



Newcastle Business School

Principles of Responsible Management

Education Project (NBS PRIME)

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1. BACKGROUND

The world is changing rapidly and new demands face business leaders to deal with the planet and environment more sustainably, to deal with the numerous societies their organisations operate in more equitably and with greater cultural understanding, and to be more open, transparent and responsible with respect to their stakeholders. Recent events such as the credit and banking crisis alongside general global corporate social responsibility and sustainability concerns, have led to questions as to whether current management education is adequate to equip and develop future leaders with the requisite skills to meet these new demands (Colby, Ehrlich, Sullivan, Dolle, & Shulman, 2011; Datar, Garvin, & Cullen, 2010; Weybrecht, 2010).

For these reasons it is essential that universities and business schools seek to embrace principles of sustainability and responsible management into their teaching, research and enterprise activities.

Newcastle Business school is ideally placed to make a significant contribution to social, environmental and economic well being through its global reputation for delivering some of the best business management education in the UK.

1.1 Principles of Responsible Management Education (PRiME)

The PRiME offer a vehicle with which to embed responsible management principles into the day-to-day business of the business school. Developed in 2007 by an international task force of sixty deans, university presidents, and official representatives of leading business schools and academic institutions, PRiME seeks to establish a process of continuous improvement among institutions of management education in order to develop a new generation of business leaders. PRiME represent a set of voluntary standards to which management schools and programme agree to adhere in the interest of developing future leaders with the necessary insights, skills and competencies to deal with the issues that businesses and other institutions are facing in the twenty-first century. The six principles (see [Appendix 1](#) for a full breakdown) focus on the purpose of creating sustainable value and an inclusive sustainable global economy, values of responsibility as indicated by the UN Global Compact's 10 principles (see [Appendix 2](#)), methods of creating an education approach that develop effective and responsible leaders, research that advances understanding about the impacts of companies in creating sustainable social, environmental and economic value, partnership that fosters interactions between members and academics to explore challenges in meeting environmental and social responsibilities, and dialogue that facilitates debate among representatives of the multiple sectors that constitute society around key social and sustainability issues.

1.2 Benefits of becoming PRiME signatory

There are numerous benefits that can be realised through becoming a PRiME signatory and joining the more than 500 leading business schools and management-related academic institutions from over 80 countries across the world.

Student Recruitment

Evidence increasingly suggests that there is growing demand from business and management students for a more globalised curriculum and focus on corporate responsibility initiatives within management programmes. A recent study of MBA students from, 75 countries reported that students gave the highest importance ratings to CSR within their programmes (Haski-Leventhal, 2012). Similar evidence is emerging

that suggests business and management undergraduates are also placing greater importance on corporate social responsibility education within the programmes they study (Leveson & Joiner, 2014).

NBS can benefit from improved student recruitment and satisfaction as it is better able to appeal to the aspirations of a new generation of students.

Enterprise and Engagement

There is a growing body of evidence that points to strong industry demand for employees who understand sustainability challenges (Gitsham & Clark, 2014). This coupled with an increased recognition that responsible management practices can result in improved business performance is driving industry demand for business schools to incorporate sustainability into their undergraduate, postgraduate and corporate curricula. In addition to this, many professional bodies such as the Chartered Management Institute (CMI) and Chartered Institute of Management Accountants (CIMA) are increasingly incorporating ethics, sustainability and other responsible management topics into their codes of professional conduct.

NBS can benefit from enhanced engagement with industry partners by working with them to enhance the teaching of sustainability into programme curriculum and develop case studies with companies who are leaders in this field.

Accreditation and Reputation

The integration of responsible management principles into higher education is a key focus of accreditation bodies such as AACSB International, the EFMD and the Association of MBAs, all of whom were key founders and co-sponsors of PRiME. For example, AACSB Standard 9 states that all general management and specialist degree programmes, across all levels should promote ethical understanding and reasoning thus ensuring students are able to identify ethical issues and address the issues in a socially responsible manner (AACSB, 2013). Similarly the EFMD has recently expanded coverage of Ethics, Responsibility and Sustainability in its EQUIS standards and criteria in recognition of the need for business schools to contribute to the resolution of societal challenges and to act as 'good citizens' in the environment they operate in (EFMD, 2014). Simply put, coverage of responsible management principles is now a non-negotiable requirement for the majority of business school accrediting bodies. It is also highly likely that any future changes to existing accreditation requirements will build on these themes. In addition to the accreditation focussed benefits, PRiME membership can also act as a means with which to build on the Faculties reputation by joining with other elite business schools. To date more than a third of the Financial Times' top 100 business schools are signatories to PRiME, as are our neighbours at Newcastle University Business School and Durham Business School.

