



AUSTRALIAN
SCHOOL OF BUSINESS™
THE UNIVERSITY OF NEW SOUTH WALES



PRME SHARING INFORMATION ON PROGRESS 2010 AUSTRALIAN SCHOOL OF BUSINESS

University of New South Wales



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**Introduction from Professor Alec Cameron
Dean, Australian School of Business
University of New South Wales**

The mission of the Australian School of Business (ASB) at the University of New South Wales (UNSW) is to create and disseminate business knowledge for the benefit of students, organisations and society. ASB develops leaders for business, academia, government and the not-for-profit sector with the capability to succeed globally. In delivering this undertaking, we are strongly committed to the Global Compact's Principles for Responsible Business and Principles for Responsible Management Education (PRME). As a signatory to the UN PRME initiative, ASB values impactful research and teaching, innovation, leadership and excellence, integrity, and social responsibility.

At ASB, faculty and students engage these values with passion and purpose. Embedded within the UNSW culture of ensuring that we do not sacrifice the future to live successfully in the present, we offer courses on topics such as ethics, management for a sustainable environment, and sustainable energy management. Our faculty conduct research aimed at articulating the role of corporations in the creation of sustainable social, environmental, and economic value. In turn, our students are offered numerous opportunities to make a tangible and sustained difference to disadvantaged and marginalised members of the global community.

We also care deeply about our global citizenship, seeking to initiate and sustain partnerships with a range of organisations committed to contributing to a positive change to the world in which we live. Our faculty serve on boards of not-for-profit organisations and lead research centers which engage the areas of sustainability and social responsibility.

This progress report will elaborate on the results of our commitment to the UN PRME. We look forward to engaging the United Nations Global Compact Academic Network as we continue in this journey.

A. J. Cameron,

AUSTRALIAN SCHOOL OF BUSINESS

2015 STRATEGIC INTENT

The strategic intent of the Australian School of Business, as outlined in ASB 2015, aligns closely with the University of New South Wales' Blueprint to Beyond (B2B).

Our mission

ASB's mission is to create and disseminate business knowledge for the benefit of students, organisations and society. ASB develops leaders for business, academia, government and the not-for-profit sector with the capability to succeed globally.

Our vision

ASB's vision is to be recognised globally as a leading research-intensive business school renowned for its students and staff, teaching quality, relevance and innovation.

Our values

In pursuing our vision, we value:

1. Passion for research and teaching
2. Independence of thought
3. Innovation and continuous improvement
4. Leadership and excellence
5. Accountability, integrity and transparency
6. Teamwork
7. Social responsibility
8. Engagement

Delivering a student centered experience

Important for ASB in delivering its strategic intent is a student centered experience, that includes the following components:

Experiential learning

- More case studies and simulations with relevance for corporate, government and not-for-profit organisations; and
- Expanded opportunities for business internships with partner organisations to increase 'work readiness'.

International exposure

- Increased international perspectives in the curriculum;
- Increased opportunities for cultural immersion through a wide range of global student mobility options; and
- Increased focus on building intercultural competencies of ASB graduates to become highly effective global citizens.

Social responsibility

- Increased integration of values-based learning, ethics, sustainability and social impact into the curriculum.

“The privileged role of educating the highest potential business students is accompanied by the obligation to prepare them as socially-responsible global citizens, who are conscious of the social impacts of their decisions.”

ASB 2015 Strategic Intent

PRINCIPLE 1: PURPOSE

WE WILL DEVELOP THE CAPABILITIES OF STUDENTS TO BE FUTURE GENERATORS OF SUSTAINABLE VALUE FOR BUSINESS AND SOCIETY AT LARGE AND TO WORK FOR AN INCLUSIVE AND SUSTAINABLE GLOBAL ECONOMY.

Sustainability initiatives across the University of New South Wales

Sustainability is one of the guiding principles at the University of New South Wales (UNSW). As part of UNSW's aim to follow the ethos of living successfully in the present, without compromising the ability to do so in the future, a number of measures are being introduced UNSW-wide to make the campus greener. The most recent initiatives include:

- Envirobank Reverse Vending machines—introduced in foodcourts around campus in mid 2010, the machines allow staff and students to insert empty aluminium cans and PET plastic bottles in exchange for 'Crunch Credits' or instant win coupons and prizes. An average wheelie bin holds between 100 & 150 containers while a Reverse Vending Machine holds 3,000 containers—equal to 25 wheelie bins.
- Water Refill Stations—to be installed across campus in late 2010, these refill stations will allow students, staff and visitors to refill water bottles, reducing the need to buy more single use plastic bottles. The refill stations are vandalism resistant, hygienic, accessible to wheelchair users and children; as well as being easy to install, maintain and clean. They are also fitted with a water meter so UNSW will be able to estimate how many plastic water bottles the refill stations have stopped people from buying and throwing away.

