2012
Principles for Responsible Management Education

SHARING INFORMATION ON PROGRESS

PRIME

USFSP
COLLEGE OF BUSINESS
University of South Florida
Saint Petersburg
Letter of Renewed Commitment

The University of South Florida St. Petersburg and its College of Business are pleased to recommit to the Principles of Responsible Management Education. The USFSP College of Business serves over 1000 undergraduate majors and 150 MBA students and through its mission aims to engage each student in a conversation about socially responsible management practices throughout the curriculum. In addition, the College has made a recent push to increase the global perspectives of business throughout both the undergraduate and graduate programs, and in doing so is taking advantage of the opportunity to expand the conversation about responsible management practices, globally.

Our programs include undergraduate areas of study in Accounting, Economics, Entrepreneurship, Finance, General Business, Information Systems, International Business, Management, and Marketing as well as MBA Focus Tracks in Corporate Social Responsibility, Finance, Forensic Accounting, International Business, Management, Managing Knowledge Resources, and Marketing Strategy. Given our wide breadth of focus, we relish the opportunity to take the principles set forth by PRME and deliver them in classrooms across all curricula.

In recent years, we have made significant progress in regards to the Principles of Responsible Management Education and look forward to continuing the conversation with our students and faculty as well as other PRME member institutions and private industry businesses. We take pride in our accomplishments, but the challenges that face the global business environment serve as motivational fuel for us to expand this most important area of study and practice further for the future business leaders we serve. This is a challenge that we look forward to meeting for years to come.

Sincerely,

Bill Hogarth
Interim Regional Chancellor, USFSP

Maling Ebrahimpour
Dean, USFSP College of Business
Principles 1 & 2

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.

For years, the USFSP College of Business (COB) has proudly held a strong stance on including social and environmental responsibility in classroom curriculum, the college mission, faculty research, and dialogue with the surrounding community. In terms of curriculum, this is true both at the undergraduate and graduate levels. Since the MBA program’s inception (2004), the Social Responsibility and Corporate Reporting (SRCR) Program of Distinction housed in the College of Business has played a significant role in the education of students. The SRCR is dedicated to teaching business leadership skills that incorporate ethical behavior, transparency, corporate social responsibility and effective corporate governance. The SRCR is central to the mission of the COB and is a central theme throughout the MBA and undergraduate curriculum.

A USFSP COB degree prepares students for a lifetime of opportunities and business leadership. There is a particular focus on providing students socially responsible leadership skills, over and above functional business knowledge, for a global business environment. For example, the MBA has evolved to require six core courses, all containing SRCR-focused concepts, and a specific Corporate Social Responsibility focus track. The core course, Leadership and Corporate Accountability, emphasizes stakeholder analysis skills and is complemented by the student-selected Corporate Social Responsibility focus track.

The Corporate Social Responsibility focus track develops a student’s understanding of ethical management, marketing, and decision-making. Ethical social responsibility provides the foundation for this concentration, as students explore the ethical and behavioral issues faced by corporations managing organizational change while considering multiple stakeholders. The graduate level focus track courses include:

- **Corporate Social Responsibility**
  Corporate Social Responsibility [CSR], or what may be more properly termed the Social Responsibility of Business (as many companies are not corporations), is a concept that means different things to different people. Generally it means that we expect companies to be good
corporate citizens, to consider the broader community when it makes decisions, and to generally “do good.” That leaves a lot of room for interpretation.

The term begins with starting definitions of CSR and a list of elements that might be considered as actionable components of CSR. Over the course of the term, students engage in two or three real applications of CSR elements as a sort of practice en route to refining their own operational definition of CSR, the elements critical to them personally, and to their career path. Ultimately, students will stake a position within the CSR domain that will allow them to make a distinctive contribution to CSR going forward.

- **Managing Business Sustainability (more details found in response to Principle 3: Methods)**
  This course allows students to explore how to integrate corporate social, environmental, and economic impacts – business sustainability – into day-to-day management decisions in an era when managers have intense pressures to increase short-term earnings. It is, therefore, a study of the specific actions that managers can take to effectively deal with the paradox of trying to simultaneously improve corporate social and financial performance.

