INTRODUCTION: PURPOSE AND VALUE OF MANAGEMENT EDUCATION

Bradford University School of Management has celebrated its 50th anniversary in 2013. It has a long tradition of excellence in teaching and learning, research, business engagement and internationalisation and has played a central role in providing world-class research and highly-ranked innovative business and management education since 1963. Now one of an elite group (of less than 1%) of the world’s business schools with the “Triple Crown” of accreditations, the School is an outward-looking, relevant, modern, student-oriented business school where academics, practitioners and researchers work together to develop and deliver our core mission of Making Knowledge Work™.

Through Making Knowledge Work™ and the values promoted by PRME, the School places utmost importance on the notion of “Responsible Management Education”. We seek to achieve our mission (1) by providing a truly international experience for our Global Campus of students and staff; (2) through our focus on informing responsible, ethical and sustainable management for future generations; and (3) by providing students with a stimulating experience and the ability to innovate and engage in enterprise.

Our activities are underpinned by the following values:

- **Inclusive**
  We value, harness and utilise the diversity of our students and staff and celebrate the benefits they bring

- **Ethical**
  We are open, transparent and respectful, protect freedom of thought and a force for social change

- **Reflective**
  We are a learning organisation with ambition which fosters curiosity, enquiry and innovation

- **Supportive**
  We nurture a learning and working environment based upon principles of trust, mutual respect and support

- **Adaptable**
  We aim to be flexible and responsive in our working practices and seek to work effectively with others

- **Sustainable**
  We seek to be world-class and embed sustainable development within our culture

As a signatory to Principles for Responsible Management Education (PRME), we hereby renew our commitment to PRME. We seek to continue to actively engage in supporting and developing our students’ capabilities as future leaders within a sustainable global economy and to embed the values of social responsibility within all our academic activities and curricula.

Professor Jon Reast
Dean, Bradford University School of Management
Creating an Educational Framework

A major achievement of the School has been its underpinning educational framework for sustainable development. Following the University's £3.1m HEFCE-funded initiative for “Ecoversity” and implementation of the “Education for Sustainable Development” project between 2007 and 2010 at the School, we have maintained our strategic approach to integrate “Education for Sustainable Development” into the School’s curriculum (e.g., explicit inclusion of relevant issues into programme and module specifications, seminar series, establishment of specialist masters programme). The principles and value of the project were framed by initially interpreting the UNESCO definition of “Education for Sustainable Development” and developed further for our own practices through staff and student consultations.

Critical reflection on Education for Sustainable Development as a form of organisational change at the School has been published as follows: Fukukawa, K., D. Spicer, J. Fairbrass and S.A. Burrows (2013) ‘Sustainable Change: Education for Sustainable Development in the Business School’, Journal of Corporate Citizenship, 49: 71-99. The paper presents an account of our initial process and challenges of adopting an “Education for Sustainable Development” programme from the perceptive of the School's employees. Such programmes of renewal inevitably trigger a complex process of institutional change and bring many challenges to those involved. By sharing our analysis, we hope the wider Higher Education sector can find points of interest and insight, which in turn help their own processes.

Since the initial implementation stage of Education for Sustainable Development, we have progressed to the point of delivering programmes and modules in the areas of “responsible management”, including Sustainability, Corporate Social Responsibility, Ethics and Business & Society at both undergraduate and postgraduate levels.

Programmes introduced in the last two years are:
- MBA Innovation, Enterprise and the Circular Economy
- MSc Applied Management and Sustainability
- MSc Sustainable Operation and Management

Modules available as core or elective modules are:
- MBA Business ethics and sustainability module (not core for those following the Innovation, Enterprise and the Circular Economy MBA, and Full-Time MBA in the UK, the Bradford Perugia MBA or the Accelerated MBA in the UK pathways)
- MBA Sustainability & corporate social responsibility module (core for those following the accelerated pathway only)
- MSc Corporate and Social Responsible module (elective)
- MSc Sustainable Operations and Management module (elective)
- MSc Diversity in Work and Organisations (elective)
- UG Business and Society (elective)

For those modules without explicit references to topics in the area of “Responsible Management”, the school has been encouraging, as part of its curriculum design, to integrate relevant issues within subject-specific contents (e.g., Transformational Leadership within the Leadership Theory and Practice module: Ethical Consumption in the Foundation of Marketing module). The School regularly bring external speakers to talk about their challenges and achievements in relevant areas (e.g., Thomson Reuters; Wal-Mart; Ecology Building Society). The School also has an ‘ethical trading room’ with Thomson Reuters Eikon software, as well as simulation trading software for finance, ethics and behavioural research.
ADVANCING OUR UNDERSTANDING
The School has a significant body of researchers whose interests are around the theme of "responsible management", including Sustainability, Corporate Social Responsibility, Ethics and Business & Society.