Master of Commerce Program

The following course, taught by Dr Carol Royal and Dr Loretta O'Donnell, is available to Master of Commerce (MCom) and Master of Technology Management (MTM) students, and deals with ways in which organisational change can be sustained within the complexity of changing human and organisational systems.

Towards Corporate Sustainability: Effective Human Resources and Organisations

This course was developed in 2003, to introduce concepts of Corporate Sustainability and Human Capital Metrics incorporating the human side of mergers and acquisitions to MCom students. The subject highlights the new dialogue possible between HR directors, Boards and financial markets. One of its unique features is its cross disciplinary focus – it incorporates the investment perspective, the environmental perspective and traditional HR themes.

The course has proved popular with students from various disciplines – in recent years enrolments have included students with specialisations in HR and Organisational Studies, as well as students with IT, Technology Management, Marketing, Finance and Environmental Management backgrounds.

The course uses a systems perspective to look at human capital metrics from the viewpoint of a range of stakeholders, particularly the investment markets. Specifically, it examines the use of human capital metrics by the financial markets and the investment community, moving towards principles of Environmental, Social and Governance (ESG) principles and the United Nations Principles for Responsible Investment (UNPRI), as well as themes from change management for investment. Principles of mergers and acquisitions are also analysed from the investment perspective, rather than the internal perspective. The major assessment component gives students an opportunity to apply a range of theories of human capital metrics to a human capital analysis of a range of listed companies.

Master of Business & Technology Program

The Master of Business & Technology (MBT) Program offers a number of courses which promote the importance of sustainable business and living to students. These include:

Business Management for a Sustainable Environment

This course provides a first step for understanding the context, challenges, constraints and opportunities for business/industry deriving from environmental and, more broadly, sustainability concerns. All units of the course promote an integrated approach to sustainability which incorporates stakeholder and community engagement and input, greater environmental and social responsibility and a precautionary approach to environmental challenges. The learning outcomes for this course include:

- Discussing why it is critical for businesses to understand and engage with sustainability and environmental management and recognise the drivers and barriers to this engagement.
- Demonstrating understanding of key sustainability problems (global, national, local) arising from human activities and especially from business/industry activities, being able to identify the major issues for businesses in this regard, and developing strategies to address these. Importantly, these include resource use, waste management, energy management and the consideration of social and ethical issues.

Sustainable Energy Management

This course lists its primary aims in the following terms:

- Provide managers with an appreciation of the issues and implications of energy use;
- Develop an understanding and appreciation in contemporary managers of the innovations and policies related to energy use at a societal level;
- Enable managers to outline and discuss the effect of traditional energy use on the environment, and the business-related implications of mitigation measures such as carbon taxes and emissions trading systems being applied throughout the world; and
- Provide managers with the range of knowledge and skills to analyse and make recommendations about sustainable energy and use in their own organisations.

Management of Manufacturing Systems

The final unit of this course, *Manufacturing and Continuous Improvement*, attempts to bring together a number of concepts that have been introduced throughout this course and looks at lean manufacturing as a general improvement goal for the elimination of all forms of waste. A brief description is given of Total Quality Control and Management, and the Six Sigma approach - the Just in Time philosophy of reducing waste. The unit also considers initiatives to reduce the harmful impact of waste on the ecology, and examine how employee-driven improvement initiatives can be integrated within an information systems-driven approach, such as Enterprise Resource Planning. The unit concludes by looking at some modern manufacturing performance monitoring techniques to evaluate effects of improvements.

The final unit 'Manufacturing and Continuous Improvement' looks at lean manufacturing as a general improvement goal for the elimination of all forms of waste.

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.

Master of Business & Technology Program

The Master of Business & Technology (MBT) Program at the Australian School of Business highlights the value of social responsibility to students through specially designed courses such as the following:

- **Introduction to Management**

Two units of this foundation course within the MBT Program focus on business ethics and corporate social responsibility. Unit 10, *Business and Society* introduces the relationship between business and society, and the important issue of corporate social responsibility. Unit 11, *Business Ethics* presents a number of ethical frameworks that can be used in ethical decision making situations.

- **Managing for Organisational Sustainability**

This course looks at sustainability in terms of conducting business within the global environment, exploring the impacts of globalisation, corporate activity and technological change on the working lives of people. It looks at the role of organisations in society and considers the concept of corporate social responsibility. Importantly it examines techniques and methods of developing sustainable organisations given the need to develop socially responsible firms.

- **Fundamentals of People Management**

Unit 12 of this course, *Managing Staff Internationally*, examines the challenges multinational firms face when managing people in cultural environments that are different to the home culture of the firm. When this happens, multinationals suddenly find that their home-based beliefs and assumptions underpinning how to best manage people are viewed differently by those in other cultures. The purpose of this unit is to provide students with a brief introduction to, and discussion of, the types of challenges faced when managing staff internationally.