- **Social Issues in Management**
  This course focuses on the concept of business ethics and its impact on the business-society relationship in corporate America. The study of this relationship can be addressed from two distinct perspectives: at the organizational (macro) level, the concept of corporate social responsibility and how businesses address this concept are examined; at the individual (micro) level of analysis, attention is given to identifying the factors that affect the ability of individuals to make ethical decisions in the workplace. Real-world examples and current relevant social, political, and business topics are examined as a means of applying the knowledge garnered from this two-pronged approach to business ethics.

- **Leadership Perspective**
  This course examines the perspective of the manager/facilitator/leader in light of personal, organizational, and societal needs judged by standards of effectiveness and ethics.

- **Environmental Economics & Policy**
  This course presents an economic analysis of business’s and government’s approaches toward environmental issues and their associated ethical, equity and efficiency implications.

- **Corporate Behavior and Wealth Creation**
  The first principle of Darwin’s theory of natural selection is that organisms are self-interested. Intuitively, we ‘get’ this first principle. When resources are scarce, individual survival depends on different forms of competition such as greed, hoarding, stealing or even killing. How then, can we explain the evolution of benevolence, helpfulness, generosity, philanthropy and other kinds of cooperative behaviors that occur frequently among the social mammals. Neither pure capitalism
nor pure socialism can encompass the dualities and the diversity of human-nature. A more nuanced and complex view of human nature is needed.

In this course, students will explore the difference between altruism and sharing; the four different types of cooperation and the intimate relationship between cooperation and competition.

Corporate social responsibility, however, is not limited to specific courses or a concentration of study. All aspects of the MBA and undergraduate curriculum emphasize social responsibility, effective corporate reporting, cultural diversity and ethics. Indeed, The MBA Learning Goals and Objectives include developing skills to evaluate community and societal responsibilities of an organization and to analyze complex political, economic, legal and regulatory issues within an ethical context.

The MBA commitment to social, ethical and environmental education is supported by the College of Business mission and values. The USFSP College of Business mission is to educate current and future professionals in the effective management and ethical leadership of organizations. The values include:

- An inclusive, collaborative and ethical learning environment
- Diversity in students, faculty, and staff
- Corporate social responsibility as a distinct field of study in management education
- The efficient use of our organizational resources while recognizing responsibilities to various stakeholders

The USFSP College of Business is proud that its entire college curriculum provides future business leaders with socially responsible management principles as a keystone of their education.
Principle 3

Method

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

In addition to the efforts to maintain a core of ethical purpose and values in our curriculum as outlined under the achievements in Principles 1 and 2, the USFSP College of Business has more recently developed other specific graduate courses with a focus on sustainability and socially responsible management.

Managing Business Sustainability was first offered in the Summer 2012 semester as an online course in the USFSP MBA curriculum as an elective. The course helps students understand both “how” and “why” an organization’s sustainability performance impacts its well-being. It requires students to become well versed in the ways in which sustainability concepts are connected across the functional silos of business. The course features online lectures, group discussions of contemporary issues in sustainability, and group experiential learning projects dealing with business sustainability. Projects included an Industry Sustainability Assessment for a group chosen firm, a Sustainability Audit of the chosen firm, and a Sustainability Report of the firm to include suggested strategies for improving its social, environmental, and financial performance.

Consulting in Latin America, a Study Abroad course to Guatemala first offered in Spring 2012, explores fundamental marketing approaches and issues in emerging economies with special emphasis on the link between sustainable economic development and entrepreneurship. Attention is given to the nature and dynamics of marketing as well as the challenges and opportunities faced by small business organizations and cooperatives in these developing countries. The course focuses on issues such as cultural differences, the need for infrastructure, child labor and the need for educational systems, low wages and poverty, environmental protection and sustainable development, resource depletion, social marketing, corporate social responsibility, entrepreneurship, creating marketing opportunities both locally and overseas, and microfinance. The final project is designed to get students to integrate and apply the concepts learned in the course to teach members of local cooperatives to market their products locally and in international markets. For that purpose, students work with the local cooperatives on site in Guatemala. This cultural emersion and direct consulting experience with real world businesses further develops the students appreciation for and understanding of the importance of global sustainability and social responsibility in the global business market.