NBS can demonstrate compliance with accrediting bodies current practice in these areas whilst ensuring that any future requirements will be met well in advance.

Research and Innovation

Increased academic attention to sustainability in business is evidenced through increased membership of special interest groups of the Academy of Management and British Academy of Management (Gitsham & Clark, 2014). Additionally many top quartile journals have offered high profile special editions on the general subject of sustainability and management education, for example the *Journal of Management Education*

(Rusinko & Sama, 2009), *Business Strategy and the Environment* (Springett and Kearins, 2005), *Academy of Management Learning and Education* journal (Starik, Rands, Marcus, & Clark, 2010) and the forthcoming *Business Ethics Quarterly* Environmental Sustainability and Business special edition. NBS already has already demonstrated significant interest and expertise in these research areas evidenced through the membership of the Risk, Responsibility, Ethics and Governance research interest group (currently numbering 50 staff) and the emerging Law and Development Research interest group out of the Law School.

NBS stands to benefit through the development of new research areas, increased visibility of academic research and opportunities for cross institutional collaboration on projects and funding bids.

Learning and Teaching

The process of embedding sustainability issues in the core of management education has been seen to lead to increased exploration of new learning methods and environments that are more suitable for teaching complex issues, through a mixture of classroom based learning and direct experience (Escudero, M Albareda, L Alcaraz, J.M Weybrecht, G Csur, M, 2012). The aforementioned benefits in research and innovation and enterprise and engagement present opportunities to increase research informed teaching and introduce a wider range of case study and experiential learning techniques.

NBS stands to benefit through the development of additional pedagogic tools and approaches to learning which will result in an improved student experience.

2. PROJECT OVERVIEW

2.1 Project Summary

This project has been initiated to satisfy two main aims:

- To gain accreditation to the United Nations Principles of Responsible Management Education programme (UN PRiME) as a means to demonstrate Newcastle Business School's commitment to sustainable and responsible management education and research.
- To ensure that the curricula of the school's programmes, courses and modules are fit for purpose to meet this commitment.

Neither aim can be met in isolation and thus the project will achieve both, whilst also offering additional benefits in the areas of research and enterprise, student satisfaction, engagement and reputation.

The Newcastle Business School Responsible Management Education (NBS PRiME) project has been designed to embed the principles of Responsible Management Education into the culture, strategy and operations of Newcastle Business School. In doing so it will develop new and improved programme curricula, revise pedagogical approaches to management and leadership education, enhance student experience, provide additional research and enterprise opportunities and demonstrate Newcastle Business School's commitment to delivering the best business management education in the UK and internationally.

Whilst the UN PRiME initiative is aimed specifically at business schools, the programme of work presented here aims to benefit the Faculty of Business and Law as a whole and will act as a vehicle to increase collaboration across Newcastle Business School and Northumbria Law School.

2.2 Objectives

In order to achieve UN PRiME accreditation NBS will need to document action and progress against six principles (see [Appendix 1](#)). These principles have been developed into the following project objectives to be achieved over a three year period:

- **Objective One - Purpose:** Embed responsible management principles into the mission, values, strategy and operations of the business school.
- **Objective Two - Values:** Incorporate into academic activities and curricula the values of global social responsibility as portrayed in initiatives such as the United Nations Global Compact (Appendix 2).
- **Objective Three - Method:** Create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.
- **Objective Four - Research:** Engage in conceptual and empirical research that advances understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.
- **Objective Five - Partnership:** Interact with industry partners to extend knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.
- **Objective Six - Dialogue:** Facilitate and support dialogue and debate among educators, students, business, government, consumers, media, civil society organisations and other stakeholders on critical issues related to global social responsibility and sustainability