- **Strategic Management of Business and Technology**

This course is one of two Capstone courses – all MBT students are required to take one, and are encouraged to take both – and the first

AGSM MBA

Programs Social Impact Forum on Sustainability

AGSM MBA Programs at the Australian School of Business will lead a forum in Hong Kong in early December on the issue of sustainability. The Forum is designed for business managers interested in creating new sources of competitive advantage presented by the emergence of the sustainability movement. Students from the full-time, MBA (Executive) and Hong Kong MBA Programs will participate in the forum, where the speakers will include Erik Floyd, Joint Executive Director of The Association for Sustainable & Responsible Investment in Asia. The event will be co-sponsored by The Wall Street Journal Asia.

unit engages with 'the importance of corporate social responsibility and sustainability to modern strategic management'.



MBT Students from the Australian School of Business at graduation, Semester 2 2010

"It's encouraging to see how these issues of 'third sector' corporate sustainability and social responsibility are being woven into courses – at UNSW in particular. They're no longer just an afterthought."

Stan Thompson, MBT graduate 2010

School of Information Systems, Technology and Management

In response to changes in both the global IS curriculum and the nature of IS skills required by industry, the School of Information Systems, Technology and Management has recently introduced a completely new undergraduate curriculum. The curriculum, which will be offered to students from Semester 1 2011 has four cross-program themes (Innovation, Sustainability, Servitization, SMEs) that will feature prominently across our undergraduate programs. The issue of sustainability will be addressed in the following courses:

Information Systems in Business

Sustainability will be addressed in the course material in two ways: (i) Green IT issues considered as part of the discussion of IT infrastructure, and (ii) requirements for reporting on environmental impact will be considered as part of enterprise systems.

Business Databases

The sustainability issues surrounding the massive data storage needs of modern organisations and real-time data collection will be discussed.

Fundamentals of Business Programming

Some sample applications discussed within this course will relate to sustainability (e.g. measuring home energy usage).

Enterprise Database Management

This course will examine the massive data storage needs of databases and the relative efficiencies of different DBMS.

Enterprise Systems

Enterprise Systems are core to all aspects of an organisations activities and processes. Sustainability considerations, e.g. logistics planning, are an essential part of managing an organisation's carbon footprint and the course will draw on research in sustainable supply chains and sustainable procurement.

Business Process Management

This course examines the processes with which organisations conduct their business operations. These processes will be analysed and annotated from the viewpoint of sustainability and resource consumption (human, financial, and carbon-based).

Innovation and Technology Management

Technological innovation is an essential aspect of achieving sustainability and will be addressed in the group project component of this course.

Service and Quality Management

Quality improvement has an implication on resource allocation and consumption. The effect that this, in turn, has on sustainability will be analysed within this subject.

Contemporary Challenges in Information Systems

Sustainability is an emerging issue in the information systems domain. The assurance and management of the sustainability of Information Systems and ICT will be an ongoing topic in this course.

Information Systems Strategy

Sustainability is addressed throughout this course in the context of managing IS benefits.

Bachelor of Commerce (Services Marketing)

Along with other programs across the Australian School of Business, the Bachelor of Commerce (Services Marketing) was analysed as part of the Graduate Attributes and Curriculum Mapping Project in 2009. The learning goals for this program were finalised after consultation with key tourism & hospitality industry players, and teaching staff across the school. In terms of ethical practice, the *Tourism Policy & Planning* course will assess the following learning goal:

Ethical and social perspectives

The ability to demonstrate understanding of social and ethical dimensions in chosen disciplinary areas.

- a. Students will be able to demonstrate an understanding of contemporary social and ethical issues in their disciplines.*
- b. Students will demonstrate an understanding of sustainability issues that impact on the tourism and hospitality sectors.*

PRINCIPLE 3: METHOD

WE WILL CREATE EDUCATIONAL FRAMEWORKS, MATERIALS, PROCESSES AND ENVIRONMENTS THAT ENABLE EFFECTIVE LEARNING EXPERIENCES FOR RESPONSIBLE LEADERSHIP.

Centre for Social Impact

In 2008, the Australian School of Business co-established the Centre for Social Impact under Professor Peter Shergold with the aim of increasing social inclusion and advocating and championing social ventures and business as a force for change. The centre seeks to help build the capacity of Australia's not-for-profit organisations and strengthen their relationships with the private and government sectors. Its founding partners are the Australian School of Business, Melbourne Business School at the University of Melbourne and the Asia-Pacific Centre for Philanthropy and Social Investment at Swinburne University of Technology.

