THE PRINCIPLES FOR RESPONSIBLE MANAGEMENT EDUCATION

Winchester Business School has joined the PRME initiative in 2008. This is the second progress report for 2011-13. We report on progress of implementing these principles to our stakeholders and academic institutions within the PRME initiative.

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.

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

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.

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.

Dialogue:
We will facilitate and support dialogue 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.

http://www.unprme.org

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MESSAGE FROM DEAN OF THE FACULTY OF BUSINESS, LAW AND SPORT, AND DIRECTOR OF THE BUSINESS SCHOOL
PROFESSOR DAVID BIRKS

From the formation of the Business School the PRME initiative has played a central role in helping to shape our strategies relating to teaching, research, and external relations. In the time I have been Director of the School I have seen the initiative in the UK and Ireland develop further, and as a School we are proud to have played a leading role in this development, assuming the role of Secretariat of the PRME Regional Chapter UK and Ireland since its inception in 2013. We were delighted to host the first UK and Ireland Chapter Forum in 2014, and equally pleased to see that two case studies relating to the School were published in the UK and Ireland edition of The Inspirational Guide.

It is the fact that the Principles align so easily with the values of the University that makes our commitment such a central part of our vision of the Business School. As we shape our future we look forward to being part of the continuing development of the PRME initiative both nationally and in a global context.

Professor David F. Birks
Dean of the Faculty of Business, Law and Sport

The University of Winchester: Our Mission
To educate, to advance knowledge and to serve the public good.

Our values
We value freedom, justice, human rights and collective effort for the public good. The plans and actions of the University of Winchester are founded in these ideals and we endeavour to live them out in everything that we do:

- **Diversity**
  - Diversity enriches our community, learning experience and global outlook.

- **Intellectual freedom**
  - Intellectual freedom and its appropriate expression are at the heart of our business.

- **Creativity**
  - Permeability, agility and imagination are central to our thinking; we endeavour to act as a crucible for the generation and exchange of knowledge.

- **Individuals matter**
  - The wellbeing of individuals is important, as are their opinions and views.

- **Spirituality**
  - The University of Winchester celebrates its Christian Foundation, and welcomes people of all faiths and none. Together we aim to explore the mystery of life and grow in wisdom and love.

- **Social justice**
  - We seek to embody social justice and develop our students as effective and fulfilled global citizens. They will be prepared to challenge the status quo and will have the strength to stand up for what they believe to be true.
WINCHESTER BUSINESS SCHOOL

Winchester Business School is located in the historic West Downs Campus of the University. It has a strong and growing portfolio of undergraduate and postgraduate and doctoral programmes including collaborative programmes with industry and international partners. The departments of the Business School cover: Accounting, Economics and Finance and Management. The Business School has a clear international and applied focus. It has an active research community with ongoing projects in business ethics, leadership and management development, innovation and change, marketing, accounting and sustainability. There are over 1,000 UK, European and international students registered in the Business School across a range of full or part-time, undergraduate, postgraduate, or doctoral programmes. The subject areas covered include accounting, business management, economics, entrepreneurship, event management, fashion, finance, human resource management and development, innovation, international business, law, logistics, managing contemporary global issues, marketing, retail, responsible management, supply chain management, sustainable business, trading and investment, and the voluntary sector. We have partnership agreements with universities and colleges across the world including China, Czech Republic, France, Germany, Greece, India, Japan, USA and Vietnam.

HISTORY

1840 The University of Winchester began when the Winchester Diocesan Training School was founded as a Church of England foundation
1862 Main campus built
1869 West Downs School, which now houses the Winchester Business School, was built.
1928 Renamed King Alfred College.
1960 First women students.
1990 Business taught as part of Social Sciences.
1992 Accredited by the University of Southampton First Business Studies degree.
2001 Lord Puttnam opens West Downs Campus.
2003 Degree awarding powers granted.
2004 University College Winchester.
2005 Renamed University of Winchester.
2007 Winchester Business School formed.
2008 Research degree awarding powers granted. Winchester Business School became a member of the Association of Business Schools, and became a signatory to PRME.
2010 Winchester Business School moves to West Downs Centre.
2012 Professor Alan Murray is appointed as the Hoare Chair in Responsible Management.
2013 The PRME Regional Chapter for UK and Ireland is formed with Professor Murray as the inaugural Chair, and Winchester Business School appointed to act as the Secretariat.
2014 The first Regional Forum of the PRME Regional Chapter for UK and Ireland is held at Winchester Business School.
PURPOSE AND VALUES: MISSION AND STRATEGY

