

PRME Principles for Responsible Management Education

BIANNUAL REPORT ON PRME INITIATIVES COLLEGE OF BUSINESS & PUBLIC ADMINISTRATION

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CBPA, AACSB, & PRME

In Spring 2012, CBPA became a signatory to PRME—Principles for Responsible Management Education. These Principles for Responsible Management Education were launched in 2007 as an initiative of six academic institutions (including AACSB International) and the United Nations Global Compact. PRME seeks to establish a process of continuous improvement among institutions of management education in order to develop in our students a new generation of business leaders who view corporate strategy within a broader perspective of all stakeholders over traditional shareholder value. Guided by the PRME philosophy, CBPA’s mission is to inspire and champion ethical and responsible management education, research, and thinking for global leadership that takes into account the Triple Bottom Line of People, the Planet and Profits, in other words, at CBPA, we endorse conscious capitalism. At CBPA we are continuously embedding all PRME values into our Educational Value Chain. We highlight some of these endeavors in reports like this.

AACSB & PRME

CBPA’s AACSB report for the site visit of AACSB reviewers on January 13, 2014, shows the nexus between AACSB values and PRME Principles, with particular connection to responsible management education in the areas of:

- ***Ethics and Ethical Reasoning***
- ***Critical Thinking and Problem-Solving***
- ***Communication***
- ***Use of Technology***
- ***General & Specific Management Skills***

AACSB is a signatory to the U.N’s PRME Principles. AACSB’s website states: “In the current academic environment, corporate responsibility and sustainability have entered but not yet become embedded in the



Professor Craig Seal, Director of Undergraduate Affairs and AACSB



mainstream of business-related education. The PRME are therefore a timely global call for business schools and universities worldwide to gradually adapt their curricula, research, teaching methodologies and institutional strategies to the new business challenges and opportunities. “Taking the [Six Principles](#) as a guiding framework, any institution which is willing to integrate corporate responsibility and sustainability in a gradual but systemic manner is welcome to join the initiative.”

Completed! First CBPA Student Thesis Project on CSR!



MBA Student Xi Cheng has completed her MBA thesis project under the guidance of Professor Craig Seal and Professor Rangfeng Qiu. This thesis is entitled: ***“The Influence of Perceived Corporate Social Responsibility on Job Satisfaction: The Moderating Role of Organizational Ethical Climate.”*** Ms. Xi Cheng graduated with her MBA in 2013.

CBPA’S STUDY ABROAD PROGRAM TAKES STUDENTS TO VENUES AROUND THE WORLD WHERE CSR & RESPONSIBLE MANAGEMENT PRACTICES CAN BE OBSERVED...

Dr. Vipin Gupta led a Study Abroad group to India in December 2013. One of the venues visited was Jaipur Rugs. This organization practices CSR via a special Department dedicated to the upliftment of the lives of their weavers—mostly rural women from the outskirts of Jaipur.



Shown above, CBPA students in the Jaipur Rugs facility and village.

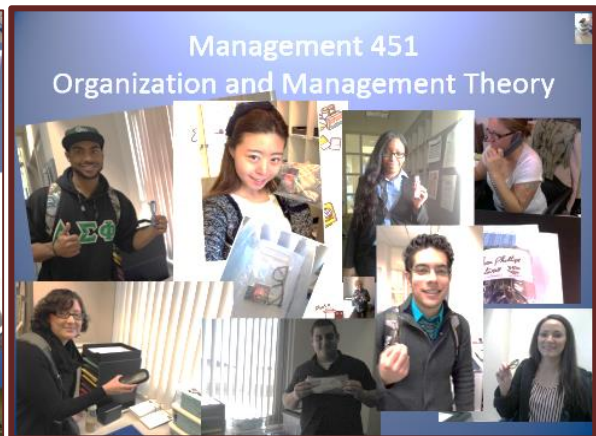
**STUDENTS IN MGMT 335, MGMT 100, MGMT 350, & MGMT 451,
FALL 2013, HELP THE COMMUNITY**

The Students in Management 335, *Business & Society*, at CBPA, California State University, San Bernardino, expressed their commitment to Social Responsibility, and Principles of Responsible Management Education & Learning via an initiative entitled: “**The Eyeglass Project**”. To assist in this effort, the Students in the Department of Management collected used prescription glasses for donation to communities. Two partnerships ensued, one local and one international.

The **local partnership** was with the Latino Collaborative, a Non-Profit Organization, under the leadership of Mr. Salvatore Guterrez. This non-profit agency holds an annual Health Fair in the underdeveloped area of Muscoy (a region close to our CSUSB campus). The Health Fair includes free eye examinations by optometry students from regional universities. Here are some of the students & faculty who participated:



Professor Anna Phillips was instrumental in getting the prescription eyeglass project launched.