The centre runs a number of executive education courses for the not-for-profit sector. Examples of these include: Financial Management of Social Enterprises; Collaborative Leadership in a Shared Power World; Social Entrepreneurship and Enterprise; Management of Volunteers; Impact Mapping – Social Return on Investment; Third Sector/Not-for-profit Management; Measuring the Return on Social Investment; Making Corporate Social Responsibility Strategic; and Preparing a Compact: Experience from Around the World.

The centre's postgraduate program, the Graduate Certificate in Social Impact, requires students to examine the effects of their actions on society, not just on investors. They develop critical thinking on leadership and are equipped to re-imagine markets to generate additional social and environmental benefits. Students will emerge from the Graduate Certificate with enhanced networks and a deeper understanding of the issues surrounding social impact, as well as an understanding of the social innovation that can occur at the intersection of the public and private sectors.

School of Accounting

In 2010 the School of Accounting leveraged industry partnerships to introduce the course *Accounting for Climate Change and Sustainability*. This course explores issues related to climate change and sustainability and the implications for industry sectors and businesses. Throughout the course, a number of practitioners from government and non-government agencies were invited to present their experience of dealing with sustainability issues in their respective organisations.

The course is targeted at Australian School of Business and Environmental Science students who aim, in the future, to demonstrate their leadership skills in the areas of climate change and sustainability.

ACCESS Scheme

The University of New South Wales is committed to the goals of equal opportunity and affirmative action in education. The ACCESS Scheme is part of this commitment and is provided for new-to-higher-education undergraduate students who have experienced long-term educational disadvantage so that their final two years of high school study have been affected by circumstances beyond their control. The scheme is open to citizens or permanent residents of Australia. The range of circumstances that may have contributed to educational disadvantage could include disability, prolonged illness or medical condition, financial hardship, English-language difficulties, excessive family responsibilities, difficult home circumstances, disrupted schooling, rural isolation and serious family illness. Over the last four years, the Australian School of Business has offered places to more than 400 students under the ACCESS Scheme: 2009 (110 students), 2008 (100), 2007 (114) and 2006 (94).

AGSM MBA Programs

Throughout 2009 and 2010, AGSM MBA Programs at the Australian School of Business has embedded various processes and frameworks to facilitate responsible management education for students. These include:

- **Women in Leadership Scholarship**

In October 2010, AGSM MBA Programs launched the Women in Leadership Scholarship. This scholarship will provide funds to assist female prospective students wishing to embark on the AGSM MBA experience. Two scholarships of A\$25,000 have been awarded to members of the full-time MBA cohort starting in January 2011.

- **Case Challenge: Discrimination faced by Indian students in Australia**

AGSM MBA Programs uses real-life social issues as part of the curriculum, encouraging students to apply aspects of management learning to current problems. During the Foundations of Management component of the full-time MBA Program in early 2010, students participated in a live case challenge on the topic of discrimination against Indian students in Australia. This case was chosen for a number of reasons: the media spotlight on this subject at the time, the relevance of this topic given the diverse nature of the full-time MBA cohort, and because it tied in with one of the MBA Program learning goals – that of ethical management practice.

- **International Business Strategy in Asia study tour**

In December 2009, a cohort made up of full-time MBA and part-time MBA (Executive) students embarked on a study tour of Singapore and Mumbai, as part of the International Business Strategy in Asia course. This included visits to UPS and Asia Pacific Breweries in Singapore, as well as the Bombay Stock Exchange. In addition, the students spent four days undertaking classes and collaborating with students at the SP Jain Centre of Management in Mumbai. Topics presented to the cohort by industry leaders in Singapore

and Mumbai included 'Leadership in Asian Business' and 'The role of diverse culture in Indian business'.

"Asia is the epicentre of growth. Studying the International Business Strategy in Asia course has given me the opportunity to immerse myself in the Asian experience – to walk the streets and interact with everyday consumers, talk to leading business people, and see the challenges and potential growth areas that exist first-hand."

AGSM MBA 2009 graduate Michael Yao in [ASB Media room](#)

The study tour challenged students by placing them in a different environment, introducing them to new concepts and considerations in management. The study tour will be repeated in December 2010, with students this time visiting Hong Kong and Mumbai.



AGSM MBA and SP Jain students at the SP Jain Centre of Management, Mumbai

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.