2.3 Anticipated Outputs and Outcomes

Anticipated initial outputs and outcomes are likely to be supplemented with additional ones as the project progresses and opportunities present themselves. Current planned outputs and outcomes are detailed in the table below:

Output/Outcome Type	Brief description
Signatory to the PRiME Programme	Newcastle Business School will become a signatory to the UN PRiME Principles and the UK and Ireland PRiME Chapter*
Revised Curriculum	Responsible Management principles embedded into revised programme curricula
New Programme Development	Development of new programmes focussed on responsible management and related topics
RME Staff Training Course	Course on Responsible Management Education developed and delivered to Faculty staff
Conference/symposium	Event to share progress and lessons learnt with wide audience
PRiME SIP Report	Report to the UN PRiME Secretariat sharing information on progress
Research Outputs	At least one Conference Paper and one Journal article to be produced documenting learning gained throughout the project

*Membership is achieved by completing a short online application that asks for background information about the organisation, along with a signed letter of support (a template is attached in Appendix 3) from the organisation's highest executive (NBS, not Northumbria University as a whole) to the PRiME Steering Committee.

2.4 Overall Approach

The NBS PRiME project is ambitious in scope, seeking to align the schools activities with the principles of responsible management, corporate social responsibility, business ethics and sustainability. It is clear however that much has already been achieved or is already in progress. The overall approach to the project will be to identify and work with the good practice that already exists within the school highlighting existing teaching, research and enterprise activities that align with the principles of responsible management education which will then be used as a basis on which to apply for UN PRiME accreditation and undertake curriculum change.

In order to meet the purpose, values and method objectives, the project will investigate a range of methods for increasing coverage of responsible management principles into business school curricula. An initial and rigorous assessment on where are we now in terms of teaching and research, partnerships and dialogue with multiple stakeholders on Responsible Management issues will be undertaken, followed by brainstorming on options and priorities to move forward with those principles that are most relevant to NBS in terms of capacity and mission. It is likely that the project will seek to achieve holistic curriculum change not by “adding on” courses (e.g., the introduction of an isolated elective or core module), but by combining embedded responsibility and sustainability principles across all disciplines with more overt specialist

courses. In doing so the project will seek to develop a 'stepping stone' approach to embedding responsible management into individual programmes. This will involve exposing students to specific topics within existing modules across all levels before drawing this knowledge together in a final 'capstone' module. Where possible the approach will be to couple responsibility and sustainability with related concepts and trends in management education that are already accepted, such as innovation or social entrepreneurship.

To achieve the research, partnership and dialogue objectives, the project will draw upon work from existing NBS initiatives such as the developing sustainability strategy, research interests groups and campus sustainability work. The project complements the activities of the Risk, Responsibility, Ethics and Governance Research Interest Group and the emerging Law and Development Research Interest Group and will lead to the development of new research opportunities. The work of the RIGs can in turn feed into the curriculum development work by providing case study material and demonstrating the schools commitment to furthering knowledge of responsible management in practice. The project will also work alongside the Corporate and Executive Education Department to engage with industry partners and develop relevant short courses and consultancy activities. Opportunities to work with practitioners, alumni and graduate employers will be sought to ensure that any changes to curriculum reflect business practice.

Finally students are a very important part of the equation and unleashing their potential as agents for change is essential. The project will work with existing student initiatives such as the Student Sustainability Society and Northumbria Students Union Environmental Activities Coordinator to seek out opportunities to engage with past, present and future students to ensure that their needs are considered.

2.5 Anticipated Impact

There is potential for significant beneficial impact across a range of areas identified as key to achieving both NBS and Northumbria Universities strategic aims.

Impact Area	Anticipated Impact Description
Curriculum	Enhancement and widening of core business curriculum to include responsible management principles.
Pedagogy	Enhanced pedagogical approaches centered on activities which promote a participatory approach to learning.
Research Excellence	New opportunities to engage in responsible management, sustainable business and pedagogic research. Links well to the Risk, Responsibility, Ethics and Governance Research Interest Group.
Student Experience	Increased knowledge and understanding of responsible management education, sustainability and related topics will result in improved employment opportunities. Development of new pedagogical approaches may enhance student satisfaction.
Staff Development	Increased knowledge and understanding of responsible management education, sustainability and related topics
Enterprise	Increased opportunities to work with business and industry to develop case studies, undertake collaborative research and create student placements.