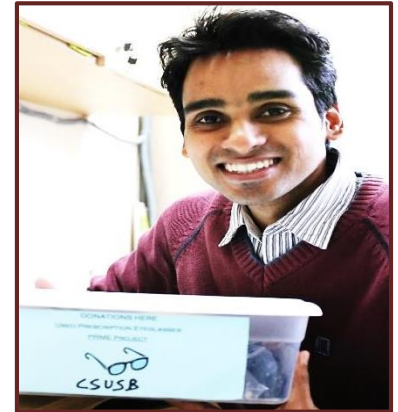


THE CBPA EYE GLASS PROJECT GOES INTERNATIONAL ...

The international partnership CBPA's "*Eye Glass Project*," fit with the CSR mission of Jaipur Rugs. Dr. Vipin Gupta (not seen in this photo) is handing CBPA's donation to a Representative of the Women Weavers—mostly rural women from the region.



Jaipur Rugs shown receiving the Social Impact Award. This corporation partners with CBPA in the Study Abroad Program in India.



DOING "THE RIGHT THING" IN BUSINESS ENHANCES A FIRM'S REPUTATION.....

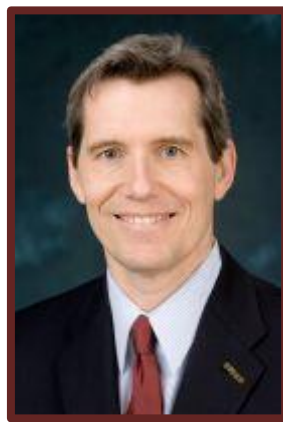
MGMT 621—Ethics Exercise: Under the guidance of Professor Mike Stull (also Chairman of the Department of Management) Mgmt 621 students work

In teams independently to review the three (3) specific ethical scenarios that an entrepreneur is likely to face. The teams review, discuss and make decisions about how they would handle each scenario. They then post the results in class and compare and contrast the approaches taken by each team. This leads to further discussions about the impacts of each decision and how seemingly *doing the right thing* can also have some unintended consequences. Overall, it embeds the idea that at the heart of a successful business is "reputation," and such reputation and a company's brand are directly impacted on a daily basis by ethics.

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Faculty Member Researches Ethical Administrative Leadership through Sustainability

Sustainability leadership is the promotion of practices that provide positive change in the environment. Sustainability in a local context involves not only environmental practices such as energy conservation, but also policy efforts to involve communities, develop organizational capacity, and encourage widespread adoption. However, the key role of public administrators in local sustainability has largely been ignored in the literature.



Professor Montgomery Van Wart

Using a national database from U.S. cities, a study by CSUSB professor Monty Van Wart and his colleagues provides an organizational-change explanation of the important subroles of municipal administrators in local sustainability. The study found that administrators can have a substantial function in sustainability leadership by engaging citizens, enhancing technical expertise, mobilizing financial

resources, and developing managerial execution capacity for sustainability. Effective administrators help overcome dispersed public perspectives, organizational sustainability, which can result in better organizational performance of sustainability policies. To be published in *Public Performance & Management Review* as “Sustainability Leadership in a Local Government Context: The Administrator’s Role in the Process,” vol.37 (March 2014), 3: 362-386.

Dr. Pelletier Engages her Graduate Students in Their Studies of Leadership via Memorable Field Trips that Link Theory to Actual World Events...



Professor Kathie Pelletier has been teaching her graduate students about responsible and ethical leadership, as well as its opposite, or toxic forms of leadership. To show how leadership toxicities can easily morph into atrocities such as xenophobic actions, she has been taking her students on day trips to the **Museum of Tolerance** in Los Angeles. This multimedia venue provides a rich environment within which to explore how

extreme forms of authoritarianism, such as racism and sexism, can be applied to corporate leadership. In its most extreme form, institutional prejudice has led to human rights abuses and xenophobic actions in Nazi Germany, Cambodia, Bangladesh, Latin America and other venues around the world. This has been an on-going effort over many years by Dr. Kathie Pelletier.



TEACHING ABOUT ETHICAL RESPONSIBILITIES & OBLIGATIONS IN TECHNOLOGY ADMINISTRATION:

Dr. Jake Zhu, Chairman of the Department of Information & Decision Sciences (IDS)

explained how students are taught responsible management practices in

network administration. Most of the IDS students will transition into jobs that give them authority to access the entire network from user information to content. His guidance to students incorporates PRME values.