School of Accounting

The School of Accounting at the Australian School of Business has embarked on several research projects that will help to explain the role of corporations in the creation of sustainable social, environmental and economic value. These areas of research include:

- Exploring how accounting professionals can provide valuable economic, social and governance (ESG) information to both external users (e.g. investors) and internal users (e.g. managers). Dr Maria Balatbat, Associate Professor Mandy Cheng, Associate Professor Wendy Green and Dr Yee Shih Phua are recipients of a grant from the 2010 CPA Australia Global Research Perspectives Program. The research team will also examine the role of assurance in influencing investors' usage of ESG information.
- Investigating the role of internal users in utilising environmental information in their strategic goal of eco-efficiency (i.e. the aim of improving economic and environmental performance simultaneously). Using surveys and interviews, this research examines the extent to which eco-efficiency can be achieved when a fit exists between an organisation's environmental orientation and the 'integrativeness' of environmental information with its operations. Associate Professor Mandy Cheng and Dr Yee Shih Phua intend that their research will provide recommendations on how accountants can create sustainable value through the design of environmental management accounting systems.
- Improving the functioning of multidisciplinary greenhouse gas assurance teams. Professors Ken Trotman and Roger Simnett have received a 2010 Australian Research

School of Accounting

Earlier this year, Dr Maria Balatbat and Associate Professor Wendy Green were successful in obtaining a grant from the UNSW Contestable Funds for International Strategic Projects. The research team has embarked on a project in collaboration with Nanyang Technological University-Singapore that aims to develop research in the areas of accounting, reporting and assurance of climate change and sustainability issues and how this research could be disseminated in the Asia-Pacific region. The project also aims to educate academics in the Asia-Pacific region on how best to integrate sustainability into the accounting curriculum. One of the project aims is to establish and co-develop a workshop to educate participants on the reporting framework for accounting of greenhouse gas emissions and sustainability reports, and how these reports are assured.

Council (ARC) grant to examine a combination of archival and behavioural experiment research methods to gain insights into current practice.

School of Organisation and Management

The research of Dr Carol Royal and Dr Loretta O'Donnell from the School of Organisation and Management is centred on themes of sustainability, specifically the role of human capital analysis within the investment process. Their published work includes numerous articles in journals such as The International Journal of Knowledge, Culture and Change Management, Asia Pacific Journal of Human Resource Management and the Journal of Sustainable Finance and Investment.

School of Marketing

Emeritus Professor John Roberts, along with Pam Morrison from the Australian National University, is currently conducting a study regarding sustainable purchase decision-making by consumers. The aim is to inform businesses so that they may market products and services which make better use of limited resources, addressing internal, community, and consumer concerns.

“One of the things we're interested in is whether marketing has a role to play in helping people find meaning in their lives in a way that's more compatible with the sustainable future of the planet.”

Emeritus Professor John Roberts in [Knowledge@ASB](#)

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.



Undergraduate initiatives at the Australian School of Business (ASB)

Undergraduate business students at ASB have been involved in a number of important events over the past year, including:

- **UNSW Economics Society**

The Economics and Development Information Session, run by the UNSW Economics Society in conjunction with UNSW Oxfam Club, provided the occasion for Economics and Development Studies students to meet with representatives from the Development Economics industry and gain some insight into this important area of economics.

With representatives from such high calibre organisations as the World Bank, the Asian Development Bank, AusAid, NGOs such as Oxfam and Aid/Watch as well as prominent academics from UNSW, University of Sydney and Macquarie University, the event was a great opportunity for students to learn more about Development Economics.

- **SIFE UNSW**

SIFE (Students in Free Enterprise) UNSW is collaborating with not-for-profit organisations to make a tangible and sustained difference to the disadvantaged and marginalised members of our community, both locally and internationally. It is collaborating with Kanga Schools to deliver basic literacy and numeracy aids to 15 primary schools in Sierra Leone, as well as a number of high schools.

In addition, SIFE is also involved in Crisis Camp, a gathering of tech-savvy volunteers who aid in the relief efforts of major crises like earthquakes, floods and hurricanes. Crisis Camp projects include: setting up social networks for people to locate missing friends and relatives, creating maps of affected areas so humanitarian supplies can be distributed according to needs, and creating inventories of urgently required provisions such as food and clothing.

- **Capital W**

Capital W is an undergraduate women's business club, which was established in 2007 to provide links to the business community for students of the Australian School of Business, enabling them to network and develop their leadership skills. Capital W competed in Deutsche Bank's Carbon Credit Challenge in 2010, an on-line trading game which shows how carbon finance can tackle global warming head on.

School of Accounting

Members of the School of Accounting are involved in various partnerships, as detailed below:

- Professor Roger Simnett is the Co-chair of a Special Task Force of the International Accounting and Auditing Standards Board, whose brief is to develop an international standard of assurance for greenhouse gas emissions. In addition, Professor Simnett is the Chair, Sustainability Expert Advisory Panel of the International Federation of Accountants (IFAC).
- Professor Roger Simnett and Associate Professor Wendy Green are exploring the topic of 'Improving the credibility of greenhouse gas emissions disclosures', with the help of an Australian Research Council (ARC) Linkage Grant with partner organisations CPA Australia and the Institute of Chartered Accountants in Australia.
- The school opened The Centre for Accounting and Assurance Research (CAAR) in 2001, with Professor Ken Trotman as Director and Professor Roger Simnett as Associate Director. CAAR provides a focus for interdisciplinary research, including issues relating to sustainability and environmental reporting and includes members from other schools within the University of New South Wales, as well as public and private sector parties including Michael Coleman (KPMG) Chairperson of the Advisory Board, Jan Muysken (PricewaterhouseCoopers), Tom Pockett (Woolworths Limited) and John Thorn (Director, National Australia Bank).

