Sharing Information on Progress (SIP) Report
January 2008 - June 2010
Arthur Lok Jack Graduate School of Business at a glance

- The Arthur Lok Jack Graduate School of Business (formerly the UWI-Institute of Business) was established in 1989 as a joint venture between the University of the West Indies and the private sector of Trinidad and Tobago to provide postgraduate education in business and management.

- Internationally accredited (AMBA) Business School

- Over 1,500 alumni working in leading organizations

- Developed more than 22,000 persons on our executive and professional programmes

- The premier institution for the provision of business and management education, training and consultancy services in Trinidad and Tobago and the wider Caribbean region.

- Close and intensive links with the local Corporate Sector

- Partnerships and relationships with leading universities globally

- Signatory to the UN Global Compact since 2007

- Committed to the PRME since 2008

Our Mission
To improve the international competitiveness of people and organisations in the Caribbean through business education, training, consulting and research.

Our goal is to contribute to the development of the human and institutional capacity required to transform the business landscape and shape our own destiny. Through our comprehensive and integrated programmes and consultancy services, we provide a framework for developing new pathways for achieving sustainable growth and competitiveness.
A message from the Executive Director

PRME Steering Committee
c/o Dr. Manuel Escudero, Head PRME Secretariat
Research Centre for the Global Compact
116 East 55 Street
New York, NY 10022, USA

Re: Renewal of Commitment to the Principles for Responsible Management Education

At the Arthur Lok Jack Graduate School of Business we consider the Principles for Responsible Management Education as valuable elements in developing our academic and executive training programmes to promote sustainable development. Current and future leaders are required to integrate the values of responsibility and sustainability in their operations and the PRME ensures that we provide the relevant skills, knowledge and values for responsible leadership.

We encourage our partner academic institutions and associations to adopt and support these Principles.

With the commitment and support from the School’s leadership, we can ensure that all organizational efforts are being made in implementing the PRME. The Arthur Lok Jack Graduate School of Business is therefore pleased to renew its commitment to the Principles for Responsible Management Education.

Miguel Carrillo, PhD
Executive Director and Professor of Strategy
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.
Overview

Although building a sustainable society is a major challenge for all stakeholders, the Lok Jack GSB has embraced its role in contributing to this objective. To date, our efforts have mainly been on modifying our course offerings to ensure that they address issues of responsibility and sustainability. We have recognized that our students and clients, operating mainly in a small market, must have the ability to create supportive networks and clusters for sustainable business. As such, our approach to this principle is to promote the competencies required for small businesses to establish clusters and networks across borders.

Achievements

In 2009, the Lok Jack GSB embarked on various initiatives that will facilitate our students to become globally responsible leaders. These are:

**Curriculum Change:** As part of our curriculum development process, we have re-defined the syllabus of all our courses to embody elements of the six PRME principles and align all the contents with the mandate of Responsible Leadership. We therefore made the responsibilities of leaders and organizations an overarching theme in all our programmes. Thus various business ethics issues and CSR-topics are addressed in the context of all courses and within various disciplines (Finance, Human Resource Management, Marketing, Strategy etc).

**Mandatory CR Course:** A core course in Corporate Responsibility and Business Ethics was introduced for students in the MBA programmes and the MSc International Finance. The course deals explicitly with issues relating to CSR, Corporate Governance, Business Ethics and Sustainability.

**Corporate Governance Workshops:** A series of Executive Training Workshops on Corporate Governance were offered to executives in Private and Public companies. These workshops targeted mainly boards and senior management but there were instances when general staff had also attended.

Future Perspectives

- Designing team projects related to Corporate Responsibility (CR) in conjunction with local or Multi-National organizations (MNCs).
- Develop an Outreach CR Programme which allows students to volunteer their time to special causes.
- Develop new programmes that promote inclusivity, shared values and networks for business sustainability.
- Build a collaborative community of alumni.
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.
Principle 2 - Values

Overview
Trinidad and Tobago is a small developing country seeking to develop an innovative people for sustainable development. The values of social responsibility in this context are strongly linked to building market inclusivity as an overarching strategy. The importance of incorporating values of social responsibility into our academic and administrative activities has been communicated to our key stakeholders – students, faculty and administrative staff. By so doing we expect to increase their general awareness regarding the universal principles of social responsibility as expressed in the UN Global Compact.