In IDS 275, his course on information networking, Dr. Zhu explains three important concepts to his students: Firstly, while they have the authority to access network information, this privilege comes with

correlative administrative obligation and responsibility. Network information can be extremely sensitive, such as confidential information about strategy, CEO salary, budgets, and other business intelligence. Secondly, on the security side, students will manage networks. For example, they will have the rights to create passwords and change them. Again, this puts the ethical responsibility on the students to do this in the appropriate way. Thirdly, students must above all protect their networks from unauthorized use of data.

Faculty Conference Participation: CSR Themes



Dr. Vipin Gupta with Japanese colleagues

CBPA Associate Dean, Dr. Vipin Gupta presented his paper entitled, “*Understanding Practice, Challenges, & the Future,*” at the 9th International Conference on Asian Financial Markets and Economic Development, December 7, 2013.



Professor Breena Coates presented a talk on December 3, 2013, at Dhruva University

School of Management in Hyderabad, India, on the development Case Studies in the area of Conscious Capitalism. Using the examples of California Benefit Corporations: Barrett-Koehler Publishers and other newly-formed Benefit Corporations she talked developing these case studies of Corporations that are “*doing well, by doing good.*” This talk was presented electronically via restricted

YouTube, with video and audio embedded powerpoint slides, using the enabling software, ARTICULATE.

*Video Recommendations:
Industries Taking on TBL Challenges*

The Suzuki Diaries: Sustainability In Action. Bullfrog Films. This film received the **CHRIS AWARD** at the Columbus Film & Video Festival. Corporations in Germany, Denmark, France and Spain are highlighted.

The New Green Giants by Ted Remerowski. This film exposes the complex and controversial world of today's organic food industry.

Build Green, by the Canadian Broadcasting Corp., looks at the construction industry from the perspective of smart building materials that better protect against the elements and mitigate human impacts on global climate change.

The Nano Revolution, by the Canadian Broadcasting Corporation. This film explores a universe where scientists manipulate matter on a scale 80,000 times smaller than a human hair. Nano-technology promises ground-

breaking solutions to the most serious problems that threaten our future—but it is a realm that poses serious philosophical, political and ethical questions.

Future Food, by Television Trust. Tonight there will be 219,000 new mouths to feed at the world's dinner table. By 2050 there will be 9 billion people on planet Earth. How will we feed them safely, fairly and well? The film explores these questions and presents plausible solutions.





Mallin, C.A. (2009) *Corporate Social Responsibility: A Case Study Approach*, Edward Elgar Publishing. This book intersects the great divide between academia and practice Christine Mallin has brought together leading experts from both academia and the business world to provide fully up-to-date accounts of developments in CSR from a range of legal, cultural and economic perspectives.

Fryzel, B. (2011). *Building Stakeholder Relations and Corporate Social Responsibility*, Palgrave. The author sheds light on how stakeholders' perceptions of corporate entities can be determined by locally specific trends and why there can be

no generalization of the CSR strategic approach to local communities. She shows that local environments can be significantly different in their sensitivity towards CSR issues. Analysis of local communities which includes location specific demographic trends and the internal consistency of the corporate sense-making process is becoming the core of a new operational paradigm behind a successful CSR strategy. This book is a research-based account on how companies engage in CSR activities, and how their corporate identity determines the way in which they perceive the stakeholders and in result engage in a dialogue-based relations with them.

NEWS FROM THE PRME SECRETARIAT:

Commitment of Business Schools—“*We are Architects of a Better World*”

Bled, Slovenia, (2013): More than 300 members of the responsible management education community from 60 countries convened in Bled, Slovenia, to discuss the continued creation of a new intellectual, research, teaching, and institutional agenda that develops leaders for the future we want at the 2013 PRME Summit – 5th Annual Assembly. This was, co-organized

by international association for leadership development in dynamic societies Central & East European Management Development Association (CEEMAN), which is celebrating 20th anniversary this year, also 2013 Chair of the



PRME Steering Committee, and the PRME Secretariat, business school leaders, faculty, researchers, and students, along with representatives from business, government, and civil society engaged in spirited discourse and shared recent lessons from the global landscape of responsible management

education. Leaders have to be global citizens with high ethical standards, helping to create the conditions for welfare of all. This obliges management schools to revive their programs, so that they respond on the needs of leaders and society in the future. »

PRME STATUS-IN-PROGRESS (SIP) REPORT--FORTHCOMING

The PRME Status-in-Progress Report (SIP Report) is due in February 2014. Many of our faculty and students are doing work related to the PRME initiatives. Please look

into your work and send relevant notices of your research, teaching, service and community actions that are appropriate to Breena E. Coates, bcoates@csusb.edu.

CALL for SUBMISSIONS to the PRME BULLETINS & ARCHIVES

*Faculty and Students
Contributions —Papers, Books,
etc.*



*Our depository in Room JB 252.
Send electronically to Breena
Coates, bcoates@csusb.edu*

Thank-you!