AGSM MBA Programs' engagement with Outcomes Australia

Outcomes Australia seeks to engage and empower people across Australia to use their knowledge, skills and connections to effect changes and solve real problems. 2010 has seen AGSM become involved with a number of Outcomes Australia projects:

AGSM full-time MBA Program and BetterOff Australia

As part of the Integrative Experience module in the second session of the full-time MBA program this year, the case challenge presented to students was linked to the BetterOff Australia project, which seeks to tackle the trend towards obesity in Australia.

Academic Director of AGSM MBA Programs and BetterOff Australia

In 2010 the Academic Director of AGSM MBA Programs, Professor Murali Chandrashekar, was invited to serve on the board of BetterOff Australia.

AGSM Executive Programs and ShareLife Australia

The ShareLife Australia case, the aim of which has been to improve the ratio of organ donation across Australia, has been used in a number of AGSM Executive Programs courses, including *Making Strategy Happen*.

The Accelerated Learning Laboratory

The Accelerated Learning Laboratory (A.L.L.) – a research unit established through an Australian Research Council (ARC) linkage grant – collaborates closely with eight leading Australian organisations, including ABC, Amcor, ANZ, IAG, Macquarie Bank, Qantas, Booz & Co, and Egon Zehnder International.

The A.L.L. research program focuses on the identification of determinants and the development of flexible expertise in senior executives. As a part of the learning and development program offered by the A.L.L. to emerging leaders in these organisations, participants explore effective approaches to meeting the challenges associated with their business, including social and environmental issues. The three-day program modules were held in geographically appropriate locations to enable reduced participant travel and thus minimise our partner organisation's environmental footprint.

The two-year learning and development program of the A.L.L. brings together managers from across various sectors of the respective industry for an extended period of time. This facilitates dialogue and debate around participants' different objectives and perspectives whilst working on relevant business projects that also include issues around global social responsibility and sustainability.

“One of our industry partners is now adjusting their competency framework towards the learning model that underpins our approach. This is one example of how we are making a difference in the corporate world.”

Jens Beckmann, Director of A.L.L. in Knowledge@ASB

PRINCIPLE 6: DIALOGUE

WE WILL FACILITATE AND SUPPORT DIALOG AND DEBATE AMONG EDUCATORS, BUSINESS, GOVERNMENT, CONSUMERS, MEDIA, CIVIL SOCIETY ORGANIZATIONS AND OTHER INTERESTED GROUPS AND STAKEHOLDERS ON CRITICAL ISSUES RELATED TO GLOBAL SOCIAL RESPONSIBILITY AND SUSTAINABILITY.

Participation, collaboration and dialogue with PRME partners

Over the past 12 months, the Australian School of Business has participated in and initiated key dialogue in a number of ways with fellow PRME signatory schools.

- **Participation in the 1st Asian Forum for PRME (Seoul, Korea)**

Associate Dean Education, Professor Prem Ramburuth, attended the 1st Asian Forum for PRME on behalf of the Australian School of Business. The Forum was held on 5th November 2010 at Kyung Hee University School of Management in Seoul.

Recognising the unique demand for the Asian region in pioneering the mission of Responsible Management Education, the Forum aimed to:

- Provide a platform of collaboration among the leading business schools – and between academia and business – in the Asia Pacific region;
- Facilitate connections and partnerships between universities practicing and embedding the UN PRME in the region; and
- Establish appropriate institutional and operational capacities to advocate and promote UN PRME.

The Forum was attended by representatives from the academic and business sectors. Professor Ramburuth was able to hear firsthand from universities in the Asian region (including Kyung Hee University and KAIST in Korea, Keio University in Japan, and Tsinghua University in China) about their experiences to date in embedding the UN PRME. Speakers also included the NEC Corporation's General Manager, CSR Promotion Division, who discussed NEC's participation in the UN Global Compacts.

A representative from the Australian School of Business will be attending the 2nd Asian Forum for UN PRME in April 2011, to be hosted by Tsinghua University in China. The 2nd Forum will aim to promote the Green Leap concept and sustainable enterprise, as well as inspire responsible management education, particularly in environmental management and leadership.

- **Links with Bentley University's Centre for Business Ethics (Massachusetts, US)**

Professor Ramburuth visited Bentley University in March and October 2010 to review how Bentley has embedded UN PRME into its courses and curricula and the processes it uses for developing staff capabilities in this area. A review of their Centre for Business Ethics provided valuable insights into how to embed ethics into the courses and curricula of ASB.

