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World-Class Professionals



Manchester
Metropolitan
University

Principles for Responsible Management Education

Sharing Information on Progress Report | November 2014

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PRME

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



1.0 Welcome from the Dean



The move to our new £75 million premises back in 2012 marked a significant chapter in the history of the Business School. Having now firmly settled into our state-of-the-art building, the Faculty of Business and Law has undergone a tremendous amount of flux in the past two years.

Our achievements in growing commercial links, embedding within the business landscape of the region, developing our provision of management education and research, and the progression of our Faculty in terms of connecting our students and staff with the professions, have been fruitful.

We have undergone a five-year review of our programmes, redeveloped and launched a brand new Faculty Vision and Business School Mission to reflect on our commitment to responsible, management education, alongside maintaining and growing our portfolio of professional accreditations and high impact research.

This report provides an overview of the Faculty's progress on further development of the six principles and the milestones that have been reached within the Faculty over the last two years in meeting our objectives. The report will also indicate our plans of how we will continue to grow and develop these objectives into the next reporting period.

Roderick Humphreys
Dean, MMU Business School

1.1 Faculty Vision

To be a leading Faculty of Business and Law exemplified by our academic scholarship, professional recognition and applied research respected for its relevance and impact that adds value to organisations and society.

1.2 Business School Mission

To develop socially and environmentally responsible Early Career Professionals for successful careers in management and the professions.

To value and foster the knowledge and expertise of all our diverse staff/faculty, with a research focus.

To be the leading Faculty of Business and Law for innovative and quality programmes, demonstrated by professional body endorsements and demand by the wider commercial community.

To develop internationally excellent research and become the regional centre for knowledge exchange that supports the development, transition and resilience of business and society.

2.0 Achievements since the last PRME report

2.1 Business School Awards

Since opening our new Business School building in 2012, we have been fortunate to be recognised in our commitment to providing world-class teaching and learning facilities in an environmentally sustainable environment. The building has exceeded the 'Excellent' rating of the BREEAM environmental assessment and this has been acknowledged through a number of awards, which include:

- Sustainability Award Winner - The Concrete Society Awards 2012
- The Prime Minister's Award for Better Public Buildings - the British Construction Industry Awards 2013
- Recognition by the Royal Institute of British Architects as an outstanding example of architecture in the North West

"The whole university community was thrilled with this recognition from People & Planet. Sustainability has been the main driver for the £350 million rationalisation of our campuses as we can and must meet the imperatives of the present without compromising the needs of the future. At MMU, we firmly believe that a strong ethos of sustainability not only strengthens the University's appeal to students but improves the experience in so many different ways. In partnership with our students, we are working to create a sustainable university which goes beyond being carbon neutral and actually has a positive environmental impact."

Professor John Brooks, Vice-Chancellor

2.2 UK's Greenest University

The University was named as the Greenest University in the UK, topping the 2013 People and Planet league table of 140 universities for environmental sustainability and performance. People and Planet are the UK's only comprehensive and independent ranking of universities by ethical and environmental criteria published by The Guardian.

The University jumped nine places the top position in 2013, with the highest score ever achieved (59.5 out of 70). This demonstrates steady progress and improvement in environmental and ethical performance since we failed the first Green League assessment back in 2007.

2.3 Green Impact Awards

Green Impact, now in its fifth year, is a year-round activity programme that inspires staff and students to collectively green Manchester Metropolitan University buildings and behaviours.



“Environmental sustainability is the most important issue we have to address locally and globally. We are proud to be the UK’s No1 green university, and Green Impact is just one scheme run by the Environment Team which is encouraging and enabling us all to make little or large adjustments to our everyday lives.”

Professor John Brooks, Vice-Chancellor

The 2014 awards had 39 teams participating, of which six teams were from the Business School. As part of the awards, there is a category titled *Learning for a Sustainable Future*, which recognises evidencing of curricula or non-curricular activities that engage their students in the sustainability agenda.

