



# Principles for Responsible Management Education



## Sharing Information on Progress Report

**March 2011**

Chester Business School, University of Chester, United Kingdom



University of  
Chester

Chester  
**Business**  
School



 University of  
Chester

**Westminster  
Building**

Faculty of Business, Enterprise and  
Lifelong Learning  
Chester Business School

Faculty of Social Science  
The Law School

# LETTER OF RENEWED COMMITMENT

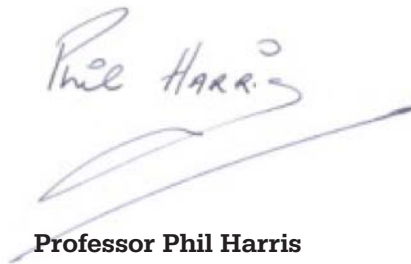
Dear PRME Directorate and members of the PRME Secretariat

Chester Business School (University of Chester, United Kingdom) is delighted to take this opportunity to forward our report for the present reporting period and also restate our high level of commitment and engagement with the work and activities of the PRME.

2009-2010 going into 2011 has been a busy period for Chester Business School and it has witnessed a series of important and progressive developments that impact on the issues and principles of responsible management education. These encompass, by way of illustrating some of the salient developments (please see report below for comprehensive details), the design and develop of an ethos of responsible management increasingly rolled out throughout programme designs; exploration of the concept and practice of sustainable business at the renowned Chester Forum; and initial steps to set up a number of centres including a Centre for Responsible and Sustainable Management and Leadership as an integral element of Chester Business School.

The forthcoming year is, therefore, an exciting one in prospect and we look forward to ongoing and enhanced collaboration across a range of spheres but particularly the PRME Secretariat and colleagues in the PRME community.

Yours Faithfully



**Professor Phil Harris**

Executive Dean of the Faculty of Business,  
Enterprise and Lifelong Learning  
Chester Business School  
(University of Chester, UK)



# BRIEF OVERVIEW

In the preceding eighteen month reporting period Chester Business School (CBS) and the Faculty of Business, Enterprise and Lifelong Learning (BELL) have undertaken substantial consolidation of, and a range of highly significant developments in relation to, its approach to responsible and sustainable management. BELL has a number of extant and continuing structures, practices and initiatives that involve students, staff and programmes that are associated with, and underpinned by, principles of responsible and sustainable management. The details of these developments are outlined with the PRME Principles structure detailed below.

# MAJOR ACHIEVEMENTS

(in line with PRME Principles):

## PRINCIPLE 1 and 2: CURRICULUM CHANGE

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The year saw a number of valuable curriculum innovations. These include, for example:

- The design and introduction on a new module on Management and Leadership on the MSc in Management which expressly delivers content on responsible management behaviour and practice.
- Design and introduction of a new masters programme MSc in Marketing Communications and Public Relations led by Professor Danny Moss – Professor of Public Relations and Communications. Professor Moss’ reputation and standing are substantial both in national and international domains.
- Guest speakers on issues of sustainability: Professor John Mahon from the University of Maine (USA) who made a guest speaker presentation on issues of sustainability and responsibility in relation to the North American and Global economy and in February 2011 Professor Bernd Britzelmaier from Pforzheim University, Germany on Value-Added and SMEs.
- The establishment of working groups on innovative and responsible leadership. These inter-disciplinary groups have drawn together team members from across the spectrum of MBA, Masters and Executive Education in order to initiate the process of developing ‘products’ that respond to the challenges of a changing national and global economic and social environment. This builds on the University’s Environmental Task Force set up a number of years ago which generated PhD outputs based on embedded sustainability in the University setting.

■ Revitalisation of the Strategic Leadership Module of the Multi-Agency Programme which involves working with a wide range of public sector and local government bodies and departments. This work includes a range of programmes to support and sustain local government in the Cheshire and Merseyside regions.

■ At Undergraduate level we are launching a new degree in September 2011 which has entrepreneurship and sustainability at the heart of its design. In each of their three years of study, students will be exposed to the impact of corporations in the creation of sustainable social, environmental and economic value in various ways including input from external industry experts and developing their practice through the use of business simulation software.

■ Moreover the Faculty continues to further embed ethical principles within all of its teaching, this forming a central tenet of such undergraduate modules as the L5 Contemporary Issues in Business and Management, whilst also being addressed from a practical perspective within L6 Business research methods and dissertation. Within the postgraduate curriculums ethics and CSR practices are addressed and critically evaluated across the suite of modules including: HRM, finance, strategy and research methods.



## PRINCIPLE 3: RESEARCH

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The current reporting period has seen a consolidation of research and knowledge transfer work. This has included the appointment of three new professors, the expansion of its international provision, the extension of its international partnership network and the consolidation and deepening of its local and national infrastructure.

■ The appointment on 1 September 2010 of Professor Peter Stokes as Professor of Sustainable Management, Marketing and Tourism. Professor Stokes appointment significantly complements Chester Business School's, curriculum in conjunction with related research activity international network and collaborations.

■ The discussion and gestation of projects that centre on responsible and sustainable agendas. This work centres on a range of interpretations and understandings or responsible and sustainable management. This embraces sustainable destination development in the realm of tourism to the scrutiny and understanding of ethics, values attitudes and behaviours in the workplace as a vehicle to developing more responsible organizations.