Professor Ramburuth will be attending a Centre for Business Ethics' workshop in Marseilles in 2011, facilitated by Professor Tony Buono, Professor of Management & Sociology at Bentley University and Coordinator of the Bentley Alliance for Ethics & Social Responsibility. In addition, Professor Buono has accepted an invitation to visit ASB in July 2011 and share his expertise and knowledge of UN PRME and the embedding of ethical perspectives in business education. He will also run training workshops that will assist academic staff to:

- Understand the different ethical theories and perspectives, and pedagogical issues involved in discussing ethics with students;
 - Feel more comfortable with ethics terminology, concepts and analysis;
 - Develop their capabilities in teaching ethics; and
 - Engage student learning in order to raise their ethical awareness and ability to make rational, ethical choices.
- **Collaboration between PRME Signatories in Australia and New Zealand**

To date, nine Australian and one New Zealand business schools have joined UN PRME. Whilst attending the 1st Asian Forum, Professor Ramburuth met with the head of UN PRME, Jonas Haertle, and canvassed the idea of bringing together UN PRME signatories from Australia and New Zealand for a seminar in 2011. It is envisaged that this seminar be incorporated with the visit to the ASB by Professor Tony Buono (per above) in July 2011.

Indigenous Business Education @ ASB: Creating our future Indigenous Business Leaders

Some of the key priorities of the Australian School of Business (ASB) in 2010 were to develop flexible pathways and communication programs to attract, engage and increase the number of Indigenous students studying at ASB in our undergraduate and postgraduate degree programs; to improve student retention; to strengthen our engagement with Indigenous stakeholders across education, corporate and community and to cultivate an inclusive, culturally aware and engaged learning environment for our students. Many of these priorities have been achieved, under the guidance of ASB's Indigenous Program Coordinator, Rebecca Harcourt.

Student achievements for 2010 include a three year scholarship award and cadetship with Qantas; a successful six month Industry placement at Arnotts as part of the UNSW Coop scholarship program and successful completion of the Lucy Mentoring Program with UBS. In addition, two final year students have secured graduate positions at KPMG and GenerationOne. Consultative partnerships have been fundamental to ASB's success in integrating indigenous business education this year. Further details of the principal partnerships follow below.

- **UNSW Indigenous Winter School Program**

This program is for Indigenous high school students from across Australia in years 10-12, who choose a faculty to spend three days with as part of a week-long residential program. Out of a maximum group of 15 students per faculty, the Australian School of Business (ASB) hosted 14 students. The Dean of ASB, Professor Alec Cameron, gave the opening

address to all winter school participants on Sunday 4th July 2010.

This year's Business program drew on the format of ASB's 'Meet the CEO', with a series of panels with academics, current ASB students (both Indigenous and non Indigenous), ASB academic and professional staff, and a number of industry experts sharing their personal, academic and career stories and expertise. These were interspersed with a series of interactive activities and formal presentations to inspire and inform these students about the degree offerings at ASB, as well as the career pathways this could offer them. Each day of the program had a specific theme – Day 1: Life and Studies as an ASB undergraduate; Day 2: Careers, Cadetships and Scholarships; Day 3: In the Boardroom. The third day ended with a simulation of a Boardroom meeting where students had to present and respond as a team to a number of unexpected 'real life' scenarios.

Of the 14 students that attended, 12 rated the Business program 5/5, with the other two participants rating it 4/5. Every student expressed their interest in attending the Indigenous pre Business summer program when they have completed year 12, which is an entry pathway for Indigenous students to ASB undergraduate studies. Each student said they would recommend the Australian School of Business' programs to their friends and family, asking to be kept up-to-date via email about other ASB pathways, programs and degree offerings.

- **UNSW Indigenous Business Spring Forum**

"The forum has provided stimulation, inspiration and space to re-evaluate my career pathway and think more seriously about the role university will play within that."

Jessica Birk, Indigenous Business Spring Forum participant

This was a joint initiative led by the Australian School of Business, UNSW with the NSW Department of Education Aboriginal Education Training Directorate *NSW DET AETD*. The forum was developed in close partnership with Nura Gili (UNSW's Indigenous Programs Unit) with sponsorship from GenerationOne, a not-for-profit organisation whose focus is to end the disparity between Indigenous and non-Indigenous Australians.

The Indigenous participants who took part in the UNSW Indigenous Business Spring Forum, included:

- Trainees currently working at UNSW whilst studying at TAFE;
- Mature age students with diverse and varied education, vocational and professional experience; and
- Students who have successfully completed an undergraduate course in another discipline and are looking to complement their skills and widen their career choices through postgraduate programs in business.