2.6 Stakeholder Analysis

The project will consider the interests of all stakeholders and ensure that they are kept informed of progress and that any specific needs are considered.

Stakeholder	Interest/Stake	Importance (H/M/L)
NBS Academic Staff	Academic staff will ultimately deliver and champion responsible management education. Staff support, engagement and feedback is essential to project success.	High
NBS Students	Students will be beneficiaries of the project and thus their feedback key to improving outcomes.	High
UN PRiME Secretariat	As the facilitators of the PRiME programme, the secretariat coordinate reporting and facilitate networking.	Medium
Northumbria University	The NBS PRiME project feeds into the wider strategic goals of the university as a whole and complements the Vision 2025 and Corporate Strategy 2013 - 2018. Communication to the wider university is likely to benefit the project.	Medium
Faculty Executive	Interested in successful delivery of the project and responsible for approving any actions. Support from above is key.	High
Corporate Partners	Any changes to curricula or programmes will impact the operations of partners. Careful communication is necessary.	Medium
Professional Accrediting Bodies	Any changes to curricula or programmes will need to be undertaken within the requirements of accrediting bodies. This will be fully considered at all times.	High

2.7 Risk Analysis

The table below represents the results of an initial risk mapping exercise.

Risk Description	Probability (P) (1 = low 5 = high)	Severity (S) (1 = low 5 = high)	Risk Score (PxS)	Action to be taken (mitigate / reduce / transfer / accept)
Lack of executive support	1	5	5	Reduce through advocacy and engagement with executive members and other influential individuals
Lack of staff support	3	4	12	Reduce through engagement and effective project communication
Faculty priorities change and affect the	2	3	6	Mitigate through advocacy of the benefits that will be

ability to deliver the project				realised through the project outcomes
Constraints on curriculum change from corporate partnerships	2	5	10	Accept but Work with partners to advocate for project benefits and identify potential issues
QA Timescales	3	3	6	Accept but work with QA staff to identify deadlines and ease processes
Conflict with other Faculty projects	2	4	8	Mitigate by working with other project teams to identify areas of potential conflict and develop solutions
Cost overrun	1	4	4	Reduce risk through sound budget management
Schedule overrun	1	3	3	Reduce by building contingency within the project time frame
Loss of key project staff	2	5	10	Mitigate by operating in a transparent manner where all documentation is available to all team members

2.8 Related Projects

The project relates to a number of other on-going initiatives with Newcastle Business School:

- **Programme Review** - Forthcoming review of all business school programmes, courses and modules. Engagement with this project is fundamental to the success of NBS PRiME as it will facilitate any necessary changes in curricula and educational materials.
- **Sustainability Strategy** - This project sets out to identify the Faculty's major impacts from a Sustainability perspective and develop appropriate areas for improvement.

It is also expected that the NBS PRiME Project will facilitate and drive involvement in other project such as membership of the Globally Responsible Leadership Initiative (GRLI) and United Nations Global Compact.

2.9 Constraints

The main constraint to this project is the availability of academic staff time to undertake any necessary curriculum or programme development. The project will utilise the forthcoming programme review to ensure activities are coordinated within activities already planned.

2.10 Assumptions

- Faculty Executive and wider University leaders will support the project and its aspirations.
- Staff allocated to work on the project will be given the appropriate time and resources to do so.

- The United Nations PRiME and Global Compact initiatives will continue to operate throughout the duration of the project.

3. LINKS TO UNIVERSITY CORPORATE STRATEGY

The NBS PRiME Project seeks to assist Newcastle Business School, and ultimately Northumbria University in achieving its Corporate Strategy and Vision 2025 ambitions.