■ The Faculty has a significant cohort of doctoral students undertaking a range of work that has to a greater or lesser extent issues of responsible and sustainable responses of managers and leaders to organizational challenges and contextual issues. These studies encompass work on, inter alia and by way of example: gender and doctoral study, trust as key aspects of sustainable and responsible relationships between French SMEs; and, knowledge Management and Organizational Learning as sustainable characteristics of events management companies.

■ The Faculty also sponsors a number of cross-faculty research projects and collaborations embracing, for example, work with the Education Department Education on leadership for integrated working in Children's Services.

■ Through the Centre for Labour Market Development (CLMD), an integral unit of BELL, a range of public service and income generating projects on sustainable and responsible issues are identified with external clients. These include projects on, for example, health and well-being; economic impact evaluation; development of a new enterprise incubator; econometric analyses; European social enterprise projects.

■ Equally, through staff exchange visits to partner institutions, such as Alverno College (USA), tried and tested models for enhancing and embedding sustainable and responsible structures and behaviours through the entire provision of the Faculty have been Observed and now inform thinking and action within the Faculty.



## PRINCIPLE 4: NEW LEARNING FRAMEWORKS

■ New and constantly evolving course materials, particularly in the multi-disciplinary domain aim to produce challenging and revelatory learning for course participants. Cross-faculty liaison and discussion with colleagues in, for example Geography, on common principles on responsible and sustainable management.

■ Fresh course design for practitioner audiences in Dubai focusing on issues on issues of sustainable destination development and branding together with Leadership in the 21st Century.

■ Within the Faculty's MBA programme increasing importance is placed upon notions of ethical leadership with its emphasis upon empowerment, self-effacement and humanity. Further, within the MBA programme focus upon a more 'whole system, collaborative approach' to leadership rather than the more traditional individual, competency-based approaches, aids local authority student-managers to deal with the more complex, 'wicked' issues facing them in the 21st Century workplace. Through this their awareness is raised of the importance of leadership as communal and shared, contributing to the common good, creating public value, bridging diversity and being sustainable.



## PRINCIPLE 5 AND 6: PARTNERSHIPS

■ There has been the continuation of a wide range of successful local, national and international partnerships during the year. This include, by way of illustration, the Chester Forum, the Chester Business School Advisory Board (including many SME and MNC organizations), membership and engagement with a wide range of national representative bodies, as well as growing international links on a global basis. By way of example of the constant growth of this involvement, recent developments have included purposeful discussions with a leading Swiss University in relation to Tourism and responsible and sustainable business and management practices.

■ Active engagement with global higher education associations and communities including, among others, European Foundation for Management Development (EFMD), the UK Chartered Institute of Marketing, the ACCA – the professional accounting body for England and Wales and the Institute of Directors' regional representatives.



# KEY OBJECTIVES FOR THE NEXT 18-MONTHS

■ Development of a new and innovative positioning document for Chester Business School on issues of sustainable and responsible management with particular focus on beliefs, attitudes and behaviours and embedding them in the curriculum. This will lead to, and inform, the proposal document for a new Centre concerned with responsible management.

■ The initiation of a number of DBAs and PhDs and wider programme portfolio that will be investigating particular dimensions of responsible conduct in organizational contexts.

■ Further consolidation and development of, CBS' international institutional partnerships which will embody responsible approaches to management education as an obligatory element.





## DESIRED SUPPORT FROM PRME



Chester Business School is grateful for the ongoing support and growth of the PRME which provides a relevant and valuable framework to which to relate the rapid evolution of its responsible and sustainable activities, partnerships and frameworks. Chester Business School looks forward to even more enhanced collaboration in the coming period and would welcome all contact and suggestions from PRME.



# SUSTAINABILITY ON CAMPUS

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■ The University of Chester has a longstanding policy towards public service and responsibility. This is well documented in a range of university level reports and materials.

■ The University plays an active role, where possible in local events promoting sustainable practice. For example it participated in the Bike to Work event organised by CWaC, (Cheshire West Council) encouraging staff whom would normally drive to work to cycle across a two week period in October/November 2010.

■ In 2006 the University of Chester committed itself to an annual celebration of Diversity and Equality in a week of events. Since then the Festival has grown to become an event which is recognised within the sector as an example of best practice. The Festival has been shortlisted for two national awards and the Diversity Festival is now an established event in the University's calendar. The festival aims to challenge perceptions of the University community and to introduce staff, students and the public to the many facets of the University's work and research in the field of Diversity. Events in 2011 included: keynote address from Colin Parry, JP, OBE, Chairman and Co-founder of The Tim Parry, Jonathan Ball Foundation for Peace ; working with diversity; hate crime; inspirational women Conference; the 2010 Equality Act

■ University has an active Staff Outdoor Pursuits club offering staff and postgraduate research students with a common interest in the outdoors the opportunity to participate in walking/cycling/outdoor pursuit activities. This club is endorsed by the University's Health and Well-being Co-ordinator who is also responsible for arranging a calendar of events for both staff and students on various matters of well-being and related issues.

■ The University values and is committed to promoting equality of opportunity for staff, students, stakeholders and the local community. In line with our Corporate aims, as set out in the Corporate Plan 2007-2011 the University: "Aims to create an intellectual community and workplace that respects, welcomes and promotes diversity and equality through learning and teaching; research and scholarship; outreach; and other University activities and practices".







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