Research in the School aligns with the University’s mission of Making Knowledge Work through producing applied, highly relevant research that makes a difference to the world and has international reach. The University’s values (inclusive, ethical, reflective, supportive, adaptable, sustainable) underpin our research themes that transcend disciplinary boundaries. One particular theme researchers at the School focus on is ‘good business’ – business that is responsible, ethical and sustainable. Such research emerges in critical studies of management practice, studies of organisational ethics, governance and accountability or examination of contexts such as social entrepreneurship and third sector enterprise. In line with this area of research, the School is currently in the process of establishing a new research centre, Bradford Centre for Business in Society.

The School has also contributed to collaborative university-wide research and knowledge transfer initiatives. The School led on the development of a £6.5million externally funded capital project, re:centre, which has led to the creation of a new physical asset in the heart of the campus to partner with businesses and deliver radical business solutions, particularly around sustainability and the circular economy. The building itself is sustainable, with ‘A’ rated Energy Performance Certificate and BREEAM ‘outstanding’ rating. The re:centre formalises the various strands of University research on sustainability and embeds our commitment to corporate social responsibility. This is a key development to enhance research capability by promotion of engagement with business and the community across a broad disciplinary base. In partnership with the Ellen MacArthur Foundation, re:centre will host the Ellen MacArthur Network hub for the Northern Field Development Officer programme, working with schools to promote the concepts of a Circular Economy.

EXTENDING OUR KNOWLEDGE
Partnerships are fundamental to the School’s approach to teaching and research. As noted above, in reference to the re:centre, the School has a strong partnership with the Ellen MacArthur Foundation. It is one of three International Business Schools that have formal agreements with the Foundation to become ‘International Pioneers’ in research and knowledge transfer for a circular economy.

More broadly, the School maintains close links with industry, commerce, central government and local authorities. Visiting faculty members include directors and senior managers from well-known organisations. The School also coordinates a number of different networks, its SME Knowledge Network, for example, is one of the biggest of its kind in Britain. These networks and forums provide spaces to think and collaborate, enabling business executives to foster growth and innovation in business and society supported through the development and application of the School’s research and knowledge base.

The School welcomes all opportunities to facilitate dialogue and debates on issues relating to global social responsibility and sustainability among its stakeholders. re:centre, for example, has established a series of conference events on “Re-thinking Progress”, including consideration of resources and waste, and the energy costs of manufacturing. Prior to which, in September 2012, the former body of re:centre, the Sustainable Enterprise Centre, hosted the Leeds city region BASE Low Carbon conference. The School’s blog, Management Thinking, also provides up-to-date commentaries on business strategy, leadership, finance, innovation and sustainability. The School convenes Advisory Board meetings to maintain regular dialogue with its stakeholders. Also, we recently supported the local authorities new initiative, Raising the Bar, a CSR awards scheme for regional businesses, with one of our members of staff invited onto the judging panel and awarding the overall winner.

The School Faculty have participated at various events on the theme of sustainability, including, for example, the BITC’s Sustainable Business Conference, Business Unusual, sponsored by Marshalls, Yorkshire Water and ASDA, and hosted by Sheffield Business School; and Futures of Capitalism and the first PRME UK and Ireland conference.
Over the next 2 years the School seeks to:

- To maintain good practices and be vigilant towards emerging issues around “responsible management” in order to upkeep curriculum development and teaching delivery.
- To be active in the PRME community by participating in related conferences.
- To explore training opportunities and to learn from exemplary cases on how PRME principles can be implemented at all levels of the organisation.
- To explore opportunities to develop partnerships and to engage in stakeholder dialogues. For example, the School would like to explore opportunities for hosting meetings to facilitate dialogue and debate on issues relating to global social responsibility and sustainability.

The School is also keen to draw on the support of the PRME community to help make training more accessible, to further examine and disseminate curriculum development, build stakeholder dialogues, and create opportunities for joint teaching and funding initiatives.

**PRME 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.

**PRME 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.

**PRME PRINCIPLE 3**

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

**PRME 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.

**PRME 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.

**PRME PRINCIPLE 6**

- **Dialogue**
  
  We will facilitate and support dialog and debate among educators, students, business, government, consumers, media, civil society organisations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

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www.unprme.org/the-6-principles/index.php