Winchester Business School Mission Statement

The mission of the Winchester Business School is to develop responsible business leaders. Our graduates seek to have a positive impact on the society and the organisations to which they belong through their quest for achieving collective good alongside sustainable profits. We firmly embed the core values of the University in our teaching, research and knowledge exchange activities including freedom, truth, acceptance of diversity and faiths, individual wellbeing, entrepreneurship, creativity and innovation.

This will be achieved by following our Faculty strategic objectives, which are to:

A: Educate
1. Enhance and maintain the quality of learning and teaching
2. Maintain a steady flow of high quality new programme offerings and the quality, numbers and diversity on those programmes
3. Enhance graduate employability
4. Develop relevant international courses and partnerships

B: Enhance knowledge
1. Increase the number of staff actively engaged in research and knowledge exchange
2. Increase number of PGR students and professional doctorates
3. Enhance the Faculty’s reputation for excellence in research and knowledge exchange

C: Serve the public good
1. Develop a new community engagement strategy including increased opportunities for student volunteering
2. Increase the extent and richness of international work
3. Build links with Church and other faith groups
4. Build on our successful strategies and reputation for widening participation

D: Sustain
1. Enhance the motivation, engagement and morale of staff
2. Integrate sustainable principles and global perspectives into curriculum content and reduce the Faculty’s carbon footprint
3. Work the University’s Estates Strategy to enhance the physical infrastructure of the Faculty
4. Develop the Faculty management, processes and communication systems to enhance the student and staff experience
5. Seek new and diverse funding streams

E: Equality and diversity
1. Raise awareness of gender, transgender and sexual orientation
2. Be a fully inclusive environment for staff, students and users of its facilities and services

The years since the establishment of the School have seen a rapid expansion in the range of programmes available to students, in the number of faculty staff employed and in the development of research and knowledge exchange activities undertaken within the school. The Faculty’s first Dean, Professor Neil Marriott, has moved on to become Deputy Vice-Chancellor, and the School’s second chair appointment, Professor David Birks, became Dean in 2013. Further Professorial appointments have followed and as the School continues to grow so this trend will continue, to develop expertise in specific priority areas for both the School and the University.

In addition to becoming a signatory to PRME in 2008, the University, a member of the UN Global Compact (UNGC), since 2010, became a member of the UK Network in 2013, thus strengthening its ties with the UN and principles of the Global Compact initiative and prepared to take part in the network activities with other signatory companies and organisations within the UK.

Indeed, the values of the University and their synergy with the UNGC and the Principles of Management Education are central to the vision that drives the School’s strategy as it seeks to meet the challenges that face it in the next decade. Increasing competition within the sector together with funding constraints and uncertainty about student fee structures in the longer term present a testing set of issues to be faced and overcome. However, the school is convinced that, by being guided by its values and placing the Principles at the forefront of its strategy for development, it will continue to attract a growing constituency of students seeking an institution that reflects a growing awareness of global issues relating to ethics, environmental awareness, and enlightened self-interest in its most developed form.
Since 2008, the Winchester Business School has been updating its teaching curriculum in response to PRME principles. The integration of themes of responsible management, corporate social responsibility and sustainability within business and management education has occurred on three levels:

– development and introduction of specialist teaching modules that focus on these topics and their inclusions in existing and new degree programmes;

– integration of topics of sustainability and social responsibility in existing modules on the mainstream business and management subjects such as people management, marketing, etc;

– development of new specialist programmes and pathways at postgraduate and undergraduate levels that prepare specialists on business sustainability and responsible management.

