Introduction

This case aims to address how the Principles of PRME can be practically implemented by innovative teaching, research, and outreach. ISAE (the Higher Institute of Administration and Economics) is an example of how educational institutions can bring the Principles to life and thus transform their pedagogy and curriculum. ISAE has instituted a mechanism, creating its own unique model of integrating responsible management inputs into the value chain of management education. The case is an example of developing students’ capabilities to deliver sustainable value for business and society. The case also explores the value addition mechanism towards responsible management. It relies on a management framework that engages in conceptual and empirical research, supports dialogue and debate amongst various stakeholders, and interacts with managers of business corporations. Some of the latter are also students at the institution. ISAE has been engaged with the PRME initiative since its inception and also has developed its own set of principles, which fall in line with PRME. ISAE’s unique model integrates management applications by bringing interventions of its curriculum in alignment with community management. It propagates the use of values in education through student participation in live projects in society via partnerships developed with various organisations. ISAE has adopted innovative ways of communicating with various stakeholders to disseminate the principles on which it works.

Challenges

Management education is an evolving stream, and the last two centuries have seen dynamic changes in focus and curricula of various specialisations, like human resources, finance issues, productions, or most recently corporate social responsibility and related concepts. One area that has captured the interest of many practitioners is the removal of corrupt and unwanted practices. Sustainable development requires a responsible management system for holistic long term development that abolishes corruption. The process involves creating a modern understanding amongst practitioners of businesses.

Ethics, behavioural science, value systems, and the like have hitherto been taught as standalone subjects in management institutions, which has created a rather isolated understanding of these subjects. Applications in practical administration quite often leave these principles behind. The challenge for most institutions is how to integrate these issues and integrate all the stakeholders in education. ISAE, too, has faced the same challenges. It was reasonably challenging to spread a philosophy of responsible management among its stakeholders. Responsible management also requires experiments with real time examples. ISAE took the initiative of integrating its model with real organisations.

Actions taken

ISAE created a model for educating management, which involved all of its key stakeholders. Once the model was created, every stakeholder in the organisation including employees, trainers, educators, students, suppliers, etc. were brought up to date regarding the core model. The challenge came in the form of extra efforts to be made by teachers for incorporating changes in their curricula and pedagogy.

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The challenge for students was to understand a new set of examples where they had no previous literature. It was also different from what was taught at other schools. ISAE had a challenge to initiate participation with community based organisations to create synergy between educational institutions and firms. Most of the corporates did not agree with the idea of new management principles at first sight. Hence, it was demanding to make them understand the real benefits. Furthermore, they were also to be involved in the process of educating through practical examples. ISAE was able to make inroads in communities and public sector organisations. Subsequently, corporations became increasingly interested.

On the communication front, ISAE came up with novel ways of instilling the principles in the minds of the stakeholders. There was a tailored software package that displayed the principles on video. The most often adopted form of communication was meetings. ISAE took advantage of those meetings to communicate its philosophy. It provided orientation on its values, especially for the direct contacts in organisations. It also adopted other forms of presentations, like displays, small placards, bookmarks, pen prints, special videos, and a dedicated channel for its organisation, which also included displays on the value set. For research and publications ISAE has been thinking of novel ways, like dissemination of research through initiating new partnerships. The idea of publications has been conceptualised and was developed further. Very soon, the institution is expected to bring out a platform on the Internet where e-journals and other literature could be presented.

Results/Benefits

ISAE has now become a benchmark for management education in the region, and a number of educational institutions are interested in following the footsteps of ISAE. The institution established an association with Fundação Getulio Vargas (FGV), which has a history of shaping management education in Brazil. ISAE ranks amongst the top in terms of acceptability of its courses. It is a success story owing to the community partnerships that it has created and the noteworthy strong participation of its students in managing their institutions. This is evidence that providing hands-on experience can be truly enriching. The model clearly gives the following benefits:

a) Producing responsible management students
b) Producing responsible management teachers
c) Producing responsible educational institutions
d) Providing responsible management to real time organisations
e) Providing a model for others to follow

The role of PRME/sustainability principles

- PRME acts as a torchbearer to educate responsible management education
- PRME outlines the changing paradigm of management education
- PRME directs the way to think to become socially responsible
- Finally, PRME directs how to achieve sustainable development