Green Impact Gold Winner: Liz Walley, Senior Lecturer, Department of Management

The Green Impact process encouraged us to consider the wide range of learning-for-a-sustainable-future-type activities we do or might do, and highlighted how much the Management department staff have done both in the year 2013/4 and prior to that. Although there are many units across the Management departmental programmes, which are either partly or wholly about sustainability in business, we decided to submit a mix of both curricula and extra-curricular projects for our Green Impact submission. For example:

- Our teaching project submission related to a new final year unit – Entrepreneurs, Business and Society – that has significant sustainability/social enterprise content.
- Our knowledge-sharing project related to workshops promoting more sustainability in our curriculum, as part of new curriculum processes in general.
- The extra-curricular project had both inward (students and staff) and outward facing elements: it was the February 2014 SEEG (Sustainable & Ethical Enterprise Group) launch with guest speaker Jonathon Porritt – the high-profile environmentalist and writer.

The Green Impact workbook questions required us to not only organise and document such activities but also focus on their ‘legacy’ in a way that perhaps would not have happened otherwise. For example, after the Jonathon Porritt event we made sure that resources – videos of the talk, books etc – were made available, and we organised staff development on how we might use the themes of Jonathon’s Sustainability Transformation talk in our teaching.

“Gaining the Green Impact Gold award was great! It is both internal and external recognition for our growing learning-for-sustainability success story.”

Liz Walley



Green Impact Gold Winner: Angela Byrne, Senior Lecturer, Department of Marketing, Operations and Digital Business

Angela was awarded Gold in the Green Impact Awards through the use of assignments and projects relating to the Fairtrade trademark across units studied by Marketing, Advertising and PR students.

“The Responsible Marketer unit assignment, as well as Marketing Communications Theory and Practice assignment, was to engage students with a live case study for the business school, conducting an audit on available Fairtrade products and suggesting additions.”

The Advertising Management assignment also asked students to promote Fairtrade in the business school – where they created a video advert and poster. The overall objective is to embed sustainability in the curriculum and enthusing students into considering ethical choices in their consumer behaviour.”



2.4 AACSB Accreditation progress

MMU Business School continues to make excellent progress towards gaining AACSB initial accreditation. The School is in its final phase of a five-year journey. The accreditation visit, conducted as a peer review exercise by Deans of three international Business Schools, is scheduled to take place in November 2015.

Accreditation with the 2013 AACSB Business standards will give MMU Business School global validation of delivery excellence for its management education. It does so by focusing our attention on key of practice, including;

- Strategic management and resource allocation
- Student orientation, engagement, experience, academic progression and employability
- Academic and professional/support staff career preparation and advancement, including a new 'Academic Statement' which describes a value statement to "work in a collegiate and supportive way, continuously striving to enhance our qualities in a manner that is socially, ethically and environmentally responsible"
- Learning and teaching practices and programme quality, that explicitly includes ethics and sustainability as a measurable performance trait in student work
- Research quality and impact.

In each area, the Business School is able to demonstrate examples of innovation, impact and engagement that have been achieved through targeted resource investment and collegial processes for critical reflection.

The AACSB standards themselves harness a core value and principle to commit to corporate social responsibility issues as an entry criteria.

"The School must demonstrate a commitment to address, engage and respond to current and emerging corporate social responsibility issues, including environmental sustainability and sustainable development."

The achievement of PRME is part of our AACSB accreditation 'story'.

"The relationship between PRME and AACSB achievement is of strategic significance to the Business School. It has enabled us to embed and communicate effective practice in a way that is visible to all our stakeholders."

Paula Turner, Associate Head, International Accreditations



3.0

Our Commitment to Principles 1 and 2: Purpose and Values

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.

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.

3.1 Integrating Responsibility into the Curriculum

In 2011, we established three 'Responsible' units in our undergraduate degree programmes. These were *The Responsible Marketer*, *The Responsible Accountant* and *The Responsible Business* and in this way, we reached out to the majority of our undergraduate students. Effectively, each department within the Business School offered a Responsible unit.