Civic Engagement

There have also been significant efforts made within the USFSP College of Business to advance the civic engagement components of course curriculum. This in conjunction with the USFSP institution as a whole which in 2010 was designated with a Community Engagement Classification by the Carnegie

Foundation, has earned USFSP and the USFSP College of Business a reputation as an engaged partner in the surrounding business community.

Since the Carnegie classification, faculty have been encouraged to submit applications for the USFSP Center for Civic Engagement Grant through the Faculty Course Development Program. The purpose of the Faculty Course Development Program is to encourage the integration of civic engagement activities into the curriculum. The Center for Civic Engagement expects that the grants will (1) increase the number of courses with civic engagement components (2) support course assessment in terms of its community and student impact (3) increase student enrollment and interest in courses with civic engagement components. To date, seven USFSP College of Business courses have received the grant. The following is a sample of courses that received the award with a description of the civic engagement component held in each:

**Auditing II (Dr. Katherine Barker)**

This course provides a sound conceptual foundation of basic auditing theory from the perspective of the public accounting profession. Professional standards, ethics, legal responsibilities, and the utilization of technology are addressed.

*Civic Engagement Project – Audit Team Assignment:*

This civic engagement project represents a significant portion of the course requirements and is described as follows:

- In this project, students, guided by a faculty director, will select, research, and provide recommendations for improvements for not-for-profit United Way agencies.
- Students will work in teams of three to five students and become engaged within the community as follows:
  - Learn about the variety of United Way agencies within the St. Petersburg and Tampa Bay area and understand how they seek to benefit the citizens of this area.
  - Select one agency and research past and present history, paying particular attention to the mission(s), budget, revenue sources, expense structure, gifts and bequests, and other pertinent financial information. Students must be able to show how revenues support the mission(s) of the agency and provide a three-year analysis of revenue and expenditures.
  - Student audit teams will determine whether the selected agencies have sufficient fraud prevention and detection policies and procedures in place. If not, teams will make recommendations as to policies and procedures which could be adopted to address fraud prevention and detection.
  - After a thorough analysis of a selected agency, student teams will recommend specific activities or projects that will improve the effectiveness and/or efficiency of the agency.

**Economic Principles – Microeconomics (Dr. Rick Smith)**

In this course, students learn and apply fundamental principles of economics to everyday situations and problems. A focus of this course is how economics primarily reflects a way of thinking about the world
rather than pertains to a specific set of activities. Thus, this course is designed to immerse the student in this way of thinking, and to apply the concepts and principles that guide it.

*Keep Pinellas Beautiful (Civic Engagement Project)*

Students also work with Keep Pinellas Beautiful, Inc., in a campaign to enlist and promote local companies to agree to remove litter in and around their premises. The primary purpose of this activity is to immerse students in an experiential, community-based learning activity, as part of USF St. Petersburg’s distinctive commitment to the “citizen scholar” model, which aims to combine academic instruction with the implementation of concepts learned in the classroom into the local community.

There are topics and principles taught in this course that relate specifically to the civic engagement activity, including:

- Negative externalities and their solution (i.e. how can society devise ways to minimize some of the adverse effects of economic activity, such as littering, on the rest of society?).
- Responding to incentives. Not only will students see how companies respond to the incentive of promotion in the local media as being “green” (through Keep Pinellas Beautiful, Inc.), but the extent to which students volunteer for this civic engagement activity to receive sizeable extra credit points and cash prize will also be an immediate lesson on the impact of incentives.

*Marketing Management Problems (Dr. Karin Braunsberger)*

This course is an advanced study of decisions facing a marketing executive. Topics covered include product planning, consumer behavior, promotion, sales management, pricing, and marketing channels. The course presents various concepts and tools for evaluating the marketplace, and for analyzing marketing strategies. Specifically, the focus is to develop, evaluate and implement marketing strategies at the corporate level using formal decision making techniques through case analyses.

*Marketing Plan (Civic Engagement Project)*

Each student group works closely with the representative of a nonprofit agency, researches the agency thoroughly, and develops a marketing plan for it. This marketing plan is supposed to outline the solution to a problem that will be identified by the nonprofit representative.