3.1 Northumbria University Values

The principles of PRiME are a good fit with Northumbria Universities values as communicated in the Northumbria University Corporate Strategy 2013-2018¹. These values are stated as:

- **Academic Excellence:** We are committed to the best teaching, research and knowledge exchange. We are determined to set global horizons and world-class standards. We will encourage initiative, academic freedom, critical independence and innovation in the creation of new knowledge and its application.
- **Community:** We will enhance the wellbeing and personal and professional development of every staff member and student. We will work with organisations and communities, regionally, nationally and globally to promote a culture of mutual respect, collegiality, trust and cooperation.
- **Inclusivity:** We are committed to equality of access to all our opportunities and services – practising and promoting fairness and mutual respect and providing appropriate solutions to different needs and expectations.
- **Integrity:** We will practice ethical, consistent and responsible behaviour – promoting a culture of honesty and fair access through initiatives and processes that are open and transparent.
- **Professionalism:** We will strive to make our services effective, efficient and customer-focused – seeking value for money, having regard for the environment and making sustainable use of Northumbria’s human, physical, technological and financial resources.

3.2 Strategic Outcomes

The NBS PRiME project will specifically contribute to meeting the University's strategic outcomes set out in the Northumbria University Corporate Strategy 2013-2018 as summarised in the below table:

Strategic Outcome	Contribution of the NBS PRiME Project
<i>“Build global reputation, market position and revenue streams”</i>	<ul style="list-style-type: none"> • Work with academic and industry partners to undertake high-profile research and enterprise activity in the areas of responsible and sustainable management. • Develop an innovative academic portfolio and build a reputation as leaders in responsible and sustainable management. • Develop opportunities for collaborative partnerships with like minded institutions this creating new revenue streams.

¹(Haski-Leventhal, 2012)<https://intranet.northumbria.ac.uk/cs/pdf/cd/corporatestrategy20132018.pdf>

<i>"Grow high quality research and use it to drive excellence in all of the University's activities"</i>	<ul style="list-style-type: none"> • Increase the volume and quality of research in the areas of responsibility and sustainability. • Increase opportunities to develop research informed teaching. • Increase reputation for world class research in the areas of responsibility and sustainability.
<i>"Maximise student and stakeholder satisfaction"</i>	<ul style="list-style-type: none"> • Meet demand from business and management students for a more globalised curriculum and focus on corporate responsibility initiatives within management programmes. • Develop opportunities for students to contribute to research and teaching in the areas of responsible and sustainable management. • Develop partnerships with other Faculties in the University where research and teaching interests overlap.
<i>"Strengthen operational efficiency and effectiveness, and foster a culture of continuous improvement"</i>	<ul style="list-style-type: none"> • Develop opportunities for staff to engage with new pedagogical methods. • Integrate activities with University wide sustainability plans. • Utilise new technological opportunities for learning and teaching.

3.3 Key Performance Indicators

In supporting Northumbria University's strategic outcomes, the NBS PRiME project will contribute to the following Key Performance Indicators set out in the Northumbria University Corporate Strategy 2013-2018:

University KPI	Target	Contribution of NBS PRiME
KPI 2: Number of postgraduate taught students	Increase by 10% by 2018	Develop new programmes in the area of responsible and sustainable business, management and leadership.
KPI 3: International student recruitment	Increase international students studying on campus by 50% and increase income from overseas collaborative ventures and distance learning by 30% by 2018	Provide additional opportunities for marketing the school and programmes through use of the UN PRiME affiliation Develop collaborative ventures with other UN PRiME accredited institutions.
KPI 4: Proportion of leavers in graduate employment and further study	Increase by 10 percentage points by 2018	Improve the graduate employment opportunities of leavers through the teaching of responsible and sustainable management competencies increasingly demanded by employers.
KPI 5: Proportion of students who express overall satisfaction in the National Student Survey (NSS)	Achieve 90% satisfaction in all subject areas by 2014 and maintain this level afterwards	Improve student experience and satisfaction through the development of innovative pedagogic approaches to learning and teaching and enhanced research informed teaching opportunities.

KPI 6: Proportion of academic staff who would be submissible to a future research assessment exercise	Increase to 60% by 2018	Encourage academic staff to increase research activity in the areas of responsible and sustainable management, promoting and supporting such activity.
KPI 7: Research grant and contract income	Increase by 15% per annum	<p>Develop opportunities to bid for research grant income in the area of responsible and sustainable management.</p> <p>Develop opportunities to collaborate within the University and with external partners on such bids.</p>
KPI 8: Enterprise income	Increase income from Continuing Professional Development by 10% per annum and grow income from user-led research and consultancy by 15% per annum	<p>Develop new CDP and executive education programmes in the area of responsible and sustainable business, management and leadership.</p> <p>Encourage and support consultancy activity in the area of responsible and sustainable business, management and leadership.</p>

4. PROJECT RESOURCES

4.1 Project Management

The project will be managed on a day to day basis out of the Department of Business and Management but will work across all departments within the business school to ensure holistic solutions are developed. The project manager will be responsible for the day-to-day management of the project, co-ordinating the work schedule, identifying key areas for development and completing the project reports. The project manager will report to the project director who will be responsible for signing off any agreed actions. The project manager and director will meet once a month to discuss progress.