In 2013, we decided to build on this by reaching out to those students either whose course did not include a Responsible unit or whose Responsible unit did not take place until the second year. We included the latter because we felt it was appropriate to inform our students of our commitment to PRME at an early stage in their courses and to emphasise the importance we place on Responsible Management.

To this end, we developed a series of four lectures that were delivered to all first year undergraduates. Then by carefully reviewing our programmes, we were able to identify nine units or modules that between them were taught to all our students across 14 degree programmes.

The unit leaders were then approached and asked if they could accommodate one or more lectures in their schedule of work. For some of the units, it was too late to amend the schedule of work for 2013/14 but this was not too much of a drawback as it meant the four lectures could be 'trials' and modified if appropriate.

In fact, we learnt lessons from this exercise and the lectures became viewed as basis to be adapted according to the degree programme being addressed, which in turn increased their relevance to our students.

3.2 Dedicated Units to Develop Deeper Understanding of Sustainability in Business

In 2014/15, all first year students will receive a lecture on the Principles of Responsible Management drawing of the UN Global Compact and the PRME Initiative itself, plus a lecture on the Triple Bottom Line. Our Marketing, and Accounting, Finance and Economics students will also receive lectures on Sustainability and Ethics and Stakeholder Engagement. It is hoped these two lectures will also be delivered to the remainder of our students from 2015/16.

Looking forward, we plan to continue this emphasis on Responsible Management by identifying appropriate topics in units delivered in the second and third years of our courses and linking them to the lectures delivered in the first year. We will achieve this by, for example, discussing Sustainability as part of Supply Chain Management, or Ethical Principles as part of Tax Management. All our programmes, postgraduate as well as undergraduate, have as one of their learning objectives an intention to make our students aware of the importance of ethical and sustainability issues in modern business practice.

Our Commitment to Principle 3: Method

Method:

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

4.1 Five-Year Periodic Review of Programmes

In early 2014, the Business School completed a five-year review its entire programme provision and as part of this, five programme learning outcomes for student attainment were devised, one of which is directly related to instilling sustainable and ethical awareness in our students throughout their studies through the use of a professional development framework. This framework was introduced to assure learning and underpin QAA and AACSB standards and students within the Business School were introduced to the Early Career Professional concept at the start of the 2014 term.

4.2 Developing Educational Frameworks, Materials and Environments through The Early Career Professional

The concept of the *Early Career Professional* reinforces our Faculty commitment to developing capable and confident world-class professional graduates. It aims to translate our curriculum focus on employability, professionalism, ethical and sustainable enterprise into the development of a professional identity amongst our undergraduate students. The early career professional brand therefore speaks to students, articulating much of what we already do.

In considering our undergraduate students as *Early Career Professionals*, we commit to:

- Providing curriculum integrated skill development aimed at employability, professional and enterprise skills and highlighting these to students.
- Promoting student ownership of their own personal and professional development, with coordinated support at departmental and faculty level.
- Developing students' professional network and identity by providing opportunities to actively engage in their chosen professional community and accredit skills whilst studying at Manchester Metropolitan University.

The Early Career Professional brand seeks to concentrate on personal and professional development as an ongoing process rather than a standalone assessment or system. Our students are encouraged to identify and capture transferable skills gained across curricular, extra-curricular, work, leisure and social activities, and record this in a portfolio. In helping the tacit skill development become explicit, this aims to promote student confidence and helps provide the professional identity required in the graduate employment market. This flexible and personally tailored approach to professional development planning also recognises the flexibility our graduates will need in their careers.

4.2.1 Early Career Professional Development Framework

The Professional Development Framework above is the academic staff-facing framework that covers five core-learning outcomes, which include ethical and sustainability awareness. These 'traits' are attributes that we commit to instilling within our students during their time with us.