All of the nonprofit organizations are either local or a local chapter of a national nonprofit or government group. Therefore, all projects are anticipated to benefit the nonprofits, the students working on these projects, the university, and the community at large. For example, a marketing plan designed to help the Fish and Wildlife Research Institute (located directly adjacent to campus) save hundreds of manatees would be expected to help conserve the environment, and through it benefit the local economy by keeping the area attractive to local residents and tourists. In other words, all projects are anticipated to have economic impacts on the local area. Importantly, the projects are to serve as a
learning tool for students, helping students to apply the theoretical knowledge gained to solve a “real life” problem.

**Principles of Management (Dr. Velma McCuiston)**

This course examines intrapersonal, interpersonal, group/team, organizational and environmental (both stakeholder and societal) factors influencing the management process.

**Student Philanthropy Boards (SPB)**

To deepen tolerance for change and ambiguity and to develop the conceptual skills of system thinking, Students complete a service-learning project (Student Philanthropy Boards). Each student group is responsible for identifying community issues, determining the group-selected issue to be addressed, and completing the SPB steps of topic identification, NOFO (notice of funding offer), evaluation of proposals, and ultimately funding an award to a selected 301(c)3 recipient. Each group has access to and interacts with a designated SPB consultant throughout the project.
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.

Our College of Business faculty have made significant contributions to academic research as related to corporate social, economic and environmental responsibility. Below is a select list of related publications:


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.

The USFSP College of Business’s approach to partnership with local business leaders takes a two pronged approach. First partnership is integrated into the curriculum of courses. For example, in the undergraduate course Marketing Management Problems (MAR 4824) and the graduate MBA course Marketing Strategy (MAR 6816), students work with local entrepreneurs and business leaders to develop marketing plans. Often, non-profit organizations or environmentally focused start-ups are the focus of these partnerships. Further, the students have to overcome the challenges that these organizations face, namely due to their current efforts towards social and environmental responsibility, when developing marketing plans for them.

Civic engagement projects require greater creativity in an online environment but it is important that all students have the opportunity to participate in these types of activities. A great example of this is Leadership and Corporate Accountability, a core course in the MBA program which forms the base for our emphasis in Corporate Social Responsibility. In a recent offering of this course the students acted as consultants to develop a CSR strategy for a large local technology firm. This was a new area for the firm but they were increasingly being asked by both suppliers and customers for their strategy and it was exciting to embed this real-life project into an online environment. All of the company’s top executives made themselves available for phone interviews, and over a two week period we recorded audio interviews with everyone from the Chief Executive Officer through the Chief Information Officer to all the Vice Presidents and legal counsel. A total of fifteen interviews were conducted in all. These individuals then made themselves available for any follow up questions. The student teams were responsible for developing a strategy for the company based on their research and the interviews. At the end of the six week summer term the students turned in their reports which were forwarded to the company and recorded online presentations. The company invited the students’ onsite to present their findings and plan to implement some of the strategies.

Secondly, we have developed unique programs with local businesses that are geared towards training for their employees with concern towards responsible management practices. Most recently the USFSP COB developed a program to cover Financial Analysis tools for employees of local bank branches here in St. Petersburg, Florida.
Principle 6

Dialogue

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

The USFSP College of Business sponsors many programs and events that support a dialogue among educators, students, and the greater external community about the importance of social and environmental responsibility.

The Bayside Business Forum

Monthly, the USFSP MBA program sponsors an early morning forum featuring guest speakers from academics, the business community, or otherwise. These programs are targeted to the local business community and leaders and range in subjects from business and the economy to foreign affairs. Recent examples of program presentations include:

- **From War Zone to Enterprise Zone: USFSP Professor Bill Jackson’s Tour of Iraq’s Recovering Business Community** - a presentation on the struggling recovery in Iraq and the related struggles that the business faculty in the country face in developing an entrepreneurship focused curriculum
- **Capitalizing on the RNC: Where Tampa Bay’s Tourism Leaders See Our Biggest Opportunities for Gain** – a presentation on the long term economic impact of the Republican National Convention for local businesses and governments
- **Arts Driven Entrepreneurship: St. Pete’s Secret Weapon for Economic Growth** – a presentation about the profound impact the arts have had on the city of St. Petersburg’s economy
- **What Makes a City Loveable?** – a presentation from author Peter Kageyama about fostering the emotional connections that are critical in developing successful communities