A small working group will be created consisting of colleagues who have already expressed an interest in the project (see section 2.2. for suggested roles and responsibilities). The group will be responsible for guiding strategic decisions about the activities proposed under the project and co-ordinating any relevant tasks. These colleagues will make local arrangements with their line managers to ensure that they have the time scheduled to undertake any necessary work allocated from the project. Administrative support will be obtained from the Quality Support team.

4.2 Project Roles

The project will be managed by Dr Alex Hope feeding into Dr Julie Crumbley as AD Academic. A small steering group of interested staff has been established to advise on project direction and assist in the curriculum development and research strategy objectives. It is the intention to recruit a student representative to the group to promote the project amongst their peers. Administrative support will come out of the Quality Support Team. A brief descriptions of roles and responsibilities is provided below.

Name	Role	Responsibilities	Contact details
Dr. Julie Crumbley	Project Director	Project tasks sign off	julie.crumbly@northumbria.ac.uk 0191 227 4788
Dr. Alex Hope	Project Manager	Project management, strategy development, programme mapping, module development, communication	alex.hope@northumbria.ac.uk 0191 227 3039
Prof. Ron Beadle	Research lead	Research repository, PRiME research strategy	ron.beadle@northumbria.ac.uk 0191 227 3469
Dr. Karim Sorour	Finance & Accounting Lead	Programme mapping and development	karim.sorour@northumbria.ac.uk 0191 227 4376
Dr. Rima Hussein	Business & Management Lead	Programme mapping and development	rima.hussein@northumbria.ac.uk 0191 227 4270
Dr. Gabriel Weber	Business & Management Lead	Programme mapping and development	gabriel.weber@northumbria.ac.uk 0191 227 7202
Dr. Jenny Davidson	Corporate & Executive Lead	Programme mapping and development	jenny.davidson@northumbria.ac.uk 0191 227 7230

TBC	Student Lead	Student engagement	TBC
Kim Weston	Administration	Administrative management	kim.weston@northumbria.ac.uk 0191 243 7265

The project will also draw on the support and knowledge of staff involved in the Risk, Responsibility, Ethics and Governance Research Interest Group as champions of responsible management education within their departments and subject groups.

4.3 Programme Support

The project will benefit from use of the extensive literature available to UN PRiME signatories and the network of affiliated institutions. The project will also draw on the experiences of other institutions through membership of the UK PRiME Chapter and other Education for Sustainable Development (ESD) networks.

4.4 Project Reporting

The project working group will meet at least bi-monthly to discuss direction and progress which will result in a short project report to be delivered to the project director.

4.5 Project Budget

There is no specific budget attached to NBS PRiME at the present time, however it has been indicated that the project may draw upon the budget allocated to external accreditation activities. As the project aims to utilise existing initiatives and work within existing frameworks it is expected that any funding requirements may be met through existing allocated budgets such as those for research development, marketing, learning and teaching resources and staff development. Should allocated funding be secured for this project at a future date, appropriate budgetary controls will be put in place.

5. PROJECT PLANNING

5.1 Indicative Project Plan

The project is expected to run for a period of three years, or six semesters (working on a two semester per year basis) including the summer period. A high level overview of expected semester one activities is provided below and a more detailed project plan is in preparation.