The School has taken a decision to introduce two compulsory specialist modules that are introduced across major degree programmes at undergraduate level (Responsible Management) and postgraduate level (Principles of Responsible Management). In addition, other optional and compulsory modules have been introduced.

Winchester Business School designed a pathway on BA (Hon) Business Management called Sustainable Business as early as in 2008. In 2012-13, the pathway recruited its first students. The pathway consists of mainstream business management modules and required four modules that need to be taken in Year 2 (Sustainable Development; Sustainability in Business) and Year 3 (Environmental Ethics; Politics of Sustainability). These modules are open for all students, both pathway students and non-pathway students, for the latter these modules are optional.

At postgraduate level, there two major programmes that examine sustainability and responsibility in business and management in detail: MSc Managing Contemporary Global Issues with Environment and Development, and MSc Sustainable Business.

### Integration of sustainability related compulsory and optional modules across undergraduate degree programmes at Winchester Business School in 2014-15

<table>
<thead>
<tr>
<th>Modules/Programmes</th>
<th>BA (Hon) Business Management</th>
<th>BA (Hon) Business Management with Sustainable Business</th>
<th>BA (Hon) Accounting and Finance</th>
<th>BA (Hon) Event Management</th>
<th>BA (Hon) Politics and Global Studies</th>
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<td>Responsible Management</td>
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<td>Globalisation and Diversity</td>
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<td>Sustainable Development</td>
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<td>Sustainability in Business</td>
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<td>Environmental Ethics</td>
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<td>Politics of Sustainability</td>
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## Integration of sustainability related compulsory and optional modules across postgraduate degree programmes at Winchester Business School in 2014-15

<table>
<thead>
<tr>
<th>Modules/Programmes</th>
<th>MSc Sustainable Business</th>
<th>MA Managing Contemporary Global Issues</th>
<th>MSc Managing Contemporary Global Issues with Environment and Development</th>
<th>MSc Business Management/ MSc Accounting/ MSc Project Management</th>
<th>MBA</th>
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<td>Principles of Responsible Management</td>
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<td>Managing Contemporary Global Environmental Issues</td>
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<td>International Development</td>
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<td>Issues in Sustainability</td>
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<td>Models of Sustainable Business</td>
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<td>Sustainable Innovation Management</td>
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<td>Sustainable Business Consulting</td>
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<td>Sustainable Development Law for Business</td>
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MSc Sustainable Business

MSc Sustainable Business is a postgraduate programme that was developed in 2011. The first cohort of part-time students joined the school in October 2012. The programme is delivered on weekends.

Managers need to deal with increasingly complex environmental, social and economic challenges in business and public organisations, which are actively articulating their sustainability strategies. Pressure from stakeholders, changing legislation and public awareness of sustainable development shape a new environment for managers working in private and public sectors today. Organisations need to deal with social responsibility, ethical conduct and sustainability impacts of their operations.

Many businesses across various industrial and business sectors, including banking, leisure, natural resources, retail, technology, transport and utilities, together with governmental and non-governmental organisations, seek employees with skills, knowledge and understanding of business sustainability issues.

This programme is designed for applicants who are already familiar with the field of sustainable development or would like to embark on a career in sustainable business. Graduates learn how to develop, communicate and implement sustainability policies and play an active role in shaping future business practices by leading change.

Several taught modules have been designed for the programme; they review current theory and practice of sustainable business:

- Issues in Sustainability
- Models of Sustainable Business
- Principles of Responsible Education
- Sustainable Development Law for Business
- Sustainable Innovation Management
- Sustainable Business Consulting
- Research Methods for Business
- Dissertation

Teaching and learning

The weekend programme is designed for those who are in employment and have busy life and work schedules. The weekend teaching is supplemented by material posted online – such as lecture slides, recommended reading and other study material. Students are encouraged to discuss application of theory into practice. Many assignments can be tailored to focus on subject areas linked to students’ expertise. Tutors encourage student group discussions and interaction.

There are possibilities to link studies with work in modules such as Sustainable Business Consulting and Models of Sustainable Business.

The majority of assignments are submitted online. Modules recommend e-books and e-journals stocked in the university library that can be accessed via internet off-campus.