A student-facing framework was developed in parallel that mirrored the academic one, with this being distributed to students at the start of term and during the Professional Development Weeks.

4.2.2 Professional Development Weeks

As part of our commitment to developing our students' personal and professional development, the Faculty is holding 'Professional Development Weeks' in terms one and two of 2014/15. The Professional Development Weeks aim to help students achieve a better degree and assist them in becoming work-ready and even more employable in a competitive graduate jobs market.

The Professional Development Weeks involve a varied programme of activities, from guest speakers, best-practice presentations and workshops which mirror the Early Career Professional framework, including ethical and sustainable awareness activities such as multiple screening of *Bag It!*, a film about the damage caused to the environment by carrier bags and other plastic material.




5.0

Our Commitment to Principle 4: Research and Knowledge Exchange

Research and Knowledge Exchange

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.

5.1 Sustainable and Ethical Enterprise Group (SEEG)

The Sustainable and Ethical Enterprise Group (SEEG) was founded by a small group of individuals in 2012 who were brought together through a belief that sustainability and ethical conduct are critical issues for all organisations in the 21st century.

Since then the group has grown rapidly and in 2013 was given cluster status by the university to act as a hub for sustainable and ethical activities. SEEG meet on a monthly basis and in 2014 saw the publication of a special issue paper in the Journal of Social Business, edited and largely written by group members.

SEEG Launch Event

Jonathon Porritt, eminent writer, broadcaster and commentator on sustainable development, officially launched the SEEG research cluster at a keynote lecture titled *Sustainability Transformation: Our Roles*, which took place at the Business School on 26th February 2014.

Jonathon's lecture, regarding his vision of a sustainable world in 2050, is the subject of his new book *The World We Made*. The launch began with a workshop where Jonathon met with MMU academics and postgraduate students, before moving on to the main lecture. Jonathan's lecture entitled *Sustainability Transformation: Our Roles* was followed by a question and answer session with the attendees, of which there were 195 in attendance.

Festival of Knowledge Event

In November 2014, the group held a full day event as part of the Faculty's Festival of Knowledge, which looked at resolving the conflict between consumerism and sustainable development. The event asked the question: *Can Tourism, Retail, Aviation, or indeed any sector that has consumers, be truly sustainable?* The debate considered the questions on who is responsible for sustainable consumption through addresses from top industry speakers and academics.



6.0

Our Commitment to Principles 5 and 6: Partnerships and Dialogue

Partnerships

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.

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.

6.1 Growing our reputation as a Centre of Excellence for responsible management education and business support

A Centre of Excellence for Entrepreneurship

The Institute of Enterprise and Entrepreneurs have recognised the Business School as a 'Centre of Excellence' for entrepreneurial teaching and learning. Awarded to the School in November 2014, the title is the culmination of years of work to nurture a hub of student enterprise – growing from just 50 students engaged in entrepreneurship within the curriculum in 1998, to 2000 in 2014, developing entrepreneurial skills and attributes in our students as part of their studies.

“The Centre for Excellence status will act as a platform to extend our influence across the University and the region.”

David Taylor, Principal Lecturer in Entrepreneurship

Small Business Charter Award for SME support

In June 2014, we were named as one of the leading business schools in the UK for helping small companies. The inaugural Small Business Charter mark award was presented at a prestigious 10 Downing Street ceremony, in recognition of the role it has played in helping to kick-start British enterprise.

We are one of only 20 business schools across the country to receive the trailblazing award - backed by the Association of Business Schools – acknowledging us as a 'centre of excellence'.

The Charter unlocks a host of benefits in MMU's mission to drive the regional economy, including the ability to invest directly in start-ups and entrepreneurs through Government grants.

The Centre for Enterprise

The Centre for Enterprise is an established and professorially led team of enterprising academics within Manchester Metropolitan University.

The Centre uses its four core knowledge areas: business growth, entrepreneurial leadership, enterprise and sustainability to impact upon North West regional economic growth, UK and European policy development and international academic advancement of knowledge.