Achievements

Communication: The six principles of the PRME have been clearly communicated to all faculty members. This was done through Academic meetings, Subject Area Grouping meetings, Emails and also on the contracts of all faculty members. Communication of the PRME was carried out in conjunction with our curriculum review process. Our Administrative staff was also informed of the PRME through general and departmental meetings. In addition, all new students are exposed to the PRME during their orientation ceremony.

Code of Conduct: To ensure that responsible behavior is upheld throughout the institution, a code of conduct was developed and signed by each member of staff.

Student Commitment Agreement: Each student, on entry to the School, is required to sign our Student Commitment Agreement which expresses their commitment to adhere to the School’s Student Charter (available at www.lokjackgsb.org) as well as the Code of Principles and Responsibilities for Students and the Regulations for Graduate Diplomas and Degrees of the University of the West Indies (available at http://sta.uwi.edu/postgrad/). These policies and regulations contain values of ethics and responsibility.

Joint Student/Staff CR Initiative: The catastrophic earthquake that shocked Haiti in January 2010 affected millions of Haitians. Given the urgent need for food, clothing and medical supplies our students and staff collaborated and launched the Haiti Relief Initiative and sourced food, clothing and other necessities which were then sent to Haiti. This voluntary initiative is a demonstration of the growing awareness among the Lok Jack GSB community of the importance of being socially responsive and responsible.

Future Perspectives

• Further co-operation with student representatives and alumni to promote and advance the incorporation of the values of sustainable development and social responsibility into the curriculum.

• The School will consider the introduction of an oath for graduates.

• Identify other collaborative initiatives for staff and students.
Principle 3

Method

We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.
Principle 3 - Method

Overview
The business education programmes offered at the Lok Jack GSB are at most, two year part-time programmes. The School, as other organisations, must be cognizant of its inputs and processes in order to deliver the output envisaged after a course of study. Particular attention must be paid to student quality and support as well as faculty and classroom quality. We are committed to designing the environment which will produce responsible leaders and innovators of the future.

Achievements

Established an Assessment Centre for Student Admissions: In an attempt to ensure that our students are some of the best and have the attitudes and behaviours we deem necessary for participating in our Masters Programmes, the School established an Assessment Centre for admitting new students. Integral in our assessment process is an evaluation of the candidate’s ethical behavior. Ethical Case Studies are therefore given to candidates for their review followed by questions from an interview panel. This exercise serves as an early orientation and indication to the potential student of the importance of ethics and responsibility at the Lok Jack GSB.

Student Study Tours: Our Student Study Tours to Brazil and Chile in 2009 were arranged to ensure that students gained experiences and cross cultural awareness of business practices in dealing with sustainable development with hands on experience in terms of social responsibility and good corporate citizenship. Thus the role of business in society was underscored and our students were exposed to how private sector entities can facilitate societal development in a sustainable manner, particularly in developing economies / societies.

Review of Course Outlines: The School has commenced the process of individually reviewing course outlines to ensure that, among other things, the paradigms and frameworks emphasize responsible business and that faculty address these in the classroom.

Future Perspectives

• Screening of CR documentaries and hosting of CR related debates /panel discussions.

• Creation of a separate core course on Corporate Responsibility.

• Company visits with CR-related topics/initiatives.
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.
Principle 4 - Research

Overview
To advance our knowledge on how CR can be effectively used for sustainable development, especially in the context of the Caribbean, research about the role, dynamics and impact of firms is imperative. This research must be strongly contextualized (case studies) but also highly valid and reliable to inform policy in a region comprised of several small countries but strongly increasing its level of integration. The Lok Jack GSB therefore took a critical step towards advancing research in this area in 2009.

Achievements

Established the Research Centre for Corporate Responsibility: In December 2009, the Centre for Corporate Responsibility was established to create relevant knowledge to managers, organizations, government and the academic community that advances the understanding and practice of corporate responsibility. The knowledge produced by the Centre will also be used in the teaching of CR-related topics in all our Masters Programmes. In addition, two of the key Energy MNCs in the island (BG Trinidad & Tobago, bpTT) have agreed to collaborate with the Centre to research and write case studies on their CR practices and initiatives.