The Executive Forum

The Executive Forum is an annual event held every Fall (for three years running currently), sponsored by the USFSP College of Business. The Executive Forum brings members of the local business community as well as students and faculty to the USFSP campus for an all-day event focused on specific topics related the PRME principles. For example, the most recent Executive Forum held in October 2012 featured three sessions:

- Leadership – featuring Lisa Huetteman, author of *The Value of Core Values: Five Keys to Achieving Success through Values-Centered Leadership*
**Social Enterprise Alliance (SEA)**

In October 2012, the USFSP College of Business sponsored the Social Enterprise Alliance Southeastern Summit held in St. Petersburg, Florida. SEA is self-described as “the champion for social enterprise in the United States. It aims to provide resources, tools, and an opportunity for knowledge sharing to organizations directly involved in “service to the common good.” The University of South Florida St. Petersburg is the only institution of higher education in the South East region of the United States that is an active member of the alliance. With the help of the USFSP College of Business, the recent summit included the following key presentations:

- **“Flipped on its Head: Global Leadership in the Interest of the People”**  
  Ladan Manteghi - Executive Director, Global Social Enterprise Initiative at Georgetown University’s McDonough School of Business  
  *A discussion of how “economic, social, and environmental solutions are being driven by entrepreneurs, intrapreneurs, and strange bedfellows.” The presentation focuses on social enterprise from a “global perspective with a lens toward local impact.”*

- **“Thinking Like an Entrepreneur on a Mission”**  
  Kevin Harrington of TV’s Shark Tank  
  *A fascinating presentation with examples of crazy ideas that turned to entrepreneurial gold. Specific attention was paid on how to take similar frameworks and apply them in the world of social enterprise to increase funding opportunities for nonprofits and related businesses.*

- **“7 Strategic Blunders”**  
  Jerr Boschee – Founder and Executive Director, The Institute for Social Entrepreneurs  
  *A review of “seven strategic mistakes commonly committed by startup social enterprises and by environmental nonprofits.”*

- **“Keys to Success”**  
  Mark Gordon – President, Odyssey Marine Exploration  
  *A discussion of “key success factors that can be universally applied to any business venture or life adventure that one chooses to pursue.”*
Future Direction

USFSP Net Impact Chapter

The USFSP College of Business has set a goal to facilitate the development of a USFSP Net Impact (netimpact.org) chapter open to our MBA students to join and participate within the next year. As an institution devoted to educating current and future professionals, we feel that this is a critical step towards meeting the learning goals set through our Social Responsibility and Corporate Accountability program of distinction. Current feedback from our graduate business students indicates that they fully recognize the value that extra-curricular opportunities are affording them. We are confident that a USFSP Net Impact chapter would bring even more value to participating students and the campus community as a whole. We envision that the new chapter would host and sponsor several more events each year on campus and otherwise further encourage dialogue between members of the campus community and business leaders about social, global, economic, and environmental responsibility of businesses.

Bachelor’s Degree in Sustainability

The USFSP College of Business also has a long term goal of developing a cross-departmental undergraduate major in sustainability. While there is not a time time-line in place, planning has been underway with the university’s other two colleges (Arts & Sciences, Education) to discuss the logistics of offering such an important bachelor’s degree at the University of South Florida St. Petersburg.

How PRME Can Help

At USFSP, we strongly encourage networking and constructive dialogue among our students and faculty. We feel that this is an essential process in order to facilitate progress, especially in continually evolving fields, such as socially responsible management. As such, regional PRME conferences that bring together bright minds to discuss these concepts would be of great value, not only to our programs but to other educational institutions and private industry as well.

Outside of organized conferences, the continuing facilitation of dialogue through electronic means is also important to keep momentum in the ongoing conversation about responsible management practices.

If you have any questions about the content of this Sharing in Progress Report, we encourage you to contact the University of South Florida St. Petersburg College of Business directly through our website, usfsp.edu/cob.