Through a number of initiatives that promote knowledge exchange and sustainable business growth support, the Centre for Enterprise engages with SME owners and managers across the North West and in doing so, helps these businesses to meet their social enterprise and environmental requirements.

These include the Goldman Sachs 10,000 Small Businesses programme, which is designed for leaders of social enterprise companies to realise their business growth goals. The Knowledge Action Network (KAN), a partnership initiative between MMU, the University of Chester and the University of Cumbria, aims to facilitate knowledge exchange, sharing of best practice and expertise among a network of over 200 firms. The following four case studies demonstrate the value and impact that Centre for Enterprise makes to these firms via these programmes.



Energy Ace's Gary Vizard

**Case Study 1:
Robinsons Brewery - making pub retailing greener**

Everyone working in the hospitality sector has an impact on energy and waste. The Centre for Enterprise and Robinsons Brewery have been awarded competitive funding by the Economic and Social Research Council to work together to improve environmental practice in pub retailing.

The university team will work with Robinsons in 2015 to identify the potential for generating bottom line benefits by saving energy and reducing waste. Project activities will include an evidence review, an online consultative survey of Robinsons' pub tenants, one-to-one diagnostic sessions, and facilitated workshops.

This project will help Robinsons to be at the forefront of sustainable trading. It will benefit the pub tenants in finding practical ways to save energy and reduce waste in the contexts of their businesses.

**Case Study 2:
Energy efficiency business powers up growth for Energy Ace (formerly Power Efficient Systems)**

Energy efficiency and manufacturing business Energy Ace powered up its performance with support from MMU Centre for Enterprise, which has also helped the business secure a £9,000 tax allowance.

Since embarking on MMU's enterprise development programmes 18 months ago, the Skelmersdale firm has grown its sales by 36% and is projecting a £3 million turnover in 2016.

Eighteen months ago, Energy Ace launched several new energy saving products, for both commercial and domestic use. At the same time, owner Gary Vizard was accepted onto the Knowledge Action Network (KAN) and then the Goldman Sachs 10,000 Small Business Programme, both programmes run by MMU's Centre for Enterprise. Gary says that these programmes have assisted greatly with ramping up business growth.

Energy Ace have secured pilots with a leading retailer, a well-known Fitness and Leisure chain and a large Housing Association. These are proving extremely successful, with the clients saving 12.5% on energy bills. Energy Ace are now rebranding and rolling out their products to 100 sites for just one customer. Further growth is imminent.

**Case Study 3:
Renewables power growth for manufacturer Fleetsolve Ltd**

Anne O'Connor, owner of renewable energy company Fleetsolve, has seen business turnover increase by £1m since graduating from the Goldman Sachs 10,000 Small Businesses Programme at MMU in 2013.

The course helped Anne to look at the business critically, and to identify its weaknesses, as well as to create a plan to take the business to the next level. Fleetsolve builds liquid biomass Combined Heat and Power systems (CHP) that turn waste products into energy.

Anne explains: "In simple terms, CHPs are small power stations. We use them to power very large buildings, either off the national grid or in parallel with the grid, and they can provide heat, electricity, cooling, and steam."

Fleetsolve's CHPs have already powered construction projects ranging from the world's first carbon neutral superstore for Tesco to the Harrogate International Centre – "the greenest conference centre in Europe". They have even powered the Glastonbury Festival.

Fleetsolve's business growth plan is clearly working as the company looks towards sustained success in the expanding renewable energy market.

**Case Study 4:
Green advice brings giant growth for Inteb Sustainability**

Inteb Sustainability are now in their fourth year of trading and in a period of vast growth, led by MD Philip Hargreaves, who graduated from the Goldman Sachs 10,000 Small Businesses Programme in 2013.