Time	Planned Activity	Result
October 2014	<ul style="list-style-type: none">• Completion of project plan• Agree project roles• Present paper to executive	<ul style="list-style-type: none">• Initial plan sign off• Agree responsibilities• Secure executive support
November 2014	<ul style="list-style-type: none">• Development of high level learning objectives and outcomes• Develop and Submit UN PRiME application• Development of Project blog and initial communications	<ul style="list-style-type: none">• Establish the key criteria to be embedded within programmes• Secure use of UN PRiME Logo and access to resources• Raise support and awareness for the project
December 2014	<ul style="list-style-type: none">• Assessment of Existing Programmes and Curricula• Development of PRiME Research database• Initial staff project briefing	<ul style="list-style-type: none">• Establish baseline and map existing PRiME criteria• Create central repository of PRiME research topics• Raise staff awareness
January 2015	<ul style="list-style-type: none">• Continue assessment of existing programmes and curricula• Develop new and amended programmes• Develop new and amended modules	<ul style="list-style-type: none">• Establish baseline and map existing PRiME criteria• New programmes, improved existing programmes• New modules, improved existing programmes

5.2 Communications Plan

In addition to internal progress reports, the project will undertake a range of external communications aimed at informing all stakeholders including potential students and industry partners about the key aims of the project. These communications may act as a marketing tool to promote NBS as a leader in responsible management education and related topics.

Timing	Dissemination Activity	Audience	Purpose	Key Message
November 2014	Establish Project Blog/webpage	All interested parties - internal and external	Inform stakeholders about the project	Project aims, progress reports, key initiatives and events
Ongoing	News on Northumbria University website	Publicise project	Raise project Awareness	Project summary, key initiatives, relevant news
October 2015	Staff Workshop	Academic Staff	Awareness, skills development	Training
September 2015	SIP Report	All stakeholders	Compliance with UN PRiME Accreditation	Sharing Information and Progress
February 2015	Posters	Students	Raise project awareness, gain student support, identify interested individuals.	Get involved
Ongoing	Conference Presentations	Academic and industry stakeholders	Communicate knowledge, raise NBS profile	Sharing knowledge and project outputs
Ongoing	Journal Articles	Academic stakeholders	Communicate knowledge and research	Sharing knowledge and project outputs

5.3 Performance Management

Key Performance Indicators will be developed as a means to manage progress throughout the project. This may include reporting on the number of programmes or modules that include material relating to responsible management principles, the number of research outputs focussing on responsible management topics, student perceptions of whether sustainability and related principles are included in their learning, number of students engaged in green initiative and many other potential metrics.

APPENDIX 1: PRiME Principles

The Six Principles for Responsible Management Education

As institutions of higher education involved in the development of current and future managers we declare our willingness to progress in the implementation, within our institution, of the following Principles, starting with those that are more relevant to our capacities and mission. We will report on progress to all our stakeholders and exchange effective practices related to these principles with other academic institutions:



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.



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



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.



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.



Principle 6 | Dialogue: We will facilitate and support dialog 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.

We understand that our own organisational practices should serve as example of the values and attitudes we convey to our students.

APPENDIX 2: UN Global Compact - 10 Principles



Human Rights

- Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and
- Principle 2: make sure that they are not complicit in human rights abuses.

Labour Standards

- Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
- Principle 4: the elimination of all forms of forced and compulsory labour;
- Principle 5: the effective abolition of child labour; and
- Principle 6: the elimination of discrimination in respect of employment and occupation.

Environment

- Principle 7: Businesses should support a precautionary approach to environmental challenges;
- Principle 8: undertake initiatives to promote greater environmental responsibility; and
- Principle 9: encourage the development and diffusion of environmentally friendly technologies

Anti-Corruption

- Principle 10: Businesses should work against all forms of corruption, including extortion and bribery.

APPENDIX 3: PRiME Letter of Support

[Academic Institution's letterhead]

To:

PRiME Steering Committee

c/o Jonas Haertle, Head PRiME Secretariat at United Nations Global Compact Office

801 2nd Avenue, 2nd Floor

New York, New York 10017

[Date]

Adoption of the Principles for Responsible Management Education

As an institution of higher education involved in the development of current and future managers ***[Name of the Institution]*** is committed to progress in the implementation of the Principles for Responsible Management Education, starting with those that are more relevant to our capacities and mission, report on progress to all our stakeholders and exchange effective practices related to these principles with other academic institutions.

We understand that our own organizational practices should serve as example of the values and attitudes we convey to our students.

We encourage other academic institutions, and associations to adopt and support these Principles.

[Signature]

Letter should be signed by academic institution's highest executive or board member

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