Professor Alec Cameron, Dean of the Australian School of Business, with participants at the UNSW Indigenous Spring Forum

Two key Indigenous education stakeholders from NSW DET AETD and the NSW Aboriginal Education Consultative Group, who are key influencers across Indigenous students at TAFE and NSW high schools, attended the program alongside representatives from Nura Gili, UNSW and the NSW Education Department. Current Indigenous ASB students took part in the program, sharing their insights and experience about studying at the Australian School of Business.

- **Meet the CEO**

A number of Aboriginal and Torres Strait Islander leaders in Business and Education have been VIPs for the Australian School of Business' flagship Alumni event, 'Meet the CEO', to support and develop closer relationships with Business and Community leaders, and to raise awareness of ASB. These leaders include directors from the Australian Indigenous Mentoring Experience (AIME), the Australian Commonwealth Scientific and Industrial Research Organisation (CSIRO), Connecting Dots, Red Cockatoo Australia, and the National Centre of Indigenous Excellence.

UNSW Indigenous Business Spring Forum Dinner

The UNSW Indigenous Business Spring Forum dinner, held on 9th September 2010, marked another step forward in the development of ASB Indigenous Business Education. The event enhanced links between members from Aboriginal and/or Torres Strait Islander Communities - whether ASB's current or prospective students, colleagues from Nura Gili, the Indigenous Policy and Dialogue Research Unit or other Community Leaders from Education, Media, and Government - and ASB academic and professional staff.

For participants of our two day UNSW Indigenous Business Spring Forum, the dinner highlighted once more the success stories, pathways and opportunities for each of them as our future Indigenous Business Leaders.

Master of Business & Technology Program

The program material and learning and teaching techniques for the Master of Business & Technology (MBT) cohort are designed to maximize interaction, dialogue and debate amongst participants and between facilitators and participants. As many of the courses within the program relate to current complex issues of social responsibility and sustainability (detailed further under Principles 1 and 2), the collaborative and active learning techniques used ensure that the large variety of students involved engage with these issues. In addition, there are some specific platforms to facilitate further engagement between the various stakeholders:

- **MBT Alumni Advisory Committee**

The MBT Program maintains a vibrant event-based alumni program which engages past students in contemporary issues and encourages members to continue the collegial behaviour required during their studies. Members are also encouraged to share experiences with current students.

- **Course Facilitator Workshops**

MBT Course Coordinators and Facilitators are drawn from academic and professional arenas and regular workshops are held to refine course content and delivery methods. The Course Facilitators' engagement with students and each other provides numerous opportunities to foster debate, ensuring a dynamic combination of theoretical and practical understanding of issues.

- **Communication across the Program**

In 2011, a new community site will be established for all students and staff of the program thus enabling these themes to be promoted and discussed across the program.

- **Industry Sponsored prize**

MBT awards an Alumni prize for the best student performance in a capstone course. The prize is sponsored by Hudson, a global recruitment firm, and provides a line of communications and access to industry insights, their experts and publications.

School of Organisation and Management

Dr Carol Royal is on the Editorial Board of the newly formed UK Journal of Sustainable Finance and Investment, the editor of which is Matthew Haigh from Aarhus School of Business in Denmark. In addition, Dr Royal and Dr Loretta O'Donnell have been invited to work on a project on behalf of Raj Themotharam, founding head of the Enhanced Analytic Initiative (EAI). The EAI is a group of large European fund/asset managers which established principles for rewarding global Investment Banks and Stock broking firms for analysing sustainability in their investment process, based on the United Nations Principles for Responsible Investment.

School of Information Systems, Technology and Management

A number of researchers at the school are currently undertaking a study of Green IS/IT in conjunction with staff from the Government of New South Wales Department of Services, Technology and Administration.

FUTURE PROGRESS: THE NEXT 12-18 MONTHS

WE UNDERSTAND THAT OUR OWN ORGANIZATIONAL PRACTICES SHOULD SERVE AS EXAMPLE OF THE VALUES AND ATTITUDES WE CONVEY TO OUR STUDENTS.

In becoming a signatory for the UN PRME initiative, the Australian School of Business has made a solid commitment to future curriculum and process development in line with the six principles.

Embedding UN PRME at the Australian School of Business

In addition to the UNSW and ASB graduate attributes and program learning goals, adoption of the six PRME principles across the curriculum of the ASB will extend the range of graduate capabilities to include skills in managing the environment, sustainability, global diversity, and global citizenship. It will also strengthen learning and teaching experience of students and staff through grounded, real-world engagement and exposure to social inclusion and diversity.

The ASB is aiming to implement PRME across core courses in each undergraduate program by the end of 2012. Indicators of success in terms of the adoption of the principles will include:

- Course outlines for core courses in undergraduate and postgraduate programs will demonstrate incorporation of the six PRME;
- Student orientation will integrate, matriculate and disseminate PRME;
- Comprehensive and timely progress reports as required by signatory status;
- Increased participation in PRME events by ASB faculty and students; and
- Positive feedback from students and staff on the adoption of PRME.