Established the Research Centre for Entrepreneurship and Innovation: This Centre was also launched in December 2009 and seeks to engage in organizational knowledge creation and the dissemination of such knowledge into products, services and systems. This will promote innovativeness and sustainability of enterprises, contributing to the overall competitiveness and development of the Region.

Future Perspectives

• Greater drive to encourage faculty to conduct research on social responsibility and sustainability.

• Recruitment of relevant full-time faculty to the Centres.

• Encourage students to do their final year research projects on CR-related topics.

• Collaborate with other organizations to conduct research in CR and innovation, thereby creating social and economic value.
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.
Principle 5 - Partnership

Overview
The Lok Jack GSB works in collaboration with all interested individuals and organizations to promote and advance the practice of social and economic responsibility. We have had significant success in partnering on various initiatives in the last year.

Achievements

Established MOU with key Business Organization: On 16 April 2010, the Energy Chamber of Trinidad and Tobago and the Arthur Lok Jack Graduate School of Business signed a Memorandum of Understanding (MOU) for greater co-operation in the area of Corporate Social Responsibility (CSR). The Energy Chamber has been one of the leading business organizations promoting the practice of CR in Trinidad and Tobago.

CSR Leadership Awards: The Lok Jack GSB has been partnering with the Energy Chamber on its CSR Leadership Awards since 2008. The CSR Leadership Awards recognizes the corporations and their partners that have executed highly successful CSR initiatives. The Awards aim at recognizing companies which continue to demonstrate a deep and genuine commitment to industry-driven Corporate Social Responsibility. Faculty members of the Lok Jack GSB usually serve as judges and or Chairs of Judging Panels for this award. The School also has a representative who sits on the Chamber’s CSR Committee.

Joint Seminars: The Centre for Corporate Responsibility partnered with the local chapter (Trinidad & Tobago) of Transparency International and hosted public seminars on the business principles for countering bribery in organizations.

ILO-Business Education Network: In February 2010, the Lok Jack GSB joined the International Labour Office’s (ILO) Network of Business Schools established to collaborate on issues relating to sustainability and responsibility in business, particularly in the developing world. Collaborative teaching and research on CR/ sustainability issues are expected to be conducted in the future.

Future Perspectives

• More professionals and managers with a background in CR are actively used in teaching and invited as guest lecturers.

• Strengthen relations with government and other stakeholders to formulate a national CR policy.
Principle 6

Dialogue

We will facilitate and support dialogue 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.
Principle 6 - Dialogue

Overview
To ensure that effective stakeholder engagement is observed and to gather various views, experiences and expertise in the area of social responsibility and sustainability, the Lok Jack GSB is committed to encouraging and facilitating dialogue and debate among and with key stakeholders. This dialogue must include various forums for all members of society to air their views and contribute to debates and discussions that affect policies and practices that are critical to the development of the Region.

Achievements

Stakeholder Dialogues: A collaborative initiative between the Energy Chamber and the Centre for Corporate Responsibility aimed at engaging all key Stakeholders in building a common platform for the development of a national CR agenda. The intent of the Stakeholder sessions is to provide a window to a systematic approach towards CR which will in turn ensure greater impact on business and society. With effective coordination, we believe that CR can be used to tackle some of the issues that are of national concern. These Stakeholder Dialogue sessions are held at least once a quarter.

Outreach Programmes: Members of Faculty interested in social responsibility have voluntarily participated in workshops, seminars and public lectures on social responsibility and sustainability. Both private and public sector organizations have benefited from such voluntary services. For example, in April 2009 presentations were made to senior public sector officials on the government’s role in promoting social responsibility. In August 2009 faculty members participated in CR seminars organized by the National Gas Company of Trinidad and Tobago targeted for tertiary level students and potential employees.

Future Perspectives

• Continue stakeholder dialogue sessions.

• Develop relationships with other relevant organizations in the public, private and non-governmental sectors to create new opportunities for dialogue on important country and regional issues.
Conclusion

The Arthur Lok Jack Graduate School of Business will build on the initiatives reported and will continue to implement the PRME as it seeks to contribute to the creation of a culture of responsible leadership, particularly in the Caribbean region. Through the Centre for Corporate Responsibility, research on CR-related topics will also be a main thrust in the forthcoming year. In addition, we will appreciate collaborating with other universities/institutions in activities to share teaching practices and learning materials for implementing PRME in our programmes.