STUDENT PROFILE

Mat Jane, MSc Sustainable Business, 2012-2014

As Energy and Environment Manager at the University of Winchester, I am responsible for the carbon reduction programme, energy efficiency, energy procurement, waste, transport and the environmental management system.

My dissertation investigated carbon emissions in the higher education sector. I undertook a qualitative review of the post-Kyoto worldwide policy framework and how this disseminated down into a UK legislative and higher education sector policy context. I followed this with a quantitative review of the effect of these policies on the sector in terms of carbon reduction.

I found the responsible management module really beneficial as it broadened my knowledge of corporate social responsibility, and put it in context within my role.

The MSc Sustainable Business helped to widen my outlook on issues beyond my role as an environmental practitioner, particularly with regards to economic and social sustainability.
Research: Linking Research and Practice

To promote an increase in research and knowledge exchange activity is a strategic priority for the University and Winchester Business School in common. Over the last few years a number of appointments have been made to reflect the importance of this to the School, and results are now becoming evident in the acceptance of research publications in top journals, and the award of grant funding for research from the British Academy, the British Academy of Management, and the Economic and Social Research Council will ensure a stream of further publications continue.

Knowledge exchange activity have also been enhanced by two key appointments and the first major KTP initiative has been negotiated, starting in the autumn of 2014. Further proposals are being investigated.

Being a small School, relative to the alternative University models in the UK, allows us to research in niche areas which reflects the values of the University and the School, and the broad area of Responsible Management is one of those areas, with research looking at responsible leadership, responsible management and accounting education, community involvement, and where these issues impact on the wider areas of management research, like HRM, Leadership, CSR etc.

Engagement with practice is central to these research themes and a number of projects are underway to explore, for example, how ‘communities of practice’ can develop new management approaches. Other examples include collaborations with professional services forms and members of the UNGC UK Network signatories. These projects, whilst of interest and importance in their own right, also coincidentally feed in to the growing UK imperative for research to have ‘impact’ in terms of practice and policy. It is foreseen that the consequences of the research and Knowledge exchange activities underway that the impact will be tracked and documented for use in future research assessment exercises.

Partnership: Exchange of Knowledge

Since its establishment in 2011 the Hoare Centre for Responsible Management under its Director, Dr Karen Blakeley, has sought to reach out to organisations at local, national, and international levels to present a programme of events showcasing examples of best practice from corporations, NGOs and academia. The programme for 2013-14 featured:

Has Corporate Social Responsibility Failed?
Wayne Visser, author of The Age of Responsibility – CSR 2

Who Controls the Corporates – Perspectives on Corporate Governance.
Professor Bob Garrett and Richard Tudway

Corporate Social Responsibility: is Anyone Taking it Seriously?
Britvic, former CEO Paul Moody

And the programme of events planned for 2014-15 includes:

30 Years of Trying to be Useful with Vegetables – What it Means and Why it Matters.
Guy Watson CEO Riverford Organics

Sawing Off the Branch We’re Sitting On?
Malcom Rigg, Policy Studies Institute

Gilding the Lily and Guilt Edged Trades: Gold, Jewels and CSR – Where Conspiracy and Transparency Collide.
Professor Marylyn Carrigan, University of Coventry and Robert Shotliff, Founder – Friends of the New Congo

Miss Selfridge to Malawi to Meals on Wheels: Spot the Odd One Out.
David McCullough, CEO, The Royal Voluntary Service

This series of events is designed to appeal to academic and non-academic audiences with opportunities after the event for networking and further discussion. They are widely-publicised and draw audiences form industry, NGOs, academia and the general locality.
SCHOOL AND SUSTAINABILITY

Sustainability strategy

The Winchester Business School follows the University-wide sustainable developed policy and environmental strategy. In 2013, the University of Winchester received First Class award from People and Planet Green League, and ranked 39th amongst the British universities for its environmental credentials.

This report details major environmental impacts generated within the West Downs Centre, a building that houses the Winchester Business School. The School follows University’s Sustainable Development Policy, Environmental Strategy, Waste Management Policy, Carbon Management Plan, Space Heating and Cooling Policy, and Energy Management Policy.