"Over the last two years we have seen revenues grow by around 2000% and we are now very near the £10M mark," said Philip. "Taking part in the Goldman Sachs 10,000 Small Businesses Programme helped to give me strategic space. I think that was the key factor. The structure was great and so was working with so many thought leaders, but it was investing that time in really focusing on growth strategy for the business which stands out."

Based in Bilsborrow Rural Business Centre, Lancashire, Inteb provides energy reduction services, expertise, training and management services across the UK. Its mission, however, is global: "To help to create a world in which our children can live and work sustainably without fear of climate change".

Inteb Sustainability was selected as one of the first providers in the North West for the government's Green Deal and has been working on the initiative ever since.

Philip made sure to take his learning from the Goldman Sachs programme back to the rest of the business, running workshops with the wider staff teams to share tools and ideas. He also encouraged one of his key senior managers to participate in MMU's Managers2Leaders programme.

He said: "It was really beneficial. She has gone from strength to strength".

"Strength to strength" sums up the trajectory for Inteb, which has built on its explosive growth with even more services. The company is now targeting new markets and has its sights on new acquisition. With so many companies and homes interested in being more sustainable and making energy savings, it seems the grass is only going to get greener for Inteb.



6.2 Shared initiatives between the Faculty of Business and Law and the Faculty of Science and Engineering

The Sustainable and Ethical Enterprise Group are working with the School of Science and the Environment on two new exciting collaborative ventures. The first project will explore the potential digital contribution to sustainable practices in small to medium size enterprises. The second project will evaluate carbon literacy for business via a pilot program.

With the piloting of a curriculum auditing tool in the School of Science and the Environment, the curriculum developments in the Business School and the 2nd World Symposium of Sustainable Development at Universities (WSSD-U-2014), we are also working together to embed sustainability in the curriculum.

6.3 Second World Symposium on Sustainable Development at Universities (WSSD-U-2014)

Organised by Manchester Metropolitan University in partnership with the Hamburg University of Applied Sciences Research and Transfer Centre "Applications of Life Sciences", RCE Hamburg and Region, the 2nd World Symposium on Sustainable Development at Universities took place at the Business School on 3rd – 5th September 2014.

At WSSD-U-2014, 220 delegates from 26 countries attended. There were 210 abstracts accepted and a total of 189 papers submitted, of which 169 were presented over the two days.

Consistent with the goals of the WSSD-U series, the aims of the 2nd World Symposium on Sustainable Development at Universities (WSSD-U-2014) were as follows:

- i. to provide universities all round the world with an opportunity to display and present their works (i.e. curriculum innovation, research, activities, practical projects) as they relate to education for sustainable development at university level;
- ii. to foster the exchange of information, ideas and experiences acquired in the execution of projects, from successful initiatives and good practice;
- iii. to discuss methodological approaches and projects which aim to integrate the topic of sustainable development in the curriculum of universities;
- iv. to network the participants and provide a platform so they can explore possibilities for cooperation.

Finally, a further aim of the event was to document and disseminate the wealth of experiences available today. To this purpose, the book "Transformative approaches to sustainable development at universities: working across disciplines" was published, with all accepted papers.

This is the first volume of the new "World Sustainable Development Series" published with Springer, one of the top 5 scientific publishers. Due to the high volume of papers, a further set of books will also be published, to document and disseminate the excellent works performed by the authors attending the event.



7.0 Key Objectives

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

- To engage in more collaboration and partnerships 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 MMU Futures brand.
- To continue to develop our policy regarding our 'print vision' and green printing.
- To continue to promote the research and collaborative work carried out by the Sustainable and Ethical Enterprise Group (SEEG).
- To further engage with businesses and UN members in relation to PRME and act as a forum to share knowledge and best practice.

8.0 Conclusion

Our commitment to PRME principles is understood across the Faculty of Business and Law and we have been instrumental in developing innovative practices throughout our organisation, among our policies and practices in relation to our staff, our students and the wider stakeholder and business community.

We will continue to develop and evolve these under our revised Vision and Mission and with the support of PRME and its members.

Further information

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