooks and other source materials are geared to level 6 undergraduate students, as this topic is usually regarded as too complicated for new students. The unit team enabled them to achieve a clear practical understanding of ethics through simple explanations of key ethical theory in lectures, reinforced by seminars using fun exercises, case studies, group debates on current ethical dilemmas in the industry sector they planned to enter and structured exercises to aid personal reflection. Students who might have been shy about speaking up in class were encouraged to contribute by joining the 'hot ethical topics of the week' discussion forum on the Moodle site for the unit.

At the outset, TRM aimed to equip students with the level of ethical and social responsibility competencies required by the Chartered Institute of Marketing (2010) from new entrants to the profession, described by the CIM as Practitioner or Support level. At the end of the academic year, most students moving to level 5 had in fact demonstrated ability at the higher Managerial level, ("Evaluate ethical codes") and the highest Senior level ("Develop and promote ethically-consistent practices").

Virtually every level 4 student who studied this unit is now sufficiently competent in applied ethics to identify and explain their own ethical values, their source and implications; to recognise and discuss ethical issues from a Utilitarian and Kantian viewpoint; and to advise an organisation on how to recognise and improve ethical shortcomings in even an apparently positive CSR policy.

3.2 Ethics and Sustainable Accounting



When the Business School and the Chartered Institute of Management Accountants (CIMA) came together to design a top-up degree, it was an exciting opportunity to develop a new unit incorporating the ideals and values implicit in the PRME agenda. The degree, BA (Hons) Sustainable Performance Management, is an online, distance learning course with two key units: Ethics and Sustainable Accounting, and Accounting and Management Control Systems. In its first year it has attracted over 200 students from more than 30 countries.

The Ethics and Sustainable Accounting unit focuses on the growth of interest in corporate social responsibility and environmental awareness. It explores sustainability reporting, stakeholder engagement, full cost accounting and organisational change. It also visits ethical theory asking why individuals and organisations act the way they do and what this means for sustainability.

Students have to submit a critique of the sustainability policy of an organisation of their choice. They also have to contribute to at least two discussion threads posted by the tutor. These might explore topics such as the ethics of accountability or maybe the accountant's role in preparing sustainability reports. So far indications are that students find the unit stimulating and rewarding. In the words of one student "I am enjoying this module very much...it's great to see multinational businesses, authorities, focus groups, charitable organisations and regulatory bodies emphasise the need for ethics, CSR and sustainability I hope that more and more people see, hear, understand and take on these messages..."



4.0 Our Commitment to Principle 3: Method

Executive Masters of Business Administration



The Executive MBA (EMBA) has recently undergone its internal university periodic validation and its re-accreditation by the Association of MBAs (AMBA). These events were opportunities to review the syllabus and the aims of the MBA to ensure that sustainability was built into the programme. The result is an EMBA that has sustainability embedded into its curriculum. For example in the marketing unit the concept of responsible marketing and critiques of 'greenwashing' are explored. The operations management assignment is wholly focused on the development of a sustainable organisation. Further examples include: the sustainability of economic growth – especially in reference to China; strategic management of environmental issues; shareholders and stakeholders and sustainability; the relationship between innovation and sustainability; advances of research in the area of finance and sustainability and the ethical appraisal of managerial experiences. Taking the concept of sustainability a little further, a main aim of the whole EMBA programme is to produce sustainable managers who will be able to adapt in a rapidly changing world and job market and survive.

5.0 Our Commitment to Principle 4: Research and Knowledge Exchange

Sustainable and Ethical Enterprise Group

A Sustainable and Ethical Enterprise Group (SEEG) has been brought together by a belief that sustainability and ethical conduct are critical issues for all organisations in the 21st century. Whilst firms have historically been built on a grounding that puts profit first, no matter what the cost, this landscape is changing. Stakeholders are becoming more informed and more active; and firms are under increased pressure to conduct business in a way that is both transparent and responsible, environmentally and socially.

Businesses are vital for society; they create new opportunities, provide personal security through employment, and a host of products and services that we have all come to depend on. Businesses however have also been responsible for the depletion of natural resources and much of the pollution in the world, and there are many instances where 'bad business' has led to social inequalities, locally and across the globe. SEEG works with businesses to help them get the balance right between the benefits they deliver and the often, unaccounted-for costs of their operations. Getting this balance right is key to the future of the planet.

SEEG sets out to address these issues by promoting the idea of the responsible firm within the university, both to our staff and to our students, and in doing so we anticipate opening new avenues of research. We will be working alongside businesses to assist the transition to a new way of doing business. A way that focusses more on "how has this profit has been made", rather than on " how much profit has been made".

6.0 Our Commitment to Principles 5 and 6: Partnerships and Dialogue

We are developing further links with industry in relation to extend the PRME values in terms of the following:

- Community Engagement – we run a Keynote Lecture Series which enables people to learn from high profile speakers. In 2012, the series included Dr Jonathan Mildenhall, VP Global Advertising Strategy and Creative Excellence at The Coca-Cola Company, who spoke about CSR. Dr Dave Chaffey, social media guru, who shared his insight on social media and the impact for ethical communications. Dianne Thompson CBE, Group Chief Executive Camelot, speaking on the 10 business issues and ethical debates she had faced during her career and the ethical business approach they apply at Camelot.
- Widening Participation – we ensure high potential students from under-represented groups can achieve the benefits of university education. The University has a £10 million budget for bursaries, loans and scholarships. This ensures that we are ahead of the game in terms of offering an education in relation to the PRME principles, which is accessible to students who may not be able to afford the new university fees.
- International developments – we have developed a range of partnerships with international Business Schools, where we offer exchange and matriculation to University programmes where students will embrace our responsible management curriculum. We are also working with an institution in Singapore on our undergraduate programmes, where students can obtain a full MMU degree in their own country, which mirrors exactly the matching programme in Manchester – thereby capitalising on lack of international travel.

7.0 Key Objectives

Over the next 18-month period, we commit to working on the following objectives:

- To review the Business School's portfolio of programmes in a five year review which further embeds responsible management into the curriculum.
- Implement EOAL level 6 undergraduate curriculum which embeds responsible management into undergraduate studies.
- To engage in more collaboration with other UN PRME members.
- To continue to manage our waste, energy and carbon emissions with targets for reduction.
- To continue carbon literacy training for students via our Futures brand.
- To continue to develop our policy on 'print vision' and green printing.
- To ensure that we are further developing our sustainable research centre.

8.0 Conclusion

We understand that our own organisational practices should serve as examples of the values and attitudes we seek to convey to our student and will continue to review and revise our policies and practices to achieve this.



Further Information

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