Energy

The University is a member of the Carbon Trust’s Higher Education Carbon Management programme and a number of initiatives are in place across the campus in an effort to cut our Carbon footprint. The School is part of the University’s commitment to reduce carbon dioxide emissions per square meter by 30% below the 2006 levels by 2016.
The University Sustainable Development Policy commits to:

- Increase awareness of environmentally sustainable development within the University and externally, including through collaboration with the local and regional communities.
- Create and maintain an institutional culture of sustainability.
- Practice institutional environmental sustainability, operating in ways that maximise social and economic benefit while minimising adverse impacts on the local and wider communities.
- Develop curriculum content for all students which develops environmentally sound, socially just and economically viable concepts of sustainable development.
- Support and encourage interdisciplinary research on sustainability.
- Invest in staff development, value stakeholder involvement and promote social inclusion and equity.
- Work in co-operation with local, regional, national and international organisations to help promote a sustainable future.

Sustainability at the University of Winchester

Winchester is a Fairtrade University. The University is committed to animal welfare and uses free range eggs, chicken and pork in all of its dishes. The University has won awards in recognition of its sustainable catering activities including various Compassion in World Farming (CIWF) awards; Good Egg, Good Chicken and Good Dairy, and three stars with the Sustainable Restaurant Association. Earlier this year the University won eight awards, including a Gold award, at the Soil Association’s Food for Life Awards.

The University only uses 70% recycled paper.

The University promotes green transport for staff and students; it offers interest free loans for staff for train travel and bicycles.

The University was named Winchester Eco-business of the Year in the Winchester Business Excellence Awards 2012. In 2013, the University of Winchester has been awarded the Winchester City Council Carbon Smart Business of the Year Award at the Winchester Business Excellence Awards 2013.

The University of Winchester has risen 14 places to be ranked 39th out of 143 UK universities in the People & Planet Green League 2013 (was ranked 53rd in 2012) and received a 1st class award (www.peopleandplanet.org).

The University’s reputation as a green institution has grown significantly over the last few years, winning Winchester Eco Business of the Year 2012 and South Coast Eco Business of the Year 2012.

The University is a signatory to the Talloires Declaration of the International Association of University Leaders for a Sustainable Future.
APPENDIX: GRANT FUNDING

Over the period covered by this report the Winchester Business School has been successful in obtaining grant funding from a number of sources to progress its research efforts. Notable among these are the following awards:

2013 Denis Hewlett (Winchester)
£121,896 ESRC [Grant Ref: ES/I007148/1] ‘Broadly engaging with tranquility: a high-resolution pilot study for modelling public perceptions.’

The primary purpose of this research is to develop and then test an approach to tranquility modelling that captures the breadth of local community, institutions and visitors’ views, which can also be practically implemented in the planning and management of a protected area.

2014 Elina Meliou (Winchester) and Natalia Yakovleva (Sussex)
£4000 British Academy of Management Researcher Development Grant
‘Leadership in transition to sustainable business: a study of SMEs in South East England.’

The aim of this study is to critically assess leadership in SMEs in South East England in order to facilitate knowledge transfer and shape future policy on how to better support the sustainable business operations. Our main intent is to explain how a transition to sustainable business is materialised in SMEs and understand actors’ reading of the situation.

2014 Kathryn Haynes (Newcastle University), Alan Murray (Winchester), Jonathan Costing (Essex), Sheila Killian (Limerick), Colin Dey (Stirling), Ian Thompson (Herriot-Watt), and Richard Siemens (ICAEW)
£30,000 ESRC Seminar Series ES/M002470/1

This seminar series is a direct response to the invitation made by the United Nations Global Compact (UNGC) in their publication ‘Architects of a Better World: Building the Post 2015 Business Engagement Architecture’ (UNGC, 2013), in which the establishment of a framework for sustainable development is envisioned, sufficiently robust to alleviate poverty by delivering prosperity and equity. Nine seminars will be held between 2015 and 2017.

APPENDIX: SELECTED PUBLICATIONS

Over the same period the school has been equally successful in publishing in ranking journals:


And books:


